

UNIVERSITY OF THE FREE STATE

FACULTY OF ECONOMIC AND  
MANAGEMENT SCIENCES

UFS BUSINESS SCHOOL

**RULE BOOK 2019**



Director - Prof Helena van Zyl

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### Articulation possibilities in the UFS Business School

Qualification	HCert →	BML →	PGDip →	MBA →	PhD
NQF Exit Level	5	7	8	9	10
Credits	135	373	120	221	360
Minimum years of study	1	4	1	2	2

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# Reg F1: Higher Certificate in Management Development

## HCert (Management Development)

### FACULTY AND GENERAL RULES

Unless specifically stated otherwise, the General Rules of the University and the faculty apply to the Higher Certificate in Management Development. Information and rules may be changed each year if necessary.

This programme will not be offered in any academic year if, in the sole discretion of the University of the Free State, a sufficient number of enrolments cannot be secured to render the programme sustainable.

Note that the total minimum credits required to obtain this programme leading to the qualification is 135.

### INFORMATION

The Business School within the Faculty of Economic and Management Sciences, has established itself as a leader in South Africa in the provision of management programmes. A dynamic supplement to this spectrum of management programmes on offer is a Higher Certificate in Management Development [HCert (Management Development)]. The Higher Certificate emphasises leadership development, the broadening of insight by exposure to the most important management disciplines and its integration into a total management approach. This tailor-made qualification has been designed to assist institutions in both the private and public sectors. It is aimed at developing employees, especially focused on middle management group level, to enterprising and professional managers.

#### Minimum admission requirements

Reference to “General Rules” in this document refers to The General Rules for Undergraduate Qualifications, Postgraduate Diplomas, Bachelor Honours Degrees, Master’s Degrees, Doctoral Degrees, Higher Doctorates, Honorary Degrees and the Convocation of the University of the Free State (UFS).

Over and above the General Rules regarding admission to this University, the following specific entrance requirements must be met:

- 22 years of age
- A National Senior Certificate or National Certificate Vocational with appropriate subject combinations and levels of achievement
- 3 years’ management experience  
or 5 years’ work experience  
or a manager’s/supervisor’s recommendation

Admission on the basis of recognition of prior learning (RPL):

Where a person does not qualify for admission to an academic qualification they can apply for admission through RPL, in accordance with the following guidelines:-

- National Senior Certificate (as from 2008) or a School-leaving Certificate (prior to 2008), with at least five years' applicable work experience, including formal and non-formal learning. This work experience must include three years' management experience.
- Candidates admitted according to a RPL process cannot exceed 10% intake.

Except for students with full matriculation exemption, students admitted to the H Cert programme in terms of the above must complete an additional module as approved by the Senate of the University.

### Registration

Registration as a student of the UFS is compulsory. The student is at all times responsible for the payment of the registration fee for the year or for a part of the year before any registration will be processed.

It is at all times the responsibility of the student to ensure that his/her registration is correct.

A student who has already twice registered for a particular module (question paper/practical work) and who still fails to comply with the pass requirements, will only be granted one further opportunity to re-register for the module on the basis of exceptional merit – with the approval of the dean of the faculty, on the recommendation of the academic head and with notification to the Registrar.

Where a student has discontinued his/her studies for a year or more, he/she has to re-apply for admission to the University.

A student who interrupts his/her studies for longer than five years, needs to re-apply. All previously passed modules must be repeated.

If the minimum prescribed number of students have not registered for a module, the University reserves the right not to offer that particular module.

### Cancellation of registration

Notification of the cancellation of a registration must be provided in writing.

The date on which the written notification is received will be the date of the cancellation of the registration.

Notification of the cancellation of a module(s) may occur throughout the year but in order to receive financial credit, specific due dates apply.

Cancellation of a module(s) after due dates could imply that a student:

- Is not granted readmission to a module; and
- is liable for the tuition fees for the module

Fees payable

Tuition fees are calculated per semester and are payable on the following dates, irrespective of whether an account statement has been received:

Payment dates for South African students

First semester: all fees for the first semester are payable on/before 31 March

Second semester: all fees for the second semester are payable on/before 31 August

Students with bursaries must hand in the original bursary letter with the registration form.

Payment dates for International students:

First semester - all fees for the first semester are payable on/before 30 March

Second semester - all fees for the second semester are payable on/before 30 June, regardless of any other date which may appear on account statements.

If payments are not made by the due dates:

Interest at the prime bank rate as charged by ABSA Bank + 2% will be levied on all accounts in arrears.

All academic records for the contractual period of payment default will be withheld.

International students with fees outstanding on 1 July of each academic year will not be allowed to continue with their second-semester modules.

If a student neglects to settle her/his account, the University may also – apart from any other rights – hand over the account, including the collection fee, to an attorney for collection. A fee is payable if a student cancels all his/her modules before the programme control date.

Handling fees will be charged on pay-out of credit balances.

If a student has not fully settled his/her account in respect of the previous year, a subsequent registration cannot take place.

Duration

The minimum time for completion of the programme is one (1) year, and the maximum time in order to complete the programme is two (2) years.

A student may, for a undergraduate qualification, only register at the University for the minimum period allowed for that qualification plus an additional one year, with the second period following directly after the first, and she/he must complete her/his studies for that particular qualification in accordance with the rules applicable at the time of registration. Should there be an interruption to the student's study; the rules applicable to the time of the registration after interruption will apply.

Credit accumulation and transfer

Before the approval of content for credit accumulation and transfer, it should be determined whether the content is current and relevant. The rules pertaining to the shelf life of modules and their relevancy beyond five years will be determined by the faculties.

Assessment

Assessment instruments can include tests, field exercises and reports, class participation and presentations, quizzes, individual assignments, group work, projects, simulation exercises, consultant reports and formal examinations.

#### Attendance of contact sessions

Compulsory attendance of 80% of contact sessions in a module is one of the prerequisites for admission to the examination.

Apology for non-attendance at contact sessions on account of unforeseen circumstances must be accompanied by supporting documentation and presented to the programme coordinator, within five (5) days after the contact session has been offered.

#### Timetable clashes

Students must compile their curriculum in accordance with the module and venue timetable and the examination timetable, and are personally responsible to ensure that there are no clashes.

#### Assessment

Assessment instruments can include tests, field exercises and reports, class participation and presentations, individual assignments, group work, projects, simulation exercises, consultant reports and formal examinations.

#### Module mark

To pass a module, a final mark of at least 50% must be obtained.

To gain admission to the examination in a module, a module mark of at least 40% is required

A module mark that has been obtained in a module is only valid for the next examination applicable to the module in question.

A system of promotion does not apply in respect of this programme.

#### Examinations

Except where the dean of the faculty in which the relevant module is offered, in consultation with the particular lecturer, decides otherwise, a student must, in order to gain admission to the examination in a module, meet all the prescribed subminimum and assignment requirements, and must have participated in all the scheduled assessments as set out in the relevant module guide or its addendum.

The ratio between the module mark and the examination mark is 50:50

Two examinations are scheduled per semester:

A main mid-year examination and an additional mid-year examination in respect of the first-semester modules.

A main end-of-year examination and an additional end-of-year examination in respect of the second-semester modules and year modules.

Once admission to the examination has been granted, participation in the main mid-year examination and the main end-of-year examination is compulsory.



A student who wrongfully participates in a main or an additional examination will receive no recognition, and she/he will be deemed not to have participated in the examination.

Where more than one paper is written in a module, a subminimum ratio mark of no less than 40% and no more than 50% per paper applies. Both papers must be passed in order to pass the module.

Where more than one paper is written in a particular module, a subminimum of at least 40% per paper applies and can also, as set out in the module guide, apply in cases where a paper comprises more than one section.

A student, who as a result of justified extraordinary circumstances, is unable to take the main mid-year or main end-of year examination, may within the period allowed for this purpose and using the prescribed form, apply for an additional examination during the additional mid-year or additional end-of year examination.

The duration of examination papers is normally 2 hours. Examinations are normally open book, except for modules using simulations or independent projects.

### Results in respect of examination, tests and assignments

Students are responsible for obtaining their results before the additional examination.

A student may discuss the results of an examination, test or assignment with the lecturer and with the academic head of department (irrespective of a student's account being in arrears). This discussion must take place within five (5) working days after the provisional results have been announced.

For the purposes of the above-mentioned discussion, the student has the right of access to her/his script in the presence of the programme coordinator / academic head of department.

### Plagiarism

Students that plagiarise will be dealt with in accordance with the disciplinary procedures as set out in the General Rules of the University.

### Certificate with distinction

A qualification is awarded with distinction if a student meets the following requirements:

- Obtained a weighted average of at least 75% (rounded to the next integer, that is 74.5% to 75%), based on the minimum number of modules prescribed for the qualification.
- Completed the qualification in the minimum period.
- Did not fail/discontinue/received an incomplete for any module or take an additional examination.

### Obtaining the certificate

Qualification certificates are only awarded at official graduation ceremonies or subsequently posted to students.

A student is only allowed to participate in the next graduation ceremony provided that all results have been received in accordance with the due dates determined by the Senate.

The Registrar reserves the right not to present a qualification certificate to a student under certain circumstances as indicated in the General Rules of the University.

HIGHER CERTIFICATE IN MANAGEMENT DEVELOPMENT					
NQF level	Credits	Academic Plan Code	Academic Program	Core Modules	Elective
5	135	BC618084	B6184	14	2

Students registering for the Higher Certificate in Management Development must comply with the Faculty and General Rules when compiling their curricula as set out in the following schedule.

The Higher Certificate in Management Development consists of 14 compulsory semester modules and two electives, all modules are at NQF level 5, totaling 135 credits, to be completed within one year as offered. All modules must be successfully completed for the qualification to be conferred.

### Core modules

Module	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	Credits
Business and Information Technology	BITC1511	BITC1521	1
Economics and Banking for Managers	ECON1519	ECON1529	9
Enterprise Risk Management	RMAN1512	RMAN1522	2
Entrepreneurship and Innovation	ENTR1515	ENTR1525	20
Ethics and Governance	GOVE1511	GOVE1521	1
Financial Management and Cost Accounting	FMAN1514	FMAN1524	20
Foundation Skills	FOSK1511	FOSK1521	1
General Management and Communication	GMAN1513	GMAN1523	3
Institutional Memory and Knowledge	MEMO1511	MEMO1521	1
Labour Relations	LABO1512	LABO1522	8
Leadership Development	LEAD1515	LEAD1525	22
Marketing and Digital Marketing	MARK1513	MARK1523	12
Operations and Logistics Management	OMAN1512	OMAN1522	2
People Management	HRMA1513	HRMA1523	12
Project and Programme Management	PMAN1511	PMAN1521	10
Strategic and Change Management	SMAN1511	SMAN1521	11

## Elective modules

Module	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	Credits
Financial Management and Cost Accounting	FMAN1514	FMAN1524	20
Or			
Financial Management in the Public Sector	FPUB1515	FPUB1525	20
Or			
Labour Relations	LABO1512	LABO1522	8
Or			
Business Challenge	BUSC1511	BUSC1521	8

## SYLLABI

### CORE MODULES

#### **BITC1511 or BITC1521: Business and Information Technology (1 Credit)**

Students will be able to:

- Discuss the role of technology in your environment, specifically in relation to CRM, sales management and institutional memory;
- Discuss e-commerce and the impact on business;
- Participate in the development and management of e-commerce business models;
- Develop internet marketing strategies;
- Debate the major issues regarding implementation of e-commerce business models.

#### **ECON1519 or ECON1529: Economics and Banking for Managers (9 Credits)**

Students will be able to:

- Explain how key concepts such as economic growth, inflation, interest rates, exchange rates, etc. in the macro economy are interrelated;
- Discuss the concept economy by referring to practical examples such as, how interest rates are determined, why there is an increase or decrease, and when an increase or decrease can be observed;
- Identify factors influencing price sensitivity for a specific product;
- Explain how the market forces of demand and supply interact to determine price and output;
- Explain how market power and price regulation (such as price ceilings and price floors) impact on price and output levels of a specific product;
- Discern the functions and definitions of money and explain the creation and control of money;
- Distinguish between the money and the capital market;
- Identify and discuss the financial instruments;
- Explain the various financial institutions and their operations;
- Apply instruments of monetary policy in South African context;
- Explain important exchange rate determinants; and
- Discuss the political economy of SA.

#### **ENTR1515 or ENTR1525: Entrepreneurship and Innovation (20 Credits)**

Students will be able to:

- Identify and determine what entrepreneurs need to know about the critical driving forces in a new venture success;
- Critically assess successful entrepreneurs and investors create, find and differentiate profitable and durable opportunities from just “another good idea”, and how opportunities evolve over time;
- Estimate and determine the necessary financial and non-financial resources needed for new ventures, identify the criteria they use to screen and evaluate proposals, their attractiveness and risk, and how to obtain start-up and early growth capital;

- Determine the critical tasks to be accomplished, the hurdles to overcome during start-up and early growth, and what has to happen to succeed;
- Apply the Venture Opportunity Screening Techniques to an actual start-up idea, and subsequently, be able to develop and prepare a BUSINESS PLAN suitable for guiding start-up, attracting financing and realizing an eventual harvest; and
- Craft and prepare a personal entrepreneurial strategy to identify relevant issues, requirements and trade-offs.

### **FOSK1511 or FOSK1521: Foundation Skills (1 Credit)**

Students will be able to:

- Perform basic calculations related to a manager's roles and responsibilities in the organisation;
- Perform calculations required to understand basic accounting; Read and interpret academic texts; and
- Apply the principles of business writing in the context of a manager's written report.

### **GMAN1513 or GMAN1523: General Management and Communication (3 Credits)**

Students will be able to:

- Apply the four functions of management, namely planning, organizing, activation and control; and
- Demonstrate proficiency by selecting and applying strategies to advance communication in the workplace.

### **GOVE1511 or GOVE1521: Ethics and Governance (1 Credit)**

Students will be able to:

- Define ethics and governance;
- Debate the value of ethics in the organisation;
- Describe ethical decision-making models;
- Discuss the applicability of corporate governance in the South African context;
- Outline the ethical duties of directors and ethical dilemmas that they may face;
- Discuss the cost implication of employee dishonesty and how to manage the risk by applying corporate and ethics governance models;
- Describe the relationship between legislation, corporate rules and ethical imperatives; and
- Describe the risks of poor corporate governance.

### **HRMA1513 or HRMA1523: People Management (12 Credits)**

Students will be able to:

- Apply the principles of employee management; Apply the principles of employee engagement;
- Facilitate self-understanding and emotional intelligence in order to enhance personal effectiveness;
- Equip the individual with stress management skills;
- Discuss the role of human resource planning within the strategic environment of an organisation;
- Perform a job analysis as part of the human resource planning process;

- Apply best practices in the recruitment and selection processes;
- Use job evaluation methods, specifically within a South African context;
- Manage the performance and motivation of employees;
- Apply the steps in the human resources training and development process in practice;
- Apply the principle of ensuring a significant return on investment of training interventions planned and implemented; and
- Discuss career management and the function thereof in the human resource system.

### **LEAD1515 or LEAD1525: Leadership Development (22 Credits)**

Students will be able to:

- Distinguish between the characteristics of the traditional and 21st century organisation;
- Analyse their organisation's context and characteristics accordingly;
- Describe the role, behavioural practices and skills of a leader within the 21st century;
- Analyse their own leadership strengths and weaknesses by means of follower feedback;
- Develop and manage self-knowledge in the context of work;
- Discuss personality types and the advantages and disadvantages of these types as applied in the leadership sphere;
- Develop a model of interpersonal communication, and apply interpersonal communication skills;
- Discuss the role and management of emotions and emotional intelligence in the work place and how these relate to effective leadership;
- Apply approaches to manage conflict;
- Apply specific techniques in accomplishing creative problem-solving; and
- Diagnose obstacles in team functioning and understand how to develop groups into high performing teams.

### **MARK1513 or MARK1523: Marketing and Digital Marketing (12 Credits)**

Students will be able to:

- Distinguish between the different environments and the influences on marketing;
- Do an environmental analysis;
- Formulate a competitive advantage for a business;
- Do market segmentation and target market identification;
- Organise a successful marketing mix plan for the business;
- Identify the most effective ways of communication to the target market; and
- Formulate a marketing action plan.

### **MEMO1511 or MEMO1521: Institutional Memory and Knowledge Management (1 Credit)**

Students will be able to:

- Discuss the importance of knowledge and institutional memory for sustained

competitive advantage;

- Explain how institutional memory can be saved to the advantage of the organisation;
- Develop a basic plan for managing knowledge in the organisation;
- Apply strategies for the uncovering, preservation, retaining and sharing of knowledge in organisations;
- Develop strategies for the implementation of communities of practice; and
- Develop strategies to manage the loss of knowledge in an organisation undergoing radical change.

### **OMAN1512 or OMAN1522: Operations and Logistics Management (2 Credits)**

Students will be able to:

- Discuss the fundamental principles of operations and logistics management;
- Apply theoretical knowledge coupled with work experience to solve logistics management problems via various scenarios in class; and
- Evaluate examples for the business environment and determine strategies to optimise operations and logistics.

### **PMAN1511 or PMAN1521: Project and Programme Management (10 Credits)**

Students will be able to:

- Describe the Bigger Strategic Picture of the organisation;
- Analyse their own situation in terms of “What is expected of them” and “What is holding them back”;
- Define the chosen project’s charter (scope and objectives);
- Define the chosen project’s deliverables, assumptions, issues and risks;
- Identify, select and invite (compile) a project team for the project of their choice by understanding the different roles, attributes and skills required for the specific project;
- Conduct a comprehensive kick-off meeting for the project of their choice and develop the ground rules of the project team;
- Identify and assess relevant stakeholders for the project of their choice; Develop both a project team and a stakeholder perspective on the project of their choice;
- Frame and develop targeted communication messages for specific stakeholders;
- Formulate a project communication plan ;
- Practice detailed project communication by means of the RASCI approach; Develop a Project Plan and Gantt Chart by decomposing the project scope and answering the questions of “What, How long, Dependent on, By who, By When and How much”;
- Cost the project according to the project tasks;
- Discuss the Soft Side of executing projects through an understanding of “Why projects fail”, “Change” and “Motivation”;
- Manage the Scope of the project of their choice in terms of Time, Cost and Quality
- Compile meaningful progress reports; and
- Capture and leverage lessons learned from the process.



**RMAN1512 or RMAN1522: Enterprise Risk Management (2 Credits)**

Students will be able to:

- Define risk management;
- Identify risks and issues facing the organisation and
- compile an Issue and Risk log;
- Apply risk management in their own organisations through an understanding of the risks businesses are exposed to, how risk is triggered and the importance of managing these risks;
- Assess risk encountered through the organisational value chain and identify the potential impact of direct and indirect risks (cascading risk);
- Calculate the expected monetary value of risks and assess the financial impact of identified risks;
- Draft and interpret Risk assessment tables;
- Complete the risk / opportunity assessment model;
- Develop issue resolution and risk mitigation strategies;
- Monitor and control the implementation of mitigation and resolution strategies; and
- Develop an organisational risk management plan.

**SMAN1511 or SMAN1521: Strategic and Change Management (11 Credits)**

Students will be able to:

- Discuss the role of strategic management as an important element of an organisation's success;
- Outline the process of strategic management;  
Define the concepts strategic vision and mission;
- Identify the elements that are important to include in an environmental analysis;
- Discuss the impact of the external environment on strategic decisions;
- Define the importance of effective internal analysis of the environment for strategic decision-making;
- Distinguish between the various levels of strategy formulation;
- Formulate strategic goals for your organisation;
- Discuss relationship between strategy and competitive advantage;
- Formulate competitive strategies for your organisation;
- Formulate grand strategies for your organisation;
- Discuss meaning and role of the balanced scorecard in strategy formulation;
- Apply strategy maps to an organisation;
- Develop a framework for strategy implementation; and
- Discuss strategic control as a component of the strategic management process.

**ELECTIVES****FMAN1514 or FMAN1524: Financial Management and Cost Accounting (20 Credits)**

Students will be able to:

- Apply the basic accounting principles to interpret financial statements;
- Apply basic financial analysis frameworks in evaluating financial decisions;
- Consider risk and return in capital budgeting;
- Evaluate capital investment projects using discounted cash flow techniques;

- Analyse the debt-equity ratio in capital structuring decisions
- Comprehend the importance of sustainable growth and the impact of growth on the cash flows of the business; and
- Effectively communicate operational and financial strategies.

### **FPUB1515 or FPUB1525: Financial Management in the Public Sector (20 Credits)**

Students will be able to:

- Critically study the importance of the Public Finance Management Act (PFMA) 1999 (No 1/1999);
- Explain the concept and use of public money;
- Examine the different financial functions of government;
- Identify and assess government's financial management framework and role-players;
- Critically analyse the budget process and relevant role-players;
- Display and advance ethical conduct and professionalism in public financial management;
- Critically discuss the procurement of good and services and managing the supply chain; and
- Analyse the need for and processes of financial reporting.

### **LABO1512 or LABO1522: Labour Relations (8 Credits)**

Students will be able to:

- Define labour relations and reflect on the nature thereof;
- Discuss the elements of the tripartite relationship and the role of each role-player in this relationship;
- Describe the legal and statutory regulations that determines the employment relationship;
- Outline selections from labour legislation that plays a vital role in the labour relationship;
- Apply the theory of unfair dismissal and unfair labour practice in a company;
- Identify the different types of dismissals and related processes;
- Apply remedial processes linked to each type of dismissal and the structures in place to facilitate the mediation process;
- Identify different types of unfair labour practices;
- Reflect on strikes and lock-outs in South Africa and their subsequent implications;
- Access staff reduction procedures through operational requirements and their implications;
- Apply disciplinary procedures for poor work performance and misconduct and reflect on the applications made;
- Apply grievance procedures at corporate level;
- Apply procedures to handle unfair discrimination, sexual harassment and affirmative action;
- Reflect on the importance of collective bargaining and negotiations;
- Distinguish between the sub-processes of negotiations; and
- Reflect on the personality and skills dimensions of a negotiator.

**BUSC1511 or BUSC 1521: Business Challenge (8 Credits)**

Students will be able to:

- Anticipate, scope and resolve complex business problems across diverse contexts; and
- Apply problem solving strategies within a problem solving framework.

## **REG F2: Bachelor of Management Leadership (BML)**

### **FACULTY AND GENERAL RULES**

This programme will not be offered in any academic year if, in the sole discretion of the University of the Free State, a sufficient number of enrolments cannot be secured to render the programme sustainable.

Note that the total minimum credits required to obtain this programme leading to the qualification is 373.

### **INFORMATION**

The Bachelor of Management Leadership is a management and leadership degree programme for working adult students following an experiential learning teaching strategy and the assessment and recognition of prior learning. It incorporates their experiences to support the development of the knowledge, skills, and attitudes needed to succeed as educated managerial leaders. The purpose is carried out through a set of components designed to facilitate adult learning:

- A dynamic and flexible curriculum that engages adults in diverse learning experiences in management leadership.
- A competence framework that recognises valid prior learning, provides for diverse goals, and believes in different learning styles and places.
- A committee monitoring each student that helps the student to tailor the framework, to utilise their background and to achieve a specific goal. Counsellors that assist and support students with challenges that they might experience.
- A commitment to dialogue and negotiation that enables the adult student to own his/her learning.

The programme has been developed in association with the School for New Learning at DePaul University in Chicago, internationally recognised as a leader in the field of adult and lifelong learning.

#### Minimum admission requirements

Reference to “General Rules” in this document refers to The General Rules for Undergraduate Qualifications, Postgraduate Diplomas, Honours Degrees, Master’s Degrees, Doctoral Degrees, Higher Doctorates, Honorary Degrees and the Convocation of the University of the Free State (UFS).

Over and above the General Rules regarding admission to this University, the following specific entrance requirements must be met:

1. 23 years of age
2. A permanent work appointment and
- 3(a) National Senior Certificate or the National Certificate (Vocational) with appropriate subject combinations and levels of achievement,  
or
- 3(b) Admission on the basis of recognition of prior learning where a person does not qualify for admission to an academic qualification can apply for admission in terms of the RPL process, in accordance with the following guidelines:
  - National Senior Certificate (as from 2008) or a School-leaving Certificate (prior to 2008), with at least five years' applicable work experience, including formal and non-formal learning. This work experience must include three years' management experience.
  - Candidates admitted according to a RPL process cannot exceed 10% intake.
- and
4. Proficiency in English
5. Proficiency in Mathematics
6. Adequate computer literacy

Except for students with full matriculation exemption, students admitted to the BML programme in terms of 3 (a) or 3(b), must complete an additional module, BMLB3710/BMLB3720. as approved by the Senate of the University.

Selection tests must be written by all applicants. A review committee will consider all applications and a policy of limited enrolment will be practiced.

#### Recognition of prior learning experience

Adult students will enter the programme with various levels of educational backgrounds and life/work experience. Students should apply for Credit Accumulation and Transfer (CAT) or recognition of prior learning (RPL) credits if sufficient prior knowledge and skills can be demonstrated.

The Faculty will recognise and award credits for appropriate learning that adults may bring to the programme. Emphasis is on demonstrating learning through acquired competencies, rather than merely documenting experience. The Business School will provide considerable support and assistance to degree-seeking students as they prepare to present evidence of their learning for assessment and credit.

As part of the formal modules of the BML, the student will register for the Portfolio Development Course (PDC) that will enable students to develop an RPL portfolio. RPL takes place once the student has completed the PDC modules. A review committee will consider all applications.

A review committee considers requests for credit. The role of the review committee is to compare the portfolio of the student with the various outcomes of the programme. The review committee consists out of experts form the various fields of learning presented in the BML programme. The student will then implement the learning plan with the approval and continued support of the review committee up to graduation.

If considered necessary by the review committee, applicants could be invited for an interview or any other form of a challenge examination. Students can also request a challenge examination if they are satisfied with the outcomes of their credit request. This request should be in writing addressed to the BML programme director. Students can only receive credits for a maximum of 50% of the modules in the programme. Credits will seldom be awarded on the exit level modules of the programme.

### Experiential learning teaching strategy

The degree programme is designed to engage students in active learning styles (discussions, projects, essays) rather than passive learning styles (formal lectures, memorisation, testing). In contact sessions student experiences are utilised in the teaching to integrate the theoretical knowledge, skills and attitudes with the experience that students bring to the classroom.

### Registration

Unless otherwise specified, the General Rules of the UFS with regard to registration, applies to BML students.

Registration as a student of the UFS is compulsory. The student is at all times responsible for the payment of the registration fee, irrespective of the month of first registration.

The final registration date of the Business School does not necessarily correspond with the final registration date of the university, but it will not be later than the final registration date of the University.

It is at all times the responsibility of the student to ensure that his/her registration is correct. When a student attends contact sessions in a module for which he/she is not registered, the student will forfeit any credits for attendance of contact sessions and marks obtained.

Where a student discontinued studies for a year or more, he/she has to re-apply for admission to the University.

All corrections and discontinuations must be handed in at the BML programme coordinator's office in writing. No oral corrections and discontinuations will be accepted.

Students may register for fewer modules than what is offered per year according to their personal time table and finances available. Should a clash of contact sessions occur due to the fact that a student has to redo a module or because of credits obtained, preference should always be given to the module that might have a class activity for assessment on that specific day. An assessment through class activities that was missed because of a clash on the timetable could end in the student forfeiting the marks for such activities. Students must adhere to the pre-requisites indicated for specific modules (See Reg. F3). Information in this regard is obtainable at the BML office.

### Attendance of contact sessions

An 80% attendance of contact sessions in a module is compulsory. If this rule is not satisfied, the particular module will be considered to be incomplete. For online students, 80% participation in chat sessions is compulsory.

## Assessment

The BML programme has a system of continuous and summative assessment. Assessment methods may include

- Open book tests
- Field exercises and reports
- Teamwork exercises
- Class participation and presentations
- Independent projects
- Simulated research applications and consultant reports
- Case studies
- Research project (Major Piece of Work)

For continuous assessment a student passes when a final mark of at least 50% has been obtained and he/she has participated in all assessments.

### Graduating with distinction and top achiever award

No recognition for prior learning will be taken in consideration in determining a distinction and/or the annual top achiever.

The programme is primarily aimed at part-time students. Each module earns the student a specific amount of credits. The expected and recommended duration of study for part-time students is four years. Only the second and third academic years will be taken in consideration for purposes of distinction and the calculation for distinction will be done on the same basis as in the mainstream at the university. In order to obtain the degree with a weighted average of at least 75% (rounded to the next integer 74.5% to 75%) for the mentioned modules must be obtained within a maximum of 4 years. Any fail/discontinue and/or incomplete marks will disqualify a student from obtaining his/her degree with distinction.

### Accelerated learning

Accelerated learning is possible in the case of one outstanding module in the last six months of the degree level. The student must apply in writing to the Programme Director: BML programme. By failing to do so, the chance will be forfeited to complete his/her studies. In the case of special circumstances, a student may submit a written application to the review committee.

### Duration

The programme is primarily aimed at part-time students. Each module earns the student a specific amount of credits. The expected and recommended duration of study for part-time students is 4 years. The minimum period of study is 3 years if a student obtained credits. Due to the nature of the programme no maximum period of time is required to complete the degree. However, in a case of continuous poor performance, the BML Management Committee may request a student to exit the programme in total or to follow an alternative developmental route.

Postgraduate studies

A student with a BML degree may apply for a postgraduate qualification at NQF Level 8.



## BACHELOR OF MANAGEMENT LEADERSHIP

NQF level	Credits	Academic Plan Code	Academic Program	Core Modules	Elective
7	373	BC638300	B6383	61	0

### INFORMATION

On completion of the programme students should be able to:

- Apply and interpret environmental factors that will have an impact on the management of the business and community context.
- Analyse and interpret management theories in the business context.
- Apply knowledge regarding leadership and people processes to transform themselves, their communities and organisations.
- Apply and integrate the knowledge skills and attitudes regarding environmental factors, management and leadership to their personal, community and business contexts.

The following critical cross-field outcomes are also applicable:

- Correctly use management leadership terminology, definitions and classification.
- Communicate effectively using appropriate language and media.
- Competently handle the instrumentation and data manipulation relevant to the management leadership field.
- Synthesise and critically evaluate management leadership information.
- Demonstrate the techniques and strategies involved in analytical (academic) enquiry and problem solving.
- Describe and account for the cultural processes, which influence the evolution of management leadership contexts.
- Prepare illustrative and interpretative analytical reports.
- Discuss the role of the managerial leader in society with regard to human and economic development.

Our approach to management education is characterised by the emphasis on the need for students to become critical and creative thinkers and eventually leaders who utilise innovative approaches in start-up ventures or within established organisations.

### CONDITIONS FOR ADMISSION

Refer to the General Rules of the University on admission as well as the Faculty and BML admission rules.

## CURRICULUM

Students registering for the degree BML must satisfy the faculty and General Rules of the University when compiling their curriculum as set out in the following schedule (credits indicated in brackets).

### FIRST ACADEMIC YEAR (120 CREDITS)

#### Portfolio Development Course (PDC) (27 credits)

<b>PDCB1511</b> <b>PDCB1521<sup>1</sup></b>	or	<b>PDCB1512</b> <b>PDCB1522<sup>1</sup></b>	or	<b>PDCB1513</b> <b>PDCB1523<sup>1</sup></b>	or	<b>PDCB1514</b> <b>PDCB1524<sup>1</sup></b>	or
Portfolio workshop series (5)		Business communication (8)		Group dynamics (5)		Numeracy and computer literacy (9)	

<b>ENVIRONMENT</b>	<b>MANAGEMENT</b>	<b>LEADERSHIP</b>
<b>ENMB1612 or ENMB1622</b>	<b>MAMB1611 or MAMB1621</b>	<b>LEMB1611 or LEMB1621<sup>1</sup></b>
Political dynamics (4)	General management (12)	Introduction to the BML and leadership models (1)
<b>ENMB1613 or ENMB1623</b>	<b>MAMB1612 or MAMB1622</b>	<b>LEMB1616 or LEMB1626</b>
The principles of micro-economics (9)	Entrepreneurship (12)	Enhancing teamwork in a group (3)
<b>ENMB1615 or ENMB1625</b>	<b>MAMB1613 or MAMB1623</b>	<b>LEMB1614 or LEMB1624</b>
Introduction to the law (3)	Fundamental financial accounting I (12)	Innovative leadership: Let's play again (3)
<b>ENMB1614 or ENMB1624</b>	<b>MAMB1614 or MAMB1624</b>	<b>LEMB1615 or LEMB1625</b>
Basic macroeconomics (8)	Fundamental financial accounting II (4)	Managing personal stress (3)
<b>ENMB1710 or ENMB1720<sup>1</sup></b>	<b>MAMB1710</b> <b>MAMB1720<sup>1</sup></b>	<b>LEMB1612 or LEMB1622</b>
Integrating the environment and the organisation (2)	Integrating management (3)	Understanding who you are, knowing your strengths and weaknesses (4)
		<b>LEMB1613 or LEMB1623</b>
		Creating a balance between myself, my work and my family (4)
		<b>LEMB1617 or LEMB1627</b>
		Working together in personal relationships (4)
		<b>LEMB1710 or LEMB1720<sup>1</sup></b>
		What have I learnt about myself so far? (2)
<b>TOTAL: 26 credits</b>	<b>TOTAL: 43 credits</b>	<b>TOTAL: 24 credits</b>
<b>TOTAL CREDITS OF ALL THREE DOMAINS IN FIRST ACADEMIC YEAR: 93</b>		

**SECOND ACADEMIC YEAR (130 CREDITS) (PRIVATE SECTOR)**

<b>PDCB2611 or PDCB2621<sup>1</sup></b>
Building on Portfolio Development Course (10)

<b>ENVIRONMENT</b>	<b>MANAGEMENT</b>	<b>LEADERSHIP</b>
<b>ENMB2613 or ENMB2623</b>	<b>MAMB2614 or MAMB2624</b>	<b>LEMB2611 or LEMB2621</b>
How to think and reason in macroeconomics (12)	Personal financial management (3)	Leadership theories under the magnifying glass (4)
<b>ENMB2634 or ENMB2644</b>	<b>MAMB2611 or MAMB2621</b>	<b>LEMB2612 or LEMB2622</b>
The law as a regulatory framework for management (10)	Marketing for managers: Looking at the business through your customer's eyes (12)	Power and networking: The games people play (4)
<b>ENMB2635 or ENMB2645</b>	<b>MAMB2612 or MAMB2622</b>	<b>LEMB2618 or LEMB2628</b>
International finance (8)	Business finance I (12)	Communication, conflict management and negotiation: From person to boardroom (5)
<b>ENMB2616 or ENMB2626</b>	<b>MAMB2613 or MAMB2623</b>	<b>LEMB2614 or LEMB2624</b>
The impact of environmental factors on managerial decisions (3)	Business finance II (12)	Understanding the obtaining of staff (3)
<b>ENMB2631 or ENMB2641</b>	<b>MAMB2710 or MAMB2720<sup>1</sup></b>	<b>LEMB2615 or LEMB2625</b>
Culture, race and ethnicity (4)	A toolkit for analysing the management of a business (3)	How to develop people in an organisational context (3)
<b>ENMB2633 or ENMB2643</b>		<b>LEMB2616 or LEMB2626</b>
Culture and change (4)		How to keep people in the organisation (3)
<b>ENMB2710 or ENMB2720<sup>1</sup></b>		<b>LEMB2710 or LEMB2720<sup>1</sup></b>
The environmental impact on organisational operations (3)		Evaluating your current leadership toolkit (2)
<b>TOTAL: 44 credits</b>	<b>TOTAL: 42 credits</b>	<b>TOTAL: 24 credits</b>
<b>TOTAL CREDITS OF ALL THREE DOMAINS IN SECOND ACADEMIC YEAR: 110</b>		

<b>MPWB2711 or MPWB2721<sup>1</sup></b>
Major Piece of Work: Introduction (10)

**THIRD ACADEMIC YEAR (123 CREDITS) (PRIVATE SECTOR)**

<b>ENVIRONMENT</b>	<b>MANAGEMENT</b>	<b>LEADERSHIP</b>
<b>ENMB3711 or ENMB3721</b>	<b>MAMB3711 or MAMB3721</b>	<b>LEMB3712 or LEMB3722</b>
Criminology issues in management (4)	Strategic marketing management (12)	Charismatic and transformational leadership (3)
<b>ENMB3718 or ENMB3728</b>	<b>MAMB3714 or MAMB3724</b>	<b>LEMB3711 or LEMB3721</b>
Africa in the new global order (3)	Small business management (12)	Ethical leadership (4)
<b>ENMB3714 or ENMB3724</b>	<b>MAMB3715 or MAMB3725</b>	<b>LEMB3713 or LEMB3723</b>
The role of labour in the economy (9)	Strategic management (12)	Organisational culture and the learning organisation (4)
<b>ENMB3713 or ENMB3723</b>	<b>MAMB3710 or MAMB3720<sup>1</sup></b>	<b>LEMB3716 or LEMB3726</b>
The financial system and regulatory issues (9)	Analysing business performance (5)	Diversity in organisations (3)
<b>ENMB3716 or ENMB3726<sup>1</sup></b>		<b>LEMB3714 or LEMB3724</b>
Investment management (4)		Leading change in organisations (4)
		<b>LEMB3717 or LEMB3727</b>
		When the going gets tough, the tough gets going (6)
		<b>LEMB3715 or LEMB3725</b>
		Making career decisions (7)
		<b>LEMB3710 or LEMB3720<sup>1</sup></b>
		Life after the BML (2)
<b>TOTAL: 29 credits</b>	<b>TOTAL: 41 credits</b>	<b>TOTAL: 33 credits</b>
<b>TOTAL CREDITS OF ALL THREE DOMAINS IN THIRD ACADEMIC YEAR: 103</b>		

**MPWB3711 or MPW3721<sup>1</sup>**

Major Piece of Work: Final document and presentation (20)

**SECOND ACADEMIC YEAR (130 CREDITS) (PUBLIC SECTOR)**

<b>PDCB2611 or PDCB2621</b>		
Building on Portfolio Development Course (10)		
<b>ENVIRONMENT</b>	<b>MANAGEMENT</b>	<b>LEADERSHIP</b>
<b>ENMB2613 or ENMB2623</b>	<b>MPSB2614 or MPSB2624</b>	<b>LEMB2611 or LEMB2621</b>
How to think and reason in macroeconomics (12)	Introduction to public administration and management (10)	Leadership theories under the magnifying glass (4)
<b>ENMB2634 or ENMB2644</b>	<b>MPSB2615 or MPSB2625</b>	<b>LEMB2612 or LEMB2622</b>
The law as a regulatory framework for management (10)	Public sector micro and macro organisational analysis (8)	Power and networking: The games people play (4)
<b>ENMB2635 or ENMB2645</b>	<b>MPSB2616 or MPSB2626</b>	<b>LEMB2618 or LEMB2628</b>
International finance (8)	Municipal management and Administration (8)	Communication, conflict management and negotiation: From person to boardroom (5)
<b>ENMB2616 or ENMB2626</b>	<b>MPSB2617 or MPSB2627</b>	<b>LEMB2614 or LEMB2624</b>
The impact of environmental factors on managerial decisions (3)	Monitoring and evaluation in the public sector (8)	Understanding the obtaining of staff (3)
<b>ENMB2631 or ENMB2641</b>	<b>MPSB2618 or MPSB2628</b>	<b>LEMB2615 or LEMB2625</b>
Culture, race and ethnicity (4)	Research skills for public sector managers (8)	How to develop people in an organisational context (3)
<b>ENMB2633 or ENMB2643</b>		<b>LEMB2616 or LEMB2626</b>
Culture and change (4)		How to keep people in the organisation (3)
<b>ENMB2710 or ENMB2720</b>		<b>LEMB2710 or LEMB2720</b>
The environmental impact on organisational operations (3)		Evaluating your current leadership toolkit (2)
<b>TOTAL: 44 credits</b>	<b>TOTAL: 42 credits</b>	<b>TOTAL: 24 credits</b>
<b>TOTAL CREDITS OF ALL THREE DOMAINS IN SECOND ACADEMIC YEAR: 110</b>		

<b>MPWB2711 or MPWB2721</b>
Major Piece of Work: Introduction (10)

Notes to be read with the above tables:

**Information applicable to all the modules:**

1. No RPL credit request is possible for the modules indicated with a<sup>1</sup>.
2. A student, who already registered twice for a particular module (examination paper/practical work) and has not yet met the pass requirements, will only be allowed to renew the registration for the qualification with the consent of the dean and on recommendation by the Director: Business School.
3. A student who failed a module twice will not be allowed to register for that module again and will therefore forfeit the chance to complete the BML programme.
4. For the presentation of any module to be feasible, at least ten students (excluding modules needed for completion of studies) must register for the particular module.
5. An academic year is not equal to one calendar year. The BML is a part-time programme and therefore it takes students longer to complete an academic year. One academic year takes approximately 15 calendar months to complete.
6. Students that fail modules will take longer to graduate.

**Portfolio Development Course modules:**

1. Class attendance of the PDC modules is compulsory.
2. The PDC is a pre-requisite for the continuation of the BML.
3. Students will be re-evaluated on completion of the PDC. If a student fails two or more PDC modules, he/she will not be admitted to the rest of the BML programme.
4. If an online student fails PDCB1514 or PDCB1524 he/she will not be allowed to continue with his/her online BML studies.

**REG. F3 PREREQUISITES**

A number of modules require prerequisites.

**ALL MODULES IN THE PROGRAMME**

Portfolio Development Course

**PORTFOLIO DEVELOPMENT COURSE (PDCB)**

On completion of the PDC an additional selection process may be executed.

**ENVIRONMENT DOMAIN****ENMB1710 or ENMB1720**

- All the environment modules (ENMB) on the first academic year

**ENMB2613 or ENMB2623**

- ENMB1613 or ENMB1623 and
- ENMB1614 or ENMB1624

**ENMB2634 or ENMB2644**

- ENMB1615 or ENMB1625

**ENMB2635 or ENMB2645**

- ENMB1613 or ENMB1623 and
- ENMB1614 or ENMB1624 and
- ENMB2613 or ENMB2623

**ENMB2631 or ENMB2641**

- ENMB1612 or ENMB1626

**ENMB2633 or ENMB2643**

- ENMB1612 or ENMB1622 and
- ENMB2631 or ENMB2641

**ENMB2710 or ENMB2720**

- All the environment modules (ENMB) on the second academic year

**ENMB3714 or ENMB3724**

- ENMB1615 or ENMB1625 and
- ENMB2634 or ENMB2644
- ENMB2635 or ENMB2645

**ENMB3713 or ENMB3723**

- ENMB2613 or ENMB2623

**ENMB3716 or ENMB3726**

- ENMB3713 or ENMB3723

**ENMB3710 or ENMB3720**

- All the environment modules (ENMB) on the third academic year

**MANAGEMENT DOMAIN****MAMB1614 or MAMB1624**

- MAMB1613 or MAMB1623

**MAMB1710 or MAMB1720**

- All the management modules (MAMB) on the first academic year

**MAMB modules on second academic year**

- All management modules (MAMB) presented in the first academic year

**MAMB2614 or MAMB2624**

- MAMB1613 or MAMB1623

**MAMB2612 or MAMB2622**

- MAMB1613 or MAMB1623 and
- MAMB2614 or MAMB2624

**MAMB2613 or MAMB2623**

- MAMB1613 or MAMB1623 and
- MAMB2614 or MAMB2624
- MAMB2612 or MAMB2622

**MAMB2710 or MAMB2720**

- All the management modules (MAMB) on the second academic year

**MAMB modules on third academic year**

- All management modules (MAMB) presented in the second academic year

**MAMB3710 or MAMB3720**

- All the environment modules (ENMB), management modules (MAMB) and leadership modules (LEMB) on the third academic year

**LEADERSHIP DOMAIN****LEMB1613 or LEMB1623**

- LEMB1612 or LEMB1622



**LEMB1617 or LEMB1627**

- LEMB1612 or LEMB1622 and
- LEMB1613 or LEMB1623

**LEMB1710 or LEMB1720**

- All leadership modules (LEMB) on the first academic year

**LEMB modules on second academic year**

- All LEMB modules presented in the first academic year

**LEMB2710 or LEMB2720**

- All leadership modules (LEMB) presented in the second academic year

**LEMB modules on third academic year**

- All leadership modules (LEMB) presented in the second academic year

**LEMB3713 or LEMB3723**

- LEMB2614 or LEMB2624 and
- LEMB2615 or LEMB2625
- LEMB2616 or LEMB2626

**LEMB3710 or LEMB3720**

- All leadership modules (LEMB) on the third academic year

**MAJOR PIECE OF WORK****MPWB2711 or MPWB2721**

- All modules on the first and second academic year

**MPWB3711 or MPW3721**

- The final presentation, that forms part of MPWB3711 or MPWB3721, may only be done in the last semester of the third academic year.
- Previously used MPW titles are not allowed for future registration.
- Business plans cannot be submitted to satisfy the requirements for the field study/research project.

**SYLLABI**

Refer to the learning guide of the BML programme for a complete outline of the outcomes of the different BML modules.

**ELECTIVES****First academic year:**

None

**Second academic year:**

In the management domain, students can either register for the private sector management modules (MAMB) or the public sector management modules (MPSB). The MPSB modules will only be presented if more than 10 students register for the public sector management domain.

**MPWB2711 or MPWB2721:**

Research project: Elective in the sense that the student decides on the topic for the research project.

**Third academic year:**

If the public sector management modules (MPSB) are presented, students continue with these modules in the third academic year.

## **Reg F4: POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION PGDip (Business Administration)**

### **FACULTY AND GENERAL RULES**

Unless specifically stated otherwise, the General Rules of the University and the faculty, which apply to Postgraduate Diplomas, apply to the Postgraduate Diploma in Business Administration. The General Rules apply to this qualification with the necessary changes. Information, rules and regulations may be changed each year if necessary.

This programme will not be offered in any academic year if, in the sole discretion of the University of the Free State, a sufficient number of enrolments cannot be secured to render the programme sustainable.

Note that the total minimum credits required to obtain this programme leading to the qualification is 120.

### **INFORMATION**

#### General information

The Postgraduate Diploma in Business Administration provides a valuable articulation route to students with a relevant undergraduate planning to register for an MBA in future.

#### Minimum admission requirements

Over and above the General Rules regarding admission to this University and admission to a postgraduate degree the following admission requirements must be met:

- Any undergraduate Bachelor's Degree at NQF Level 7 or an Advanced Diploma NQF Level 7 comprising of at least 360 credits;
  - Two years relevant work experience;
  - At least 24 years of age;
- Proficiency in English;  
Proficiency in Mathematics; and  
Adequate computer literacy.

Only the top 50 applications as per the average of the first degree will be admitted to the PGDip (Business Administration)

Once admitted, a prospective student has one year to register for the Postgraduate Diploma in Business Administration. Students admitted to the programme and do not register within two semesters thereof, have to apply again.

#### Registration

Registration as a student of the UFS is compulsory.

The final registration date of the UFS Business School does not necessarily correspond with the final registration date of the University, but it will not be later than the final registration date of the University.

The registration date of the Business School only applies to students enrolled for the Postgraduate Diploma in Business Administration.

Students from other higher education institutions who wish to register at this university and students of this university who interrupted their studies for a year or longer, are subject to the General Rules of the UFS and the faculty, bound to comply with the regulations that apply at the time of the mentioned registration unless, on recommendation of the Director, the Dean should decide otherwise.

A student, who already registered twice for a particular module (examination paper/practical work) and has not yet met the pass requirements, will only be allowed to renew the registration for the qualification with the consent of the Dean and on recommendation by the Director: Business School.

A student who interrupts his/her studies for longer than five years, needs to re-apply. All previously passed modules must be repeated.

### Tuition fees

Tuition fees for semester modules are payable before 31 March for the 1<sup>st</sup> semester and 31 August for the 2<sup>nd</sup> semester.

International students: All fees (registration and tuition) for the 2<sup>nd</sup> semester are payable on/before 30 June, regardless of any other date which may appear on any statements. International students with outstanding fees on 1 July will NOT be allowed to continue with their 2<sup>nd</sup> semester studies. No bursaries will be accepted from international students.

South African students with bursaries must hand in the original bursary letter with the registration form.

Interest at the prime rate plus 2% will be charged on all overdue accounts.

Students are responsible for the tuition fees of a semester/year module if cancelled after programme control date.

Programme control dates for semester modules are:

- 1<sup>st</sup> Semester – 15 February
- 2<sup>nd</sup> Semester – 15 August

A fee is payable if a student cancels all his/her modules before the programme control date.

Handling fees will be charged on pay-out of credit balances.

Three academic records per student per year can be obtained at the UFS Administration Department, thereafter an additional fee will be charged.

### Duration

The programme is primarily aimed at part-time students.

The minimum time for completing the programme is one year.

A student may, for a postgraduate qualification, only register at the University for the minimum period allowed for that qualification plus an additional one year, with the second period following directly after the first, and she/he must complete her/his studies for that particular qualification in accordance with the rules applicable at the time of registration. Should there be an interruption to the student's study; the rules applicable to the time of the registration after interruption will apply.

The maximum time for completing the programme is 2 years. A student may apply to extend his/her studies at the Director: Business School.

Students have exhausted all opportunities to pass a module (failed three times) or students that have registered for the maximum number of semesters allowed by the UFS to complete the PGDip (Business Administration) and still have an outstanding module may not be permitted to complete the module at another tertiary institution for recognition.

### Diploma with distinction

The Postgraduate Diploma is obtained with distinction if a weighted average of at least 75% (not rounded to the next integer) for the mentioned modules are obtained within a maximum of 1 year.

If any modules have been failed, or any exemptions/recognitions have been granted the Postgraduate Diploma cannot be obtained with distinction.

### Class attendance

It is compulsory to attend 75% of the scheduled meetings for every module. If not, the specific module will be considered to be incomplete.

### Timetable clashes

Students must compile their curriculum in accordance with the module and venue timetable and the examination timetable, and are personally responsible to ensure that there are no clashes.

### Examinations

All the examination papers are written at the Business School, according to university rules and regulations.

Regulation A28 applies: A student may discuss an examination paper with a lecturer and the head of department within five working days after the announcement of results, with an immediate appeal via the Director: Business School to the Dean.

All students must sit for examinations during the main examination opportunity.

A minimum semester mark of 45% must be obtained to enable the student to write the final examination.

The additional examination opportunity is only for students who have obtained a re-assessment mark during the first opportunity, with medical reasons and students with religious reservations.

A student cannot ask for a remark of his/her November paper in the following January.

The way that the final mark is calculated is outlined in the guideline for each module. The weight assigned to the examination mark differs between modules depending on the stipulations of each module.

The duration of examination papers is normally 3 hours. Examinations are normally open-book, except for modules using simulations or independent projects.

A student in his/her final academic semester who must prolong his/her studies to obtain the qualification, subsequent to failing a single module will not be considered for a special examination.

The process of improvement of marks is not applicable to the PGDip programme.

It is the responsibility of a student to ensure that he/she follows the examination timetable correctly. If a student misreads the timetable during the additional examination opportunity, the module must be repeated.

Students with religious reservations must contact the Business School prior to writing examinations in order to make the necessary arrangements.

Any compelling, compassionate and unforeseen circumstances may be submitted to the Business School in order to be accommodated at alternative examination opportunities.

### Assessment

The assessment procedures and instruments must be included in each study guide and must be clearly communicated to every student.

Assessment instruments can include tests, field exercises and reports, class participation and presentations, individual assignments, group work, projects, simulation exercises, consultant reports and formal examinations.

No group assignment can be submitted as an individual assignment. A zero mark will be allocated for such an assignment.

A group must consist of not less than four members and not more than six members.

The following policy guidelines and regulations of the University are also applicable:

- Handling plagiarism, penalties, terms of appeal, supplementary examinations etc.
- Plagiarism and academic writing misconduct are seen as serious concerns and are subject to strict corrective actions. The university distinguishes between plagiarism and academic writing misconduct and applies two distinct measures in response to confirmed incidents.
- All assignments must be screened by Turnitin before submission. Assignments with a percentage higher than 5% usage of a single source without proper

referencing, as well as a percentage higher than 30% for the assignment will get a zero mark.

Under special conditions the student can appeal to the Dean of the Faculty of Economic and Management Sciences, for compelling, compassionate and unforeseen circumstances, if the internal Business School procedure was followed.

The Postgraduate Diploma is obtained with distinction if a weighted average of at least 75% (not rounded to the next integer) for the mentioned modules are obtained within a maximum of 1 year.

If any modules have been failed, or any exemptions/recognitions have been granted the Postgraduate Diploma cannot be obtained with distinction.

## POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

NQF level	Credits	Academic Plan Code	Academic Program	Core Modules	Elective
8	120	BC658100	B6581	10	0

### MINIMUM ADMISSION CONDITIONS

Refer to the University's General Rules on admission as well as the Faculty and PGDip admission rules.

### CURRICULUM

Students registering for the Postgraduate Diploma in Business Administration must comply with the faculty and General Rules when compiling their curricula as set out in the following schedule.

The Postgraduate Diploma in Business Administration consists of 10 compulsory semester modules. Students must obtain 120 credits to qualify for the diploma.

Semester Modules	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	Credits
Business Calculations	PGBC5813	PGBC5823	12
Business Computer Applications	PGCA5812	PGCA5822	8
Economics for Managers	PGEC5813	PGEC5823	12
Financial and Managerial Accounting	PGAC5815	PGAC5825	15
Human Capital Optimisation	PGHR5813	PGHR5823	12
Integrated Management and Leadership	PGML5813	PGML5823	12
Managing Information Technology	PGIT5813	PGIT5823	12
Operational Management and Logistics	PGLO5815	PGLO5825	15
Relationship Marketing	PGRM5813	PGRM5823	12
Systems Thinking	PGST5810	PGST5820	10



**REG. F5 PREREQUISITES**

The following modules have prerequisites.

**PGAC5815 or PGAC5815**

The prerequisites are:

- PGBC5813 or PGBC5823
- PGEC5813 or PGEC5823

**PGLO5815 or PGLO5825**

The prerequisite is:

- PGML5813 or PGML5823

**PGIT5813 or PGIT5823**

The prerequisite is:

- PGCA5812 or PGCA5822

## **SYLLABI**

### **PGAC5815 or PGAC5825: Financial and Managerial Accounting (15 Credits)**

Students will be able to:

- Identify the different components of the financial statements of an entity;
- Prepare basic financial statements of an entity;
- Differentiate between cost accounting and financial accounting; and
- Prepare a functional budget.

### **PGBC5813 or PGBC5823: Business Calculations (12 Credits)**

Students will be able to:

- Define applicable mathematical concepts; Use a financial calculator correctly;
- Analyse data from various business and economic contexts to make informed decisions; and
- Analyse mathematical linear social and economic relationships.

### **PGCA5812 or PGCA5822: Business Computer Applications (8 Credits)**

Students will be able to:

- Use different search engines for research purposes; and
- Use all different applications such as PowerPoint, Excel, Word and Cloud Sharing.

### **PGEC5813 or PGEC5823: Economics for Managers (12 Credits)**

Students will be able to:

- Apply microeconomic principles to decision making problems faced by institutions;
- Explain how the competitive environment of the firm influences its output, price and other strategic decisions;
- Identify the relevant pricing strategy to enhance profits; and
- Describe the regulatory environment within which a firm has to function and
- Identify actions/procedures that could be in conflict with the Competition Act.

**PGHR5813 or PGHR5823: Human Capital Optimisation (12 Credits)**

Students will be able to:

- Determine how HR strategy supports business strategy;
- Analyse staff engagement in an organisation;
- Apply the functions of talent management; and
- Apply sound labour processes.

**PGIT5813 or PGIT5823: Managing Information Technology (12 Credits)**

Students will be able to:

- Identify various network structures and the requirements for each structure;
- Analyse security requirements for the organisational IT framework;
- Determine an IT policy; and
- Evaluate social media.

**PGLO5815 or PGLO5825: Operational Management and Logistics (15 Credits)**

Students will be able to:

- Identify the various operational components;
- Align the operations requirements with the strategic plan of the organisation;
- Design and optimise various operations structures; and
- Implement a total quality plan.

**PGML5813 or PGML5823: Integrated Management and Leadership (12 Credits)**

Students will be able to:

- Cultivate an understanding of the integrated nature of management and leadership;
- Identify the principles of great leadership;
- Create a basic knowledge framework regarding the four generic management functions;
- Develop a comprehensive understanding of systems in organisations that facilitate organisational goal achievement, as well as individual and group development;
- Develop proper team management skills; and
- Analyse responsible management behaviour with special emphasis on diversity, ethical behaviour and corporate citizenship.

**PGRM5813 or PGRM5823: Relationship Marketing (12 Credits)**

Students will be able to:

- Distinguish between traditional transaction-based marketing and relationship marketing;
- Evaluate the relationship between customer satisfaction and customer retention;
- Develop a customer retention plan;
- Describe the parameters of Customer Relationship Management (CRM); and
- Manage internal and external relationships of a business.

**PGST5810 or PGS5820: Systems Thinking (10 Credits)**

Students will be able to:

- Analyse problems related to systems; and
- Design solutions to problems related to systems.

# **Reg F6: MASTER OF BUSINESS ADMINISTRATION (MBA)**

## **FACULTY AND GENERAL RULES**

Unless specifically stated otherwise, the General Rules of the university and the faculty, which apply to Master's Degrees, apply to the Master of Business Administration (MBA). The General Rules apply to this qualification with the necessary changes. Information, rules and regulations may be changed each year if necessary.

This programme will not be offered in any academic year if, in the sole discretion of the University of the Free State, a sufficient number of enrolments cannot be secured to render the programme sustainable.

Note that the total minimum credits required to obtain this programme leading to the qualification is 221.

## **INFORMATION**

### General information

A focus on niche markets where South Africa's management needs are the greatest combined with collaboration with one of the best business schools in the USA. These are just two of the reasons why the MBA programme of the Faculty of Economic and Management Sciences at the UFS can be considered as a career investment.

Our aim is to train and develop skilled high-level managers in the field of general management, whilst also providing a new generation of innovative managers in those fields where expertise is in short supply.

Graduates of the MBA programme will be able to compete in both the domestic and global economy. The core of the MBA has been designed in collaboration with the Kellstadt Graduate School of Business at Chicago's DePaul University.

### Minimum admission requirements

Over and above the general regulations regarding admission to this university and admission to Master's Degrees, the following admission requirements must be met:

- At least 25 years of age
- At least three years of relevant managerial experience/work experience
- An applicable Bachelor's Degree (NQF Exit Level 7)

And/or one of the following:

- A four year applicable Bachelor's Degree with at least 480 credits (NQF Exit Level 8)
- A Postgraduate Diploma in Business Administration (NQF Exit Level 8)
- An applicable Honours Degree (NQF Exit Level 8)
- A RPL process (prospective students admitted according to a RPL process cannot be more than 10% per intake)

A selection process takes place twice a year and the admission requirements apply. If necessary, an applicant may be invited for a personal interview. Once selected, a prospective student has one year to register for the MBA. If the prospective student

does not use the opportunity to register for the MBA, but want to register in future he/she must sit again for the selection tests. In failing to be admitted to the MBA programme a student can only re-apply after 18 months on the condition that all requirements for admission to the MBA programme are met.

Students that are approved for the programme and do not register within two semesters of completing the selection test have to sit for the selection test again.

#### Additional prerequisites for admission: International exchange students

Students will be allowed to enroll for one or two modules at an approved international university or business school. If students pass the module(s), they will receive credit.

Students must be at least in the second year of study.

Students must have obtained an average of at least 65% in the completed modules.

Students with failed modules will not be considered.

Exemptions will only be granted for relevant postgraduate modules at NQF Exit Level 9.

For admission to an international institution, a written application must be addressed to the Director: Business School.

#### Teaching and learning methods

The programme involves resource-based learning. This means self-study, with the aid of a study guide. The contact sessions are largely devoted to case studies and applications.

##### 1. Contact sessions

Three full-day contact sessions are scheduled for every semester module with the exception of Business Research Methods, and Leading, Innovation and Change for which four contact sessions are scheduled. One of the contact sessions will be presented by a visiting professor/guest lecturer.

##### 2. Assignments

Students are expected to complete assignments. These assignments are practical and/or work-related.

##### 3. Group work

Group work is done to develop team skills and independent studies are undertaken to develop research skills

##### 4. Assessment

Assessment methods can include

- tests
- field exercises and reports teamwork exercises
- class participation and presentations  
independent projects
- simulated research applications and consultant reports and portfolios
- formal examinations.

#### Registration

Registration as a student of the UFS is compulsory.

The final registration date of the UFS Business School does not necessarily correspond with the final registration date of the university, but it will not be later than the final registration date of the university.

Students from other higher educational institutions who wish to register at this university and students of this university who interrupted their studies for a year or longer, are subject to the stipulations of Regulation A82 (c), bound to comply with the regulations that apply at the time of the mentioned registration unless, on recommendation of the Director, the Dean should decide otherwise.

### Tuition fees

Tuition fees for semester modules are payable before 31 March for the 1<sup>st</sup> semester and 31 August for the 2<sup>nd</sup> semester.

Students with bursaries must submit the original bursary letter as well as the proof of payment with the registration form.

International students: All fees (registration and tuition) for the 2<sup>nd</sup> semester are payable on/before 30 June, regardless of any other date which may appear on any statements. Students with outstanding fees on 1 July will NOT be allowed to continue with their 2<sup>nd</sup> semester studies. No bursaries will be accepted from international students.

Interest at prime the rate plus 2% will be charged on all overdue accounts. Students are responsible for the tuition fees of a semester/year module.

if cancelled after programme control date.

Programme control dates for semester modules are:

- 1<sup>st</sup> Semester – 15 February
- 2<sup>nd</sup> Semester – 15 August

Programme control date for year modules is 15 February.

A fee is payable if a student cancels all his/her modules before the programme control date.

Handling fees will be charged on pay out of credit balances.

Three academic records per student per year can be obtained free of charge at the Business School, thereafter a fee per study record will be charged.

### Duration

The programme is primarily aimed at part-time students.

The minimum time for completing the programme is 2 years on a part time basis.

The maximum time for completing the programme is 4 years on a part time basis. A student may apply to extend his/her studies at the Director: Business School.

### Exemptions/Recognition of prior learning

Exemptions will only be granted for modules passed during the past five years.

Exemptions will only be granted for relevant postgraduate modules at NQF Exit Level 9.

Students may apply for exemption for not more than 55 credits in total. Students interrupting their studies for longer than five years will not receive any exemptions for modules previously completed.

Where exemption from or recognition of a module(s) from a previously incomplete qualification is granted, every year in which the module(s) in question was passed, is deemed to be an additional residential year in respect of the new qualification.

Exemptions or recognitions from a completed qualification(s) are not taken as additional residential years in respect of the new qualification.

### Degree with distinction

The MBA is obtained with distinction if a weighted average of at least 75% (rounded to the next integer (74.5% to 75%)) has been obtained based on the minimum number of modules required for the qualification. Any fail/discontinue and/or incomplete marks will disqualify a student from obtaining his/her degree with distinction.

Students must be enrolled for a minimum of four semesters and a maximum of eight semesters.

If any modules have been failed, or any exemptions have been granted the MBA cannot be obtained with distinction.

### Attendance of contact sessions

Attendance of 80% of the contact sessions in a module is compulsory and one of the prerequisites for admission to the examination. If not, the specific module will be considered to be incomplete and students will not be allowed to sit for exams.

### Timetable clashes

Students must compile their curriculum in accordance with the module and venue timetable and the examination timetable, and are personally responsible to ensure that there are no clashes.

### Examinations

All the MBA examination papers are written at the Business School, according to university rules. A student card must be produced to gain entry to the examination venue.

Regulation A83 applies: A student may discuss an examination paper with a lecturer and the Head of Department within five working days after the announcement of results, with an immediate appeal via the Director: Business School to the Dean.

All students must write during the main examination opportunity. Once admission to the examination has been granted, participation in the main mid-year examination and the main end-of-year examination is compulsory.



A minimum semester mark of 45% must be obtained to enable the student to write the final examination.

The additional examination opportunity is only for students who have obtained a re-assessment mark during the main examination. A student who has a result of justified extraordinary circumstances, may, within the period allowed for this purpose and using the prescribed form, apply for an additional examination.

The way that the final mark is calculated is outlined in the guideline for each module. The weight assigned to the examination mark differs between modules depending on the stipulations of each module.

The duration of examination papers is normally 4 hours. Examinations are normally open-book, except for modules using simulations or independent projects. A student may discuss the results of an examination paper with the lecturer and with the Director: Business School. This discussion must take place within five days after the provisional results have been announced.

A student in his/her final academic semester who must prolong his/her studies to obtain the qualification, subsequent to failing a single module will not be considered for a special examination.

It is the responsibility of a student to ensure that he/she follows the examination timetable correctly. If a student misreads the timetable during the additional examination opportunity, the module must be repeated. Students with religious reservations must contact the Business School prior to writing examinations in order to make the necessary arrangements.

Any compelling, compassionate and unforeseen circumstances may be submitted to the Business School in order to be accommodated at alternative examination opportunities.

### Assessment

The assessment procedures and instruments must be included in each course guide and must be clearly communicated to every student.

Assessment instruments can include tests, field exercises and reports, class participation and presentations, individual assignments, group work, projects, simulation exercises, consultant reports and formal examinations. No group assignment can be submitted as an individual assignment. A zero mark will be allocated for such an assignment.

A group must consist of not less than four members and not more than 6 members.

Students must receive complete feedback on their assignments.

The following policy guidelines and rules of the University are also applicable:

- Handling plagiarism, penalties, terms of appeal, supplementary examinations etc.
- Plagiarism and academic writing misconduct are seen as serious concerns and are subject to strict corrective actions. The university distinguishes between plagiarism and academic writing misconduct and applies two distinct measures in response to confirmed incidents.

- All assignments must be screened by Turnitin, before submission. Assignments with a percentage higher than 5% usage of a single source without proper referencing, as well as a percentage higher than 30% for the assignment will get a zero mark.

A student who fails a core semester module twice, will not be allowed to repeat such a module and will therefore forfeit the chance to complete the MBA degree. A student who has failed three different core modules will not be allowed to continue with his/her studies and will not receive the MBA qualification.

A student, who has already registered twice for a particular module (examination paper/mini-dissertation/practical work) and has not yet met the pass requirements, will only be allowed to renew the registration for the qualification with the approval of the Dean and on recommendation by the Director: Business School.

<b>MASTER OF BUSINESS ADMINISTRATION</b>					
NQF level	Credits	Academic Plan Code	Academic Program	Core Modules	Elective
9	221	BC678100	B6781	16	2

### **CONDITIONS FOR ADMISSION**

Refer to the General Rules on admission as well as the Faculty and MBA admission rules.

### **CURRICULUM**

Students registering for the degree MBA must comply with the Faculty and General University Rules when compiling their curriculum as set out in the following schedule.

A student must ensure that the subject prerequisites are complied with. The curriculum comprises a core in management studies plus electives. The MBA consists of 15 semester modules, plus a research project. Students must obtain 221 credits to successfully complete the degree.

The core semester modules are compulsory and constitute the core of the programme. The research project is also compulsory. Two modules can be chosen from the electives. In the case of New Venture Creation only one elective is applicable, but both modules must be registered for consecutively (MNVC7910 + MNVC7920) or (MNVC7940 + MNVC7930).

### **Research project – year module**

The final date for the submission of the research project is 20 November of each year. In failing to submit at this date, a student will have to register again for the research project in the following year.

The minimum time for completing the research project is one year.

The maximum time for completing the research project after the first registration (January) is two consecutive years. By failing to do so, a new topic must be registered.

A student has to complete the research project preferably within one year after the first registration for MBPR7900.

## Core modules

Semester Modules	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	Credits
Analytical Methods	MANL7910	MANL7920	10
Business Conditions Analysis	MBCA7910	MBCA7920	10
Business Research Methods	MBRM7910	MBRM7920	10
Corporate Governance and Business Law	MLAW7910	MLAW7920	10
Corporate Strategy	MCOR7910	MCOR7920	10
Financial Management I	MFIN7910	MFIN7920	10
Financial Management II	MFIN7930	MFIN7940	10
Leadership I	MLEA7910	MLEA7920	8
Leadership II	MLEA7930	MLEA7940	8
Leading Innovation and Change	MLIC7910	MLIC7920	10
Managing Society and the Future	MMSF7910	MMSF7920	10
Organisational Behaviour	MBEH7910	MBEH7920	10
Personal Development	MPDV7910	MPDV7920	10
Scenario Planning	MSEN7910	MSEN7920	10
Strategic Marketing	MMAR7910	MMAR7920	10
Research Project	MBRP7900		60

## Electives

Semester Modules	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	Credits
Digital Marketing	MDMA7910	MDMA7920	10
International Business	MIBS7910	MIBS7920	10
Investment and Portfolio Analysis	MIPA7910	MIPA7920	10
New Venture Creation I	MNVC7910	MNVC7940	10
New Venture Creation II	MNVC7920	MNVC7930	10
Project Management	MPRO7910	MPRO7920	10
Risk Management	MRSK7910	MRSK7920	10
Services Marketing	MSER7910	MSER7920	10
Social Entrepreneurship	MENT7910	MENT7920	10
South African Income Tax (	MTAX7910	MTAX7920	10

**REG. F7 - PREREQUISITES****Research Project (MBRP7900)**

- Business research methods (MBRM7910 or 7920)

**Managing Society and the Future (MMSF7910 or 7920)**

- This is a capstone module and must be registered for in the last semester of the MBA studies.

**New Venture Creation (MNVC7920)**

- New Venture Creation (MNVC7910)

**New Venture Creation (MNVC7930)**

- New Venture Creation (MNVC7940)

**Notes:**

Students opting for New Venture Creation must register for the module in the third semester of their studies. Students who commenced with their MBA studies in July of a particular academic year and opt for New Venture Creation as an elective will add an additional semester to their studies. Both semesters of New Venture Creation should be passed in order to comply with the requirement of two electives. If a student does not complete both modules of New Venture Creation, two other electives should be registered for.

For the presentation of an elective semester module to be feasible, at least ten students must enroll for it.

All semester modules will not necessarily be presented every year and the decision may be influenced by the availability of lecturers and other internal circumstances.

## **SYLLABI**

### **CORE MODULES**

#### **MANL7910 or MANL7920: Analytical Methods (10 credits)**

Students will be able to:

- Develop and solve LP models; Solve transportation problems;
- Solve probability problems;
- Optimise inventory related problems;
- Analyse basic network problem solving; and
- Optimise queuing problems in the service environment.

#### **MBCA7910 or MBCA7920: Business Conditions Analysis (10 credits)**

Students will be able to:

- Create knowledge of the budgetary cycle, the business cycle, the daily practice of fiscal and monetary policy, as well as the policy choices/instruments used by the fiscal and monetary authorities in South Africa;
- Analyse the effect of the foreign sector on the South African economy; and
- Analyse the way changes in local and international economic disturbances work dynamically through the macro-economy.

#### **MBEH7910 or MBEH7920: Organisational Behaviour (10 credits)**

Students will be able to:

- Analyse the organisation as a system with specific reference to the role of organisation structure, organisation design and organisation culture in organisation behaviour;
- Evaluate the aspects of individual behaviour influencing behaviour within organisations;
- Evaluate the aspects that influence group and team behaviour within organisations; and
- Plan and manage organisational change processes successfully.

#### **MBRM7910 or MBRM7920: Business Research Methods (10 credits)**

Students will be able to:

- Reflect critically on business research in terms of being dilemma/problem-focused, planning a research project and developing a research proposal;
- Demonstrate insight into the complexities that surround the theoretical framework, ethics and plagiarism and the demarcation of the field of study;
- Discuss the different research methods and to demonstrate knowledge and the ability to apply those methods to the planned research project; and
- Analyse and critically interpret the data.

**MBRP7900: Research Project (60 credits)**

Students will be able to:

- Demonstrate a broad, in depth understanding of general management and the business/management environment;
- Demonstrate a deep understanding of the interaction between operational and strategic management;
- Identify and solve problems on an executive level, demonstrating critical and creative thinking;
- Apply the general (core) management skills in the chosen area of specialisation;
- Demonstrate an in-depth knowledge of the management issues characteristic of the area of specialisation and the chosen elective modules, and
- Integrate the above plus work experience (prior learning) by means of a research project and an applied research report (work related mini- dissertation).

**MCOR7910 or MCOR7920: Corporate Strategy (10 credits)**

Students will be able to:

- Demonstrate a broad, in depth understanding of general management and the business/management environment;
- Demonstrate a deep understanding of the interaction between operational and strategic management;
- Solve problems on an executive level, demonstrating critical and creative thinking;
- Apply the general (core) management skills in the chosen area of specialisation;
- Demonstrate an in-depth knowledge of the management issues characteristic of the area of specialisation and the chosen elective modules.

**MFIN7910 or MFIN7920: Financial Management I (10 credits)**

Students will be able to:

- Define the fundamental concepts of financial management;
- Integrate the principles of financial management with decision making in all functional areas in a company;
- Apply theoretical knowledge, models and formulas to practical problems and case studies;
- Use ratio analysis as a method to analyse financial statements and performance;
- Differentiate and apply the various methods, techniques and models to analyse investment decisions;
- Evaluate the concept of risk; and
- Analyse the capital structure and appraise its influence on value, risk and growth.

**MFIN7930 or MFIN7940: Financial Management II (10 credits)**

Students will be able to:

- Comprehend and integrate the critical financial concepts, models and techniques;
- Apply these critical financial concepts, models, techniques and formulas on integrated problems and case studies; and
- Take informed financial and management decisions based upon integrated financial analyses.

**MLAW7910 or MLAW7920: Corporate governance and Business Law (10 credits)**

Students will be able to:

- Define the general principles of business and corporate law;
- Solve applicable legal problems; and
- Integrate the field of law with a system of interdependent systems within the business environment and community.

**MLEA7910 or MLEA7920: Leadership I (8 credits)**

Students will be able to:

- Appraise the current leadership models, competencies and behaviours required to lead self and others in a 21<sup>st</sup> century workplace;
- Assess own strengths and areas of development in relation to the competencies and behaviours required to become an effective leader in the 21<sup>st</sup> century;
- Create a development plan to increase personal and leadership effectiveness; and
- Build, develop and lead high performance teams.

**MLEA7930 or MLEA7940: Leadership II (8 credits)**

Students will be able to:

- Construct and create a personalized view of effective organisational leadership;
- Reflect holistically and iteratively on the context, influence, responsibility and consequence of leadership;
- Evaluate the impact of leadership on organisation, community and society;
- Become an effective change agent; and
- Appreciate the need for leadership resilience in the world of business today.



**MLIC7910 or MLIC7920: Leading Innovation and change (10 credits)**

Students will be able to:

- Comprehend the fundamental changes in the business world and the challenges this poses to management and leadership;
- Analyse the elements of a business model;
- Construct and reposition a business model;
- Evaluate the principles of management and leadership complimenting innovation and change;
- Assess organisational culture within the context of innovation and change; Prepare an innovation strategy for a business;
- Construct a customer value proposition applicable to a business model; and
- Construct a best practices change management strategy.

**MMAR7910 or MMAR7920: Strategic Marketing (10 credits)**

Students will be able to:

- Distinguish between strategic marketing and marketing management; Develop effective marketing strategies and plans;
- Analyse the impact of the external environment upon marketing and organisational strategies; and
- Implement and evaluate a strategic marketing plan.

**MMSF7910 or MMSF7920: Managing Society and the Future (10 credits)**

Students will be able to:

- Explain the forces and inter-relationship between the forces shaping the political economy of SA;
- Analyse the impact of the above forces on the direction of SA's economy ("measuring the future"); and
- Construct a best practices future directional "management strategy" for SA.

**MPDV7910 or MPDV7920: Personal Development (5 credits)**

Students will be able to:

- Determine their individual strengths and development areas in terms of managerial and leadership competencies, based on the feedback from the Occupational Personality Questionnaire (OPQ) and Myers-Briggs Type Indicator (MBTI);
- Analyse the strengths and possible weaknesses/obstacles in the functioning of their newly formed MBA teams;
- Create work procedures, as well as a code of conduct for their MBA study team in order to enhance the effective functioning of their team; and
- Evaluate the functioning of their MBA study team during follow-up meetings.

**MSEN7910 or MSEN7920: Scenario Planning (10 credits)**

Students will be able to:

- Explain the theory and application of scenarios in strategic planning; Develop a scenario and building methods; and
- Apply scenarios for better decision making.

**ELECTIVES****MDMA7910 or MDMA7920: Digital Marketing (10 credits)**

Students will be able to:

- Demonstrate knowledge of the scope of digital marketing; Identify the fundamentals of digital marketing;
- Demonstrate knowledge of new developments in digital marketing; and
- Develop a digital marketing plan for a firm.

**MENT7910 or MENT7920: Social Entrepreneurship (10 credits)**

Students will be able to:

- Define social entrepreneurship and the socio-economic dynamics behind its current advancement;
- Differentiate between various forms/permutations of social entrepreneurship and the role of parties active in the field (corporate social investors, social venturers, social enterprises, social entrepreneurs etc.);
- Analyse the peculiar dynamics and impact of social entrepreneurship within the context of deprived communities;
- Analyse social entrepreneurship as a specific form of entrepreneurship, subject to the dynamics of the broader entrepreneurial field; and
- Compile a business plan including the measuring of social return on investment (SROI) for a concrete social entrepreneurial venture.

**MIBS7910 or MIBS7920: International Business (10 credits)**

Students will be able to:

- Identify the key theoretical approaches to international business;
- Analyse the complexities of doing business in foreign markets;
- Analyse the business environment of foreign markets and identify business opportunities; and
- Develop solutions to challenges facing international business managers.

**MIPA7910 or MIPA7920: Investment and Portfolio Analysis (10 credits)**

Students will be able to:

- Discern the different concepts with regard to investments and securities markets;
- Apply return and risk concepts in the compilation of an investment portfolio; Explain the valuation of different investment instruments, e.g. shares and bonds;
- Use fundamental and technical analysis to evaluate investment opportunities;
- Build a portfolio using the most important investment theories, e.g. the Markowitz Portfolio Selection Model, CAPM and APT;
- Formulate an appropriate investment policy; and
- Evaluate portfolio performance.

**MNVC7910 or MNVC7940: New Venture Creation (10 credits)**

Students will be able to:

- Identify and determine what entrepreneurs need to know about the critical driving forces in a new venture success;
- Critically assess how successful entrepreneurs and investors create, find and differentiate profitable and durable opportunities from just “another good idea”, and how opportunities evolve over time; and
- Estimate and determine the required financial and non-financial resources available for new ventures,
- identify the criteria they use to screen and evaluate proposals, their attractiveness and risk, and how to obtain start-up and early growth capital.

**MNVC7920 or MNVC7930: New Venture Creation (10 credits)**

Students will be able to:

- Apply the Venture Opportunity Screening Techniques to an actual start-up idea, and subsequently, be able to develop and assemble a BUSINESS PLAN suitable for guiding start-up, attracting financing and realizing an eventual harvest; and
- Craft and prepare a personal entrepreneurial strategy to identify relevant issues, requirements and trade-offs.

**MPRO7910 or MPRO7920: Project Management (10 credits)**

Students will be able to:

- Explain the key tools and concepts of project management;
- Apply the principles of project management in every stage of a project’s life cycle; and
- Deliver a project in accordance to agreed schedules, cost and performance standards.

**MRSK7910 or MRSK7920: Risk Management (10 credits)**

Students will be able to:

- Identify the various aspects of financial risk management and the interplay of these complex business elements;
- Measure market risk, credit risk and operational risk; and
- Manage these risks through prudent intervention and careful planning.

**MSER7910 or MSER7920: Services Marketing (10 credits)**

Students will be able to:

- Explain the unique challenges of services marketing;
- Design service quality measurements to build customer loyalty;
- Evaluate the effectiveness and efficiency of customer service offerings;
- Describe how customer relationship marketing (CRM) including retention strategies creates an environment that achieves excellence in customer service; and
- Develop solutions to challenges facing customer service providers and service managers.

**MTAX7910 or MTAX7920: South African Income Tax (10 credits)**

Students will be able to:

- Calculate the tax liability of an individual SA taxpayer receiving business income, salary income and other income; and
- Advise an individual taxpayer on how to perform basic tax planning in order to pay the minimum taxation.

## **Reg F8: DOCTOR OF PHILOSOPHY**

### **PhD with specialisation in Business Administration**

#### **GENERAL AND FACULTY RULES**

Unless specifically stated otherwise, the General Rules of the University and the faculty, which apply to PhD degrees, apply to the PhD with specialisation in Business Administration. Refer to the General Rules and the Rule Book of the Faculty of Economic and Management Sciences.

Upon registering, a student undertakes to abide by General and Faculty Rules, as amended from time to time.

#### Minimum prerequisites for admission

- A first degree or equivalent with an average of 65% for all the modules
- An MBA or equivalent Master's Degree with an average of 65% for all modules.
- 65% for Business Research Methods done on a Master's level.
- The MBA Research Report must be an expanded MBA Research Report (minimum 60 credits) with duration of at least one academic year. No field studies/mini-dissertations/research reports of less than 60 credits or with duration less than one academic year will be sufficient to be considered for admittance to a PhD with specialisation Business Administration.

Adherence to the above requirements will not necessarily guarantee admission to the PhD programme. Admission is subject to approval by the Director of the UFS Business School.

#### Duration

The prospective student has a minimum of two years to complete the PhD. Thereafter the General Rules of the university apply. A student who is registered for a Doctoral degree may, with the permission of the dean of the faculty, place her/his studies in abeyance for a period of no more than one (1) year in the event of exceptional circumstances only and subject to the availability of supervision. A student only has one opportunity per degree to apply for abeyance.

#### International students

An international student must:

- Submit to the Office for International Affairs a study permit issued in favour of the UFS by the South African Department of Home Affairs
- Comply with all the requirements of the Immigration Act, and with the regulations handed down in accordance with the said act
- Apply to have SAQA evaluate the foreign qualification obtained by the student prior to the application for admission at the UFS.

## Fees

If a student has not fully settled her/his account in respect of the previous year, a subsequent registration cannot take place and no supervision can be given or contact sessions be attended.

Notification of the cancellation of a module may occur throughout the year, but in order to receive financial credit, specific due dates apply.

Tuition fees and fees payable are payable on the following dates, irrespective of whether an account statement has been received:

Payment dates for South African Students:

- First semester: all fees for the first semester are payable on/before 31 March.
- Second semester: all fees for the second semester are payable on/before 31 August.

Students with bursaries must hand in the original letter as well as the proof of payment with the registration form.

Payment dates for international students:

- Before registration, pay a non-refundable administrative levy.
- First semester: all fees for the first semester are payable on/before 31 March.
- Second semester: all fees for the second semester are payable on/before 30 June, regardless of any other date which may appear on account statements.

No bursaries will be accepted from international students. The student is responsible for the tuition fees if cancelled after the applicable control date.

A fee is payable if a student cancels all his/her modules before the programme control date.

Handling fees will be charged on pay-out of credit balances.

- If payments are not made by the due dates: Interest at the prime rate plus 2% will be levied on all accounts in arrears.
- All academic records for the contractual period of payment default will be withheld; and
- International students with fees outstanding on 1 July will not be allowed to continue with their second-semester studies.
- If a student neglects to settle her/his account, the University may also – apart from any other rights – hand over the account, to an attorney for collection that will charge a collection fee.

<b>DOCTOR OF PHILOSOPHY</b> with specialisation in Business Administration			
NQF level	Credits	Academic Code	Academic Program
10	360	BC690100	B6194

The PhD with specialisation in Business Administration is a part-time research-based programme. It requires a candidate to undertake research at the most advanced academic levels, culmination in the submission, assessment and acceptance of a thesis.

## **CURRICULUM**

PDBA9100

### Research proposal

An acceptable research proposal and provisional title must be approved by the faculty research committee, including compliance with the requirements of the ethics committees, within the first twelve months following registration.

### Notice of submission

A student who intends to submit a thesis for assessment must, on the prescribed form and with the approval of the promoter, and if applicable, the co-promoter(s) inform the PhD coordinator of her/his intention as follows:

- On or before the last working day of October of the preceding year for graduating during the June/July graduation ceremony; or
- On or before the first working day in April for graduating during the December graduation ceremonies.

### Submission

Submission can take place throughout the year, but there will be no guarantee that the degree will be conferred during the next graduation ceremony, due to assessment procedures. To enable the awarding of a degree during a particular graduation ceremony, the research had to be submitted at least four months prior to the graduation ceremony to ensure that the degree can be conferred during the particular graduation ceremony.

### Obtaining of Qualification

- A student is only allowed to participate in the graduation ceremony provided that all results – including corrections/adjustments that had to be made – have been received in accordance with the due dates determined by Senate.
- No doctoral qualification is awarded with distinction (cum laude).
- Qualification certificates are only awarded at a graduation ceremony or subsequently posted to the student.