

EMS.13.25.2 Curriculum

Code: 5FSN01: E801M/P

Campus: Mahikeng, Potchefstroom

Delivery mode: Full-time

Module code	Module description	Credits
TMBP871	Dissertation	180
Total credits for the curriculum		180

EMS.14 MASTER OF BUSINESS ADMINISTRATION (MBA)

EMS.14.1 PURPOSE OF THE QUALIFICATION

The NWU MBA programme aims to:

- a) contribute to and underpin the students' general intellectual development;
- b) empower successful and aspiring managers who want to develop their careers, develop as leaders and positively contribute to the growth of their organisations and their communities. The aim is to prepare and develop leaders who are committed to making a difference both personally and professionally;
- c) foster and encourage an innovative entrepreneurial mind-set to solve problems and pursue organisational opportunities;
- d) develop students' understanding of the role and functions of leadership, management in organisational, economic, social and political contexts;
- e) broaden students' perspectives and enable a better understanding of the global, national and local business and management environments;
- f) establish and embed the importance to students of working effectively with others as members of teams to achieve results;
- g) develop independent reflective learners able to meet the requirements of post graduate level study;
- h) provide students with an analytic and evaluative understanding of a range of concepts, models, approaches and techniques for managing and leading public service organisations effectively and efficiently;
- i) to undertake advanced integrative and applied study on a selected topic, project or issue of strategic relevance to business or public service management drawing on the student's own organisational context;
- j) cultivate the social development competency necessary in South Africa; and
- k) ensure that the programme outcomes satisfy all the relevant NQF-level descriptors.

The broad foundation of the MBA Programme provides a holistic approach to all managerial functional areas. The student's existing experience in business enterprises or public service is utilised in the development of critical thinking skills, encouraging the deployment of

innovative ideas in the face of challenges, whilst remaining true to the strategic integrity of a Master's in Business Administration.

EMS.14.2 GENERAL INFORMATION

EMS.14.2.1 Minimum credit requirements

210 Credits (NQF level 8: 36 credits and NQF level 9: 174 credits)

The professional MBA programme consists of 210 credits (NQF level 8: 36 credits and NQF level 9: 174 credits). This means that a student must complete courses/modules to the value of 2100 hours in order to obtain the professional MBA qualification. The MBA is planned around 2100 hours of teaching / learning, including examinations and the compilation and submission of a portfolio of evidence.

EMS.14.2.2 Admission requirements

Admission to the MBA programme is subjected to strict criteria and in accordance with accredited business schools and best practices. MBA applicants must be in the possession of the following minimum requirements-

- A completed official application form PLUS a written motivational letter on doing the MBA; and
- One or more of the following post-school education:
 - A recognized 4-year professional degree qualification on NQF-level 8. Any international qualification must be verified by the South African Qualification Authority (SAQA). This verification process is the sole responsibility of the applicant; and/or
 - an honours degree on NQF level 8; and/or
 - a Post-Graduate Diploma (PGDip) on NQF level 8; and
- A minimum of 3 years' relevant management experience; and
- Successful completion of a formally recognized Business School admission test (GMAT, NMAT); and
- An interview pertaining to the reasons why doing the MBA at the NWU Business School
- Access to computers - Internet and e-mail
- Admission to modules is subject to minimum numbers per module per site. If these numbers are not achieved, students opting for certain modules may be required to either do that module on another site or mode of delivery or (in the case of an elective) to opt for another elective.
- Notwithstanding the above minimum requirements the Business School reserves the sole and unfettered discretionary right to admission to the MBA programme after taking its operational and capacity (including financial aspects) requirements, quality

assurances, teaching and learning policies, as well as any other matters that may have an effect on admission into account.

EMS.14.2.3 Curriculum Outcomes

Upon completion of this degree, all MBA graduates are expected to show the following: Knowledge and Understanding:

- a) Develop in-depth and systematic understanding of knowledge in management, applied areas and work with theoretical research-based knowledge at the forefront of the discipline of management;
- b) show awareness and ability to manage the implications of ethical dilemmas and work pro-actively with others to formulate solutions;
- c) show critical awareness and ability to synthesise information in a manner that may be innovative, utilising knowledge or processes from the forefront of their practice;
- d) develop a level of conceptual understanding that will allow him/her to critically to evaluate research, advanced scholarship and methodologies and argue alternative approaches;
- e) demonstrate ability in research methods and methodology underpinning research in leadership and management to critically evaluate leadership and management literature and understand recent trends and developments;
- f) master the core concepts, principles and techniques in Leadership and Management decisionmaking;
- g) demonstrate a comprehensive understanding of Leadership and Management decisions in the context of how they contribute to maximising value.

Skills:

- a) demonstrate analytical and research skills to collect, analyse and synthesise data and information that will inform business and management decision;
- b) apply skills acquired from general business and management knowledge including the functional disciplines of accounting, economics, finance, information systems, marketing, management, leadership, organisational environments, operations management, international issues and strategy;
- c) demonstrate the ability to apply multiple theoretical perspectives to complex managerial issues for effective problem solving and decision-making in contemporary organisational environments and successfully communicate decisions and conclusions to appropriate individuals and groups;
- d) evaluate, select and integrate information and organisational processes in order to assess the impact of environmental forces on organisations, including ethical, social, economic and technological issues of change, and the likely effects of international development;
- e) apply appropriate interpersonal, professional group management skills in various team-based activities of different organisations in the public and private sectors;

- f) demonstrate mastery in comprehensive skills needed for managing and resolving conflict at all levels of hierarchical organisations including those of communicating, advocating, negotiating, mediating and arbitrating;
- g) continue with the advancement of knowledge and understanding in the pursuit of new skills to ensure continuing professional development;
- h) work effectively as a member of a group of professionals and a wider local, national and international cross-cultural community, demonstrating self-responsibility, autonomy and contribution to the development of others;
- i) select appropriate research methods and use them to good effect in order to investigate problems, issues or opportunities;
- j) gather and critically evaluate evidence drawn from a range of sources, and to draw conclusions on the basis of the student's own evaluations. This is likely to include contexts of incomplete data or ambiguity.

Applied competence:

- a) demonstrate self-direction and originality in problem solving and act autonomously in planning and implementing tasks at a professional or equivalent level;
- b) demonstrate a comprehensive understanding of techniques/methodologies applicable to their own work;
- c) undertake analysis of complex, incomplete or contradictory areas of knowledge and communicate the outcome effectively;
- d) engage confidently in academic and professional communication with others, reporting action clearly, autonomously and competently;
- e) show independent learning ability required for continuing professional study, making professional use of others where appropriate;
- f) select appropriate leadership style for situations;
- g) set targets, motivate, monitor performance, coach and mentor, in order to continuously improve the people, activities, operations and units being managed;
- h) operate in complex and unpredictable, possibly specialised contexts, and has an overview of the issues governing good practice; and
- i) develop technical expertise, perform with precision and effectiveness, can adapt skills and design or develop new skills and procedures for new situations.

EMS.14.2.4 Rules pertaining to the progress and completion of the MBA programme

- a) Modules are presented in each semester of the two years of the MBA programme (Blocks A to D).
- b) The programme entails among others four compulsory study schools (one in each of Blocks A-D) and an MBA day per semester after each examination opportunity.

- c) A student starts with the MBA programme at the beginning of the calendar year (with Block A of the MBA programme) and studies according to the programme succession (except where rules allow otherwise).
- d) Only two registrations per module are allowed – should a specific module is again failed during the second registration; the student's studies will be terminated.
- e) A maximum of three registration years without interruption in the studies is allowed – should a student's degree not be completed after three registration years; his/her studies will be terminated.
- f) A student who does not perform satisfactorily in the MBA programme will have his/her studies blocked on the system according to the discretion of the programme manager. This implies a cooling period of one year, during which as student may not study further, and will only be allowed back if proof can be offered of actions taken to improve studies.
- g) Should a student fail three or more modules per year, his/her studies will be blocked and terminated on the system.
- h) As in the case of academic modules, a student may only register twice for the mini-dissertation before the MBA studies are terminated.
- i) It is the discretion of the MBA programme manager's examination committee to decide upon admission to second examination opportunities.
- j) Only one module can be chosen between Public Management and Entrepreneurship. The chosen module can only be offered to a group of 15 students and more in that academic year.

EMS.14.3 PROGRAMME STRUCTURE

The programme consists of:

- a) 14 Core Modules:
 - Corporate Governance (NQF 8 credit bearing)
 - Operations Management
 - Managerial Economics (NQF 8 credit bearing)
 - Research Methodology (NEA)*
 - Technology Management (NEA)*
 - Human Resource Management (NQF 8 credit bearing)
 - Managerial Accounting
 - Strategic Management
 - Organisational Project (NEA)*

- Financial Management
- Mini-dissertation
- Leadership (NEA)*
- Marketing Management
- ☐ Public Management

*NEA: Not assessed by examination.

b) A dissertation of 20 000 to 25 000 words entailing an analysis of a real business or public management-related problem, to be completed by all students.

EMS.14.3.1 Electives

No electives are offered on the MBA but specific selection may be made between Organisational Project and Industrial Project and Public Management and Entrepreneurship.

EMS.14.3.2 Distinction

A module, mini-dissertation or dissertation is passed with distinction where, at the examination thereof an average mark of at least 75% is awarded and the degree is passed with a distinction where a weighted average of at least 75% is achieved in all the elements examined.

EMS.14.3.3 Teaching and learning strategy

The MBA programme has been aligned across the three Sites of Delivery (SOD's - Vanderbijlpark, Mahikeng and Potchefstroom). In the new approach to teaching and learning the Business School applies a multi-model approach. This means that irrespective of the registered campus, a participant may attend a class or classes (but not the majority) at any SOD to keep abreast of the modules of the MBA. The new MBA (as offered from 2016) also allows both synchronous and asynchronous teaching. In these modes and through the application of ADOBE or Skype, the Business School can now deliver classes simultaneously (synchronous mode) to all three Sites of Delivery or deliver the (recorded) class to other Sites of Delivery at a convenient time (asynchronous). These approaches and application of methodologies and use of ICT allows for the delivery of the same material across all Sites of Delivery.

- a) Throughout the MBA experience, the inter-relationships between various disciplines are stressed and are explicitly explored as part of the assessment schedule in some of the modules, including the final integrative module. (Strategic Management).
- b) Formal lectures enable students to understand the theoretical concepts, models and theories necessary to comprehend Leadership and Management at the appropriate level.
- c) Seminars and workshops create opportunities where students have the opportunity to investigate specific areas of interest within Leadership and Management and discuss these with their peers and facilitators.

- d) Analytical and practical skills-based modules create the opportunity to contextualise and apply knowledge.
- e) The programme encourages active student participation whilst promoting independent learning.
- f) Clear programme expectations and learning outcomes are placed at the forefront with an emphasis on critical thinking rather than rote learning; ensuring that study is relevant to the business environment.

Therefore, teaching and learning methods involve personal study using prescribed text books, journals, presentations, discussions and group work. Students may draw upon recent case studies in a relevant module for projects. Together these methods achieve the aims and outcomes of each module.

This model supports the personal and professional development aims of the degree, which focus on students first developing independent learning habits, then progressing to become well-grounded graduates in management education, thoughtful analysts, consultants and strategic thinkers.

EMS.14.3.3.1 Assessment methods

- a) The assessment strategy aims to provide students with different skills sets through the development of range of assessment methodologies that complement the skills required of experienced and effective managers in the work place. The assessment strategy incorporates two different approaches to this purpose.
- b) The summative assessment schedule which, over the course of the MBA journey, develops students' skills in ways which are formally assessed using primarily a numerical assessment model to ensure that it is the students' own work through work-based projects where appropriate, student presentations, and other forms of controlled assessments including the extensive use of reflective statements.
- c) The formative assessment schedule is developmental and aims to develop the participants' skills through ongoing feedback, group work, exercises and discussions that enables the individuals to become independent learners through critical self-awareness and independent study, to become effective team members through group discussions in the taught sessions and where through relevant study visits and other exercises and to develop interdisciplinary thinking skills and approaches to problems solving through the core integrative modules on the professional MBA Programme.
- d) Individual assignments, class participation as well as individual and group presentations are used to assess student's knowledge of the functional management disciplines and in particular their ability to analyse and quantify management information.
- e) Both formative as well as summative assessment occur, where 50% of a course mark arises from continuous assessment (normally covering an individual and group assignment, a class test and other module activities and the remaining 50% is determined by the final examination.
- f) Students have the opportunity, at the end of each module, to evaluate faculty facilitation and contact for that module and, at the end of the programme,

benchmarking surveys are conducted to determine student satisfaction with the integration of the curriculum covering the functional areas of management as well as the programme's ethical and environmental dimensions.

- g) Creativity and research skills are gauged through guided independent research.
- h) A final mark of 50% constitutes a "pass" for all modules including the research project provided a subminimum of 45% for MBA in the final examination for course work is achieved.
- i) In order to support the learning and teaching approach as outlined above, modules will normally include an early and brief formative assessment exercise. These formative assessment tasks may be additional to or built into the formal sessions and they are used to provide rapid diagnostic feedback to participants. Assessment at the end of each module is summative and is designed to provide an overall measure of the learning that has been achieved in the module. To support the participants in this process a series of study and research skills support workshops, in addition to a business research methods workshop, has been developed to be delivered normally in conjunction with each module to support the participants in the immediate application of knowledge, theories and concepts to organisational contexts.
- j) Refer to the NWU General Academic Rules regarding examinations.

EMS.14.3.3.2Mini-dissertation

Refer to the NWU Manual for Master's and Doctoral Studies.

EMS.14.4 MASTER OF BUSINESS ADMINISTRATION

Code: 5BEQ01: E801M/P

Campus: Mahikeng, Potchefstroom, Vanderbijlpark

Delivery mode: Part-time

MODULE CODE	MODULE DESCRIPTION	CREDITS	NQF level
Block A: MBA Year 1: First Semester			
MBAA812	Operations Management	12	9
MBAA815	Executive economics	12	9
MBAA816	Leadership	12	9
MBAA874	Research Methodology	12	9
Block B: MBA Year 1: Second Semester			
MBAB821	Technology Management	12	9
MBAB823	Managerial Accounting	12	9
MBAB824	Strategic Talent Management	12	9
Block C: MBA Year 2: First Semester			
MBAC811	Strategy Management	12	9

MBAC812	Company Project#	12	9
MBAC813	Financial Management	12	9
MBAC873	Mini-dissertation	54	9
Block D: MBA Year 2: Second Semester			
MBAD824	Corporate Governance	12	9
MBAD822	Marketing Management	12	9
MBAD823 ##	Entrepreneurship ##	12	9
MBAD825 **	Public Management **	12	9
MBAD826	International Business Issues	12	9
TOTAL CREDITS FOR THIS PROGRAMME		210	
**## Students choose between MBAD823, MBAD825 and MBAD 826			