



UNIVERSITY OF THE FREE STATE

UFS BUSINESS SCHOOL

FACULTY OF ECONOMIC AND
MANAGEMENT SCIENCES

Business School Rule Book 2018



Director: Prof Helena van Zyl

UFS BUSINESS SCHOOL

New EMS Building, Block B

3rd Floor

Bloemfontein 9301

Telephone: +27 51 4013166

Email: vanzylh@ufs.ac.za

TABLE OF CONTENTS

STAFF LIST.....	3
Higher Certificate in Management Development	6
HCert (Management Development)	
Bachelor of Management Leadership (BML)	15
Postgraduate Diploma in Business Administration	30
PGDip (Business Administration)	
Master of Business Administration (MBA)	36
Doctor of Philosophy, with specialisation in Business Administration (PhD)	49

STAFF

Academic staff:

Director: Prof H. van Zyl

Academic staff
Dr L. Bergh
Prof T. Kotzé
Dr L. Massyn

Certificate programmes
(Manager): Mr G.P. Barnard

Professors extraordinary:
Prof J. Coetzee
Prof F.C. van N. Fourie

Visiting professors/lecturers:

Prof M. Gupta
Prof R. Hinson

Mr E. Kieswetter

Mr J.P.Landman

Prof D. Plaatjies

Dr G. van Vuuren

Research Associates:
Prof R. Hinson
Dr G. van Vuuren

Administrative staff:

Programme coordinator

PhD programme: Mrs E. Cox

E-mail: coxel@ufs.ac.za

Programme coordinator

MBA programme: Mrs E. Oberholzer

E-mail: oberholzereh@ufs.ac.za

Programme coordinator

BML programme: Ms S. Murray

E-mail: murrays@ufs.ac.za

Programme coordinator

PGDIP programme: Ms S. Murray

E-mail: murrays@ufs.ac.za

Centre for Business Dynamics

Manager: Mr G.P. Barnard

Telephone: +27 51 4013190

Fax: +27 51 4013195

Email: barnardgp@ufs.ac.za

Programme coordinator

MDP programme: Mrs S. Bakema





E-mail: bakemas@ufs.ac.za

Postal address: UFS Business School
University of the Free State
Internal box 17
PO Box 339
Bloemfontein
9300

Telephone: +27 51 4012874

Web-address: <http://ufs.ac.za/bus>

Articulation possibilities in the Business School

Qualification	HCert 	BML 	PGDip 	MBA 	PhD
NQF Exit Level	5	7	8	9	10
Credits	135	373	120	221	360
Minimum years of study	1	4	1	2	3

HIGHER CERTIFICATE IN MANAGEMENT DEVELOPMENT

FACULTY AND GENERAL RULES

REG. F1 HIGHER CERTIFICATE IN MANAGEMENT DEVELOPMENT
HCert (Management Development)
Academic Program B6184
Academic Plan Code BC618084
(NQF Level 5 – 135 credits)

INFORMATION

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

RULES

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

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

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

FACULTY REQUIREMENTS

APPLICATION

The closing date for applications is:

- End of November for commencement in January the following year.
- 15 May for commencement in the following 2nd semester.

CONDITIONS FOR APPLICATION

Refer to the University's General Rules on admission as well as the Business School and Higher Certificate admission rules.

Admission requirements

- National Senior Certificate or National Certificate Vocational
- 3 years' management experience
or 5 years' work experience
or a manager's/supervisor's recommendation

Admission on the basis of recognition of prior learning where a person does not qualify for admission to an academic qualification can, in accordance with the following guidelines:

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

Registration

The programme can be customised and offered on an in-house basis for companies across South Africa but still in compliance with the exit level outcomes of the programme. In such a case the registration takes place before the in-house programme commences.

- Registration as a student of the UFS is compulsory. The student is at all times responsible for the payment of the registration fee for the year or for a part of the year before any registration will be processed.
- It is at all times the responsibility of the student to ensure that his/her registration is correct.
- A student who has already twice registered for a particular module (question paper/practical work) and who still fails to comply with the pass requirements, will only be granted one further opportunity to re-register for the module on the basis of exceptional merit – with the approval of the dean of the faculty, on the recommendation of the academic head and with notification to the Registrar.

Cancellation of registration

- ❖ Notification of the cancellation of a registration must be provided in writing.
- ❖ The date on which the written notification is received will be the date of the cancellation of the registration.
- ❖ Where a student discontinued studies for a year or more, he/she has to re-apply for admission to the University.
- ❖ A student who interrupts his/her studies for longer than five years, needs to re-apply. All previously passed modules must be repeated.

Fees payable

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

Payment dates for South African students:

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

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

August

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

Payment dates for International students:

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

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

If payments are not made by the due dates:

- ❖ Interest at the prime bank rate as charged by ABSA Bank + 2% will be levied on all accounts in arrears.
 - ❖ All academic records for the contractual period of payment default will be withheld.
 - ❖ International students with fees outstanding on 1 July will not be allowed to continue with their second-semester modules.
- Students are responsible for the tuition fees if cancelled after programme control date.
Programme control dates are:
1st Semester - 15 February
2nd Semester - 15 August
 - A fee is payable if a student cancels all his/her modules before the programme control date.
 - Handling fees will be charged on pay-out of credit balances.
- If a student has not fully settled his/her account in respect of the previous year, a subsequent registration cannot take place.

Duration

- The minimum duration of the programme is 1 year.
- A student may, for a undergraduate qualification, only register at the University for the minimum period allowed for that qualification plus an additional one year, with the second period following directly after the first, and she/he must complete her/his studies for that particular qualification in accordance with the rules applicable at the time of registration. Should there be an interruption to the student's study; the rules applicable to the time of the registration after interruption will apply.

Class attendance

- A minimum attendance rate of 80% is required for the entire programme
- Apology for non-attendance at facilitation sessions on account of unforeseen circumstances must be accompanied by supporting documentation and presented to the programme coordinator, within five (5) days after the lecture has been offered.

Timetable clashes

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

Assessment

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

Assignments

- It is the responsibility of the student to ensure that he/she has received the assignment time table.
- Assignments must be typed, whether submitted in hard copy, or electronically. No handwritten assignments will be accepted.
- Any assignment submitted without a cover page, fully completed, will not be accepted.
- Submission times on the due dates, will be communicated by the relevant program coordinator.
- A 40% pass rate is required for all assignments, in order to qualify for the examination.
- One opportunity to resubmit a failed assignment will be granted and are subject to a subminimum mark of 30%.
- Upon notification of a resubmission, the participant has five (5) days to resubmit after the lecture date.
- In the case of a resubmission, a maximum mark of 50% can be obtained for the assignment.
- 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 receive 0%.
- A group must consist of not less than four members and not more than six members.
- No group assignment can be submitted as an individual assignment. Students will receive 0% for an assignment submitted individually.

Module mark

- To gain admission to the examination in a module, a module mark of at least 40% is required.
- A module mark that has been obtained in a module is only valid for the next examination applicable to the module in question.
- A system of promotion does not apply in respect of this programme.

Examinations

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

- The ratio between the module mark and the examination mark is 20:80.
- Two examinations are scheduled per semester:
 - ❖ A main mid-year examination and an additional mid-year examination in respect of the first-semester modules
 - ❖ A main end-of-year examination and an additional end-of-year examination in respect of the second-semester modules and year modules.
- Once admission to the examination has been granted, participation in the main mid-year examination and the main end-of-year examination is compulsory.
- A student who wrongfully participates in a main or an additional examination will receive no recognition, and she/he will be deemed not to have participated in the examination.
- Where more than one paper is written in a module, a subminimum ratio mark of no less than 40% and no more than 50% per paper applies. Both papers must be passed in order to pass the module.
- Where more than one paper is written in a particular module, a subminimum of at least 40 percent per paper applies and can also, as set out in the module guide, apply in cases where a paper comprises more than one section.
- A student, who as a result of justified extraordinary circumstances, is unable to take the main mid-year or main end-of-year examination, may within the period allowed for this purpose and using the prescribed form, apply for an additional examination during the additional mid-year or additional end-of-year examination.
- A student in her/his final academic semester who must prolong her/his studies to obtain the qualification subsequent to failing a single module may apply to take a special examination.
- The duration of examination papers is normally 2 hours. Examinations are normally open book, except for modules using simulations or independent projects.
- Online students – It is the responsibility of the student to ensure that he/she has a reliable internet service provider in order to write the exams online.

Results in respect of examination, tests and assignments

- Students are responsible for obtaining their results before the additional examination.
- A student may discuss the results of an examination, test or assignment with the lecturer and with the academic head of department (irrespective of a student's account being in arrears). This discussion must take place within five (5) working days after the provisional results have been announced.
- For the purposes of the above-mentioned discussion, the student has the right of access to her/his script in the presence of the programme coordinator / academic head of department.

Plagiarism

A student who passes off as her/his own another person's ideas that appear in written sources, visual sources, multimedia products, music, the spoken word, etc. is guilty of plagiarism, which is dealt with in terms of the rules applicable to disciplinary procedures.

Certificate with distinction

- A qualification is awarded with distinction if a student meets the following requirements:
 - ❖ Obtained a weighted average of at least 75 percent (rounded to the next integer, that is 74.5% to 75%), based on the minimum number of modules prescribed for the qualification in question.
 - ❖ Completed the qualification in the minimum period.
 - ❖ Did not fail any module or take an additional examination, except for the purpose of improving a final mark.

Qualification certificates

- Qualification certificates are only awarded at official graduation ceremonies or subsequently posted to students.
- A student is only allowed to participate in the next graduation ceremony provided that all results have been received in accordance with the due dates determined by the Senate.
- The Registrar reserves the right not to present a qualification certificate to a student unless:
 - ❖ All monies owed to the UFS have been paid and all books still owed to the library have been returned.
 - ❖ All other requirements have been met.

CURRICULUM

Academic plan: BC618084

NQF level: 5

Credits: 135

Core modules: 14

Elective modules: 2

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

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

CORE MODULES

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

TWO ELECTIVE MODULES

Financial Management & Cost Accounting	FMAN1514	FMAN1524	20
Or			
Financial Management in the Public Sector	PFMA1511	PFMA1521	20
AND			
Labour Relations	LABO1512	LABO1522	8
Or			
Business Challenge	BUSC1511	BUSC1521	8

CURRICULUMS

BUSC1511 Business Challenge (8 Credits)

Students will be able to:

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

FOSK1511 Foundation Skills (1 Credit)

Students will be able to:

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

GMAN1513 General Management and Communication (3 Credits)

Students will be able to:

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

FMAN1514 Financial Management and Cost Accounting (20 Credits)

Students will be able to:

- Apply the basic accounting principles to interpret financial statements;
- Apply basic financial analysis frameworks in evaluating financial decisions;
- Consider risk and return in capital budgeting;
- Evaluate capital investment projects using discounted cash flow techniques;
- Analyse the debt-equity ratio in capital structuring decisions
- Comprehend the importance of sustainable growth and the impact of growth on the cash flows of the business; and
- Effectively communicate operational and financial strategies

PFMA1511 Financial Management in the Public Sector (20 Credits)

Students will be able to:

- Critically study the importance of the Public Finance Management Act (PFMA) 1999 (No 1/1999);
- Explain the concept and use of public money;
- Examine the different financial functions of government;
- Identify and assess government's financial management framework and role-players;
- Critically analyse the budget process and relevant role-players;
- Display and advance ethical conduct and professionalism in public financial management;

- Critically discuss the procurement of good and services and managing the supply chain; and
- Analyse the need for and processes of financial reporting.

ECON1519 Economics and Banking for Managers (9 Credits)

Students will be able to:

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

BITC1511 Business and Information Technology (1 Credit)

Students will be able to:

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

RMAN1522 Enterprise Risk Management (2 Credits)

Students will be able to:

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

- Complete the risk / opportunity assessment model;
- Develop issue resolution and risk mitigation strategies;
- Monitor and control the implementation of mitigation and resolution strategies; and
- Develop an organisational risk management plan.

SMAN1521 Strategic and Change Management (11 Credits)

Students will be able to:

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

HRMA1523 People Management (12 Credits)

Students will be able to:

- Apply the principles of employee management;
- Apply the principles of employee engagement;
- Facilitate self-understanding and emotional intelligence in order to enhance personal effectiveness;
- Equip the individual with stress management skills;
- Discuss the role of human resource planning within the strategic environment of an organisation;
- Perform a job analysis as part of the human resource planning process;
- Apply best practices in the recruitment and selection processes;
- Use job evaluation methods, specifically within a South African context;
- Manage the performance and motivation of employees;
- Apply the steps in the human resources training and development process in practice;
- Apply the principle of ensuring a significant return on investment of training interventions planned and implemented; and
- Discuss career management and the function thereof in the human resource system.

LEAD1525 Leadership Development (22 Credits)

Students will be able to:

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

MARK1513 Marketing and Digital Marketing (12 Credits)

Students will be able to:

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

LABO1512 Labour Relations (8 Credits)

Students will be able to:

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

- Apply procedures to handle unfair discrimination, sexual harassment and affirmative action;
- Reflect on the importance of collective bargaining and negotiations;
- Distinguish between the sub-processes of negotiations; and
- Reflect on the personality and skills dimensions of a negotiator.

MEMO1511 Institutional Memory and Knowledge Management (1 Credit)

Students will be able to:

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

OMAN1522 Operations and Logistics Management (2 Credits)

Students will be able to:

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

GOVE1521 Ethics and Governance (1 Credit)

Students will be able to:

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

PMAN1521 Project and Programme Management (10 Credits)

Students will be able to:

- Describe the Bigger Strategic Picture of the organisation;
- Analyse their own situation in terms of “What is expected of them” and “What is holding them back”;
- Define their chosen project’s charter (scope and objectives);
- Define their chosen project’s deliverables, assumptions, issues and risks;

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

ENTR1521 Entrepreneurship and Innovation (20 Credits)

Students will be able to:

- Identify and determine what entrepreneurs need to know about the critical driving forces in a new venture success;
- Critically assess successful entrepreneurs and investors create, find and differentiate profitable and durable opportunities from just “another good idea”, and how opportunities evolve over time;
- Estimate and determine the necessary financial and non-financial resources needed for new ventures, identify the criteria they use to screen and evaluate proposals, their attractiveness and risk, and how to obtain start-up and early growth capital;
- Determine the critical tasks to be accomplished, the hurdles to overcome during start-up and early growth, and what has to happen to succeed;
- Apply the Venture Opportunity Screening Techniques to an actual start-up idea, and subsequently, be able to develop and prepare a BUSINESS PLAN suitable for guiding start-up, attracting financing and realizing an eventual harvest; and
- Craft and prepare a personal entrepreneurial strategy to identify relevant issues, requirements and trade-offs.

BACHELOR OF MANAGEMENT LEADERSHIP (BML) PROGRAMME

RULES

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

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

INFORMATION

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

- 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.

Minimum admission requirements

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

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

1. 23 years of age
2. A permanent work appointment and

3(a) National Senior Certificate or the National Certificate (Vocational) with appropriate subject combinations and levels of achievement,

or

3(b) Admission on the basis of recognition of prior learning where a person does not qualify for admission to an academic qualification can, in accordance with the following guidelines:

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

and

4. Proficiency in English
5. Proficiency in Mathematics
6. Adequate computer literacy

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.

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

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

Recognition of prior learning experience

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

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

As part of the formal modules of the BML, the student will register for the Portfolio Development Course (PDC) that will enable students to develop an RPL portfolio.

RPL takes place once the student has completed the PDC modules. A review committee will consider all applications.

A review committee considers requests for credit. The role of the review committee is to compare the portfolio of the student with the various outcomes of the programme. The review committee consists out of experts from 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 programme director.. Students can only receive credits for a maximum of 50% of the modules in the programme. Credits will seldom be awarded on the exit level modules of the programme.

Experiential learning teaching strategy

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

Registration

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

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

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

It is at all times the responsibility of the student to ensure that his/her registration is correct. When a student attends contact sessions in a module for which he/she is not registered, the student will forfeit any credits for attendance of 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 coordinator's office in writing. No oral corrections and discontinuations will be accepted.

Students may register for fewer modules than what is offered per year according to their personal time table and finances available. Should a clash of 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. F3). 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
- 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 a distinction and/or the annual top achiever.

The programme is primarily aimed at part-time students. Each module earns the student a specific amount of credits. The expected and recommended duration of study for part-time students is four years. Only the second and third academic years will be taken in consideration for purposes of distinction and the calculation for distinction will be done on the same basis as in the mainstream at the university. In order to obtain the degree with a weighted average of at least 75% (not rounded to the next integer) for the mentioned modules must be obtained within a maximum of 4 years.

Accelerated learning

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

Duration

The programme is primarily aimed at part-time students. Each module earns the student a specific amount of credits. The expected and recommended duration of study for part-time students is 4 years. The minimum period of study is 3 years if a student obtained credits. Due to the nature of the programme no maximum period of time is required to complete the degree. However, in a case of continuous poor

performance, the BML Management Committee may request a student to exit the programme in total or to follow an alternative developmental route.

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 second academic year before applying.

Postgraduate studies

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

REG. F2 BACHELOR OF MANAGEMENT LEADERSHIP
BML Academic Plan Code BC638300 (NQF Exit Level 7 – 373
credits)

INFORMATION

On completion of the programme students should be able to:

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

The following critical cross-field outcomes are also applicable:

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

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

CONDITIONS FOR ADMISSION

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

CURRICULUM

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

First academic year (120 credits)
--

PORTFOLIO DEVELOPMENT COURSE (PDC) (27 credits)

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 RPL credit request is possible for the modules indicated with a¹.
2. A student, who already registered twice for a particular module (examination paper/practical work) and has not yet met the pass requirements, will only be allowed to renew the registration for the qualification with the consent of the dean and on recommendation by the Director: Business School.
3. A student who failed a module twice will not be allowed to register for that module again and will therefore forfeit the chance to complete the BML programme.
4. For the presentation of any module to be feasible, at least ten students (excluding modules needed for completion of studies) must register for the particular module.
5. An academic year is not equal to one calendar year. The BML is a part-time programme and therefore it takes students longer to complete an academic year. One academic year takes approximately 15 calendar months to complete.
6. Students that fail modules will take longer to graduate.

Reg. F3 Prerequisites

A number of modules require prerequisites.

ALL MODULES IN THE PROGRAMME

- Portfolio Development Course

PORTFOLIO DEVELOPMENT COURSE (PDCB)

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

ENVIRONMENT DOMAIN**ENMB1710 or ENMB1720**

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

ENMB2613 or ENMB2623

- ENMB1613 or ENMB1623 and
- ENMB1614 or ENMB1624

ENMB2634 or ENMB2644

- ENMB1615 or ENMB1625

ENMB2635 or ENMB2645

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

ENMB2631 or ENMB2641

- ENMB1612 or ENMB1626

ENMB2633 or ENMB2643

- ENMB1612 or ENMB1622 and
- ENMB2631 or ENMB2641

ENMB2710 or ENMB2720

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

ENMB3714 or ENMB3724

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

ENMB3713 or ENMB3723

- ENMB2613 or ENMB2623

ENMB3716 or ENMB3726

- ENMB3713 or ENMB3723

ENMB3710 or ENMB3720

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

MANAGEMENT DOMAIN**MAMB1614 or MAMB1624**

- MAMB1613 or MAMB1623

MAMB1710 or MAMB1720

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

MAMB modules on second academic year

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

MAMB2614 or MAMB2624

- MAMB1613 or MAMB1623

MAMB2612 or MAMB2622

- MAMB1613 or MAMB1623 and
- MAMB2614 or MAMB2624

MAMB2613 or MAMB2623

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

MAMB2710 or MAMB2720

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

MAMB modules on third academic year

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

MAMB3710 or MAMB3720

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

LEADERSHIP DOMAIN**LEMB1613 or LEMB1623**

- LEMB1612 or LEMB1622

LEMB1617 or LEMB1627

- LEMB1612 or LEMB1622 and
- LEMB1613 or LEMB1623

LEMB1710 or LEMB1720

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

LEMB modules on second academic year

- All LEMB modules presented in the first academic year

LEMB2710 or LEMB2720

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

LEMB modules on third academic year

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

LEMB3713 or LEMB3723

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

LEMB3710 or LEMB3720

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

MAJOR PIECE OF WORK**MPWB2711 or MPWB2721**

- All modules on the first and second academic year

MPWB3711 or 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.

CURRICULUMS

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

ELECTIVES

First academic year:

None

Second academic year:

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

MPWB2711 or MPWB2721:

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

Third academic year:

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

POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDip in Business Administration)

INFORMATION

General information

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

FACULTY AND GENERAL RULES

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

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

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

Minimum admission requirements

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

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

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

Registration

- Registration as a student of the UFS is compulsory.
- The final registration date of the UFS Business School does not necessarily correspond with the final registration date of the University, but it will not be later than the final registration date of the University.

- The registration date of the Business School only applies to students enrolled for the Postgraduate Diploma in Business Administration.
- Students from other higher education institutions who wish to register at this university and students of this university who interrupted their studies for a year or longer, are subject to the General Rules of the UFS and the faculty, bound to comply with the regulations that apply at the time of the mentioned registration unless, on recommendation of the Director, the Dean should decide otherwise.
- A student, who already registered twice for a particular module (examination paper/practical work) and has not yet met the pass requirements, will only be allowed to renew the registration for the qualification with the consent of the Dean and on recommendation by the Director: Business School.
- A student who interrupts his/her studies for longer than five years, needs to re-apply. All previously passed modules must be repeated.

Tuition fees

- Tuition fees for semester modules are payable before 31 March for the 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 the prime rate plus 2% will be charged on all overdue accounts.
- Students are responsible for the tuition fees of a semester/year module if cancelled after programme control date.
Programme control dates for semester modules are:
1st Semester – 15 February
2nd Semester – 15 August
- A fee is payable if a student cancels all his/her modules before the programme control date.
- Handling fees will be charged on pay-out of credit balances.
- Three academic records per student per year can be obtained at the UFS Administration Department, thereafter an additional fee will be charged.

Duration

- The programme is primarily aimed at part-time students.
- The minimum time for completing the programme is one year.
- A student may, for a postgraduate qualification, only register at the University for the minimum period allowed for that qualification plus an additional one year, with the second period following directly after the first, and she/he must complete her/his studies for that particular qualification in accordance with the rules applicable at the time of registration. Should there be an interruption to the student's study; the rules applicable to the time of the registration after interruption will apply.
- The maximum time for completing the programme is 2 years. A student may apply to extend his/her studies at the Director: Business School.

Diploma with distinction

- The Postgraduate Diploma is obtained with distinction if a weighted average of at least 75% (not rounded to the next integer) for the mentioned modules are obtained within a maximum of 1 year.
- If any modules have been failed, or any exemptions/recognitions have been granted the Postgraduate Diploma cannot be obtained with distinction.

Class attendance

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

Timetable clashes

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

Examinations

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

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

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

Assessment

- The assessment procedures and instruments must be included in each study guide and must be clearly communicated to every student.
- Assessment instruments can include tests, field exercises and reports, class participation and presentations, individual assignments, group work, projects, simulation exercises, consultant reports and formal examinations.
- No group assignment can be submitted as an individual assignment. A zero mark will be allocated for such an assignment.

- A group must consist of not less than four members and not more than six members.
- The following policy guidelines and regulations of the University are also applicable:
 - ❖ Handling plagiarism, penalties, terms of appeal, supplementary examinations etc.
 - ❖ Plagiarism and academic writing misconduct are seen as serious concerns and are subject to strict corrective actions. The university distinguishes between plagiarism and academic writing misconduct and applies two distinct measures in response to confirmed incidents (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.
- A student who fails a semester module twice, will not be allowed to re-do such a module and will therefore forfeit the chance to complete the Postgraduate Diploma in Business Administration; and/or
- A student who has failed three different modules will not be allowed to continue with his/her studies and will not receive the PGDip qualification.
- Under special conditions the student can appeal to the Dean of the Faculty of Economic and Management Sciences, for compelling, compassionate and unforeseen circumstances.

Reg. F4 POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION
PGDip (Business Administration)
Academic Plan Code BC658100 (NQF Exit Level 8 – 120 credits)

MINIMUM ADMISSION CONDITIONS

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

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

CURRICULUM

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

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

Semester Modules	1st Semester Module Codes	2nd Semester Module Codes
Business Calculations	PGBC5813	PGBC5823
Business Computer Applications	PGCA5812	PGCA5822
Economics for Managers	PGEC5813	PGEC5823

Financial and Managerial Accounting	PGAC5815	PGAC5825
Human Resource Management	PGHR5813	PGHR5823
Integrated Management and Leadership	PGML5813	PGML5823
Managing Information Technology	PGIT5813	PGIT5823
Operational Management and Logistics	PGLO5815	PGLO5825
Relationship Marketing	PGRM5813	PGRM5823
Systems Thinking	PGST5810	PGST5820

Reg. F5 Prerequisites

The following modules have prerequisites.

PGAC5815 or PGAC5815

The prerequisites are:

- PGBC5813 or PGBC5823
- PGEC5813 or PGEC5823

PGLO5815 or PGLO5825

The prerequisite is:

- PGML5813 or PGML5823

CURRICULUMS

PGBC5813/PGBC5823 Business Calculations (12 Credits)

Students will be able to:

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

PGCA5812/PGCA5822 Business Computer Applications (8 Credits)

Students will be able to:

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

PGEC5813/PGEC5823 Economics for Managers (12 Credits)

Students will be able to:

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

PGAC5815/PGAC5825 Financial and Managerial Accounting (15 Credits)

Students will be able to:

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

PGHR5813/PGHR5823 Human Resource Management (12 Credits)

Students will be able to:

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

PGML5813/PGML5823 Integrated Management and Leadership (12 Credits)

Students will be able to:

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

PGIT5813/PGIT5823 Managing Information Technology (12 Credits)

Students will be able to:

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

PGLO5815/PGLO5825 Operational Management and Logistics (15 Credits)

Students will be able to:

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

PGRM5813/PGRM5823 Relationship Marketing (12 Credits)

Students will be able to:

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

PGST5810/PGS5820 Systems Thinking (10 Credits)

Students will be able to:

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

MASTER OF BUSINESS ADMINISTRATION

INFORMATION

General information

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

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

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

FACULTY AND GENERAL RULES

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

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

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

Minimum 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 25 years of age
- At least three years of relevant managerial experience/work experience

And one of the following:

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

A selection process takes place twice a year and the admission requirements apply. If necessary, an applicant may be invited for a personal interview. Once selected, a prospective student has one year to register for the MBA. If the prospective student does not use the opportunity to register for the MBA, but want to register in future

he/she must sit again for the selection tests. In failing to be admitted to the MBA programme a student can only re-apply after 18 months on the condition that all requirements for admission to the MBA programme are met.

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

Additional prerequisites for admission: International exchange students

- Students will be allowed to 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 will not be considered.
- Exemptions will only be granted for relevant postgraduate modules at NQF Exit Level 9.
- For admission to an international institution, a written application must be addressed to the Director: Business School.

Additional prerequisites for admission

- 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 research project (MBRP7900).

Teaching and learning methods

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

1. Contact sessions

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

2. Assignments

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

3. Group work

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

4. Assessment

Assessment methods can include

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

Registration

- Registration as a student of the UFS is compulsory.
- The final registration date of the UFS Business School does not necessarily correspond with the final registration date of the university, but it will not be later than the final registration date of the university.
- Students from other higher educational institutions who wish to register at this university and students of this university who interrupted their studies for a year or longer, are subject to the stipulations of Regulation A82 (c), bound to comply with the regulations that apply at the time of the mentioned registration unless, on recommendation of the Director, the Dean should decide otherwise.

Tuition fees

- Tuition fees for semester modules are payable before 31 March for the 1st semester and 31 August for the 2nd semester.
- Students with bursaries must submit the original bursary letter as well as the proof of payment with the registration form.
- International students: All fees (registration and tuition) for the 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.
- Interest at prime the rate plus 2% will be charged on all overdue accounts.
- Students are responsible for the tuition fees of a semester/year module if cancelled after programme control date.
Programme control dates for semester modules are:
1st Semester – 15 February
2nd Semester – 15 August
Programme control date for year modules is 15 February.
- A fee is payable if a student cancels all his/her modules before the programme control date.
- Handling fees will be charged on pay out of credit balances.
- Three academic records per student per year can be obtained free of charge at the Business School, thereafter a fee per study record will be charged.

Duration

- The programme is primarily aimed at part-time students.
- The minimum time for completing the programme is 2 years on a part time basis.
- The maximum time for completing the programme is 4 years on a part time basis. A student may apply to extend his/her studies at the Director: Business School.

Exemptions/Recognition of prior learning

- Exemptions will only be granted for modules passed during the past five years.
- Exemptions will only be granted for relevant postgraduate modules at NQF Exit Level 9.
- Students may apply for exemption for not more than 55 credits in total. Students interrupting their studies for longer than five years will not receive any exemptions for modules previously completed.
- Where exemption from or recognition of a module(s) from a previously incomplete qualification is granted, every year in which the module(s) in question was passed, is deemed to be an additional residential year in respect of the new qualification.
- Exemptions or recognitions from a completed qualification(s) are not taken as additional residential years in respect of the new qualification.

Degree with distinction

- The MBA is obtained with distinction if a weighted average of at least 75% (not rounded to the next integer) has been obtained based on the minimum number of modules required for the qualification.
- Students must be enrolled for a minimum of four semesters and a maximum of eight semesters.
- If any modules have been failed, or any exemptions have been granted the MBA cannot be obtained with distinction.

Class attendance

It is compulsory to attend 80% of the scheduled meetings for every module. If not, the specific module will be considered to be incomplete and students will not be allowed to sit for exams.

Timetable clashes

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

Examinations

- All the MBA examination papers are written at the Business School, according to university rules. A student card must be produced to gain entry to the examination venue.
- Regulation A83 applies: A student may discuss an examination paper with a lecturer and the Head of Department within five examination days after the announcement of results, with an immediate appeal via the Director: Business School to the Dean.
- All students must write during the main examination opportunity. Once admission to the examination has been granted, participation in the main mid-year examination and the main end-of-year examination is compulsory.

- A minimum semester mark of 45% must be obtained to enable the student to write the final examination.
- The additional examination opportunity is only for students who have obtained a re-assessment mark during the main examination. A student who has a result of justified extraordinary circumstances, may, within the period allowed for this purpose and using the prescribed form, apply for an additional examination.
- The way that the final mark is calculated is outlined in the guideline for each module. The weight assigned to the examination mark differs between modules depending on the stipulations of each module.
- The duration of examination papers is normally 4 hours. Examinations are normally open-book, except for modules using simulations or independent projects. A student may discuss the results of an examination paper with the lecturer and with the Director: Business School. This discussion must take place within five days after the provisional results have been announced.
- A student in his/her final academic semester who must prolong his/her studies to obtain the qualification, subsequent to failing a single module will not be considered for a special examination.
- It is the responsibility of a student to ensure that he/she follows the examination timetable correctly. If a student misreads the timetable during the additional examination opportunity, the module must be repeated.
- Students with religious reservations must contact the Business School prior to writing examinations in order to make the necessary arrangements.
- Any compelling, compassionate and unforeseen circumstances may be submitted to the Business School in order to be accommodated at alternative examination opportunities.

Assessment

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

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

Reg. F6 MASTER OF BUSINESS ADMINISTRATION **MBA Academic Plan Code BC678100 (NQF Exit Level 9 - Credits 221)**

CONDITIONS FOR ADMISSION

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

CURRICULUM

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

- A student must ensure that the subject prerequisites are complied with.
- The curriculum comprises a core in management studies plus electives.
- The MBA consists of 15 semester modules, plus a research project
- Students must obtain 221 credits to successfully complete the degree.
- The core semester modules are compulsory and constitute the core of the programme. The research project is also compulsory. Two modules can be chosen from the electives or one when New Venture Creation is registered for.

Research project – year module

- The final date for the submission of the research project is 20 November of each year. In failing to submit at this date, a student will have to register again for the research project in the following year.
- The minimum time for completing the research project is one year.
- The maximum time for completing the research project after the first registration (January) is two consecutive years. By failing to do so, a new topic must be registered.
- A student has to complete the research project preferably within one year after the first registration for MBPR7900.

Core semester modules

- MANL7910 or 7920 Analytical Methods (10)
- MBCA7910 or 7920 Business Conditions Analysis (10)
- MBRM7910 or 7920 Business Research Methods (10)
- MLAW7910 or 7920 Corporate Governance and Business Law (10)

- MCOR7910 or 7920 Corporate Strategy (10)
- MFIN7910 or 7920 Financial Management I (10)
- MFIN7930 or 7940 Financial Management II (10)
- MLEA7910 or 7920 Leadership I (8)
- MLEA7930 or 7940 Leadership II (8)
- MLIC7910 or 7920 Leading Innovation and Change (10)
- MMSF7910 or 7920 Managing Society and the Future (10)
- MBEH7910 or 7920 Organisational Behaviour (10)
- MPDV7910 or 7920 Personal Development (5)
- MSEN7910 or 7920 Scenario Planning (10)
- MMAR7910 or 7920 Strategic Marketing (10)
- MBRP7900 Research Project (60)

Reg. F7 - Prerequisites

Research Project (MBRP7900)

- Business research methods (MBRM7910 or 7920)

Managing Society and the Future (MMSF7910 or 7920)

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

New Venture Creation (MNVC7920)

- New Venture Creation (MNVC7910)

New Venture Creation (MNVC7930)

- New Venture Creation (MNVC7940)

Electives

- MDMA7910 or 7920 Digital Marketing (10)
- MIBS7910 or 7920 International Business (10)
- MIPA7910 or 7920 Investment and Portfolio Analysis (10)
- MNVC7900 New Venture Creation (20)
- MPRO7910 or 7920 Project Management (10)
- MRSK7910 or 7920 Risk Management (10)
- MSER7910 or 7920 Services Marketing (10)
- MENT7910 or 7920 Social Entrepreneurship (10)
- MTAX7910 or 7920 South African Income Tax (10)

Notes:

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

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

SYLLABI

CORE MODULES

MANL7910 or MANL7920: Analytical Methods (10 credits)

Students will be able to:

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

MBCA7910 or MBCA7920: Business Conditions Analysis (10 credits)

Students will be able to:

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

MBRM7910 or MBRM7920: Business Research Methods (10 credits)

Students will be able to:

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

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

Students will be able to:

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

MCOR7910 or MCOR7920: Corporate Strategy (10 credits)

Students will be able to:

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

MBRP7900: Research Project (60 credits)

Students will be able to:

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

MFIN7910 or MFIN7920: Financial Management I (10 credits)

Students will be able to:

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

MFIN7930 or MFIN7940: Financial Management II (10 credits)

Students will be able to:

- Comprehend and integrate the critical financial concepts, models and techniques;

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

MLEA7910 or MLEA7920: Leadership I (8 credits)

Students will be able to:

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

MLEA7930 or MLEA7940: Leadership II (8 credits)

Students will be able to:

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

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

Students will be able to:

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

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

Students will be able to:

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

MBEH7910 or MBEH7920: Organisational Behaviour (10 credits)

Students will be able to:

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

MPDV7910 or MPDV7920: Personal Development (5 credits)

Students will be able to:

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

MSEN7910 or MSEN7920: Scenario Planning (10 credits)

Students will be able to:

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

MMAR7910 or MMAR7920: Strategic Marketing (10 credits)

Students will be able to:

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

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

Students will be able to:

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

MIBS7910 or MIBS7920: International Business (10 credits)

Students will be able to:

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

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

Students will be able to:

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

MNVC7910 or MNVC7940: New Venture Creation (10 credits)

Students will be able to:

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

MNVC7920 or MNVC7930: New Venture Creation (10 credits)

Students will be able to:

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

MPRO7910 or MPRO7920: Project Management (10 credits)

Students will be able to:

- Explain the key tools and concepts of project management;
- Apply the principles of project management in every stage of a project's life

cycle; and

- Deliver a project in accordance to agreed schedules, cost and performance standards.

MRSK7910 or MRSK7920: Risk Management (10 credits)

Students will be able to:

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

MSER7910 or MSER7920: Services Marketing (10 credits)

Students will be able to:

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

MENT7910 or MENT7920: Social Entrepreneurship (10 credits)

Students will be able to:

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

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

Students will be able to:

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

Reg. F8 DOCTOR OF PHILOSOPHY (with specialisation in Business Administration)
PhD Academic Plan Code BC690100 (NQF Exit Level 10)
Credits 360

GENERAL AND FACULTY RULES

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

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

Note that the total minimum credits required to obtain this programme leading to the qualification is 360.

Minimum prerequisites for admission

- An MBA degree or equivalent with an average of 65% for all MBA modules.
- 65% for the MBA field Research Report.
- 65% for Business Research Methods.
- The MBA Research Report must be an expanded MBA field Research Report (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 (with specialisation 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: Business School.
- Results of the TALPS test must accompany the application.

Duration

The prospective student has a minimum of two years to complete the PhD. Thereafter the General Rules of the University apply.

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 the prime rate plus 2% will be charged on all overdue accounts.
- The student is responsible for the tuition fees if cancelled after programme control date: 15 February of each year.
- A fee is payable if a student cancels all his/her modules before the programme control date.
- Handling fees will be charged on pay-out of credit balances.

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.

CURRICULUM

PDBA9100