http://services.nwu.ac.za/qualification-and-academic-programme-planning

## FORM 4: APPLICATION THAT REQUIRE INTERNAL APPROVALS

The following template must be completed by the programme leader concerned and submitted to the relevant **FACULTY BOARD** (or the Faculty Executive Committee) **FOR APPROVAL**. The faculty board-approved form for new qualification applications must then be submitted to the Q&APP SCS & SCAS administrator for SCAS consideration and approval.

- **Before completing this application, did you consult with your Faculty Q&APP SCS?** Choose an item.
- **Did you familiarise yourself with the Q&APP process map?** Choose an item.

| SECTION A: APPLICANT INFORMATION | | | |
|---|---|---|---|
| Name of Faculty | Economic and Management Sciences | Name of applicant(s): | Prof Ronnie Lotriet |
| School: | Business School | Contact number: | 0794924775 |
| OU Code: | | Curriculum team: | Business School Exco<br>J van Romburgh<br>RA Lotriet<br>J Meyer<br>J Slabbert-Redpath |
| Subject group: | School of Business | | |

| SECTION B: QUALIFICATION INFORMATION | | | |
|---|---|---|---|
| Name of the qualification-programme-curriculum(s):<br>(Please insert all names in the case of multiple programme changes that are linked). | Master of Business Administration | Curriculum code:<br>(Please insert all codes in the case of multiple programme changes that are linked). | 5BEQ01: E801M/P |
| Campuses where presented: | Site 1 Mahikeng<br>Site 2 Potchefstroom<br>Site 3 Vanderbijlpark | Mode of delivery: | Contact |
| Please indicate the type of change you want to make:<br>(Please select more than option if various changes are made) | Changing the order of modules in a curriculum<br>Adding electives<br>Yearbook change<br>Changing the name of a module | If OTHER were selected, please indicate the type of change you want to make: | 1. Changing admission requirements for the programme<br>2. Module name change<br>3. Changes to summative assessment. |
| Brief narrative to motivate the changes: | Based on market requirements and the demands from our international accreditation body, AMBA, certain changes need to be made to the programme to remain competitive. These include addition of an elective to enable agile response to international issues, additional entry requirements and changing the order of some of the modules. | | |
| This qualification is linked to an extended curricula programme (ECP): | Not applicable | ECP Curriculum name and code: | Not applicable |
| What will the implications be for the ECP? | Not applicable | | |

### Guide to Form 4:

| Change: | | Complete number(s): | Indicate your option |
|---|---|---|---|
| New modules | Module changes details | C1, C2, C3 | ☒ |
| | Adding new modules | C1, C2, C3, C4 | ☒ |
| | Phase-out dates of modules | C5 | ☒ |
| Closing/deleting modules from VSS | Deleting modules from the VSS system | C5, C6 | ☒ |
| Module changes | Module changes details | C1, C2, C3 | ☒ |
| | Changing the order/place of modules in a programme | C1, C2, C3, C7 | ☒ |
| | Changing only the module outcomes | C1, C8 | ☒ |
| | Module outcomes and assessment criteria of new modules for yearbook(s) | C1, C2, C3, C9 | ☒ |
| Changing programme information | Deleting an existing programme from an existing qualification | C1, D1 | ☐ |
| | Adding a new programme to an existing qualification | C1, D2 | ☐ |
| New site of delivery | Adding a site of delivery to an existing qualification | E1 | ☐ |
| Other changes | Any additional changes not indicated on the form | F1 | ☒ |
| **ALL APPLICATIONS TO COMPLETE** | | **A, B, G** | |

**Form 4**_Version 2020.1

## SECTION C: YEARBOOK CHANGES

This section includes changes to modules, sequencing of modules, adding/deleting of electives, name changes, new module codes, adding/deleting a module, adding/changing credits.

| **Part C1: Alignment and collaboration (For any module changes, please answer the following questions):** | |
|---|---|
| Do the proposed changes have an impact on service modules? | No |
| What are the implications of this change(s) for the module-owning faculty? | Compliance with the conditions of the international accreditation body- AMBA |
| For service modules, I requested a dependency analysis (APDR 009 report) from Q&APP to determine the impact of the change on the curriculum. | No I did not request or used the dependency analysis |
| Consult with colleagues on all concerned campuses and gain their consent for the proposed amendments (proof of consultation is a necessity). | All consulations took place and all campuses are on board |

**Part C2: Curriculum maps of the current programme and the proposed programme on the relevant year level**

(indicate the modules that move/change in RED and add or delete curriculum maps as applicable. This information may be copied from the relevant Yearbook.)

Current curriculum map for relevant year level(s):

| **Year level relevant to changes: Year 1** | | | |
|---|---|---|---|
| **First semester** | | **Second semester** | |
| **Module name and code** | **Cr** | **Module name and code** | **Cr** |
| Corporate governance (MBAA811) | 12 | Technology management (MBAB821) | 12 |
| Operations management (MBAA812) | 12 | Human resource management (MBAB822) | 12 |
| Managerial economics (MBAA813) | 12 | Managerial accounting (MBAB823) | 12 |
| | | Research methodology (MBAA874) | 12 |
| **Total semester 1** | **36** | **Total semester 2** | **48** |
| **Total credits for year 1** | | | **84** |

| **Year level relevant to changes: Year 2** | | | |
|---|---|---|---|
| **First semester** | | **Second semester** | |
| **Module name and code** | **Cr** | **Module name and code** | **Cr** |
| Strategic management (MBAC811) | 12 | Leadership (MBAD821) | 12 |
| Company project (MBAC812) | 12 | Marketing management (MBAD822) | 12 |
| Financial management (MBAC813) | 12 | **Elective:** Entrepreneurship (MBAD823) or | 12 |

New/proposed curriculum map for relevant year level(s) New proposed changes to names or codes

| **Year level relevant to changes: Year 1** | | | | | |
|---|---|---|---|---|---|
| **First semester** | | | **Second semester** | | |
| **Module name and code** | **3rd order CESM** | **Cr** | **Module name and code** | **3rd order CESM** | **Cr** |
| Operations management (MBAA812) | | 12 | Technology management (MBAB821) | | 12 |
| Executive economics (MBAA815) | | 12 | Strategic talent management (MBAB824) | | 12 |
| Leadership (MBAA814) | | 12 | Managerial accounting (MBAB823) | | 12 |
| | | | Research methodology (MBAA874) | | 12 |
| **Total semester 1** | | **36** | | | **48** |
| **Total credits for year 1** | | | | | **84** |

| **Year level relevant to changes: Year 2** | | | | | |
|---|---|---|---|---|---|
| **First semester** | | | **Second semester** | | |
| **Module name and code** | **3rd order CESM** | **Cr** | **Module name and code** | **3rd order CESM** | **Cr** |

| | | | |
|---|---|---|---|
| | | Public management (MBAD825) | |
| Mini-dissertation (MBAC873) | 54 | | |
| **Total semester 1** | **90** | **Total semester 2** | **36** |
| **Total credits for year 2** | | | **126** |
| **Total credits** | | | **210** |

| | | | | | |
|---|---|---|---|---|---|
| Strategic management (MBAC811) | | 12 | Marketing management (MBAD822) | | 12 |
| Company project (MBAC812) | | 12 | | | |
| Financial management (MBAC813) | | 12 | Corporate governance (MBAD824) | | 12 |
| Mini-dissertation (MBAC873) | | 54 | **Elective: Choose one**<br><br>Entrepreneurship (MBAD823)<br>or<br>Public management (MBAD825)<br>or<br>International Business Issues (MBAD826) | | 12 |
| **Total semester 1** | | **90** | **Total semester 2** | | **36** |
| **Total credits for year 2** | | | | | **210** |

| **Part C3: Provide the detail of the module changes in the tables below.** | |
|---|---|
| **Adding/ Deleting an existing module, changing module names, codes, credits or module outcomes**. (*Note: whenever module outcomes/module credits change, a new module code is required*.) | |
| **Existing name, code, credit value and 3rd order CESM code of module to be deleted/phased out from programme and yearbook** (Eng. & Afr. if applicable for yearbook purposes) | **Proposed new name, code, credit value and 3rd order CESM code of module that replaces the deleted module or must be added as a new module to the programme** (Eng. & Afr. if applicable for yearbook purposes) |
| Corporate governance (MBAA811) *12 credits (first year, first semester)* | Corporate governance (MBAD824) *12 credits (second year, second semester)* |
| Leadership (MBAD821) *12 credits (second year, second semester)* | Leadership (MBAA814) *12 credits (first year, first semester)* |
| Human resource management (MBAB822) *12 credits (first year, second semester)* | Strategic talent management (MBAB822) *12 credits (first year, second semester)* |
| Managerial economics (MBAA813) 12 credits *(first year, first semester)* | Executive economics (MBAA815) 12 credits *(first year, first semester) NQF level 9* |
| | |

| **Part C4: New modules** *(This table must only be completed for new modules. Contact Mrs Marieta Olivier Du Preez via email for new module codes).* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **New module name (Afrikaans and English name where applicable)** | **New module code** | **Module OU code** | **Credits** | **Core module?** | **Elective?** | **Mode of provision/ presentation mode, e.g. contact – full time/distance, etc.** | **NQF Level** | **3rd ORDER CESM** |
| International Business Issues | MBAD826 | | 12 | | X | Contact (part time) | 9 | 040901 |

| **Part C5: Phasing-out date and final deletion date of existing modules from the Faculty yearbook(s)** (Note that a module may be deleted from the faculty yearbook only when no more students are registered for it. Keep pipeline students in mind when deciding on final date of termination of a module from yearbooks). | |
|---|---|
| **Name, code and credits of module(s) that must be phased out or deleted (**Eng. & Afr. if applicable for yearbook purposes) | **Date for phasing out (from date) and date of final termination** |
| Corporate governance (MBAA811) *12 credits (first year, first semester)* | *From 2021 to 2024* |
| Leadership (MBAD821) *12 credits (second year, second semester)* | *From 2021 to 2024* |
| Human resource management (MBAB822) *12 credits (first year, second semester)* | *From 2021 to 2022)* |
| | |
| **Part C6: Deleting a module from the VSS system:** | **Date for phasing out (from date) and date of final termination** |
| Corporate governance (MBAA811) *12 credits (first year, first semester)* | *2024* |
| Leadership (MBAD821) *12 credits (second year, second semester)* | 2024 |
| Human resource management (MBAB822) *12 credits (first year, second semester)* | 2023 |

| **Part C7: Changing the order/place of modules in a programme**<br>*(note that, if only the order is changed, the module name and credits remain the same, but a new module code is required)* | |
|---|---|
| **Reason for changing the order of modules:** | |
| **Existing name, code and credit value of module that will move to another semester or year level** | **Same name, new code or credit value of module and indicate the semester and year level they will be moved to** |
| Corporate governance (MBAA811) *12 credits (first year, first semester)* | Corporate governance (MBAD824) *12 credits (second year, second semester)* |
| Leadership (MBAD821) *12 credits (second year, second semester)* | Leadership (MBAA814) *12 credits (first year, first semester)* |
| | |

| **Part C9: New module outcomes and assessment criteria of new modules for yearbook(s)**<br>(Please use the NWU outcomes builder for assistance) | |
|---|---|
| **Module outcomes of new module to be added to yearbook** | **Assessment criteria of new module** |
| **Adding an elective- MBAD826 - International Business Issues**<br><br>The **elective in International Business Issues** management designed to help you **master** a specific topical issue quickly, a vital characteristic of a good masters' of business administration participant! By way of example, these may include the management protocol for COVID-19 – an International exogenous shock on both the management of economics and businesses alike.<br><br>After completion of module MBAD826 the student will demonstrate:<br>• specialist knowledge to enable engagement with and critique of current research or practices, as well as advanced scholarship in this specific field<br>• a command of and the ability to design, select and apply appropriate and creative methods, techniques, processes or technologies to complex practical and theoretical problems.<br>• the ability to make interventions at an appropriate level within a system, based on an understanding of hierarchical relations within the system, and the ability to address the intended and unintended consequences of interventions<br>• the ability to operate independently and take full responsibility for his or her own work, and, where appropriate, to account for leading and initiating processes and implementing systems, ensuring good resource management and governance practices | **Adding an elective- MBAD826 - International Business Issues**<br><br>The student will prove that he/she has attained the outcomes of the MBAD826 module when he/she can:<br>• Prove that he/she can conceptually understand the strategic business implication of relevant international issues;<br>• Synthesise solutions to such issues through a critical approach using creative and innovative decision making processes, as portrayed in a portfolio of evidence<br>• Apply knowledge of international business issues through scientific discourse, either in writing and/or orally, individually and in syndicate groups.<br>• operate independently and take full responsibility for his or her own work, and, where appropriate, to account for leading and initiating processes and implementing systems, ensuring appropriate resource management, management of plagiarism and governance practices |

## SECTION F: Other changes

## Part F1: Any additional changes not indicated on the form

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| Please provide a brief narrative of the proposed other change | **1. Changing admission and curriculum requirements for the programme.**<br><br>Changing admission requirements for the whole MBA programme: See attached MBA Admission Policy-<br><u>MBA ADMISSION REQUIREMENTS:</u><br><br>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-<br><br>• A completed official application form PLUS a written motivational letter on doing the MBA; and<br>• One or more of the following post-school education:<br>    o 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<br>    o an honours degree on NQF level 8; and/or<br>    o a Post-Graduate Diploma (PGDip) on NQF level 8; and<br>• A minimum of 3 years' relevant management experience; and<br>• Successful completion of a formally recognized Business School admission test (GMAT, NMAT); and<br>• An interview pertaining to the reasons why doing the MBA at the NWU Business School<br>• Access to computers - Internet and e-mail<br>• 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.<br><br>☞ 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.<br><br>**2. Module name change**<br>Module name change - Human resource management (MBAB822) to Strategic talent management (MBAB824)<br>**Strategic Talent Management**<br><br>**New module Code:MBAB824**<br><br>**The aim of the module:**<br><br>Welcome to the module Strategic Talent Management on the MBA programme. The module aims to equip leaders with an understanding of the principles of work- and organisational psychology to optimise human talent and promote organisational competitiveness. It is a 12-credit module, which implies that approximately 120 study hours are needed to achieve the outcomes successfully. This includes preparation for classes, completion of assignments and other formative assessment |

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| | opportunities, as well as preparation for and writing of the exams. The module is divided into four themes, and therefore an average of 30 study hours should be allocated per theme.<br><br>Take note that this is a post-graduate qualification that expects from the student to work self-sufficiently and in a self-regulating manner. Students should also accept responsibility to complete assignments in a professional, effective and timeous manner.<br><br>**Module outcomes (+The rationale for the module)**<br><br>The most important corporate resource over the next 20 years will be talent: smart, sophisticated business people who are technologically literate, globally astute, and operationally agile. However, various indicators, from ageing Baby Boomers to abysmal math and science scores, tell us that top talent, already scarce, will only become more so in the years to come.<br><br>The appreciation of the inherent value of employees forms the cornerstone of strategic talent management. Deb (2005) uses the equation *talented people + talented teams + smart organisations = business success.*<br><br>This module is an applied division of psychology concerned with the study of human behaviour related to work, organisations and productivity. It is a scientific field of study that aims to contribute to organisations'' success by improving the performance and well-being of its people by using psychology principles derived from work psychology (also referred to as human resource management) and organisational psychology (also known as organisational behaviour) in an integrative fashion to help leaders optimise human talent and organisations'' success.<br><br>The roots of applied psychology are derived from scientific research findings presented by organisational- and work psychology studies, respectively. Organisational psychology studies the impact that individuals, groups and structure have on the behaviour of people within organisations, and it applies that knowledge to make organisations work more effectively (Robbins & Judge, 2013; Rothman & Cooper, 2015). It addresses topics such as individual differences and diversity management, motivation, communication, leadership, group dynamics, health and well-being, organisational design and -development and organisational culture.<br><br>Work psychology is concerned with "a strategic, integrated and coherent approach to the employment, development and well-being of people working in an organisation" (Armstrong & Taylor, 2014; Rothmann & Cooper, 2015:2). It addresses topics such as human resource planning, job analysis, -description and -specifications, recruitment and selection, induction, training and development, career development, job evaluation and compensation and performance appraisal.<br><br>As an applied division of psychology (Rothmann & Cooper, 2015:2), the integration of research findings derived from work and organisational psychology aims to help individuals and organisations to fulfil their potential and to produce outputs efficiently and at a high level of quality in the following ways: |

| | |
|---|---|
| | • Develop, validate and apply methods to recruit and select individuals who will match their jobs, orientate, train and develop them and equip them with the knowledge, skills and attitudes required by jobs, monitor and evaluate their safety and well-being, and assist them with their career development.<br>• Apply work and organisational psychology knowledge to benefit organisations by promoting efficiency, improving morale and increasing organisational profits.<br>This module does not intend to train specialists in the respective fields of organisational- and work psychology as such. Rather, it aims to add to the knowledge and skills of business leaders to develop practical business solutions focused on optimising performance, improving processes and relationships, enhancing fairness and equity and increasing subjective well-being. It intends to develop two types of skills: explanatory and intervention. Explanatory prepares you to assess, diagnose, explain and interpret phenomena in the areas of work, organisations and personnel. Intervention refers to the application of theory to change behaviour and intervention skills to plan, implement and monitor changed behaviour.<br><br>The practical application of psychology as a field of study to the workplace environment offers both challenges and opportunities for managers. It offers specific insights to improve the manager's people skills. It recognises differences and helps managers to see the value of workforce diversity and practices that may need to be changed when managing in different countries. It provides suggestions for helping managers meet chronic labour shortages. It can improve quality and employee productivity by showing managers how to empower their people, design jobs and structure work teams, improve organisational culture and customer service, and help employees balance work-life conflicts. It can help managers to cope in a world of temporariness and to learn ways to stimulate innovation. Finally, this module can offer managers guidance in creating a psychologically safe and ethically healthy work climate.<br><br>**Module assessment criteria:**<br><br>Upon completion of this module, you should be able to<br><br>• demonstrate a comprehensive and systematic knowledge of strategic talent management from the perspective of work and organisational psychology/behaviour theories and the ability to evaluate, integrate and apply the relevant themes of this subject of study practically;<br>• identify, analyse and solve complex and real-world problems within an ill-defined workplace context, specifically about the unlocking of human potential to create high-performance workplaces;<br>• Identify the factors and trends that influence job performance and make use of this information to improve the job performance of employees;<br>• Apply research skills when solving problems of the South African as well as international work environment through insight, advanced information retrieval and processing skills and ability to effectively present and communicate research results using the resources of academic discourse; |

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| | • Demonstrate the ability to manage learning tasks professionally, autonomously and ethically at both an individual and group level. |

Executive economics (MBAA815) 12 credits *(first year, first semester) NQF level 9*

**3. Module name change**

**Managerial economics MBAA813 changes to MBAA815: Executive economics (NQF 9)-**

**Module outcomes**

Upon the completion of this module, the student should be able to:

- demonstrate a systematic body of knowledge of macro- and micro-economics;
- apply the general principles of the field of economics to business models;
- critically analyse contemporary economic phenomena in the market place and evaluate or benchmark those against the existing body of knowledge (theories). This implies the ability to derive interpretations of the said phenomenon (explanatory ability);
- apply research skills when solving empirical problems of the South African economy in particular as well as identified international economic events;
- communicate effectively in both individual as well as in syndicate group capacity the results of any identified and prescribed assignments;
- demonstrate the ethical imperatives embedded in most of these managerial issues;
- Illustrate value judgements in connection with economic decision-making and normative economic enquiries; and
- practically apply the concept of the so-called 'triple bottom-line'.

**Assessment criteria**:

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| | **You will have mastered the module outcomes when you are able to do the following:**<br>• Explain what economics as a scientific discipline deals with;<br>• distinguish between macro-economics and micro-economics;<br>• practically apply the concepts of positive and normative economics;<br>• explain the "economic problem" in all its applications;<br>• distinguish between the different role players, participants and agents in the circular flow of money-goods-services and the related interdependency between sectors and markets in the economy;<br>• explain the relevant theories, concepts and factors that have an impact on the behavioural patterns of the various market participants in economic activities;<br>• distinguish between the ways in which an economic problem can be managed *vis-à-vis* an economic system;<br>• discuss the different economic laws of and participants in supply and demand, pricing and the related elasticity;<br>• prepare a business plan and utilise it as an instrument through which market forces meet (as a practical application);<br>• evaluate the current economic situation in the South African context;<br>• explain a number of ways that can be used to measure economic performance;<br>• apply and discuss the Keynesian macro-economic equation in income determination;<br>• analyse the basic economic-theoretical explanations of business phenomena such as economic activities, economic/business cycles and set out the practical implications of these;<br>• write explanatory notes on the economic significance of the GDP variable;<br>• analyse economic growth and unemployment;<br>• analyse economic policies such as those if the monetary, fiscal, labour and international markets and put the implications and impacts thereof in a business context;<br>• recognize the different markets in an economy and identify the different drivers in each market;<br>• discuss the merits and implications of the competitive market structures that can be identified;<br>• explain the micro-economic factors of the firm from a costing, production and profit perspective;<br>• conduct a fundamental analysis of economic phenomena in the context of decision making on managerial/executive level;<br>• derive and apply the principles from the field of economics;<br>• design a macro-economic framework; and |

| | |
|---|---|
| | • conduct successful research about any specified group activities and present a concise account of the main viewpoints or findings.<br><br>**4. Changes to summative assessment.**<br>That continuous assessment is approved for the MBA as an alternative option for all modules.<br>• Continuous assessment is approved for the MBA as an alternative option for all modules.Continuous assessment for example a continuous portfolio of evidence, i.e formative assessments that culminate in handing in a final summative portfolio of evidence (assessment). [Approved at EXCO Wednesday 3 June 2020 *see minutes of meeting*: Director Prof J v Romburgh)<br><br>**5. Adding an elective- <u>MBAD826 - International Business Issues</u>**<br><u>CESM: 04: 0409 International Business</u><br><br>**040901 International Business**<br><br>An area of study which prepares individuals to manage international businesses and/or business operations. Includes instruction in the principles and processes of export sales, trade controls, foreign operations and related problems, monetary issues, international business policy, and applications to doing business in specific countries and markets.<br><br>**<u>ELECTIVE: MBAD826 - International Business Issues</u>**<br><br>The **elective in International Business Issues** management designed to help one **master** a specific topical issue quickly, a vital characteristic of a good masters' of business administration participant! By way of example, these may include the management protocol for COVID-19 – an International exogenous shock on both the management of economics and businesses alike. |
| Part of Form 4 completed to accommodate other change | |

**PROOF OF FACULTY BOARD OR EXCO OF FACULTY BOARD APPROVAL**

(MBA Program content changes formally approved at Business School EXCO-meeting on Wednesday 03/06/2020. Proof to be supplied by M Moolman who drafted the minutes of the EXCO meeting and chaired by Director-prof J v Romburgh).