

**UNIVERSITY OF THE
FREE STATE**

CALENDAR

SCHOOL OF MANAGEMENT

**FACULTY
OF ECONOMIC AND
MANAGEMENT SCIENCES**

2005



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MASTERS IN BUSINESS ADMINISTRATION

GENERAL ORIENTATION

FACULTY AND GENERAL REGULATIONS

Unless specifically stated otherwise, the institutional rules of the university and the faculty which apply to masters degrees, apply to the MBA and its specialised fields. The institutional rules apply to this qualification with the necessary changes. Information, rules and regulations may be changed each year if necessary.

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 University of the Free State can be considered as a career investment.

Two specialised fields are offered, namely General management and Health care management.

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, whose part-time MBA is rated as one of the top ten in the US.

Teaching and learning methods

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

1. Orientation session

During this session the lecturer meets the students, gives a short introduction and discusses the study programme.

2. Contact sessions

Three full-day contact sessions are scheduled for every semester course. One of the contact sessions will be presented by a visiting professor/lecturer/guest lecturer.

3. Assignments

Students are expected to complete assignments. As far as possible, these assignments are practical and/or work-related.

4. Group work

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

Assessment

Assessment methods can include

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

REGULATIONS

FACULTY REQUIREMENTS

General admission requirements

Over and above the general regulations regarding admission to this university and admission to masters degrees, the following admission requirements must be met:

- At least 26 years of age.
- A recognized three-year tertiary qualification (degree or equivalent qualification) and recognition of acceptable prior learning.
- At least three years of relevant managerial experience/work experience.
- Appropriate numeracy skills.
- Appropriate language proficiency.
- Adequate computer literacy.

A selection process takes place twice a year and the admission requirements apply. An admission committee will consider all applications and a policy of limited enrolment will be practiced. If necessary an applicant may be invited for a personal interview. 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 satisfied.

Additional prerequisites for admission: Language proficiency test

- It is compulsory for every MBA student and every occasional student to write a language proficiency test. Students will be notified of the test date.
- Students with unsatisfactory results (less than 18/27) will have to attend a compulsory workshop of 4 hours.
- In failing to attend the compulsory workshop, such a student will not be allowed to register for his/her second year of studies.

Additional prerequisites for admission: Foreign students

- Students will be allowed to enroll for one or two modules at an approved overseas university or school of management. If the student passes the module (s), he/she 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 on their study records will not be considered.
- For admission to a foreign institution, a written application must be addressed to the Director: School of Management.

Registration

- Registration as a student of the University of the Free State is compulsory.
- The final registration date of the School of Management 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 School of Management only applies to MBA students.
- Students are not allowed to be registered simultaneously at eDegree and the University. The only two exceptions are:
 - (1) When a student is in his/her last semester of studies and needs one outstanding module to complete his/her studies.
 - (2) When a student wants to register for Risk management. (Risk management is only offered online).

Duration

- The programme is primarily aimed at part-time students.
- The minimum time for completing the programme on a full time basis is 1½ years and 2 years on a part time basis.
- The maximum time for completing the programme on a full time basis is 3 years and 4 years on a part time basis. A student may apply to extend his/her studies at the Director: School of Management.
- The maximum number of courses a student can register for per semester is four courses. If the student can prove that he/she is a full-time student, he/she may apply at the Director: School of Management to register for five courses per semester.

Exemptions/Recognition of prior learning

- Exemptions and recognition of prior learning will only be granted for modules passed during the past five years.
- Exemptions and recognition of prior learning will only be granted for postgraduate modules.
- Students may apply for exemption from a maximum of four semester modules.

Degree with distinction

- The MBA is obtained with distinction if an average of 75% is obtained for the required number of modules.

- To obtain the MBA with distinction, a student must be enrolled for a minimum of four semesters and a maximum of six semesters.
- If any modules have been failed the MBA cannot be obtained with distinction.
- If a student has received exemptions (maximum of four courses) for prior learning, the degree is obtained with distinction if an average of 75% is obtained for the outstanding required modules.

Class attendance

- It is compulsory to attend the orientation sessions. If a student does not attend an orientation session for a specific module, his/her semester mark will be penalised with 10%.
- It is compulsory to attend 75% of the scheduled meetings for every course. If not, the specific module will be considered to be incomplete.

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. In the case of modules not being assessed by a formal examination the necessary motivation must be submitted to the MBA Curriculum Committee.
- Each module must include at least one individual assignment and two group assignments, depending on the nature of the specific module.
- No group assignment can be submitted as an individual assignment. A zero mark will be allocated for such an assignment.
- Students must receive complete feedback on their assignments.
- The following policy guidelines and regulations of the University are also applicable:
 - ❖ Handling plagiarism, penalties, terms of appeal, supplementary examinations etc.
 - ❖ Two examination opportunities are available each semester provided that all the necessary requirements have been met. If the first opportunity is not utilised, a student may use the second opportunity. Should he/she fail the second attempt, the module must be repeated in the next semester.
 - ❖ If a student receives a re-assessment mark during the first opportunity, the second examination opportunity must be used for this purpose.
 - ❖ 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 second examination opportunity, the module must be repeated.
 - ❖ Students with religious reservations must contact the School of Management prior to writing examinations in order to make the necessary arrangements.
 - ❖ On-campus students must write examinations on the campus of the University. All the MBA examination papers are written at the School of Management, according to University rules and regulations.

- A student who fails a core semester module three times, will not be allowed to re-do such a module and will therefore forfeit the chance to complete the MBA degree.
- The duration of examination papers is 4 hours.
- Examinations are normally open-book, except for modules using simulations or independent projects.
- The names of the internal moderators and external examiners must appear on each examination paper.
- External examiners must be appointed for dissertations and approved by the Faculty Committee and Senate.

Support programme: numeric modules

- Students in need of support with the numeric modules can attend a support programme at the beginning of each semester.
- This programme is not compulsory to attend.
- Every student must decide whether it is necessary to attend the support programme, or not.
- After completing this programme a learner will be able to:
 - ❖ Demonstrate that he/she is able to work out an equation in the right order;
 - ❖ Demonstrate that he/she is able to solve simple equations;
 - ❖ Calculate fractions;
 - ❖ Calculate percentages in word problems;
 - ❖ Round off numbers;
 - ❖ Interpret graphs;
 - ❖ Explain the nature of accounting;
 - ❖ Recognise and define the different elements of financial statements;
 - ❖ Record transactions using the accounting equation;
 - ❖ Prepare general ledger accounts and the trail balance;
 - ❖ Prepare the income statement and the balance sheet.

Reg. F1	MASTERS IN BUSINESS ADMINISTRATION
	MBA

CONDITIONS FOR ADMISSION

Refer to the general university admission regulations as well as the faculty and MBA admission regulations.

TIMETABLE CLASHES

Students must compile their curriculums in accordance with the class and lecture hall timetable and the examination timetable, and are personally responsible to ensure that there are no clashes.

CURRICULUM

Students registering for the degree MBA must satisfy the faculty and general regulations when compiling their curriculums 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 in one of two fields of specialisation:

- General management
- Health care management

The MBA consists of 16 semester modules, plus a field study. Each semester module earns the student 16 credits. The field study earns the student 64 credits. Students must obtain 320 credits to qualify for the degree.

Thirteen (the core semester modules) of the sixteen semester modules are compulsory and constitute the core of the programme. The field study is also compulsory. The remaining three modules can be chosen from the electives of the specific field of specialisation.

A student who has failed a core semester module for the third time will not be allowed to enroll again for that specific module and will therefore forfeit the chance to complete the MBA degree.

MBA

Study code 06781

Core semester modules

- MMB 710 or 720 Business conditions analysis
 - MMB 711 or 721 Economics for managers
 - MMB 712 or 722 Strategy and company analysis
 - MMB 713 or 723 Human resources management
 - MMB 714 or 724 Financial and managerial accounting
 - MMB 715 or 725 Marketing for managers
 - MMB 716 or 726 Analytical methods
 - MMB 717 or 727 Behaviour in organisations
 - MMB 718 or 728 Corporate and business law
 - MMB 719 or 729 Financial management
 - MMB 731 or 741 Strategy dynamics
 - MMB737 or 747 Contemporary management issues
 - MBA 711 or 721 Research methodology
- AND
- GNR 791 Field study

Students must complete the following core modules in the first three semesters of their studies:

- MMB717 or 727 Behaviour in organisations
- MMB715 or 725 Marketing for managers
- MMB712 or 722 Strategy and company analysis
- MMB714 or 724 Financial and managerial accounting
- MMB719 or 729 Financial management
- MBA 711 or 721 Research methodology

Reg. F2

Prerequisites

A number of modules require prerequisites.

Business conditions analysis (MMB710 or 720)

- Economics for managers (MMB711 or 721)

Strategy dynamics (MMB731 or 741)

This is a capstone module and the following modules are prerequisites:

- Strategy and company analysis (MMB712 or 722)
- Behaviour in organisations (MMB717 or 727)
- Financial and managerial accounting (MMB714 or 724)
- Marketing for managers (MMB715 or 725)
- Financial management (MMB719 or 729)

Financial management (MMB719 or 729)

- Financial and managerial accounting (MMB714 or 724)

Electives**Specialised field: General management****Study code 06781**

- MMB774 or 784 Tax and estate planning
- MMB751 or 761 Corporate entrepreneurship and managing an entrepreneurial firm
- MBA712 or 722 Corporate governance and ethics
- MMB732 or 742 E-commerce
- MMB736 or 746 International business and marketing
- MMB738 or 748 Investment and portfolio analysis
- MMB770 or 780 Logistics and operational management*
- MMB739 or 749 New venture creation
- MMB733 or 743 Project management
- MMB773 or 783 Risk management
- MMB735 or 745 Services marketing
- MBA 731 or 741 Management of HIV/Aids
- MBA 751 or 761 Managing information technology

* It is advisable to register for Logistics and operational management in the last semester of studies.

Reg. F3 Prerequisites

A number of modules require prerequisites.

Services marketing (MMB735 or 745)

- Marketing for managers (MMB715 or 725)

Tax and estate planning (MMB774 or 784)

- Financial and managerial accounting (MMB714 or 724)

- International business and marketing (MMB736 or 746)
-
- 80 % of the total credits will be obtained through attendance of the module, completion of the required assignments, group work and passing the examination.
- 20 % of the total credits will be obtained through one of the following forms of international exposure:
 - (1) Attendance of summer school at DePaul University, Chicago. Proof of attendance must be provided.
 - (2) Completion of a module at a university or school of management abroad.
 - (3) Internship abroad.
 - (4) Provision of proof working experience abroad (somewhere else in Africa, Europe or the USA, etc.) during the past five years.
 - (5) Completion of a field study at a university abroad in co-operation with another MBA student.
 - (6) Any other form of international exposure approved by the Director: School of Management.
- Business conditions analysis (MMB710 or 720)
- Economics for managers (MMB711 or 721)
- Marketing for managers (MMB715 or 725)

Specialised field: Health care management

Study code: 06784

- HEA 752 or 762 Logistics and operational management for health care managers (compulsory for specialising in Health care management)
 - HEA 751 or 761 Health in the workplace
 - HEA 753 or 763 Information management for health managers
 - MMB753 or 763 Health economics
 - MMB754 or 764 Financial management for health care managers
 - MMB755 or 765 Monitoring, evaluation and successful integration of health policies and management theories
 - MMB756 or 766 Management of health services and facilities
- AND
- HEA 791 Field study (see prerequisites as described under General management electives).

Note: For the presentation of an elective semester module to be feasible, at least fifteen students (excluding International business and marketing) must enrol 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.

Reg. F4 PHILOSOPHIAE DOCTOR
Ph.D.
Study code 06960

Refer to the yearbook of the Faculty of Economic and Management Sciences.

Additional prerequisites for admission: Ph.D.

- Admission to a doctor's degree is subject to approval by that particular Chairperson/Head of department in which the doctorate is envisaged, based on a satisfactory academic background and the submission of an approved research proposal in conjunction with the prescribed procedures of that particular department and the faculty.
- A student with only a MBA and not another masters degree will only be admitted to a doctor's degree if he/she has completed a field study during the MBA studies.

SYLLABUSES

CORE SEMESTER MODULES

MMB716 or 726: Analytical methods (16 credits)

This module entails the study and application of various quantitative models employed by management in the decision-making process. Topics include relevant probability and statistics, regression analysis, forecasting, statistical quality control, scheduling models, inventory models, capital investment and replacement models as well as renewal theory.

After completing this module a learner will be able to:

- Formulate and solve an LP model;
- Solve a transport model using any of the three techniques;
- Work out probabilities for events that are independent or dependant;
- Do forecasts using various techniques;
- Solve network problems;
- Do basic project management with the use of project tools.

MMB717 or 727: Behaviour in organisations (16 credits)

After completing this module the learner will be able to

- Describe the aspects of individual behaviour that influence behaviour within organisations;
- Have insight into his/her own behaviour by means of feedback on self-evaluation exercises and self-scoring instruments;
- Develop skills in the identification and analysis of issues effecting individual behaviour through the application of such knowledge in case studies and real life work situations;
- Identify the aspects that influence group and team behaviour within organisations;
- Apply newly acquired knowledge and techniques in order to improve team effectiveness;
- Explain his/her role as a leader in the context of a 21st century work place;

- Identify the relevant leadership processes and skills involved in effective transformational leadership within a diverse work environment;
- Apply intra and interpersonal leadership skills in order to perform his/her role as a leader effectively within a diverse work force;
- Manage diversity at an individual and team level effectively in the work place;
- Explain the organisation as a system, with specific reference to the role of organisation structure, organisation design and organisation culture in organisation behaviour;
- Plan and manage organisational change processes successfully.

MMB710 or 720: Business conditions analysis (16 credits)

Data about the economy, and what those data mean within a macroeconomic context, are at the heart of corporate decision-making. Firms and other organisations constantly have to watch economic variables, pick up trends, interpret them and deduce implications for their organisation.

After completing this module the learner will be able to:

- Develop an intuitive and real-world approach to economic reasoning regarding macroeconomic issues such as economic growth and interest - and exchange rate fluctuations;
- Think and argue intelligently about the above issues so as to apply them in a management context;
- Integrate the advice and analysis from economists or the economic consultants employed by the organisation.

MMB737 or 747: Contemporary management issues (16 credits)

This module focussing on contemporary management/leadership issues, strives to do just that: identify, challenge, reviews and utilise the currency prevailing during the specific semester of presenting the module. Three focus areas haven been isolated in which outcomes are as follows:

Change dynamics: Transformation, transience and impermanence as leadership challenges

- A stimulation of insight into the uniqueness of the RSA mosaic universally and its biographical and demographical impact specifically.
- The unique RSA managerial milieu impact on leaders: self-evaluation, alignment strategies and capacity management.
- The continuing RSA (r) evolution as agenda for skills development situational appraisal and corporate auditing.
- Development of prognosticative sensitivity and anticipatory competencies.
- Perspectives on global thinking and competing.
- Explaining leadership imperatives to facilitate unity from diversity, guide transformation and stimulating emergent cultures.

Normative management: Corporate commandments, ethics and values clarification at enterprise level

- Explaining the socio-political ethic at enterprise level.
- The challenge of regularising the issue of moral and material iniquities at work.
- Reviewing labour dynamics: Contemporary labour law challenges; challenging labour case studies.
- Defining, introducing and maintaining the codes: Ethics, conduct, values.

- Creating corporate culture conducive to integrous conduct.
- Forensic challenges: Corporate purging, whistle blowing.

The self stuff: Self management, personal and professional effectiveness, wellness and maintaining a balanced, integrated life style

- Reviewing executive pathologies and causal factors for self neglect.
- Wellness auditing of modern organisations.
- Constructing the new psychological and moral contract.
- Self management philosophies and strategies.
- Organisational make-over.
- Reviewing the age of discontinuity, surrogacy and moral outsourcing.

MMB718 or 728: Corporate and business law (16 credits)

The module focuses on the legal dilemmas that managers often encounter in a corporate environment. The learner should be able to analyse a given business scenario and further determine what the respective parties' legal rights and obligations are.

After completing this module the learner will be able to:

- Set out the legal rights and obligations of partners, directors, and close corporation members;
- Determine when partners, directors and close corporation members are liable in terms of the common law as well as statutory law;
- Determine when businessmen commit financial crimes, such as corruption, reckless trading and insider trading;
- Assess when an employee can blow the whistle on financial crimes;
- Set out the basic common law and statutory rights and obligations of both employers and employees;
- Determine when a particular contract is binding upon the contracting parties and when breach of contract occurs.

MMB711 or 721: Economics for managers (16 credits)

This module provides students with an opportunity to apply microeconomic principles to managerial decision-making. These principles include those underlying the theories of consumer choice, production and cost as they relate to decisions made by firms and households.

In addition, this module studies the market conduct of firms under various market structures and evaluates the performance of the firms and the industry as a whole. Specific topics include consumer demand analysis, elasticity, production theory, cost structure, profit maximisation, and the effect of market-structure pricing, output and profit.

After completing this module a learner 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;
- Describe the regulatory environment within which a firm has to function and identify actions/procedures that could be in conflict with the Competition Act.

MMB714 or 724: Financial and managerial accounting (16 credits)

After completing this module a learner will be able to:

- Describe the fundamentals and the theory of accounting;
- Record financial transactions;
- Prepare annual financial statements - income statement, balance sheet, cash flow statements;
- Explain the concepts related to costs;
- Prepare income statements using the variable costing method;
- Plan and to prepare budgets;
- Prepare a variance analysis in controlling the budget;
- Explain the breakeven analysis and the effect of changes in cost, volume and profit;
- Explain which costs or revenue is relevant in the decision-making process;
- Use certain quantitative techniques in the decision-making process.

MMB719 or 729: Financial management (16 credits)

After completing the module a learner will be able to:

- Relate the fundamentals of corporate finance to all management decisions and to apply the financial theories, models and formulas on practical problems and case studies;
- Have a fundamental knowledge of the concept of time value of money and be able to apply it on the valuation of bonds, shares and investment decisions;
- Describe risk, the importance to diversify and measure risk and how it relates to return;
- Determine the optimal capital structure and understand its influence on value and risk;
- Measure the sustainable growth rate and comprehend the determinants of growth.

MMB713 or 723: Human resource management (16 credits)

The overall outcome of the module in Human resource management is that the learner will be competent in demonstrating an advanced theoretical and practical knowledge in the different fields of Human resource management.

After completing this module a learner will be able to:

- Identify and manage the crucial aspects associated with human resource planning, recruitment and selection;
- Apply the basic principles underlying human resource training and development with specific reference to i) designing and implementing management and organisational development programs, ii) designing and implementing systems for appraising the performance of individual employees, iii) assisting employees in their career management, iv) identifying and implementing motivational principles;
- Identify and implement the underlying principles regarding compensation and benefit systems of employees;
- Identify, understand and apply the basic principles to ensure employees' health and safety and to provide assistance to employees with personal problems that influence their work performance;
- Identify and understand the respective variables that impact on sound employee and labour relations and to initiate effective strategies to ensure the

effective functioning of the labour force.

MMB715 or 725: Marketing for managers (16 credits)

Today each company shares with all other companies the challenge of identifying and understanding the markets unfolding around it. Success will depend on the ability to perceive these markets in all their subtlety, inconsistency and rationality – in other words, in all their complexity.

This module focuses on the work of the marketing manager of a business. A business might be anything from a large company to a business unit within such a corporation, to a small business. The main objective of this module is to expose the learner to the role of marketing and strategic marketing planning as well as the marketing management process.

After completing this module a learner will be able to:

- Describe the concepts of marketing planning and strategic marketing;
- Do a strategic analysis for a business, including corporate appraisal, understanding competition, understanding the customer;
- Develop marketing objectives and the formulation of a marketing strategy using portfolio analysis;
- Implement the four marketing strategies into a marketing plan.

MMB712 or 722: Strategy and company analysis (16 credits)

Business is a reality. Without business, trade and commerce, there can be not art, sport, education, and government – no history upon which to build a better future. The reality of globalisation and increasing competitiveness shall gain momentum in the new millennium. As a result of domestic and international changes, South African managers will be forced to rapidly adjust to a global mentality that strongly requires an understanding of not only local and national economics, but also global economics, as well as all the relevant elements of such a global economy. It is the general manager that will be challenged to reposition the business in such a way that it will become and stay globally competitive.

Strategy and company analysis focuses on the work of general managers. Because general managers are responsible for an entire organisation (business) or business unit, they cannot be involved in one functional responsibility alone. General managers therefore fulfil different roles, stretching from interpersonal to informational and decision roles.

After completing this module a learner will be able to:

- View the business as a system consisting of interrelated functions;
- Apply theoretical knowledge coupled with work experiences to the solution of corporate problems;
- Evaluate the business environment;
- Make strategic choices;
- Master the different methods to formulate strategy.

MMB731 or 741: Strategy dynamics (16 credits)

Because general managers are responsible for an entire organisation (business) or business unit, they cannot be involved in one functional responsibility alone. General managers therefore fulfill different roles, stretching from interpersonal, to informational and decision roles. In the interpersonal role, a general manager is

acting as figurehead, taking the lead by directing and coordinating the activities of subordinates, and being involved in liaison. Managers are also acting as monitors, disseminators and spokespersons, and through that fulfilling the informational role. Although no role of a manager is necessarily more important than another, the decision role is vital to the well being of any organisation.

Strategy dynamics was designed and developed to address all the roles managers are expected to fulfill, with special emphasis on the decision role, because without a predetermined and clear direction of where the organisation is going, no role of management can be executed effectively. No marketing strategy can e.g. be formulated and managed without a clear perspective of its relationship to financial considerations, and the impact on human resources or the administrative system. However, none of the above is possible without a thorough analysis of the environment. Scanning and evaluating the macro-environment, competitors, customers, the marketplace, suppliers and industry is vital. Of course, no environmental analysis is complete without fundamentally scrutinising, assessing, analysing and evaluating the internal environment, including human and financial resources, marketing capabilities and deficiencies, and materials management.

After completing this module a learner will be able to:

- Formulate and implement integrated strategies;
- Develop the ability to view the business as a system consisting of interrelated functions;
- Apply theoretical knowledge gained throughout the MBA programme;
- Critically evaluate business conditions and to make strategic business decisions.

Through the use of business simulations these outcomes will be realised. “Capstone” is no under-statement of this module.

MBA711 or 721: Research methodology (16 credits)

After completing the module the learner will be able to:

- Discern the need for scientific business research;
- Describe the research process;
- Write a research proposal;
- Describe the role of ethics in research;
- Develop a research design;
- Develop a sampling design;
- Develop measurement scales;
- Conduct a survey and design a survey instrument;
- Conduct an observational study;
- Conduct an experiment;
- Prepare data for analysis;
- Analyse data;
- Present the research findings in a report.

GNR 791: Field study (64 credits)

- A student must submit a field study. The field study must be in the area of specialisation and must demonstrate
 - that the student has read extensively on the chosen subject area;

- that the student is able to apply the analytical skills and knowledge gained during the MBA programme;
 - that the student understands the process of research;
 - that the student has gained fresh insight into the chosen field of research; and
 - that the student is able to use all of the above as an aid to creative problem solving management decision-making.
- The field study must be presented in accordance with the attached academic guidelines for the writing of assignments.
 - The field study must be of such a standard that it can be submitted for publication.
 - In order to register for a field study the student must contact the MBA programme coordinator.
 - No student is allowed to commence with his/her field study without an allocated supervisor approved by the Director: School of Management.

ELECTIVES

Specialised field: General management

MMB774 or 784: Tax and estate planning (16 credits)

The objectives of this module are to equip candidates with the knowledge and skills to interpret tax legislation, to calculate tax liabilities, to perform proper tax planning and to know how to lodge an objection or an appeal.

After completing this module the learner will be able to:

- Interpret Revenue Statutes to a limited degree;
- Know the basic administration procedures of SARS: Lodge objections and appeals;
- Calculate taxable income and the tax liability for the different forms of taxpayers;
- Explain residence and source based taxation: Calculate the taxable income of the resident as well as the non-resident;
- Calculate provisional tax and employees tax;
- Explain tax avoidance, tax evasion and tax planning: Know the general anti avoidance legislation, be aware of specific anti avoidance legislation, apply sound tax planning;
- Apply basic estate planning and understand the use of a trust in planning your estate;
- Calculate estate duty and donations tax;
- Apply rules, principles, techniques and methods on Capital Gains Tax.

MMB751 or 761: Corporate entrepreneurship and managing an entrepreneurial firm (16 credits)

There is little doubt that the modern corporate manager is exposed to different expectations and general approaches to business. Essentially this entails a more entrepreneurial approach where managers are expected to continuously add value and make positive and direct contributions to the bottom-line in a world of hyper-competition.

Contemporary managers need to understand this phenomenon in order to ensure that it is embraced, appropriately directed, well lead and managed to ensure optimal

results. Thus, this module will be aimed at creating a fundamental understanding of corporate entrepreneurship and intrapreneurship so that students can enhance and practice it in a real world setting.

After completing this module a learner will be able to:

- Have enhanced insight into the changing nature of corporate business behaviour and the forces shaping it;
- Explore the notion of corporate entrepreneurial behaviour and the corporate venturing process;
- Describe intrapreneurial behaviour as a vehicle for corporate entrepreneurship;
- Explain the manifestation and application of entrepreneurship within corporate managerial functions.

MBA712 or 722: Corporate governance and ethics (16 credits)

After completing this module a learner will be able to:

- Describe what the concept “corporate governance” entails;
- Identify and put in place mechanisms for carrying out good corporate governance measures;
- Understand why the business sector cannot simply ignore certain ethical/social/welfare issues;
- Find solutions to certain of the above issues with which they may be confronted in the place of work.

MMB732 or 742: E-commerce (16 credits)

E-commerce is impacting most businesses in one dimension or another. For some companies the Internet brought opportunities in the form of new markets, while other companies face threats such as disintermediation. In order for today’s manager to successfully steer the business through this “new economy,” it is critical to understand the impact of the Internet not only on their business, but also in the industry in which they operate. Furthermore, managers must be able to adapt their current business models or design new business models to utilize opportunities and minimize the impact of threats. These are just a few of the challenges that await the manager in the “new economy.”

The aim of this module is to prepare the student for the management challenges of the “new economy.”

After completing this module a learner will be able to:

- Describe e-commerce and the impact on business strategy;
- Participate in the development and management of e-commerce business models;
- Explain the major issues regarding implementation of e-commerce business models.

MMB770 or 780: Logistics and operational management (16 credits)

After completing this module a learner will be able to:

- Formulate an operations strategy;
- Design the operations to produce/support the services or products of their company;
- Design and implement a control plan for the process;

- Identify production problems and rectify them;
- Analyse product quality and implement corrective measures when necessary;
- Prevent failure in the system and recover from the failure;
- Identify and integrate appropriate technology to enhance processes.

MMB736 or 746: International business and marketing (16 credits)

The aim of this module is to provide students with an overall understanding of the field of international business. Naturally each country and each industry have its own dynamics which are sure to deviate from the classical theory. The module does not attempt to cater for all these differences, but rather provide students with the overall framework to make the required adaptation in their respective industries.

After completing this module a learner will be able to:

- Describe the nature of international business;
- Explain the overall framework for considering country specific factors (such as politics, economics and culture) which influence international trade;
- Describe the global trade and investment environment;
- Explain the global monetary system;
- Identify strategies and structures for conducting international business;
- Identify benchmarks in managing international business operations.

MMB738 or 748: Investment and portfolio analysis (16 credits)

A learner should be competent in demonstrating skills and knowledge to understand and analyse the international and national investment environment in order to compile and manage an investment portfolio.

After completing this module a learner 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;
- Evaluate portfolio performance.

MMB733 or 743: Project management (16 credits)

Project management skills are increasingly becoming prerequisites for effective management. This is largely due to the considerable amount of managerial time that is now committed to projects, and that successful completion of these projects requires a skill set different from that required to manage day-to-day activities. Project management techniques are as applicable to marketing as they are to finance, and as applicable to retail industries as they are to manufacturing industries. These techniques may be applied to virtually any type of project, including: information systems development, facility relocations, construction, marketing campaigns, business-process re-engineering efforts, and special events. Managers who have project management skills are therefore vital organisational resources.

This module addresses the concepts, principles, problems, and techniques of project management. The emphasis is on processes in planning and controlling projects in such a way as to enhance the firm's strategic positioning in terms of quality, delivery, flexibility, and cost. The use of project management software is discussed. Other topics include issues that pertain to organisational structure, the roles of the project manager and team members, project leadership and team building, as well as the management of conflict and stress in projects.

MMB773 or 783: Risk management (16 credits)

The learner will be competent in demonstrating skills and knowledge to understand and analyse the risks involved in the investment and financial environment.

After completing this module the learner will be able to:

- Discern the different concepts with regard to risk and risk management in the investments and securities markets;
- Identify different risks in the financial markets;
- Apply specific models to measure risk;
- Explain the differences between these models;
- Apply the models to manage these risks;
- Incorporate risk in the valuation of profitability;
- Construct a business case for a trading environment.

MMB735 or 745: Services marketing (16 credits)

After completing this module the learner will be able to:

- Focus on customer requirements;
- Apply marketing strategies to a service business;
- Align strategy, service design and standards;
- Apply the servqual model to ensure service quality.

MBA 731 or 741: Management of HIV/Aids (16 credits)

After completing this module the learner will be able to:

- Discern the basic epidemiology of HIV/Aids;
- Describe the impact of the epidemic in the workplace and on the wider economy and society;
- Assess and manage the impact of HIV/Aids in the workplace;
- Describe the types of counseling services are available to infected employees;
- Discern the current legal framework for dealing with HIV/Aids in the workplace;
- Develop an integrated HIV/Aids policy and workplace programme;
- Monitor and evaluate the impact of a HIV/Aids workplace programme;
- Develop company responses to community needs around HIV/Aids.

MBA 751 or 761: Managing information technology (16 credits)

After completing this module the learner will be able to:

- Describe the management of the IT environment;
- Describe the role of IT in an organisation;
- Analyse the IT environment;
- Apply the most important IT concepts in a practical way.

MMB739 or 749: New venture creation (16 credits)

After completing this module the learner will be able to:

- Describe entrepreneurship and the critical success factors for new venture creation;
- Identify and assess a good opportunity;
- Explain the role of the entrepreneur and the importance of the entrepreneurial team in successful new venture creation;
- Identify the resources needed and prepare financial projections for a new venture;
- Develop a business plan for their own opportunities;
- Determine the critical tasks to be accomplished and the hurdles to overcome during start-up and early growth;
- Craft and prepare a personal entrepreneurial strategy.

Specialised field: Health care management**MMB753 or 763: Health economics (16 credits)****Study unit 1: Efficiency outline**

- Introduction: Basic concepts and tools

Study unit 2: Equity outline

- Introduction
- Analysing equity

Study unit 3: Measuring efficiency and equity outline

- Economic evaluation of efficiency
- Components of economic evaluation
- Cost effectiveness analysis: The elementary problem with two alternatives
- Cost effectiveness analysis: Problems with more than two alternatives
- Equity and the evaluation of health care interventions and programs

Study unit 4: The basics of markets and health care markets outline

- Introduction
- Conditions for a well-functioning market
- Mechanics of the market
- Markets and market failure
- Health care as a commodity and health care markets

Study unit 5: Health care, health care insurance markets and the role of government

- Health care insurance and insurance markets
- Health care, health care insurance, and the role of the government

Study unit 6: Financing health care

- Financing, funding, and remuneration - some preliminary distinctions
- Financing health care - some basics

Study unit 7: Funding and remuneration in health care outline

- Funding and remuneration - basic concepts
- Payment mechanisms
- Key participants in a funding/remuneration scheme
- Payment schemes
- Principles for creating payment schemes

Study unit 8: National accounts: National income accounting and national health accounts outline

- Basics of national accounting
- Meaning, interpretation and uses of national accounts

- Health and health care in the national accounts
- Health accounts in more detail: The national health accounts (NHA)
- Measuring the "output" of the health system

The aim of this module is to help the learner:

- Explain macroeconomic, microeconomic and welfare economic principles as they apply to health care;
- Find and use factual knowledge about health economics in South Africa and other developing countries;
- Apply health economic principles and evidence to understanding and solving management problems in their own work.

After completing this module the learner will be able to:

- Define, in health economic terms, a problem that the learner's organisation is facing;
- State the problems in terms of questions that need answering, or choices that need to be made;
- Draw on the economic theories that help explain problems like this;
- Identify and analyse the forces that the learner expect to be acting on the present situation;
- Specify what kind of evidence or information is needed to answer the learner's questions;
- Know where to start finding this evidence of information;
- Anticipate what effect this information will have on decisions or plans.

MMB754 or 764: Financial management for health care managers (16 credits)

Study Unit 1: What comprises management information?

Study Unit 2: Why manage with information?

Study Unit 3: Where does management with information take place?

Study Unit 4: When is management information supplied and used?

Study Unit 5: Who does the information management team consist of?

Study Unit 6: How is management information obtained?

Study unit 7: The health budget context

Study Unit 8: Provincial/regional budget format and guidelines

Study Unit 9: Delivery-oriented resource allocation and financial planning

Study Unit 10: Costing and multiyear projections

Study Unit 11: Expenditure management and financial control

Study Unit 12: Improving resource management and measuring performance

Study Unit 13: Managing for better performance

This module aims to develop

- A conceptual understanding of and competence in managing the link between organisational strategic planning and annual planning at different levels of the health system, and budgeting and financial management;
- An understanding of the factors in the South African economy that limit resource availability, the role of the Treasury/financial component, and the budget process;
- Competence and practical skills in annual and multi-year output budgeting for different levels of the health system (programme, region, district, institution, strategic business unit);
- Competence and practical skills in expenditure management and resource management;

- A critical understanding of the organisational and management issues that influence budgeting and financial management, such as organisational structure and accountability, performance management of people, organisational planning;
- An integrated understanding of, competence and practical ability to proactively manage the budget process in the public/private sector, in line with broader management principles.

After completing this module the learner will be able to:

- Explain strategic management and strategic planning within the health care environment;
- Apply performance budgeting;
- Describe the basics of better budgeting and management;
- Describe the structure of the SA economy;
- Describe the policy, legislative and budget environment for the public sector;
- Describe the legislative environment for private sector health care delivery.

MMB755 or 765: Monitoring, evaluation and successful integration of health policies and management theories (16 credits)

Study unit 1: Health systems organisation and funding options

- The policy process
- Globalisation and the impact on health
- Health systems
- Models for analysing international, national and local health systems
- Health system reform
- Funding options for health
- Variations in health
- The potential for non governmental organisations in the health sector
- Global public private partnerships (GPPP) a new development in health

Study unit 2: Community participation

- Assessing health needs in partnership with consumers
- Priority setting

Study unit 3: Service delivery options

- Community/primary/secondary/tertiary/traditional/clinical networks
- Managed care
- Ethical issues in health care management

Study unit 4: Evidence based policies

- Clinical effectiveness
- Evidence based health policy

After completing this module the learner will be able to::

- Monitor, evaluate and integrate legislative and regulatory compliance to the various health scenarios, i.e.:
 - Hospital management;
 - District health management;
 - Pharmaceutical management;
 - Health insurance management;
 - Nursing management;
 - Medical management;
 - Ancillary health management;
 - Community and consumer health management.
- Monitor, evaluate and integrate the politics of the business environment,

- health ideologies business ethics to the various health scenarios;
- Monitor, evaluate and integrate health systems and governance aspects to the various health scenarios;
 - Monitor, evaluate and integrate other aspects of health policy in the following areas:
 - The policy process;
 - Globalisation and the impact on health and funding options for health;
 - The concept of need and demand;
 - Epidemiology and needs assessment;
 - Prioritisation, rationing and choice;
 - International, national and local health systems;
 - Community participation;
 - Inter-sectoral collaboration and partnership;
 - Service delivery options;
 - Ethical issues in management;
 - Clinical effectiveness and evidence based health policy.

MMB756 or 766: Management of health services and facilities (16 credits)

Study Unit 1: Understanding services

- The role of health services in an economy.
- The nature of health services
- Service quality
- Service strategy

Study Unit 2: Designing the service enterprise

- New service development and process design
- The nature of and utilize the supporting facility
- The service encounter

After completing this module the learner will be able to:

- Describe the operations of successful service firms that can be benchmarks for future management practice;
- Develop an understanding of the “state of the art” of service management thinking;
- Develop an awareness of the opportunities that information technology can have for enhancing service firms’ competitiveness;
- Appreciate the organisational significance of managing the service encounter to achieve internal and external customer satisfaction;
- Describe the dimensions of service growth and expansion both domestically and internationally;
- Gain an appreciation of the complexities associated with implementing change;
- Appreciate the entrepreneurial opportunities in services.

HEA 751 or 761: Health in the workplace (16 credits)

After completing this module a learner will be able to:

- Do a needs analysis to identify the key determinants of health in the workplace, i.e. HIV/Aids, TB, poverty, crime, etc.;
- Integrate the scientific approaches offered by demographics and health economics to quantify and qualify the key determinants of health in the workplace;
- Understand and integrate political aspects to promote health in the workplace;

- Understand and integrate legal aspects to promote health in the workplace;
- Understand and integrate ethical aspects to promote health in the workplace;
- Understand and integrate the social and economical impact of disease on health in the workplace;
- Understand and integrate case management principles to promote health in the workplace.

HEA 752 or 762: Logistics and operational management for health care managers (16 credits)

After completing this module a learner will be able to:

- Understand the fundamentals of logistics and operational management;
- Evaluate the health care business environment and select the correct methods and techniques to achieve the optimum solution;
- Interpret results;
- Apply theoretical knowledge (tools and techniques) coupled with work experience to solve real life problems in HCM situations, for example, through fast learning theory;
- Apply these models in everyday health care planning and management environments through, for example, appropriate and effective interpersonal skills and competencies;
- Monitor and evaluate implementation and integration of appropriate models towards optimal solutions.

HEA 753 or 763: Information management for health managers (16 credits)

After completing this module a learner will be able to:

- Have competence and practical skills in the identification of information needs for management, the gathering of data through well planned information systems, the interpretation of the data, presentation of information and the utilization of good information to facilitate planning, budgeting, financial management and control;
- Identify what comprises management information and what information is needed in a health care management environment;
- Integrate aspects of “where” management information is generated and utilised:
 - In population based community health systems;
 - For CQI and performance management;
 - For profiling;
 - In managed care organisations;
 - For a hospital information system;
 - In applying data warehouse technology;
 - In authorisation systems.
- Integrate aspects of “how” management information is obtained, processed and distributed and information systems strengthened, restructured or reformed?
- Understand and illustrate complementary relationship between routine and non-routine data collection methods, linking it to the time argument of health impact assessment;
- Understand the health information system regarding:
 - The ability to analyse, cost and reengineer it if necessary;
 - The information management team;
 - Resources needed;

The role of computerisation in health information systems;
 How geographic information systems can supplement the health
 information system;
 Maintaining it properly.

HEA791: Field study (64 credits)

- A student must submit a field study. The field study must be in the area of specialisation and must demonstrate
 - that the student has read extensively on the chosen subject area;
 - that the student is able to apply the analytical skills and knowledge gained during the MBA programme;
 - that the student understands the process of research;
 - that the student has gained fresh insight into the chosen field of research; and
 - that the student is able to use all of the above as an aid to creative problem solving management decision-making.
- The field study must be presented in accordance with the attached academic guidelines for the writing of assignments.
- The field study must be of such a standard that it can be submitted for publication.
- In order to register for a field study the student must contact the MBA programme coordinator.
- No student is allowed to commence with his/her field study without an allocated supervisor allocated by the Director: School of Management.

POSTGRADUATE DIPLOMA IN HOSPITAL MANAGEMENT

Study code 06232

GENERAL ORIENTATION

FACULTY AND GENERAL REGULATIONS

Unless specifically stated otherwise, the institutional rules of the university and the faculty which apply to postgraduate diplomas, apply to the Postgraduate Diploma in Hospital Management. Information, rules and regulations may be changed each year if necessary.

INFORMATION

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

1. Orientation session

During this session the lecturer meets the students, gives a short introduction and discusses the study programme.

2. Contact sessions

Three full-day contact sessions are scheduled for every semester course. One of the contact sessions will be presented by a visiting professor/lecturer/guest lecturer.

3. Assignments

Students are expected to complete assignments. As far as possible, these assignments are practical and/or work-related.

4. Group work

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

Assessment

Assessment methods can include

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

REGULATIONS

FACULTY REQUIREMENTS

General admission requirements

Over and above the general regulations regarding admission to this University and admission to postgraduate diplomas, the following admission requirements must be met:

- At least 26 years of age.
- A recognised three-year tertiary qualification (degree or equivalent qualification) and recognition of acceptable prior learning.
- At least three years of relevant managerial experience/work experience.
- Appropriate numeracy skills.
- Appropriate language proficiency.
- Adequate computer literacy.

A selection process takes place twice a year and the admission requirements apply. An admission committee will consider all applications and a policy of limited enrolment will be practiced. If necessary an applicant may be invited for a personal interview. 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 satisfied.

Additional prerequisites for admission: Language proficiency test

- It is compulsory for every student to write a language proficiency test. Students will be notified of the test date.
- Students with unsatisfactory results (less than 18/27) will have to attend a compulsory workshop of 4 hours.
- In failing to attend the compulsory workshop, such a student will not be allowed to register for his/her second year of studies.

Additional prerequisites for admission: Foreign students

- Students will be allowed to enroll for one or two modules at an approved overseas university or school of management. If the student passes the module(s), he/she 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 on their study records will not be considered.
- For admission to a foreign institution, a written application must be addressed to the Director: School of Management.

Additional prerequisites for admission: MBA

- A student with a Postgraduate Diploma in Hospital Management will be admitted to the MBA programme and will receive full credit for all modules required for the Postgraduate Diploma in Hospital Management.

Registration

- Registration as a student of the University of the Free State is compulsory.
- The final registration date of the School of Management 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 School of Management only applies to students enrolled for the Postgraduate Diploma in Hospital Management.
- Students are not allowed to be registered simultaneously at eDegree and the University. The only exception is:
- When a student is in his/her last semester of studies and needs one outstanding course to complete his/her studies.

Duration

- The programme is primarily aimed at part-time students.
- The minimum time for completing the programme on a full time basis is 1 year and 1½ year on a part time basis.
- The maximum time for completing the programme on a full time basis is 2 years and 3 years on a part time basis.
- The maximum number of courses a student can register for per semester is four modules. If the student can prove that he/she is a full-time student, he/she may apply at the Director: School of Management to register for five modules per semester.

Exemptions/Recognition of prior learning

- Exemptions and recognition of prior learning will only be granted for modules passed during the past five years.
- Exemptions and recognition of prior learning will only be granted for postgraduate modules.
- Students may apply for exemption from a maximum of four semester modules.
- The allocation of credits are only considered for students already in possession of a MBA, MPA (Masters in Public Administration) or a MPH (Masters in Public Health).

Diploma with distinction

- The Postgraduate Diploma in Hospital Management is obtained with distinction if an average of 75% is obtained for the required number of modules.

Class attendance

- It is compulsory to attend the orientation sessions. If a student does not attend an orientation session for a specific module, his/her semester mark will be penalised with 10%.
- It is compulsory to attend 75% of the scheduled meetings for every module. If not, the specific module will be considered to be incomplete.

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. In the case of modules not being assessed by a formal examination the necessary motivation must be submitted to the MBA Curriculum Committee.
- Each module must include at least one individual assignment and two group assignments, depending on the nature of the specific module.
- No group assignment can be submitted as an individual assignment. A zero mark will be allocated for such an assignment.
- Students must receive complete feedback on their assignments.
- The following policy guidelines and regulations of the University are also applicable:
 - ❖ Handling plagiarism, penalties, terms of appeal, supplementary examinations etc.
 - ❖ Two examination opportunities are available each semester provided that all the necessary requirements have been met. If the first opportunity is not utilised, a student may use the second opportunity. Should he/she fail the second attempt, the module must be repeated in the next semester.
 - ❖ If a student receives a re-assessment mark during the first opportunity, the second examination opportunity must be used for this purpose.

- ❖ 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 second examination opportunity, the module must be repeated.
- ❖ Students with religious reservations must contact the School of Management prior to writing examinations in order to make the necessary arrangements.
- ❖ On-campus students must write examinations on the campus of the University. All the examination papers are written at the School of Management, according to University rules and regulations.
- A student who fails a core semester module three times, will not be allowed to re-do such a module and will therefore forfeit the chance to complete the diploma.
- The duration of examination papers is 4 hours.
- Examinations are normally open-book, except for modules using simulations or independent projects.
- The names of the internal moderators and external examiners must appear on each examination paper.
- External examiners must be appointed for dissertations and approved by the Faculty Committee and Senate.

Support programme: numeric modules

- Students in need of support with the numeric modules can attend a support programme at the beginning of each semester.
- This programme is not compulsory to attend.
- Every student must decide whether it is necessary to attend the support programme, or not.
- After completing this programme a learner will be able to:
 - ❖ Demonstrate that he/she is able to work out an equation in the right order;
 - ❖ Demonstrate that he/she is able to solve simple equations;
 - ❖ Calculate fractions;
 - ❖ Calculate percentages in word problems;
 - ❖ Round off numbers
 - ❖ Interpret graphs;
 - ❖ Explain the nature of accounting;
 - ❖ Recognise and define the different elements of financial statements;
 - ❖ Record transactions using the accounting equation;
 - ❖ Prepare general ledger accounts and the trail balance;
 - ❖ Prepare the income statement and the balance sheet.

CONDITIONS FOR ADMISSION

Refer to the general university admission regulations as well as the faculty and School of Management admission regulations. The institutional rules apply to this qualification with the necessary changes.

TIMETABLE CLASHES

Students must compile their curriculums in accordance with the class and lecture hall timetable and the examination timetable, and are personally responsible to ensure that there are no clashes.

CURRICULUM

Students registering for the Postgraduate Diploma in Hospital Management must satisfy the faculty and general regulations when compiling their curriculums as set out in the following schedule.

A student must ensure that the subject prerequisites are complied with.

The Postgraduate Diploma in Hospital Management consists of 8 semester modules, of which four may be selected from the MBA core or elective modules (specialised field: General management). Any four MBA Health care management modules are compulsory. Each semester module earns the student 16 credits. Students must obtain 128 credits to qualify for the diploma.

A student who has failed a core semester module for the third time will not be allowed to enrol again for that specific module and will therefore forfeit the chance to complete the Postgraduate Diploma in Hospital Management.

Health Care Management

- HEA 752 or 762 Logistics and operational management for health care managers (compulsory for specialising in Health care management)
- HEA 751 or 761 Health in the workplace
- HEA 753 or 763 Information management for health managers
- MMB753 or 763 Health economics
- MMB754 or 764 Financial management for health care managers
- MMB755 or 765 Monitoring, evaluation and successful integration of health policies and management theories
- MMB756 or 766 Management of health services and facilities

MBA: Core semester modules

- MMB 710 or 720 Business conditions analysis
- MMB 711 or 721 Economics for managers
- MMB 712 or 722 Strategy and company analysis
- MMB 713 or 723 Human resources management
- MMB 714 or 724 Financial and managerial accounting

- MMB 715 or 725 Marketing for managers
- MMB 716 or 726 Analytical methods
- MMB 717 or 727 Behaviour in organisations
- MMB 718 or 728 Corporate and business law
- MMB 719 or 729 Financial management
- MMB 731 or 741 Strategy dynamics
- MMB737 or 747 Contemporary management issues
- MBA 711 or 721 Research Methodology

Reg. F7 Prerequisites

A number of modules require prerequisites.

Business conditions analysis (MMB710 or 720)

- Economics for managers (MMB711 or 721)

Strategy dynamics (MMB731/741)

This is a capstone module and the following modules are prerequisites:

- Strategy and company analysis (MMB712 or 722)
- Behaviour in organisations (MMB717 or 727)
- Financial and managerial accounting (MMB714 or 724)
- Marketing for managers (MMB715 or 725)
- Financial management (MMB719 or 729)
- Economics for managers (MMB711 or 721)

Financial management (MMB719/729)

- Financial and managerial accounting (MMB714 or 724)

Electives: MBA specialising in General management

- MMB774 or 784 Tax and estate planning
- MMB751 or 761 Corporate entrepreneurship & managing an entrepreneurial firm
- MBA712 or 722 Corporate governance and ethics
- MMB732 or 742 E-commerce
- MMB736 or 746 International business and marketing
- MMB738 or 748 Investment and portfolio analysis
- MMB770 or 780 Logistics and operational management
- MMB739 or 749 New venture creation
- MMB733 or 743 Project management
- MMB773 or 783 Risk management (only online)
- MMB735 or 745 Services marketing
- MBA 731 or 741 Management of HIV/Aids
- MBA 751 or 761 Managing Information Technology

Reg. F8 Prerequisites

A number of modules require prerequisites.

Tax and estate planning (MMB774/784)

- Financial and managerial accounting (MMB714 or MMB724)

International business and marketing (MMB736/746)

- 80 % of the total credits will be obtained through attendance of the module, completion of the required assignments, group work and passing the examination.
- 20 % of the total credits will be obtained through one of the following forms of international exposure:
 - (1) Attendance of summer school at DePaul University, Chicago. Proof of attendance must be provided.
 - (2) Completion of a module at a university or school of management abroad.
 - (3) Internship abroad.
 - (4) Provision of proof working experience abroad (somewhere else in Africa, Europe or the USA, etc.) during the past five years.
 - (5) Completion of a field study at a university abroad in co-operation with another MBA student.
 - (6) Any other form of international exposure approved by the Director: School of Management.
- Business conditions analysis (MMB710 or 720)
- Economics for managers (MMB711 or 721)
- Marketing for managers (MMB715 or 725)

Services marketing (MMB735 or 745)

- Marketing for managers (MMB715 or 725)

BML PROGRAMME

REGULATIONS

INFORMATION

The Bachelor in Management and Leadership is a management and leadership degree programme for working adult learners, based on experiential learning and the assessment and recognition of prior learning. It incorporates their experiences to fashion an education which attains the knowledge, skills, and attitudes to succeed as educated managerial leaders. The purpose is carried out through a set of components designed to facilitate adult learning.

- Courses and counselling offered at a time and place available to working people.
- Presenters and counsellors who understand and can communicate with adults.
- A dynamic and flexible curriculum that engages adults in diverse learning experiences in management leadership.
- A competence framework that recognizes valid prior learning, provides for diverse goals, and believes in different learning styles and places.
- A committee for each learner that helps the learner to tailor the framework, to utilise their background and to achieve a specific goal.
- A commitment to dialogue and negotiation that enables the adult learner to own his/her learning.

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

General admission and entrance requirements

Over and above the general regulations regarding admission to this University and studies through eDegree, the following specific entrance requirements must be met:

- 23 years of age
- a permanent work appointment
and
- an endorsed grade 12 certificate with at least 2 years working experience,⁽¹⁾
or
- a grade 12 certificate with at least 2 years working experience,⁽²⁾
or
- a grade 10 certificate with at least 5 years working experience,⁽³⁾
or
- a certificate with conditional exemption issued by the Matriculation Board with at least 2 years working experience,⁽⁴⁾
or
- an equivalent qualification,⁽⁵⁾
and
- proficiency in English
- proficiency in mathematics
- a motivational essay regarding the learner's need to participate in the programme

Learners admitted to the BML programme in terms of (1), (2), (3), (4) and (5) above must complete the PDC115 or 125. Recognition of prior learning can only take place once the learner has qualified for the above-mentioned conditional exemption. When PDC115 or 125 has been completed successfully the university will apply for a certificate of exemption in terms of admission approved by the Senate of the university.

A review committee will consider all applications and a policy of limited enrolment will be practiced.

Applicants must arrange for a personal interview before being admitted to the programme.

Entry also requires the involvement of the learner in the portfolio development workshop series.

Recognition of prior learning experience

Learners should apply for credits if sufficient prior knowledge and skills can be demonstrated.

A review committee considers requests for credit. The role of the review committee is to oversee the administration of the learning programme and to ensure the quality of learning and the assessment thereof. The learner 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.

A maximum of 50 per cent of the modules in the programme may be recognised as prior learning.

Experiential learning

The degree programme is designed to engage learners in active learning styles (discussions, projects, essays) rather than passive learning styles (lecture, memorisation, testing). Therefore the faculty will allow flexibility regarding the acceptable means for satisfying the formal degree requirements. Apart from the required portfolio courses, learners may gain credit for modules

- Through previous coursework
- Learning from life and work experience, and
- Independent study.

The learning process

Adult learners with working experience will enter the programme with various levels of educational backgrounds and life experience.

The Faculty will recognise and award credit for appropriate learning that adults may bring to the programme. Emphasis is on demonstrating learning through acquired competencies, rather than merely documenting experience. The Faculty will provide

considerable support and assistance to degree-seeking learners as they prepare to present evidence of their learning for assessment and credit:

The first step in the learning process will be to meet with the programme administrator for an admissions interview. This interview will indicate the best next step for the adult learner and his/her readiness to enter the programme.

If admitted, the learner will enroll for the *portfolio development workshop*. With this the learner will begin to design an individual programme plan, examining past experience to demonstrate learning, and decide on the focus of the elective modules.

At the same time the learner will meet with the academic advisor to plan the learning programme, because learners will have the opportunity to exit at a certificate level, a diploma level or a degree level.

The learner will, in consultation with the programme administrator, establish a Review Committee consisting of a portfolio development facilitator, a professional from his/her workplace, and academic staff to support and facilitate the learner in delivering his/her final Major Piece of Work.

Registration

Unless otherwise specified, the general rules of the University of the Free State with regard to registration, applies to BML students.

Where an adult student's initial programme at work changes and therefore allows that he could accommodate an additional module(s), he/she may do so at any time, but before the commencement of such module. Where a student is interested in registering modules for non-degree purposes, he/she may do so at any given time before the commencement of the module. This registration must be before the end of the first quarter of the first semester, or in the second semester before the end of the third quarter.

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. Where a student attends lectures in a module for which he/she did not register, the student could be debited with a late registration fee, in addition to the tuition fees for the module concerned.

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 co-ordinator'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 and finances available, but not for more than one module that is presented during a specific semester on the same date and at the same time. Should a clash of classes 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 time-table, could end in the student forfeiting the marks for such activities. Students must adhere to

the pre-requisites indicated for specific modules. (See Reg. F 10). Information in this regard is obtainable at the BML office.

Attendance

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

Assessment

The BML programme has a system of continuous assessment. Assessment procedures may include

- tests
- field exercises and reports
- teamwork exercises
- class participation and presentation
- independent projects and dissertations
- simulated research applications and consultant reports
- integrated assessment (Major Piece of Work)
- formal examinations.

Graduating with distinction and top achiever award

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

Only the Diploma and Degree level of learning will be taken in consideration for purposes of distinction and the calculation for distinction will be done on the same basis as in the main stream at the University (the mark obtained multiply with the number of credits of a specific module divided by the total number of credits obtained). In order to obtain the degree with distinction an average of 75% for the mentioned modules must be obtained.

A student has to complete at least 50% of the modules of each level to qualify for distinction and/or top achiever.

Accelerated learning

Accelerated learning is possible in the case of one outstanding module in the last six months of the degree level. The learner must apply in writing at the Course Co-ordinator: BML programme. In failure to do so, the chance will be forfeited to complete his/her studies. In the case of special circumstances a learner may submit a written application to the review committee.

Duration

The programme is primarily aimed at part-time students. Each module earns the learner a specific amount of credits. Learners with matric exemption who need not register for PDC115 or 125 must obtain 360 credits to obtain the degree. In all other cases learners need 384 credits to obtain the degree. The expected and recommended duration of study for part-time learners is 4 years. The minimum

period of study is 2 years if a learner obtained credits. Due to the nature of the programme no maximum period of time is required to complete the degree.

Collaboration with DePaul University, Chicago

Learners may exchange modules in the BML programme with modules/certificates offered at DePaul University, Chicago. For admission to this option, a written application must be addressed to the Programme Director: BML programme. Learners must have at least completed the diploma level before applying.

REG. F10 BACHELOR IN MANAGEMENT AND LEADERSHIP
BML
Study code 06313

INFORMATION

On completion of the programme learners should be able to:

- 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 and understand 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.
- Understand 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 university and faculty admission regulations as well as the entrance for this degree.

CURRICULUM

Students registering for the degree BML must satisfy the faculty and general regulations when compiling their curriculums as set out in the following schedule. (Credits indicated in brackets).

1. Portfolio Development Course

1.1 Modules

PDC 111 or 121 ⁷ Portfolio workshop series (5)	PDC 112 or 122 ⁷ Language skills, information dissemination skills, life/study skills and problem solving skills (8)	PDC 113 or 123 ⁷ Introduction to the Management Leadership Model (8)	PDC 114 or 124 ⁷ Numeracy (3)	PDC 115 or 125 ⁷ Leadership skills (24)
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2. Certificate level

2.1 Modules

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENM 111 or 121 Basic computer literacy (3)	MAM 111 or 121 General management (Private and Public sector) (12)	LEM 111 or 121⁷ A developmental model of leadership: Developing yourself, facilitating the development of others and acknowledging the context I (1) ⁷
ENM 113 or 123 The interaction of supply and demand and the determination of the price level (9)	MAM 112 or 122 Entrepreneurship (6)	LEM 112 or 122 Understanding who you are, knowing your strengths and weaknesses (4)
ENM 114 or 124 Understanding basic macroeconomics (9)	MAM 113 or 123 Financial accounting (16)	LEM 113 or 123 Creating a balance between myself, my work and my family (life-style integration) (4)
ENM 115 or 125 Political dynamics (3)	MAM 114 or 124 Personal financial management (6)	LEM 114 or 124 On becoming a creative thinker and decision maker (3)
ENM 116 or 126 Culture, race and ethnicity (4)		LEM 115 or 125 Confronting change, stress and time (4)
		LEM 116 or 126 Understanding the power game (4)
		LEM 117 or 127 Working together in interpersonal relationships (4)
		LEM 118 or 128 Conflict (4)
TOTAL: 28 (Certificate)	TOTAL: 40 (Certificate)	TOTAL 28 (Certificate)

MPW 311 or 321⁶ Major piece of work (3)

3. Diploma level (Private Sector)

3.1 Modules

ENM 211 or 221 Criminology issues in management (3)	MAM 211 or 221² PRIVATE SECTOR Marketing management (18)	LEM 211 or 221⁷ When the going gets tough the tough gets going (the why of motivation, perceptions and attitudes) (6)
ENM 213 or 223 How to think and reason in macroeconomics (10)	MAM 213 or 223² PRIVATE SECTOR Project management (6)	LEM 214 or 224 Human resources management Obtaining manpower (5)
ENM 232 or 242 A basic understanding of the challenges and constraints facing government in the economy (4)	MAM 212 or 222² PRIVATE SECTOR Business finance (24)	LEM 213 or 223 Organisational behaviour (culture, fairness, climate, structure, organisational development- and design) (6)
ENM 215 or 225⁷ Industrial recreation (3)		LEM 215 or 225 Human resources management Developing manpower (6)
ENM 216 or 226⁷ The impact of environmental factors on managerial decisions (3)		LEM 216 or 226 Human resources management Maintaining manpower (2)
ENM234 or 244 The law as a regulatory framework for management (10)		LEM 210 or 220⁷ On becoming an effective leader (3)
ENM 235 or 245 International finance (3)		LEM 231 or 241⁷ Revisiting leadership: Case study (4)
ENM 233 or 243 Culture change (4)		
TOTAL: 40 (Diploma)	TOTAL: 48 (Diploma)	TOTAL: 32 (Diploma)

MPW 312 or 322⁶ Major piece of work (7)

4. Degree Level (Private Sector)

4.1 Modules

ENM 311 or 321 Becoming multi-cultural (4)	Two of MAM 311 or 321⁴ PRIVATE SECTOR Strategic marketing management (18)	LEM 311 or 321 Ethical leadership (4)
ENM 312 or 322 The financial system and interest rate prediction (5)	MAM 314 or 324⁴ PRIVATE SECTOR Small business management (18)	LEM 312 or 322⁷ On becoming an effective leader (Internet Course) (4)
ENM 314 or 324 (ELECTIVE) Understanding the role of labour in the economy (9) ¹	MAM 315 or 325⁴ PRIVATE SECTOR Strategic management (18)	LEM 315 or 325⁷ Revisiting my career (7)
OR		LEM 316 or 326 Diversity in organisation (3)
ENM 316 or 326 (ELECTIVE) Portfolio management (9)¹		
ENM 318 or 328 Africa in the new global order (4)		LEM 317 or 327⁷ Developmental model of leadership 11 (4)
MPW 313 or 323⁶ Major piece of work (30) (Credits obtained for MPW 311 or 321 (3) and 312 or 322 (7) to be added.)		
TOTAL : 36 (DEGREE)	TOTAL : 48 (DEGREE)	TOTAL : 36 (DEGREE)

Notes to be read with the above table: see page 10

5. Diploma level (Public Sector)

5.1 Modules

ENM 211 or 221 Criminology issues in management (3)	MPS 214 or 224³ PUBLIC SECTOR Nuts and bolts of public and development management (8)	LEM 211 or 221⁷ When the going gets tough the tough gets going (the why of motivation, perceptions and attitudes (6)
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ENM 213 or 223 How to think and reason in macroeconomics (10)	MPS 216 or 226³ PUBLIC SECTOR Management, the new ethos and NGO's (8)	LEM 214 or 224 Human resources management Obtaining manpower (5)
ENM 232 or 242 A basic understanding of the challenges and constraints facing government in the economy (4)	MPS 215 or 225³ PUBLIC SECTOR Comparative public management (5)	LEM 213 or 223 Organisational behaviour (culture, fairness, climate, structure, organisational development- and design) (6)
ENM 215 or 225⁷ Industrial recreation (3)	MPS 217 or 227³ PUBLIC SECTOR Environmental dynamics in public sector management (5)	LEM 215 or 225 Human resources management Developing manpower (6)
ENM 216 or 226⁷ The impact of environmental factors on managerial decisions (3)	MPS 218 or 228³ PUBLIC SECTOR Organising and co-operative governance (8)	LEM 216 or 226 Human resources management Maintaining manpower (2)
ENM234 or 244 The law as a regulatory framework for management (10)	MPS 219 or 229³ PUBLIC SECTOR Legislative process and technique (4)	LEM 210 or 220⁷ On becoming an effective leader (3)
ENM 235 or 245 International finance (3)	MPS 210 or 220³ PUBLIC SECTOR Strategic oriented public management (5)	LEM 231 or 241⁷ Revisiting leadership: Case study (4)
ENM 233 or 243 Culture change (4)	MPS 211 or 221³ PUBLIC SECTOR Introduction to research in public management (5)	
TOTAL: 40 (Diploma)	TOTAL: 48 (Diploma)	TOTAL: 32 (Diploma)

MPW 312 or 322⁶ Major piece of work (7)

6. Degree Level (Public Sector)

6.1 Modules

ENM 311 or 321 Becoming multi-cultural (4)	MPS 316 or 326⁵ PUBLIC SECTOR Management of quality of public service delivery in the public sector (7)	LEM 311 or 321 Ethical leadership (4)
ENM 312 or 322 The financial system and interest rate prediction (5)	MPS 317 or 327⁵ PUBLIC SECTOR Public financial management (5)	LEM 312 or 322⁷ On becoming an effective leader (Internet Course) (4)
ENM 314 or 324 (ELECTIVE) Understanding the role of labour in the economy (9) ¹	MPS 318 or 328⁵ PUBLIC SECTOR Contemporary challenges for human resource management (6)	LEM 315 or 325⁷ Revisiting my career (7)
OR	MPS 319 or 329⁵ PUBLIC SECTOR Public policy analysis (5)	LEM 316 or 326 Diversity in organisation (3)
ENM 316 or 326 (ELECTIVE) Portfolio management (9) ¹		
ENM 318 or 328 Africa in the new global order (4)	MPS 310 or 320⁵ PUBLIC SECTOR Project management within the public sector (8)	LEM 317 or 327⁷ Developmental model of leadership 11 (4)
	MPS 311 or 321⁵ PUBLIC SECTOR Control and public accountability (5)	
MPW 313 or 323⁶ Major piece of work (30) (Credits obtained for MPW 311 or 321 (3) and 312 or 322 (7) to be added.)		
TOTAL : 36 (DEGREE)	TOTAL : 48 (DEGREE)	TOTAL : 36 (DEGREE)

Notes to be read with the above table:

- Learners must register 1 of the 2 modules indicated with a ¹ in the environment domain.
- Learners who follow the private sector option must register all 3 modules indicated with a ² in the management level.
- Learners who follow the public sector option must register all 8 modules indicated with a ³.
- Learners who follow the private sector option must register 2 of the 3 modules indicated with a ⁴ in the management domain.
- Learners who follow the public sector option must register all 6 modules indicated with a ⁵ in the management domain.
- Learners must indicate their specific learning needs regarding the elective modules indicated with a ⁶ and discuss the development of these modules with the academic adviser towards the end of the certificate level as this will allow the learner to co-design his/her specific focus for purposes of obtaining the degree qualification.
- No credit requests possible for the modules indicated with a ⁷.

Note: For the presentation of any module to be feasible, at least ten students (excluding modules needed for completion of studies) must enroll for it.

Exit levels

The programme has four exit levels:

1. On completion of the Portfolio Development Course the student may exit with a letter of recognition of modules completed.
2. On the successful completion of the certificate level the student may exit with an accredited Certificate in Management Leadership.
3. On the successful completion of the diploma level, the student may exit with an accredited Diploma in Management Leadership
4. On the successful completion of the degree level the student will obtain the Bachelor of Management Leadership degree.

Reg. F 11 Prerequisites

A number of modules require prerequisites.

ALL BML MODULES

- Portfolio Development Course

ENM 232 or 242 and ENM 213 or 223

- ENM 113 or 123 and ENM 114 or 124

ENM 235 or 245 and 232 or 242

- ENM 213 or 223

ENM311 or 321

- ENM 233 or 243

ENM 312 or 322

- ENM 213 or 223

MAM modules on diploma level

- All MAM modules on certificate level

MAM modules on degree level

- All MAM modules on diploma level

LEM 112 or 122

- LEM 111 or 121

LEM 113 or 123

- LEM 112 or 122

LEM 116 or 126

- LEM 117 or 127

LEM modules on diploma level

- All LEM modules on certificate level

LEM modules on degree level

- All LEM modules on diploma level

MPW 313 or 323

- MPW 311 or 321 and MPW 312 or 322 (The final presentation of MPW 313 or 323 can only be done in the last semester of the degree level).

SYLLABUSES

Refer to the learning guide of PDC 111 or 121 for a complete outline of the outcomes of the different BML modules.

TRANSITIONAL MEASURES

The following list of codes gives new equivalent module codes for those which have been replaced or changed:

Diploma level

LEM 217 or 227 (5)	becomes LEM 315 or 325 (8)
LEM 218 or 228 (3)	becomes LEM 317 or 327 (4)
LEM 210 or 220 (4)	was LEM 313 or 323 (4)
LEM 231 or 241 (3)	was LEM 314 or 324 (12)
ENM 212 or 222 (5)	becomes ENM 232 or 242 (4)
ENM 231 or 241 (7)	becomes ENM 234 or 244 (10)
ENM 210 or 220(4)	becomes ENM 234 or 244 (10)

Degree Level

LEM 314 or 324 (12)	becomes LEM 231 or 241 (3)
LEM 313 or 323 (4)	becomes LEM 210 or 220 (4)

Electives

Certificate level: None
(Major Piece of Work: Elective in the sense that the learner decides on the topic for the MPW)

Diploma level: None

Degree level:

- 1. Environment domain:**
 - 1.1 *One of:*
ENM 314 or 324 (Understanding the role of labour in the economy)

or

 - ENM 316 or 326 (Portfolio management)
- 2. Management Domain**

Two of

 - MAM 301 (Strategic marketing management)
 - MAM 314 or 324 (Small business management)
 - MAM 315 or 325 (Strategic management)