

UNIVERSITY OF THE FREE STATE

UFS BUSINESS SCHOOL

FACULTY OF ECONOMIC AND
MANAGEMENT SCIENCES

Business School Rules

2015



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MASTER IN BUSINESS ADMINISTRATION

FACULTY AND GENERAL RULES

Unless specifically stated otherwise, the institutional rules of the university and the faculty, which apply to master's 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.

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 sessions

Orientation sessions are offered for Analytical methods and Financial management. During the orientation sessions 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.

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%.

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.

5. 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.

RULES

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 recognised 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.
- Selection process

A selection process takes place twice a year and the admission requirements apply. If necessary, an applicant may be invited for a personal interview. Once selected, a candidate has one year to register for the MBA. If the candidate does not use the opportunity to register for the MBA, but want to register in future he/she must sit again for the selection tests. In failing to be admitted to the MBA programme a student can only re-apply after 18 months on the condition that all requirements for admission to the MBA programme are met.

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

Additional prerequisites for admission: International 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 an international institution, a written application must be addressed to the Director: Business School.

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.
- By 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: Computer literacy test

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

Additional prerequisites for admission: Numeracy efficiency test

- Students, who fail the pre-numerical test, must attend the numeric support programme.
- By failing to attend the mentioned workshop a student will not be allowed to register for the second year of his/her MBA studies

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.

Additional prerequisites for admission: Accounting efficiency test

- Students must complete an accounting efficiency test. In failing to pass the accounting efficiency test, a student must attend a compulsory workshop in accounting literacy.
- By failing to attend the mentioned workshop a student will not be allowed to register for the second year of his/her MBA studies.

Additional prerequisites for admission: Writing workshop

- All MBA students must attend all the sessions of an academic writing workshop.
- By 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.

Additional requirements: Self and team development workshop

All MBA students must attend the self and team development workshop, which by 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;
 - ❖ Analyse 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;
 - ❖ Analyse 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; and
 - ❖ 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 UFS Business School does not necessarily correspond with the final registration date of the university, but it will not be later than the final registration date of the university.
- The registration date of the Business School only applies to 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.

Tuition fees

- Tuition fees for semester modules are payable before 31 March for the 1st semester and 31 August for the 2nd semester.
- International students: All fees (registration and tuition) for the 2nd semester are payable on/before 30 June, regardless of any other date which may appear on any statements. Students with outstanding fees on 1 July will NOT be allowed to continue with their 2nd semester studies. No bursaries will be accepted from international students.
- Students with bursaries must hand in the original letter as well as the proof of payment with the registration form.
- Interest at prime rate charged by ABSA bank plus 2% will be charged on all overdue accounts.
- Students are responsible for the tuition fees of a semester/year module if cancelled after course control date.
Course control dates for semester modules are:
1st Semester – 15 February
2nd Semester – 15 August
Course control date for year modules is 15 February.
- A fee is payable if a student cancels all his/her modules before the course control date.
- Handling fees will be charged on payout of credit balances.
- Three academic records per student per year can be obtained at the UFS Administration Department, thereafter an additional fee will be charged.

Duration

- The programme is primarily aimed at part-time students.
- The minimum time for completing the programme 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: Business School.
- 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: UFS Business School 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 75% of the scheduled meetings for every module. If not, the specific module will be considered to be incomplete.

Timetable clashes

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

Examinations

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

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 Business School to the Dean.

- All students must write during the first examination opportunity.
- A minimum semester mark of 45% must be obtained to enable the student to write the final examination.
- The second examination opportunity is only for students who have obtained a re-assessment mark during the first opportunity.
- A student cannot ask for a remark of his/her November paper in the following January.
- The way that the final mark is calculated is outlined in the guideline for each module. The weight assigned to the examination mark differs between modules depending on the stipulations of each module.
- The duration of examination papers is normally 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 moderators must be appointed for field studies.

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.
 - ❖ Plagiarism and academic writing misconduct are seen as serious concerns and are subject to strict corrective actions. The university distinguishes between plagiarism and academic writing misconduct and applies two distinct measures in response to confirmed incidents (see paragraph 6 of the Policy on the Prevention of Plagiarism and Dealing with Academic Writing Misconduct of the University).
 - ❖ All assignments must be screened by Turnitin (plagiarism programme) before submission. Assignments with a percentage higher than 5% usage of a single source without proper referencing, as well as a percentage higher than 30% for the assignment will get a zero mark.
 - ❖ 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 Business School prior to writing examinations in order to make the necessary arrangements.
- A student who fails a core semester module twice, 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.

CONDITIONS FOR ADMISSION

Refer to the institutional admission rules as well as the faculty and MBA admission rules.

CURRICULUM

Students registering for the degree MBA must comply with the faculty and general university rules when compiling their 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.

Field study – year module

- The final date for the submission of the field study is 20 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 consecutive years. By failing to do so, a new topic must be registered.
- A student has to complete the field study preferably within one year after the first registration for GNR791.

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 Managing society and the future
- MMB737 or 747 Leading innovation and change
- GNR 791 Field study – year module

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)

Managing the society and the future (MMB731 or 741)

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

Electives

- 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.

SYLLABUSES

CORE 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 organisations, 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 organisations;
- 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: Managing society and the future (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.

Society is the all-encompassing context in which business operates. It contains the consumers, competitors, regulators, policy-makers and value systems determining profitability and long-term sustainability of business. The proper understanding of the forces shaping South African society is vital for any business manager and entrepreneur.

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;
- Critically evaluate business conditions and to make strategic business decisions;
- Analyse South African demography and its impact on growth and development;
- Identify the long-term drivers of economic growth in South Africa;
- Discern the per capita income growth and its impact on business;
- Determine the extent of unemployment in South Africa and possible remedies;
- Identify the dimensions of social capital and evaluate the linkages with social development.

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 field study is 2 consecutive years.
- In order to register for a field study the student must contact the MBA programme coordinator by August the year before they intend to do so.
- No student is allowed to commence with his/her field study without an allocated supervisor approved by the Director: UFS Business School.

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 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.

Reg. F4 PHILOSOPHIAE DOCTOR (Endorsement in Business Administration) – PHD Study code 6961

Unless specifically stated otherwise, the institutional rules of the university and the faculty, which apply to PhD degrees, apply to the PhD in Business Administration. Refer to the institutional rule and the rule book of the Faculty of Economic and Management Sciences.

The PhD will be awarded with an endorsement “Business Administration”.

Additional prerequisites for admission

- An MBA degree or equivalent with an average of 65% for all MBA modules.
- 65% for the MBA field study/dissertation.
- 65% for Business research methods.
- The MBA field study/dissertation must be an expanded MBA field study/dissertation (minimum 60 credits) with duration of at least one academic year. No field studies/mini-dissertations of less than 60 credits or with duration less than one academic year will be sufficient to be considered for admittance to a PhD in Business Administration.
- Adherence to the above requirements will not necessarily guarantee admission to the PhD.
- Admission to the PhD is subject to approval by the Director of the Business School.
- Results of the TALPS test must accompany the application

Fees

- No bursaries will be accepted from international students.
- Students with bursaries must hand in the original letter as well as the proof of payment with the registration form.
- Interest at prime rate charged by ABSA bank plus 2% will be charged on all overdue accounts.
- The student is responsible for the tuition fees if cancelled after course control date: 15 February
- A fee is payable if a student cancels all his/her modules before the course control date.
- Handling fees will be charged on pay-out of credit balances.

BML PROGRAMME

RULES

INFORMATION

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

- Modules offered at a time and place available to working people.
- Presenters 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 recognises valid prior learning, provides for diverse goals, and believes in different learning styles and places.
- A committee monitoring each student that helps the student to tailor the framework, to utilise their background and to achieve a specific goal.
- Counsellors that assist and support students with challenges that they might experience.
- A commitment to dialogue and negotiation that enables the adult student to own his/her learning.

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

Admission and entrance requirements

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:

1. 23 years of age
2. A permanent work appointment and
- 3(a) An endorsed senior certificate with at least 2 years working experience,
or
- 3(b) A senior certificate with at least 2 years working experience,
or
- 3(c) A grade 10 certificate with at least 5 years working experience,
or
- 3(d) A certificate with conditional exemption issued by the Matriculation Board with at least 2 years working experience,
or
- 3(e) An equivalent qualification,
and
4. Proficiency in English
5. Proficiency in Mathematics

6. Adequate computer literacy

Students admitted to the BML programme in terms of 3 (b), 3(c), 3(d) or 3(e) must complete an additional module, BMLB3710/BMLB3720. When a student has successfully completed BMLB3710/BMLB3720 the university will apply for a certificate of exemption in terms of admission approved by the senate of the university.

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

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

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

1. 23 years of age
2. A permanent work appointment
and
- 3(a) A NSC with an AP score of at least 30 with at least 2 years working experience,
or
- 3(b) A GET certificate with at least 10 years working experience,
or
- 3(c) An equivalent qualification,
and
4. Proficiency in English with a minimum achievement level of 4
5. Proficiency in Mathematical Literacy with a minimum achievement level of 4
6. Adequate computer literacy

Students admitted to the BML programme in terms of 3(b) and 3(c) above must complete an additional module, BMLB3710/BMLB3720. When a student has successfully completed BMLB3710/BMLB3720 the university will apply for a certificate of exemption in terms of admission approved by the senate of the university.

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

Recognition of prior learning experience

Adult students will enter the programme with various levels of educational backgrounds and life/work experience. Students should apply for credits if sufficient prior knowledge and skills can be demonstrated.

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 Business School will provide considerable support and assistance to degree-seeking students as they prepare to present evidence of their learning for assessment and credit.

As part of the formal modules of the BML, the student will register for the Portfolio Development 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.

Recognition of prior learning takes place once the student has completed the PDC modules. A review committee will consider all applications and a policy of limited enrolment will be practiced. Admission tests must be written by all applicants.

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

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

Experiential learning teaching strategy

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

Registration

Unless otherwise specified, the general rules of the 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 Business School does not necessarily correspond with the final registration date of the university, but it will not be later than the final registration date of the university.

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

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

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 second and third academic years will be taken in consideration for purposes of distinction and the calculation for distinction will be done on the same basis as in the mainstream at the university. In order to obtain the degree with 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. By failing to do so, the chance will be forfeited to complete his/her studies. In the case of special circumstances, a student may submit a written application to the review committee.

Duration

The programme is primarily aimed at part-time students. Each module earns the student a specific amount of credits. The expected and recommended duration of study for part-time students is 4 years. The minimum period of study is 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 programme 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 co-ordinator: 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 (on the condition that the student is selected):

- BA Hon in Industrial Psychology or Business Management
- B Com Hon in Industrial Psychology or Business Management
- PG Dip In Business Administration

If a student continues with post-graduate studies in **BA Hon in Business Management**, a minimum of 60% is required for the three modules below:

- MAMB3711 or MAMB3721 is compulsory.
- MAMB3714 or MAMB3724 is compulsory.
- MAMB3715 or MAMB3725 is compulsory.

If a student continues with post-graduate studies in **BA Hon in Industrial Psychology**, the following applies:

Students must register for the following mainstream modules:

- ELRM62406
- EORG71507
- EARH72407
- EPFM72407

A minimum of 60% is required for all the BML modules and a minimum of 65% is required for EARH72407.

If a student would like to register for **B Com Hon in Industrial Psychology or Business Management**, the following modules that form part of the mainstream are compulsory in addition to the above prerequisites:

- EACC61406 and EACC62406
- EACC60806
- EMAC62406

REG. F5 BACCALAUREUS IN MANAGEMENT LEADERSHIP
BML Study code 6313

INFORMATION

On completion of the programme students should be able to:

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

The following critical cross-field outcomes are also applicable:

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

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

CONDITIONS FOR ADMISSION

Refer to the general 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).

Core modules:

First academic year (120 credits)**PORTFOLIO DEVELOPMENT COURSE (PDC) (27 credits)**

PDCB1511 or PDCB1521¹	PDCB1512 or PDCB1522¹	PDCB1513 or PDCB1523¹	PDCB1514 or PDCB1524¹
Portfolio workshop series (5)	Business communication (8)	Group dynamics (5)	Numeracy and computer literacy (9)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB1612 or ENMB1622	MAMB1611 or MAMB1621	LEMB1611 or LEMB1621¹
Political dynamics (4)	General management (12)	Introduction to the BML and leadership models (1)
ENMB1613 or ENMB1623	MAMB1612 or MAMB1622	LEMB1616 or LEMB1626
The principles of micro-economics (9)	Entrepreneurship (12)	Enhancing teamwork in a group (3)
ENMB1615 or ENMB1625	MAMB1613 or MAMB1623	LEMB1614 or LEMB1624
Introduction to the law (3)	Fundamental financial accounting I (12)	Innovative leadership: Let's play again (3)
ENMB1614 or ENMB1624	MAMB1614 or MAMB1624	LEMB1615 or LEMB1625
Basic macroeconomics (8)	Fundamental financial accounting II (4)	Managing personal stress (3)
ENMB1710 or ENMB1720¹	MAMB1710 or MAMB1720¹	LEMB1612 or LEMB1622
Integrating the environment and the organisation (2)	Integrating management (3)	Understanding who you are, knowing your strengths and weaknesses (4)
		LEMB1613 or LEMB1623
		Creating a balance between myself, my work and my family (4)
		LEMB1617 or LEMB1627
		Working together in personal relationships (4)
		LEMB1710 or LEMB1720¹
		What have I learnt about myself so far? (2)
TOTAL: 26 credits	TOTAL: 43 credits	TOTAL: 24 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN FIRST ACADEMIC YEAR: 93		

Second academic year (130 credits) (Private sector)

PDCB2611 or PDCB2621¹
Building on Portfolio Development Course (10)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB2613 or ENMB2623	MAMB2614 or MAMB2624	LEMB2611 or LEMB2621
How to think and reason in macroeconomics (12)	Personal financial management (3)	Leadership theories under the magnifying glass (4)
ENMB2634 or ENMB2644	MAMB2611 or MAMB2621	LEMB2612 or LEMB2622
The law as a regulatory framework for management (10)	Marketing for managers: Looking at the business through your customer's eyes (12)	Power and networking: The games people play (4)
ENMB2635 or ENMB2645	MAMB2612 or MAMB2622	LEMB2618 or LEMB2628
International finance (8)	Business finance I (12)	Communication, conflict management and negotiation: From person to boardroom (5)
ENMB2616 or ENMB2626	MAMB2613 or MAMB2623	LEMB2614 or LEMB2624
The impact of environmental factors on managerial decisions (3)	Business finance II (12)	Understanding the obtaining of staff (3)
ENMB2631 or ENMB2641	MAMB2710 or MAMB2720¹	LEMB2615 or LEMB2625
Culture, race and ethnicity (4)	A toolkit for analysing the management of a business (3)	How to develop people in an organisational context (3)
ENMB2633 or ENMB2643		LEMB2616 or LEMB2626
Culture and change (4)		How to keep people in the organisation (3)
ENMB2710 or ENMB2720¹		LEMB2710 or LEMB2720¹
The environmental impact on organisational operations (3)		Evaluating your current leadership toolkit (2)
TOTAL: 44 credits	TOTAL: 42 credits	TOTAL: 24 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN SECOND ACADEMIC YEAR: 110		

MPWB2711 or MPWB2721¹
Major Piece of Work: Introduction (10)

Third academic year (123 credits) (Private sector)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB3711 or ENMB3721	MAMB3711 or MAMB3721	LEMB3712 or LEMB3722
Criminology issues in management (4)	Strategic marketing management (12)	Charismatic and transformational leadership (3)
ENMB3718 or ENMB3728	MAMB3714 or MAMB3724	LEMB3711 or LEMB3721
Africa in the new global order (3)	Small business management (12)	Ethical leadership (4)
ENMB3714 or ENMB3724	MAMB3715 or MAMB3725	LEMB3713 or LEMB3723
The role of labour in the economy (9)	Strategic management (12)	Organisational culture and the learning organisation (4)
ENMB3713 or ENMB3723	MAMB3710 or MAMB3720¹	LEMB3716 or LEMB3726
The financial system and regulatory issues (9)	Analysing business performance (5)	Diversity in organisations (3)
ENMB3716 or ENMB3726¹		LEMB3714 or LEMB3724
Investment management (4)		Leading change in organisations (4)
		LEMB3717 or LEMB3727
		When the going gets tough, the tough gets going (6)
		LEMB3715 or LEMB3725
		Making career decisions (7)
		LEMB3710 or LEMB3720¹
		Life after the BML (2)
TOTAL: 29 credits	TOTAL: 41 credits	TOTAL: 33 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN THIRD ACADEMIC YEAR: 103		
MPWB3711 or MPW3721¹		
Major Piece of Work: Final document and presentation (20)		

Second academic year (130 credits) (Public sector)

PDCB2611 or PDCB2621		
Building on Portfolio Development Course (10)		

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

MPWB2711 or MPWB2721	
Major Piece of Work: Introduction (10)	

Third academic year (123 credits) (Public sector)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB3711 or ENMB3721	MPSB3716 or MPSB3726	LEMB3712 or LEMB3722
Criminology issues in management (4)	Public policy administration and management (10)	Charismatic and transformational leadership (3)
ENMB3718 or ENMB3728	MPSB3717 or MPSB3727	LEMB3711 or LEMB3721
Africa in the new global order (3)	Contemporary challenges in the public sector: Human Resource Management (10)	Ethical leadership (4)
ENMB3714 or ENMB3724	MPSB3718 or MPSB3728	LEMB3713 or LEMB3723
The role of labour in the economy (9)	Public financial administration and management (11)	Organisational culture and the learning organisation (4)
ENMB3713 or ENMB3723	MPSB3719 or MPSB3729	LEMB3716 or LEMB3726
The financial system and regulatory issues (9)	Supply chain management in the public sector (10)	Diversity in organisations (3)
ENMB3716 or ENMB3726		LEMB3714 or LEMB3724
Investment management (4)		Leading change in organisations (4)
		LEMB3717 or LEMB3727
		When the going gets tough, the tough gets going (6)
		LEMB3715 or LEMB3725
		Making decisions regarding careers (7)
		LEMB3710 or LEMB3720
		Life after the BML (2)
TOTAL: 29 credits	TOTAL: 41 credits	TOTAL: 33 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN THIRD ACADEMIC YEAR: 103		

MPWB3711 or MPW3721
Major Piece of Work: Final document and presentation (20)

Notes to be read with the above tables:

Portfolio Development Course modules:

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

Information applicable to all the modules:

1. No credit requests possible for the modules indicated with a¹.

2. 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.
3. A student who failed a module twice will not be allowed to register for that module again and will therefore forfeit the chance to complete the BML programme.
4. For the presentation of any module to be feasible, at least ten students (excluding modules needed for completion of studies) must register for the particular module.
5. An academic year is not equal to one calendar year. The BML is a part-time programme and therefore it takes students longer to complete an academic year. One academic year takes approximately 15 calendar months to complete.
6. Students that fail modules will take longer to graduate.

Reg. F6 Prerequisites

A number of modules require prerequisites.

ALL MODULES IN THE PROGRAMME

- Portfolio Development Course

PORTFOLIO DEVELOPMENT COURSE (PDCB)

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

ENVIRONMENT DOMAIN

ENMB1710 or ENMB1720

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

ENMB2613 or ENMB2623

- ENMB1613 or ENMB1623 and
- ENMB1614 or ENMB1624

ENMB2634 or ENMB2644

- ENMB1615 or ENMB1625

ENMB2635 or ENMB2645

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

ENMB2631 or ENMB2641

- ENMB1612 or ENMB1626

ENMB2633 or ENMB2643

- ENMB1612 or ENMB1622 and
- ENMB2631 or ENMB2641

ENMB2710 or ENMB2720

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

ENMB3714 or ENMB3724

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

ENMB3713 or ENMB3723

- ENMB2613 or ENMB2623

ENMB3716 or ENMB3726

- ENMB3713 or ENMB3723

ENMB3710 or ENMB3720

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

MANAGEMENT DOMAIN**MAMB1614 or MAMB1624**

- MAMB1613 or MAMB1623

MAMB1710 or MAMB1720

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

MAMB modules on second academic year

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

MAMB2614 or MAMB2624

- MAMB1613 or MAMB1623

MAMB2612 or MAMB2622

- MAMB1613 or MAMB1623 and
- MAMB2614 or MAMB2624

MAMB2613 or MAMB2623

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

MAMB2710 or MAMB2720

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

MAMB modules on third academic year

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

MAMB3710 or MAMB3720

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

LEADERSHIP DOMAIN

LEMB1613 or LEMB1623

- LEMB1612 or LEMB1622

LEMB1617 or LEMB1627

- LEMB1612 or LEMB1622 and
- LEMB1613 or LEMB1623

LEMB1710 or LEMB1720

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

LEMB modules on second academic year

- All LEMB modules presented in the first academic year

LEMB2710 or LEMB2720

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

LEMB modules on third academic year

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

LEMB3713 or LEMB3723

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

LEMB3710 or LEMB3720

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

MAJOR PIECE OF WORK

MPWB2711 or MPWB2721

- All modules on the first and second academic year

MPWB3711 or MPWB3721

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

SYLLABUSES

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

ELECTIVES

First academic year:

None

Second academic year:

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

MPWB2711 or MPWB2721:

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

Third academic year:

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

POST-GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

FACULTY AND GENERAL RULES

Unless specifically stated otherwise, the institutional rules of the university and the faculty, which apply to post-graduate diplomas, apply to the Post-graduate Diploma in Business Administration. 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

The Post-graduate Diploma in Business Administration provides a valuable articulation route to students with a first degree planning to register for an MBA in future.

RULES

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:

- Any three year Bachelor's degree at NQF level 7;
- Two years relevant work experience; and
- At least 24 years of age.

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

Registration

- Registration as a student of the University of the Free State is compulsory.
- The final registration date of the UFS Business School does not necessarily correspond with the final registration date of the university, but it will not be later than the final registration date of the university.
- The registration date of the Business School only applies to students enrolled for the Post-graduate Diploma in Business Administration.
- 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.

- A student who fails a module twice, will not be allowed to re-do such a module and will therefore forfeit the chance to complete the Post-graduate Diploma.
- 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. All previously passed modules must be repeated.

Tuition fees

- Tuition fees for semester modules are payable before 31 March for the 1st semester and 31 August for the 2nd semester.
- International students: All fees (registration and tuition) for the 2nd semester are payable on/before 30 June, regardless of any other date which may appear on any statements. International students with outstanding fees on 1 July will NOT be allowed to continue with their 2nd semester studies. No bursaries will be accepted from international students.
- South African students with bursaries must hand in the original bursary letter with the registration form.
- Interest at prime rate charged by ABSA bank plus 2% will be charged on all overdue accounts.
- Students are responsible for the tuition fees of a semester/year module if cancelled after course control date.
Course control dates for semester modules are:
1st Semester – 15 February
2nd Semester – 15 August
- A fee is payable if a student cancels all his/her modules before the course control date.
- Handling fees will be charged on pay-out of credit balances.
- Three academic records per student per year can be obtained at the UFS Administration Department, thereafter an additional fee will be charged.

Duration

- The programme is primarily aimed at part-time students.
- The minimum time for completing the programme is one year.
- The maximum time for completing the programme is 2 years. A student may apply to extend his/her studies at the Director: Business School.

Diploma with distinction

- The Post-graduate Diploma is obtained with distinction if an average of 75% is obtained for all modules.
- If any modules have been failed, or any exemptions have been granted the PGDiP cannot be obtained with distinction.

Class attendance

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

Timetable clashes

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

Examinations

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

Regulation 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 Business School to the Dean.

- All students must sit for examinations during the first examination opportunity.
- A minimum semester mark of 45% must be obtained to enable the student to write the final examination.
- The second examination opportunity is only for students who have obtained a re-assessment mark during the first opportunity, with medical reasons and students with religious reservations.
- A student cannot ask for a remark of his/her November paper in the following January.
- The way that the final mark is calculated is outlined in the guideline for each module. The weight assigned to the examination mark differs between modules depending on the stipulations of each module.
- The duration of examination papers is normally 3 hours. Examinations are normally open-book, except for modules using simulations or independent projects.

Assessment

- The assessment procedures and instruments must be included in each course guide and must be clearly communicated to every student.
- Assessment instruments can include tests, field exercises and reports, class participation and presentations, individual assignments, group work, projects, simulation exercises, consultant reports and formal examinations.
- No group assignment can be submitted as an individual assignment. A zero mark will be allocated for such an assignment.
- A group must consist of not less than four members and not more than 6 members.
- The following policy guidelines and regulations of the University are also applicable:
 - ❖ Handling plagiarism, penalties, terms of appeal, supplementary examinations etc.
 - ❖ Plagiarism and academic writing misconduct are seen as serious concerns and are subject to strict corrective actions. The university distinguishes between plagiarism and academic writing misconduct and applies two distinct measures in response to confirmed incidents (see paragraph 6 of the Policy on the Prevention of Plagiarism and Dealing with Academic Writing Misconduct of the University).

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

**Reg. F6 POST-GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION
PGDip (Business Administration) Study code 6270 (NQF Level 8
– 144 credits)**

CONDITIONS FOR ADMISSION

Refer to the general university admission rules as well as the faculty and PGDIP admission rules.

CURRICULUM

Students registering for the Post-graduate Diploma in Business Administration must comply with the faculty and institutional rules when compiling their curricula as set out in the following schedule.

The PGDIP consists of 10 compulsory semester modules. Students must obtain 144 credits to qualify for the diploma.

Semester Modules	1st Semester Module Codes	2nd Semester Module Codes
Business Calculations	PGBC5814	PGBC5824
Business Computer Applications	PGCA5812	PGCA5822
Economics for Managers	PGEC5814	PGEC5824
Financial and Managerial Accounting	PGAC5814	PGAC5824
Human Resource Management	PGHR5814	PGHR5824
Integrated Management and Leadership	PGML5814	PGML5824
Managing Information Technology	PGIT5814	PGIT5824
Operational Management and Logistics	PGLO5814	PGLO5824
Relationship Marketing	PGRM5814	PGRM5824
Systems Thinking	PGST5812	PGST5822

SYLLABUSES

PGBC5814/PGBC5824 Business Calculations (16 Credits)

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

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

PGCA5812/PGCA5822 Business Computer Applications (8 Credits)

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

1. Use different search engines for research purposes; and
2. Use all different applications such as Powerpoint, Excel, Word and Cloud Sharing.

PGEC5814/PGEC5824 Economics for Managers (16 Credits)

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

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

PGAC5814/PGAC5824 Financial and Managerial Accounting (16 Credits)

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

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

PGHR5814/PGHR5824 Human Resource Management (16 Credits)

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

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

PGML5814/PGML5824 Integrated Management and Leadership (16 Credits)

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

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

PGIT5814/PGIT5824 Managing Information Technology (16 Credits)

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

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

PGLO5814/PGLO5824 Operational Management and Logistics (16 Credits)

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

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

PGRM5814/PGRM5824 Relationship Marketing (16 Credits)

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

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

PGST5812/PGS5822 Systems Thinking (8 Credits)

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

1. Analyse problems related to systems;
2. Design solutions to problems related to systems.