

Table 6.1 MBAB 823 programme goals and learning outcomes

MBA programme goals	Learning outcomes	
Goal 1: <i>Transforming managers into strategic thought leaders</i>	1.1 Graduates should be able to conduct analysis and critique of a business environment using appropriate theories to lead as a strategic thinker.	Individual Assignment Group assignment Portfolio of Evidence
	1.2 Graduates should be able to solve complex problems as a strategic thought leader.	Individual Assignment Group assignment Portfolio of Evidence
	1.3 Graduates should be able to function as strategic leaders to lead in organisational, economic, social and political contexts.	
	1.4 Graduates should be able to approach problems with an entrepreneurial mind set.	Individual Assignment Group assignment Portfolio of Evidence
	1.5 Graduates should be able to apply an innovative approach and inclusive understanding in their business interactions.	
Goal 2: <i>Equipping individuals and organisations with a dynamic integrative learning experience</i>	2.1 Graduates should be able to collect, integrate and to analyse private and/or public institutions and advise them strategically.	Individual Assignment Group assignment Portfolio of Evidence
	2.2 Graduates should be able to develop as independent reflective learners able to integrate and analyse complex issues to meet the requirements MBA studies.	Individual Assignment Group assignment Portfolio of Evidence
Goal 3:	3.1 Graduates should be able identify the challenges and to act as leaders in the local, national and global environments.	

<i>Providing relevant solutions that impact management and leadership challenges in our community, country and continent, through ethical and innovative business research</i>	3.2 Graduates should be able to conduct research by using applicable research methods.	
	3.3 Graduates should be able to undertake advanced integrative and applied research on selected topics, projects or issues of strategic relevance to business or public services.	

Goal 4: <i>Collaborating with stakeholders in addressing socio-economic development challenges</i>	4.1 Cultivate the social development competencies necessary to address the challenges in South Africa.	
	4.2 Graduates should be able to be responsive to the needs of the community and the environment.	
	4.3 Graduates should be able to adopt, integrate and apply ethical behaviour and good governance to face the challenges of South Africa and the continent.	Individual Assignment Group assignment Portfolio of Evidence
	4.4 Graduates should be able to engage with the community effectively.	
Goal 5: <i>Applying critical thinking in developing competitive leaders for the future.</i>	5.1 Graduates should be able to integrate information to solve complex problems.	Individual Assignment Group assignment Portfolio of Evidence
	5.2 Graduates should be able to exhibit self-awareness and critical thinking to act as strategic and responsible leaders.	
	5.3 Graduates should be able to apply cross-cultural skills and a collective understanding in their business interactions.	
	5.4 Graduates should be able to think analytically and to have an evaluative understanding of a range of concepts, models, approaches and techniques for managing and leading public and private organisations effectively and efficiently.	Individual Assignment Group assignment Portfolio of Evidence
Goal 6: <i>Establish and embed the importance to students of working effectively with others as members of teams to achieve results</i>	6.1 Graduates should be able to function effectively as part of a group.	Group assignment
	6.2 Graduates should be able to successfully engage with the all stakeholders as a group.	

Goal 7: MBA graduates are effective and professional communicators.	7.1 Graduates need to demonstrate a well-structured, persuasive writing style.	
	7.2 Graduates need to be able to communicate commendably and apply verbal and visual presentations skills.	

Table 6.3 Example of a module and how it matches with the programme goals, objectives, and assessment.

MBA Program Learning goals	Program learning outcomes	Module assessment
Goal 1 <i>Transforming managers into strategic thought leaders</i>	1.1 Graduates should be able to conduct analysis and critique of a business environment using appropriate theories to lead as a strategic thinker.	
	1.2 Graduates should be able to solve complex problems as a strategic thought leader.	
	1.3 Graduates should be able to function as strategic leaders to lead in organisational, economic, social and political contexts.	
	1.4 Graduates should be able to approach problems with an entrepreneurial mind set.	
	1.5 Graduates should be able to apply an innovative approach and inclusive understanding in their business interactions.	
Goal 2 <i>Equipping individuals and organisations with a dynamic integrative learning experience</i>	2.1 Graduates should be able to collect, integrate and to analyse private and/or public institutions and advise them strategically.	
	2.2 Graduates should be able to develop as independent reflective learners able to integrate and analyse complex issues to meet the requirements MBA studies.	
Goal 3 <i>Providing relevant solutions that impact management and leadership challenges in our community, country and continent, through ethical and innovative business research</i>	3.1 Graduates should be able identify the challenges and to act as leaders in the local, national and global environments.	
	3.2 Graduates should be able to conduct research.	
	3.3 Graduates should be able to undertake advanced integrative and applied research on selected topics, projects or issues of strategic relevance to business or public services.	

Goal 4 <i>Collaborating with stakeholders in addressing socio-economic development challenges</i>	4.1	Cultivate the social development competencies necessary to address the challenges in South Africa.	
	4.2	Graduates should be able to be responsive to the needs of the community and the environment.	
	4.3	Graduates should be able to adopt, integrate and apply ethical behaviour and good governance to face the challenges of South Africa and the continent.	
	4.4	Graduates should be able to engage with the community effectively as a group.	
Goal 5 <i>Applying critical thinking in developing competitive leaders for the future.</i>	5.1	Graduates should be able to integrate information to solve complex problems.	
	5.2	Graduates should be able to exhibit self-awareness and critical thinking to act as strategic and responsible leaders.	
	5.3	Graduates should be able to apply cross-cultural skills and a collective understanding in their business interactions.	
	5.4	Graduates should be able to think analytically and to have an and evaluative understanding of a range of concepts, models, approaches and techniques for managing and leading public and private organisations effectively and efficiently.	
Goal 6 <i>Establish and embed the importance to students of working effectively with others as members of teams to achieve results</i>	6.1	Graduates should be able to function effectively as part of a group.	
	6.2	Graduates should be able to successfully engage with the all stakeholders as a group.	
Goal 7 <i>MBA graduates are effective and professional communicators</i>	7.1	Graduates need to demonstrate a well-structured, argumentative writing style.	
	7.2	Graduates need to be are to communicate commendably and apply verbal presentations skills.	

Table 6.4 MBA curriculum map[illegible]

[illegible]

[illegible]

Table 6.6 Matrix to illustrate the match between AMBA's attributes and MBA learning goals

Matrix to illustrate the match between AMBA's attributes and MBA learning goals							
AMBA's attributes	MBA Learning goals /outcomes						
	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7
	Transforming managers into strategic thought leaders	Equipping individuals and organisations with a dynamic integrative learning experience	Providing relevant solutions that impact management and leadership challenges in our community, country and continent, through ethical and innovative business research.	Collaborating with stakeholders in addressing socio-economic development challenges	Applying critical thinking in developing competitive leaders for the future.	Establish and embed the importance to students of working effectively with others as members of teams to achieve results	MBA graduates are effective and professional communicators.
(i) Lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment.							
(ii) Think critically and make decisions based on complex information.							
(iii) Maximise resources for the benefit of organisations and society.							
(iv) Know and understand organisations and their stakeholders.							
(v) Integrate functional knowledge and apply strategic management skills at a senior level in changing business environments.							
(vi) Operate effectively in cross-cultural settings, understanding the importance of globalisation.							

(vi) Understand the complexities of business ethics in a global environment and act with integrity.		GREEN		BLUE	GREEN		
(vii) Analyse complex data, understanding the financial implications of managerial decision-making	GREEN						
(viii) Enhance their careers and their commitment to lifelong learning					GREEN		GREEN

BLUE indicates a perfect correlation

GREEN indicates a secondary correlation

Table 7.1 Match between AMBA & NWU MBA knowledge areas

	AMBA knowledge areas	NWU MBA Module
(i)	The concepts, processes and Institutions in the production and marketing of goods and / or services and the financing of business enterprise or other forms of organisation	Marketing Management Operations Management Financial Management
(ii)	The concepts and applications of accounting, of quantitative methods and analytics, and management information systems including digital innovations	Managerial Accounting Financial Management Operations Management
(iii)	Organisation theory, behaviour, HRM issues and interpersonal communications	Strategic Talent Management Marketing Management
(iv)	The processes and problems of general management at the operational and strategic level	Operations Management
(v)	Macro and micro economics	Executive economics
(vi)	Business research methods and consultancy skills	Research Methodology, Company Project
(vii)	The impact of environmental forces on organisations, including: legal systems; demographics; ethical, social, and technological change issues and risks	Leadership, Technology Management, Corporate Governance
(viii)	Explicit coverage of the ability to respond to and manage change	Leadership Company Project
(ix)	Business policy and strategy	Strategy Management Company Project
(x)	Leadership and entrepreneurship	Leadership, Entrepreneurship Company Project
(xi)	An understanding of the impact of sustainability, ethics and risk management on business decisions and performance, and on society as a whole	Strategy Management International Business Issues Company Project
(xii)	Further contemporary and pervasive issues, such as creativity, enterprise, innovation, e-commerce, and knowledge management	Entrepreneurship Technology Management
(xiii)	The international dimension to the above, including political risk and contemporary processes of regionalisation, emerging markets, global governance and globalisation	Corporate Governance Public Management International Business Issues