

**UNIVERSITY OF THE
FREE STATE**

CALENDAR

SCHOOL OF MANAGEMENT

**FACULTY
OF ECONOMIC AND
MANAGEMENT SCIENCES**

2011



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MAGISTER 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. 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.

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 and induction sessions

Orientation sessions are offered for Analytical Methods and Financial Management. During the induction session students are informed about the nature of the MBA qualification and receive information to assist students during their studies, e.g. a session on how to write assignments.

2. Contact sessions

Three full-day contact sessions are scheduled for every semester module with the exception of Business Research Methods for which four contact sessions are scheduled. One of the contact sessions will be presented by a visiting professor/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, comprising of at least 360 credits).
- 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 met.

Additional prerequisites for admission: Foreign students

- Students will be allowed to enrol for one or two modules at an approved international university or business school. If students pass the module(s), they will receive credit.
- Students must be at least in the second year of study.
- Students must have obtained an average of at least 65% in the completed modules.

- Students with failed modules 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: Language proficiency test

- It is compulsory for a 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 requirements: Computer literacy

- Students must complete a computer literacy test (including MS Word, Excel and Powerpoint) when sitting for the selection tests.
- In failing to pass the computer literacy test, a student must attend a compulsory workshop in computer literacy.
- In failing to attend the mentioned workshop a student will not be allowed to register for the second year of his/her MBA studies.

Additional requirements: Field study

- The final date for the submission of the field study is 30 November of each year. In failing to submit at this date, a student will have to register again for the field study in the following year.
- The minimum time for completing the field study is one year.
- The maximum time for completing the field study after the first registration (January) is two years and 2,5 years if the first registration for the MBA is in July.
- A student has to complete the field study preferably within one year after the first registration for GNR791. The maximum time to complete the field study is two consecutive years after the first registration. In failing to do so, a new topic should be registered.

Additional requirements: Writing workshop

- All MBA students must attend all the sessions of an academic writing workshop.
- In failing to attend the mentioned workshop, a student will not be allowed to register for the field study (GNR791).

Additional requirements: Diversity workshop

- All new MBA students must attend the diversity workshop during the first semester of their studies. Two opportunities to attend the diversity workshop are available during the first year of studies. In failing to do so, a student will not be allowed to register for the second year of his/her MBA studies.

Additional requirements: Self and team development workshop

- All MBA students must attend the self and team development workshop, which in failing to attend, the student will not be allowed to continue with his/her MBA studies.
- After completion of this workshop students will be able to:
 - ❖ explain the MBA selection process, the rationale for the assessment battery being used, as well as the validation thereof by means of validation studies
 - ❖ analyze their strengths and development areas in terms of managerial and leadership competencies, based on the feedback from the Occupational Personality Questionnaire (OPQ) and Myers-Briggs Type Indicator (MBTI)
 - ❖ demonstrate a sense of belonging as a value-adding member of a diverse MBA study team, compiled on the basis of different variables, e.g. abilities, personality, gender, culture, and geographical area.
 - ❖ analyze their team's strengths and weaknesses, on the basis of the compilation of a team profile
 - ❖ interpret the different team development phases and building blocks of high performing MBA teams
 - ❖ create the foundation of a high performing MBA team through the establishment of leadership and team roles, work procedures, as well as a code of conduct for their team
 - ❖ create a support system for fellow team members by means of effective team work
 - ❖ evaluate their team's functioning by means of follow-up feedback-sessions with the facilitator

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

Duration

- The programme is primarily aimed at part-time students.
- The minimum time for completing the programme on a full time basis is 2 years and 2,5 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 modules 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 will only be granted for modules passed during the past five years.
- Exemptions will only be granted for postgraduate modules.
- Students may apply for exemption for a maximum of four semester modules.
- Students interrupting their studies for longer than five years will not receive any exemptions for modules previously completed.

Degree with distinction

- The MBA is obtained with distinction if an average of 75% is obtained for 17 modules and must be enrolled for a minimum of four semesters and a maximum of six semesters.
- If any modules have been failed, or any exemptions have been granted the MBA cannot be obtained with distinction.

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.
- In failing to attend any of the scheduled meetings (including the orientation session) of Strategy Dynamics (MMB731 or 741), a student will not be allowed to proceed with this module.

Examinations

- Regulation A27 applies: A student may discuss an examination paper with a lecturer and the head of department within five examination days after the announcement of results, with an immediate appeal via the Director of the School of Management to the Dean.
- A student cannot ask for a remark of his/her November paper in the following January.
- The way that the final mark is calculated is outlined in the guideline for each module. The weight assigned to the examination mark differs between modules depending on the stipulations of each module.

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.
- A group must consist of not less than four members and not more than 6 members.
- Students must receive complete feedback on their assignments.
- The following policy guidelines and 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.
 - ❖ 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.
 - ❖ 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 two times, will not be allowed to re-do such a module and will therefore forfeit the chance to complete the MBA degree. A student who has failed three different core modules will not be allowed to continue with his/her studies and will not receive the MBA qualification.
- A student, who already registered twice for a particular module (examination paper/dissertation/practical work) and has not yet met the pass requirements, will only be allowed to renew the registration for the qualification with the consent of the Dean and on recommendation by the Director of the School.
- A student who interrupts his/her studies for longer than five years, needs to re-apply for the MBA and sit for the selection tests again. All previously passed modules must be repeated.
- The duration of examination papers is 4 hours, except for MMB 710/720 (Business conditions analysis).
- 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 moderators must be appointed for field studies.

Support programme: numeric modules

- Students, who fail the pre-numerical test, must attend the numeric support programme.
- In failing to attend the numeric support programme, a student will not be allowed to register for Financial and managerial accounting (MMB 714 or 724), Financial management (MMB 719 or 729) and Analytical methods (MMB 716 or 726).
- After completing this programme a student will be able to:
 - ❖ Demonstrate that he/she is able to work out an equation in the
 - ❖ 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 trial balance;
 - ❖ Prepare the income statement and the balance sheet.

Reg. F1

**MAGISTER 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 curriculum 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 comply with the faculty and general university regulations when compiling their curricula as set out in the following schedule.

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

The curriculum comprises a core in management studies plus electives.

The MBA consists of 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.

Fourteen (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 two modules can be chosen from the electives.

MBA

Study code 06786

Core semester modules

- MBA 711 or 721 Business research methods
 - MBA 712 or 722 Corporate governance and ethics
 - 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 Organisational behaviour
 - MMB 718 or 728 Corporate and business law
 - MMB 719 or 729 Financial management
 - MMB 731 or 741 Strategy dynamics
 - MMB737 or 747 Leading innovation and change
- AND
- GNR 791 Field study

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

- MBA 711 or 721 Business research methods
- MMB710 or 720 Business conditions analysis
- MMB 711 or 721 Economics for managers
- MMB712 or 722 Strategy and company analysis
- MMB714 or 724 Financial and managerial accounting
- MMB715 or 725 Marketing for managers
- MMB717 or 727 Organisational behaviour
- MMB719 or 729 Financial management

Reg. F2 Prerequisites

A number of modules require prerequisites.

Field study (GNR791)

- Business research methods (MBA711 or 721)

Business conditions analysis (MMB710 or 720)

Economics for managers (MMB711 or 721)

Financial management (MMB719 or 729)

- Financial and managerial accounting (MMB714 or 724)

Strategy dynamics (MMB731 or 741)

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

- Strategy and company analysis (MMB712 or 722)
- Organisational behaviour (MMB717 or 727)
- Financial and managerial accounting (MMB714 or 724)
- Marketing for managers (MMB715 or 725)
- Financial management (MMB 719 or 729)

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

- MBA731 or 741 Management of HIV and Aids
- MBA751 or 761 Managing information technology
- MBA772 or 782 Managing BBBEE
- MMB732 or 742 E-commerce
- MMB733 or 743 Project management
- MMB735 or 745 Services marketing and management
- MMB736 or 746 International business and marketing
- MMB738 or 748 Investment and portfolio analysis
- MMB739 or 749 New venture creation
- MMB770 or 780 Operational management and logistics*
- MMB773 or 783 Risk management
- MMB774 or 784 Tax and estate planning

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

Reg. F3 Prerequisites

A number of modules require prerequisites.

Services marketing and management (MMB735 or 745)

- Marketing for managers (MMB715 or 725)

International business and marketing (MMB736 or 746)

- Business conditions analysis (MMB710 or 720)
- Economics for managers (MMB711 or 721)
- Marketing for managers (MMB715 or 725)

Investment and portfolio analysis (MMB738 or 748)

- Business conditions analysis (MMB710 or 720)
- Financial management (MMB719 or 729)

New venture creation (MMB739 or 749)

- Financial management (MMB719 or 729)

Risk management (MMB773 or 783)

- Business conditions analysis (MMB710 or 720)
- Financial management (MMB719 or 729)

Tax and estate planning (MMB774 or 784)

- Financial and managerial accounting (MMB714 or 724)

Note: For the presentation of an elective semester module to be feasible, at least ten students 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
PhD
Study code 6960

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

Additional prerequisites for admission: PhD

- Admission to a PhD 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 no other masters' degree will only be admitted to a PhD degree if he/she has completed a field study during the MBA studies.
- A compulsory language proficiency test must be passed before admittance to a PhD degree will be allowed.

SYLLABUSES

CORE SEMESTER MODULES

MBA711 or 721: Business research methods (16 credits)

After completing the module, the student will be able to:

- Discern the need for scientific business research;
- Describe the research process;
- Conduct a literature review;
- 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.

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

After completing this module, a student will be able to:

- Describe what the concept “corporate governance” and business ethics entails;
- Identify and put in place mechanisms for carrying out good corporate governance and business ethics measures;
- Understand why the business sector cannot simply ignore certain ethical/social/welfare/stakeholder issues;
- Recognise the effects of corporate scandals on business and governance practices;
- Use frameworks to analyse complex issues in order to make decisions that matter ethically, economically, socially, spiritually and legally; and
- Find solutions to certain of the above issues with which they may be confronted in the workplace.

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 student 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;
- Apply the above issues in a management context;
- Integrate the advice and analysis from economists or the economic consultants employed by the organisation.

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 student 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.

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. The general manager 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 student 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.

MMB713 or 723: Human resources management (16 credits)

After completing this module, a student will be able to:

- Identify, analyse and evaluate the effectiveness of the respective human resource functions in their organizations, namely planning, recruitment and selection; training and development; compensation and benefits; safety and health, and employee and labour relations;
- Generate, evaluate and implement specific strategies to address the identified deficiencies regarding human resource functions in their organizations;
- Apply the theoretical principles underlying the respective human resource functions to define human resource problems in the real life situation, identify possible causes of the problem, generate alternative solutions, select the most appropriate solution and implement the preferred solution;
- Determine the possible impact of specific trends in the external and internal environment on the respective human resource functions and generate effective strategies to manage these consequences effectively;
- Exhibit written and oral communication skills, critical thinking skills and decision-making skills by means of written assignments and oral presentations.

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

After completing this module, a student will be able to:

- Describe the fundamentals and the theory of accounting;
- Record financial transactions;
- Prepare annual financial statements - income statement, balance sheet (statement of financial position), cash flow statements;
- Distinguish between the concepts of costs;
- Compose income statements on the variable costing method;
- Design and construct budgets;
- Analyse variances from budget;
- Evaluate the effect of changes in cost, volume and revenue
- Integrate the break-even analyses and practical scenarios;
- Identify which costs or revenue is relevant in the decision-making process;
- Demonstrate how quantitative techniques can be used in the decision-making process.

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 student to the role of marketing and strategic marketing planning as well as the marketing management process.

After completing this module, a student 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.

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 student 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: Organisational behaviour (16 credits)

After completing this module, the student 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.

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 student 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 student 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.

MMB719 or 729: Financial management (16 credits)

After completing the module, a student 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;
- Demonstrate 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.

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

MMB737 or 747: Leading innovation and change (16 credits)

Students will leave the module with new perspectives and attainable action plans to lead innovation and change.

After completing the module, the student will be able to:

- Analyse the fundamental changes in the business world and the challenges this poses to management and leadership.
- Evaluate the numerous perspectives on and different principles of leadership and internalise those that compliments innovation and change.
- Analyse and institutionalise the new role that management must play with regard to innovation and change.
- Assess and manage organisational culture within the context of innovation and change.
- Develop an organisational strategy to attract and retain the best talent.
- Align the organisational structure, systems and processes to allow for open communication and cross-functional excellence.
- Construct a best practices change management strategy.
- Develop initiatives to promote innovation and to maximize the innovative capabilities of a company.

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;
 - is able to apply the analytical skills and knowledge gained during the MBA programme;
 - understands the process of research;
 - has gained fresh insight into the chosen field of research; and
 - 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 academic guidelines for the writing of field studies.
- The field study must be of such a standard that it can be submitted for publication.
- The minimum duration of the field study is one year and the maximum duration of the filed study is 1,5 years.
- 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

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

After completing this module, the student 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 counselling services 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.

MBA751 or 761: Managing information technology (16 credits)

After completing this module, the student 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.

MBA772 or 782: Managing BBBEE (16 credits)

After completing this module, the student will be able to:

- Analyse the BBBEE Act, the Codes of Good Practice of the DTI;
- Design a BBBEE policy for a business;
- Design a balanced BBBEE scorecard;
- Interpret a BBBEE scorecard;
- Assess the strategic importance of BBBEE for a company;
- Assist and advise the leadership in a companies/organisations to meet the challenges of BBBEE.

MMB732 or 742: E-commerce (16 credits)

E-commerce is influencing 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 student 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.

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.

MMB735 or 745: Services marketing and management (16 credits)

After completing this module, the student will be able to:

- Focus on customer requirements;
- Apply marketing strategies to a service business;
- Align strategy, service design and standards;

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

After completing this module, a student 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.

MMB739 or 749: New venture creation (16 credits)

After completing this module, the student 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.

MMB770 or 780: Operational management and logistics (16 credits)

After completing this module, a student 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.

MMB773 or 783: Risk management (16 credits)

The student 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 student 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.

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 student 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.

BML PROGRAMME

REGULATIONS

INFORMATION

The Baccalaureus in Management Leadership is a management and leadership degree programme for working adult students, 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.

- Modules 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 student that helps the student to tailor the framework, to utilise their background and to achieve a specific goal.
- A commitment to dialogue and negotiation that enables the adult student 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 for candidates with Senior Certificates obtained till 2007

Over and above the general regulations regarding admission to this University, 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

- adequate computer literacy
- a motivational essay regarding the student's need to participate in the programme

Students 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 student 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. Admission tests must be written by all applicants.

General admission and entrance requirements for candidates with NS Certificates obtained from 2008

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

- 23 years of age
- a permanent work appointment
and
- a NSC with an AP score of at least 28 with at least 2 years working experience,⁽¹⁾
or
- a GET certificate with at least 10 years working experience,⁽²⁾
or
- an equivalent qualification,⁽³⁾
and
- proficiency in English with a minimum achievement level of 4
- proficiency in Mathematical Literacy with a minimum achievement level of 4
- adequate computer literacy
- a motivational essay regarding the student's need to participate in the programme

Students admitted to the BML programme in terms of (1), (2) and (3) above must complete the PDC115 or 125. Recognition of prior learning can only take place once the student 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. Admission tests must be written by all applicants.

Recognition of prior learning experience

Students 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 student will then implement the learning plan with the approval and continued support of the review committee up to graduation.

If considered necessary by the review committee, applicants could be invited for an interview or any other form of a challenge examination.

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 students 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 modules, students may gain credit for modules

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

The learning process

Adult students 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 students as they prepare to present evidence of their learning for assessment and credit:

If admitted, the student will enrol for the *portfolio development workshop*. With this the student 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 student will meet with the academic advisor to plan the learning programme, because students will have the opportunity to exit at a certificate level, a diploma level or a degree level.

The student 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 student in delivering his/her final field study (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.

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

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.

It is at all times the responsibility of the student to ensure that his/her registration is correct. When a student attends lectures in a module for which he/she is not registered, the student will forfeit any credits for attendance of classes and marks obtained. Registration per semester takes place according to the due dates as stipulated in the BML Rules and Procedures.....

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 timetable could end in the student forfeiting the marks for such activities. Students must adhere to the pre-requisites indicated for specific modules (See Reg. F5). 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 online 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
- Field study (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. 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 student must apply in writing to 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 student may submit a written application to the review committee.

Duration

The programme is primarily aimed at part-time students. Each module earns the student a specific amount of credits. Students with matric exemption who need not register for PDC115 must obtain 360 credits to obtain the degree. In all other cases students need 384 credits to obtain the degree. The expected and recommended duration of study for part-time students is 4 years. The minimum period of study is 2 years if a student obtained credits. Due to the nature of the programme no maximum period of time is required to complete the degree. However, in a case of continuous poor performance, the BML Management Committee may request a student to exit the program in total or to follow an alternative developmental route.

Collaboration with DePaul University, Chicago

Students 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. Students must have at least completed the diploma level before applying.

Post-graduate studies

A student with a BML degree may apply at the relevant departments for post-graduate studies as follows:

- B.A. Hons in Industrial Psychology or Business Management
- B. Com. Hons in Industrial Psychology or Business Management
- MBA on the condition that the student is selected
- B.Pub. Hons. in Public Management
- MPA

If a student continues with post-graduate studies in Industrial Psychology, the following apply:

- RSM324 is compulsory. A minimum of 60% is required for RSM324.
- ELR214 is compulsory.

If a student would like to enrol for B. Com. Hons in Industrial Psychology or Business Management, the following modules are compulsory:

- REK114 and REK 124
- REK 204
- BRF 224

REG. F5 BACCALAUREUS IN MANAGEMENT LEADERSHIP
BML
Study code 6313

INFORMATION

On completion of the programme students 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 university regulations when compiling their curricula as set out in the following schedule. (Credits indicated in brackets).

1. Portfolio Development Course

1.1 Modules

PDC 111 or 121 ⁴ Portfolio workshop series (5)	PDC 112 or 122 ⁴ Language skills, information dissemination skills, life/study skills and problem solving skills (8)	PDC 113 or 123 ⁴ Introduction to the Management Leadership Model (8)	PDC 114 or 124 ⁴ Numeracy (3)	PDC 115 or 125 ⁴ Introduction to studies in HE. (24)
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Notes to be read with the above table:

1. Class attendance of the PDC modules is compulsory.
2. The PDC is a pre-requisite for the continuation of the BML..
3. Students will be re-evaluated on completion of the PDC. If a student fails two or more PDC modules, he/she will not be admitted to the rest of the BML programme.
4. If an online student fails PDC 113/123 he/she will not be allowed to continue with his/her online BML studies.

2. Certificate level

2.1 Modules

ENVIRONMENT	MANAGEMENT	LEADERSHIP
	MAM 111 or 121 General management (Private and Public sector) (12)	LEM 111 or 121⁴ A developmental model of leadership: Developing yourself, facilitating the development of others and acknowledging the context I (1)
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 112 or 122 Political dynamics (6)	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 321³ Field study/research project (3)
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3. Diploma level (Private Sector)

3.1 Modules

ENM 211 or 221 Criminology issues in management (3)	MAM 211 or 221 PRIVATE SECTOR Marketing management (18)	LEM 211 or 221⁴ 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 223 PRIVATE SECTOR Project management (6)	LEM 213 or 223 Organisational behaviour (culture, fairness, climate, structure, organisational development- and design) (6)
ENM 232 or 242 A basic understanding of the challenges and constraints facing government in the economy (4)	MAM 212 or 222 PRIVATE SECTOR Business finance (24)	LEM 214 or 224 Human resources management Obtaining manpower (5)
ENM 215 or 225⁴ Industrial recreation (3)		LEM 215 or 225 Human resources management Developing manpower (6)
ENM 216 or 226⁴ 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 220⁴ On becoming an effective leader (3)
ENM 235 or 245 International finance (3)		LEM 231 or 241⁴ Revisiting leadership: Case study (4)
ENM 233 or 243 Culture change (4)		
TOTAL: 40 (Diploma)	TOTAL: 48 (Diploma)	TOTAL: 32 (Diploma)

MPW 312 or 322 ³ Field study/research project (7)
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4. Degree Level (Private Sector)

4.1 Modules

	Two of MAM 311 or 321 PRIVATE SECTOR Strategic marketing management (18)	LEM 311 or 321 Ethical leadership (4)
ENM 313 or 323 The financial system and regulatory issues (9)	MAM 314 or 324 PRIVATE SECTOR Small business management (18)	LEM 312 or 322⁴ On becoming an effective leader (Internet Module) (4)
ENM 314 or 324 (ELECTIVE) Understanding the role of labour in the economy (9) ¹	MAM 315 or 325 PRIVATE SECTOR Strategic management (18)	LEM 315 or 325⁴ Revisiting my career (7)
OR ENM 316 or 326 (ELECTIVE) Portfolio management (9) ¹		LEM 316 or 326 Diversity in organisation (3)
ENM 318 or 328 Africa in the new global order (4)		LEM 317 or 327⁴ Developmental model of leadership 11 (4)
MPW 313 or 323³ Field study/research project (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 224 PUBLIC SECTOR Nuts and bolts of public and development management (8)	LEM 211 or 221⁴ 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)	MPS 215 or 225 PUBLIC SECTOR Comparative public management (5)	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 216 or 226 PUBLIC SECTOR Management, the new ethos and NGO's (8)	LEM 213 or 223 Organisational behaviour (culture, fairness, climate, structure, organisational development- and design) (6)
ENM 215 or 225⁴ Industrial recreation (3)	MPS 217 or 227 PUBLIC SECTOR Environmental dynamics in public sector management (5)	LEM 215 or 225 Human resources management Developing manpower (6)
ENM 216 or 226⁴ The impact of environmental factors on managerial decisions (3)	MPS 218 or 228 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 229 PUBLIC SECTOR Legislative process and technique (4)	LEM 210 or 220⁴ On becoming an effective leader (3)
ENM 235 or 245 International finance (3)	MPS 210 or 220 PUBLIC SECTOR Strategic oriented public management (5)	LEM 231 or 241⁴ Revisiting leadership: Case study (4)
ENM 233 or 243 Culture change (4)	MPS 211 or 221 PUBLIC SECTOR Introduction to research in public management (5)	
TOTAL: 40 (Diploma)	TOTAL: 48 (Diploma)	TOTAL: 32 (Diploma)

MPW 312 or 322 ³ Field study/research project (7)
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6. Degree Level (Public Sector)

6.1 Modules

ENM 311 or 321 Becoming multi-cultural (4)		LEM 311 or 321 Ethical leadership (4)
ENM 312 or 322 The financial system and interest rate prediction (5)	MPS 312 or 322 PUBLIC SECTOR Public financial management (8)	LEM 312 or 322⁴ On becoming an effective leader (Internet Module) (4)
ENM 314 or 324 (ELECTIVE) Understanding the role of labour in the economy (9) ¹	MPS 313 or 323 PUBLIC SECTOR Contemporary challenges for human resource management (10)	LEM 315 or 325⁴ Revisiting my career (7)
OR		
ENM 316 or 326 (ELECTIVE) Portfolio management (9) ¹	MPS 314 or 324 PUBLIC SECTOR Public policy analysis (6)	LEM 316 or 326 Diversity in organisation (3)
ENM 318 or 328 Africa in the new global order (4)	MPS 315 or 325 PUBLIC SECTOR Project management within the public sector (6)	LEM 317 or 327⁴ Developmental model of leadership 11 (4)
	MPS 316 or 326 PUBLIC SECTOR Control and public accountability (6)	
MPW 313 or 323³ Field study/research project (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:

- Students must register 1 of the 2 modules indicated with a ¹ in the environment domain.
- Students who follow the private sector option must register 2 of the 3 modules indicated with a ² in the management domain.
- Students must indicate their specific learning needs regarding the elective modules indicated with a ³ and discuss the development of these modules with the academic adviser towards the end of the certificate level as this will allow the student to co-design his/her specific focus for purposes of obtaining the degree qualification.
- No credit requests possible for the modules indicated with a ⁴.
- A student, who already registered twice for a particular module (examination paper/dissertation/practical work) and has not yet met the pass requirements, will only be allowed to renew the registration for the qualification with the consent of the dean and on recommendation by the Director of the School.
- A student who failed a module twice will not be allowed to register for that module again and will therefore forfeit the chance to complete the BML programme.

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

Exit levels

The programme has two 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 degree level the student will obtain the Bachelor of Management Leadership degree.

Reg. F6 Prerequisites

A number of modules require prerequisites.

ALL BML MODULES

- Portfolio Development Course

PDC

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

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

ENM233 or 243

- ENM116 or 126

ENM311 or 321

- ENM 233 or 243

ENM 312 or 322

- ENM 213 or 223

ENM 316 or 326

- ENM 232 or 242

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 311 OR 321

- The attendance of all classes is compulsory. In failing to do so, a student will not be able to do the first presentation of MPW.
- In addition, in failing to attend all classes, a student will not be allowed to proceed to the degree level of the BML.

MPW 312 or 322

- Certificate in Management Leadership (CML)

MPW 313 or 323

- MPW 311 or 321 and MPW 312 or 322 (The final presentation of MPW 313 or 323 may only be done in the last semester of the degree level).
- MPW titles previously used are not allowed for future registration.
- Business plans may not be submitted to satisfy the requirements for the field study/research project.

SYLLABUSES

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

Electives

Certificate level: None
(Field study/research project: Elective in the sense that the student decides on the topic for the field study/research project)

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)

Note: Only two of the above three modules will be offered per year.

TRANSITIONAL MEASURES

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

Certificate level

ENM115 or 125 (3) becomes ENM112 or 122 (6)

Degree level

ENM312 or 322 (5) becomes ENM313 or 323 (9)