

NWU BUSINESS SCHOOL TEACHING & LEARNING ALIGNMENT WORKSHOP DRAFT MINUTES

Date : 24 – 25 April 2018

Attendees: Prof Netswera
 Prof Meyer
 Prof Lotriet
 Prof Smit
 Dr Lotz
 Mr Jordaan
 Ms Pretorius
 Dr Mouton (required attendance 25th for PGDM discussion, rest is voluntary)
 Dr Freysen (24th from 13:30-15:00 only)

	ITEM	ACTION & RESPONSIBILITY
1	Introduction and brief overview of workshop is done by Prof Jan Meyer. Opening and Welcome was done by Prof Fulu Netswera.	Noting
2	The first point on the agenda was to discuss preparation of MBA for final SAQA approval. 1. Prof Meyer alludes to the fact that the current approval is conditional under the candidacy phase. (Panel visit will also be scheduled). Furthermore, to prepare for full approval, 19 criteria as per the CHE 2004 (as amended) document needs to be complied with (under candidacy it was only 9 criterion). 2. The need for accurate and complete module files was also discussed Each module on ALL programmes required a completed and up-to-date file (this is also a SAQA requirement);	1. The 2014/15 document will be required to be updated and all changes that were found to be necessary due to initial oversights, incorporated. These include but are not limited to: Single module codes and renaming of modules and changing modules in semesters. For Action: Prof Meyer, Prof Lotriet & Prof Smit Target date: Sept 2018 2. The programme administrators are to ensure that all module files are complete and up-to-date. These need to be maintained in such a state continuously.

	3. In order to understand the requirements, the CHE 2004 evaluation (as amended) criteria will be circulated. 4. There is a need to map the quality management process across delivery points.; 5. A discussion on the requirements for Process flows and maps for all MBA and PGDip (selection, admission, examination, etc.) activities is needed in order to understand the complexities and to comply with good work practice. 6. The final discussion on this point was on the Teaching and Learning plans of the faculty and particularly of the School	For action: Ms Ntsizwane, Ms Pretorius, Ms Mogwera Date: Oct 2018 and then monthly. 3. Circulation of CHE 2004 (as amended) to Proff's Netswera, Lotriet, Smit, Dr. Lotz and Mr Jordaan. For action: Prof Meyer Date: 7 May 2018 4. The quality management processes are to be identified and mapped across programmes and sites of delivery with monthly feedback For action: Prof Smit (supported by Ms Ntsizwane, Ms Pretorius, Ms Mogwera). Date: Continuous (monthly feedback) 5. Programme managers for MBA and PGDM's are to complete the respective process flow and map the paths of all activities applicable to the programmes initiation to the point of closure. For action: Prof Lotriet, Dr Lotz & TBA Date: Jan 2019 6. The Teaching and learning plan of the school is to be completed and then forwarded to the Faculty to be integrated in the faculty T&L plan. For action: Prof Meyer Date: 30 May 2018
3	A general discussion covering various topics on campus programme alignment was entertained. Topics covered in this discourse covered but was	1. MBA module name change from HRM to Talent Management to be done on SCAS and SAQA re-accreditation submission; Also to be

not limited to: 1. Assignments 2. External moderators 3. POE's 4. Governance 5. T&L Experiences across 6. Study schools 7. Workloads 1. The need for equality of delivery (exactness of the materials and the delivery paramount) and both a CHE and AMBA requirement for re-accreditation ;; 2. A discussion followed addressing the need that assignments are to be aligned and flow from the study guides; 3. The various modes of delivery was discussed and a preferred mode considered. No decision was reached on preference (block release in Mafikeng and every send weekend in Potchefstroom) but it was proposed that a survey be done amongst students. 4. The meeting discussed the advantages of the study school requirement and need and decided that compulsory study school will be in effect for all MBA students as from 2019; 5. The discussion also addressed the need for alignment of module material in cases where two or more lecturers facilitate across sites is essential. A rotational basis was considered (rotation in teaching at different sites); 6. A discussion ensued on the modules for alternative assessment (e.g. PoE). As per the initial submissions in 2014/15 some	incorporated is the changing of MBA Leadership module from 2nd semester 2nd year to 1st semester first year and Corporate Governance from 1st semester 1st year to 2nd year 2nd semester For action: Prof Meyer Date: Oct 2018 2. Programme Administrators to ensure compliance For action: Programme Administrators and Managers Date: With immediate effect. 3. Prof Lotriet to expand his current survey/research into programme delivery mode. Cognisance needs to be taken with regards to the sites specific market requirements. For action: Prof Lotriet Date: Nov/Dec 2018 4. It was decided that study schools will be compulsory to all MBA groups and select PGDM groups. For action: Programme Managers & Programme administrators Date: Effective 2019 5. Multiple lecturer modules are to be addressed on a basis where the lead or co-ordinating function is to be annually rotated amongst the lecturers involved. Full co-ordinating responsibilities will reside with the lecturer in that year.
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modules had been earmarked but these did not correspond across sites. It was decided that the following modules will be aligned as PoE assessed modules. No examination will thus be written on these modules: Marketing, Operations, HR and Company Projects; 7. Two aspects that require addressing is the Staff establishment and responsibility organogram which has changed from the 2015/16 AMBA accreditation SER document to members of the planning committee. Also to be addressed are the delegated authority various positions on the School management committee have (e.g. Deputy Director and Programme Managers); 8. Further the discussion in Section above, it was concluded that all module files are to be signed off by the Programme Managers and the School Administrator 9. Discussion the issue of registration of students at the two sites, it was decided that the registration process of MBA and PGDM students should reside with the School (Mr Van Zyl (Mafikeng) and Ms Pretorius (Potch)) 10. T&L Plan discussion solicited much comment but in essence centred around the concept of multi-disciplinary and multi-modal delivery with an emphasis on practicality. 11. Further the T&L Plan the discussions also addressed the need for students to be prepared when attending classes so as to do facilitation rather than teaching (flipped classroom) 12. Also addressed was the need for a different	For action: Programme Managers and programme administrators Date: Effective 2019 6. . It was decided that the following modules will be aligned as PoE assessed modules: Marketing, Operations, HR and Company Projects; For action: Prof Lotriet, Dr Lotz, Programme administrators & applicable lecturers Date: Effective 2019 7. The delegated authorities and responsibilities of the staff establishment is to be clarified under the new unified structure. For action: Prof Netswera Date: Sept 2018 8. Programme managers & administrators to ensure compliance For action: Programme managers and administrators Date: Effective immediately 9. The Director of the School to approach SALA (Marika Ackerman/Bertus le Roux) in order to obtain delegated authority for School administrators to register and administer (inclusive of examinations) all School applicants. For action: Prof Netswera Date: Dec 2018. 10. The need for multi-modality in the School teaching approach must be investigated as
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	approach in the application and implementation of reliable ICT to facilitate synchronous and asynchronous teaching.	this will have a direct spin-off on the facility requirements as well as staffing. The use of champions of Industry is to further exploited and applied in the teaching environment in all modes of delivery. For action: Prof Meyer, Programme Managers Date: Research and consideration by Jun 2019 and implementation by 2020 11. The sensitising of students during study schools and through individual eFundi contacts appears to be the solution for the prepared student scenario. For action: Programme Managers, Study School facilitators. Date: Effective immediately 12. Consultation with the IT department of the NWU will be required to address the need for a stable and secure network solution to facilitate the long term requirements (especially in the DL mode) of the School. Some requirements are the facilitation in synchronous and asynchronous modes which requires site IT support or on call support on a 24 hour basis. Action: Mr Jordaan, Prof Netswera, Prof Lotriet, Prof Meyer, Dr Lotz Date: March 2019
5	DR. FREYSEN Presentation & Discussion: T&L Policy of Faculty Dr Freysen and contracted consultant to the Deputy Dean Teaching and Learning facilitated a session on the approach to the Faculty's T&L policy. After	1. It was decided that the issue on uniqueness as a requirement for the School was to be promoted and staff duly appointed (e.g. all lecturing staff to hold PhD's). 2. Alternative T&L methods was to be

	the initial introduction, this covered discussions on the topics: 1. Lecturing & support staff 2. Lecturing and learning facilitation 3. Curriculum 4. Assessment & moderation	investigated and explored/ prototyped (flipped classrooms and asynchronous teaching). 3. Continued updating of the curriculum and compliance with the standard NWU IPE and EPE reviews as well as CHE accreditations. 4. Assessment and moderation to be in-line with CHE and NWU requirements and also be acceptable to international accreditation bodies. In general the School will be required to put forward an operational T&L plan that will address these components. The AMBA SER is to be forwarded to Dr Freysen as representing the Schools EPE for 2014/15 For Action: Proff's Meyer, Lotriet, Smit, Dr Lotz, Mr Jordaan & Ms Ntsizwane, Ms Pretorius, Ms Mogwera and Ms Boneschans (SER to Dr Freysen). Date: 18 May 2018
7	Planning the MBA forward (next 5 years) During a general discussion on the way forward various issues were alluded to. These included but was not limited to the following: 1. Marketing methods (based on a comprehensive Marketing plan) and identifying corporates, targeted markets, budget aligned to plan and minimize ad hoc marketing activities; 2. Improved Website for the school. 3. Generating our own brand of case studies for own use and resale. 4. Corporate events which promotes the image of the School (e.g. marathon, cycling, golf day and alumni dinners);	1. The School is required to produce a Marketing Plan (not only a communication plan) to comprehensively address the corporate marketing drive with specific and targeted markets (e.g. Government, Banking, Engineering, Farming etc.). For action: Proff's Prinsloo, Botha and Ms Minne Date: May 2018 2. The website and other online resource locators are to be updated and consideration into a limited degree of autonomy in design obtained from the IT and Communications Departments. Website meeting with the web designer and selected staff to finalise the

	5. To promote and obtain buy-in from top management to develop the site of delivery at Vaal (off-campus); 6. To further unify the school budgets (minor details to sort); 7. To consider the options of running the School as an Head Office with satellites which could have specialised functions (e.g., research foci, teaching)	proposed draft. For action: Prof Netswera, Ms Minne Date: June 2018 3. Specific modules such as operations and the company project are to be investigated using up-to three years back results for potential cases studies. Consideration to be given to converting some company projects into case studies (3 from MC (from 2017) and 20 from PC (three years back)) then annually 6 form MC and 20 from PC; For action: Programme managers, and specific lecturers (Ms Pretorius to compile spreadsheet on older submissions) Date: Dec 2018, then annually 4. Corporate events which promotes the image of the School (e.g. marathon, cycling, golf day and alumni dinners) are to be initiated. One event to be planned and executed in 2018 For action: Proff's Prinsloo, Botha and Ms Minne Date: Oct/Nov 2018 then bi-annually 5. Promote and obtain buy-in from top management to develop the site of delivery at Vaal (off-campus). Obtain authorisation to continue the development plan for the deployment to Vaal triangle. For action: Proff's Netswera & Meyer Date: Nov/Dec 2018 6. Implement a single School budget user and management system (minor details to sort);
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		For action: Date Continuously 7. Investigate the options of running the School as a Head Office with satellites which could have specialised functions (e.g. research or teaching foci). Further site development into Botswana must be undertaken as a matter of urgency. For action: Proff's Netswera, Meyer, Pronslloo and Van der Merwe Date: Nov 2018
8	DBA: A discussion on the submission to SCAS and SAQA of a DBA qualification for the School included aspects such as promotion of the qualification, responsibility and positioning thereof. Further discussions also centred around submitting a request for the MBA in Distance mode	1. The draft document (on SCAS form) for the proposed DBA must be compiled/completed and circulated for comments to School academics. 2. A feasibility study is to be undertaken for a MBA delivered in the Distance mode. For action: Prof Meyer Date: Nov 2018
9	PGDM Discussion Although it was intended to discuss all PGDM matters, a time constraint allowed for the discussion on the implementation of the Distance PGDM only. On this Dr Mouton from the Centre for ODL represented the division. This centre is responsible for the technical support of all teachings in the Distance mode. She also extended an invitation to visit the division and staffs. The discussion alluded to the methods of voiceover on slides, eFundi material, the Briget and Penoque methods as means to support students in the DL mode. The number of specific aspects where discussed. These included but was not limited to the following:	1. It was decided that the 2019 cohort will be small and considered as a pilot for this mode of delivery. From the discussion it was also decided that the Programme Manager PGDM approach management for the establishment of a full time support section for the DL mode. Furthermore the multiple annual intakes (bi-annual), pricing and admission pre-requisites (e.g. laptops and WiFi) for this mode needs to be benchmarked and submitted for approval for the pilot intake in 2019. (Points 1, 3 & 9) 2. Staff and student training needs to be undertaken immediately as the DL mode requires a different thinking in its approach. If

1. Pricing 2. Staff & Student training 3. Admission requirements 4. Lecturing material (e-books, Kindle) 5. Assessments in DL mode (Dropbox & eFundi) 6. Differences in Summative Assessments FT vs DL. Assessment closing dates differ as the School will need to comply with the CODL timelines. Actual examination dates may also differ. 7. Logistics support via the CODL delivery of exam scripts (DHL & PEP) 8. Timelines: August Sept books, lecturers, etc., must be finalised 9. Possible intake every semester; 10. IPE for all PGDM programmes. The last IPE/EPE was done in 2013	required additional external DL specific resources must be sourced to assist in this mode. 3. See par 1 above. 4. Alternatives to current lecturing material and assessment must be investigated and finalised prior to the pilot group launch. Investigate impact of the assessments variation in the DL mode on the lecturing staff and administration. Considerations are e-books and Kindle and the use of DropBox and eFundi (points 4, 5 & 6). 5. See par 4 above 6. See par 4 above 7. The CODL will be the hub for all technical support on this mode of delivery. In this mode their timelines are Aug/Sept for books, lectures etc. A visit to the CODL to be undertaken to clarify uncertainties (Dr Mouton). (Points 7 & 8) 8. See par 7 above 9. See par 1 above For action: Dr Lotz, Dr Mouton, Mr Jordaan & Programme Administrators PGDM. Date: Completion of investigations 30 May 2018, Roll-out Jun 2018 10. The PGDM programmes in totality must be reviewed under the NWU IPE/EPE policy. It is proposed that the exercise coincide with this drive. The concept idea is a core of 5 to six modules with various electives/majors which will aloe for approximately 6 distich PGDM's.
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