



MBA Student Manual

NWU Business School

NQF level 9

(Curriculum code 5BE Q01)

2022

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MBA STUDENT MANUAL – LIFE CYCLE GUIDE

1 INTRODUCTION

Welcome to our MBA programme. We pride ourselves that we provide life-changing opportunities to students, but also that we carefully look after our quality standards because without good quality control the value of the qualification will rapidly decline until the opportunity will mean nothing.

The Master of Business Administration (MBA) is the flagship of business education, which aims at raising levels of managerial and leadership capacity in public, private, parastatal and non-governmental organisations.

To achieve this aim, several procedures and regulations must be observed and be adhered to by students wishing to gain the skills and expertise needed to perform effectively in a changing management environment and the job market.

The faculty calendar and the general academic rules of the University, to which all students have to subject themselves and that apply to all the qualifications offered by the university are available on the web at <https://www.nwu.ac.za>. This manual should be used in conjunction with these documents and the manual for postgraduate studies.

Although the information in this manual has been compiled with the utmost care and accuracy, the business school and the council and the senate of the university accept no responsibility whatsoever for errors that may occur. Before students finally enrol for modules, they must consult the class and examination timetables. If a clash occurs in the planned selection by a student, the relevant module combination is not permitted.

Please take note that all detailed specifications of module activities are the prerogative of the particular module lecturer as indicated in the module study guides, during contact sessions, or on the eFundi platform.

This manual will take you through your life cycle as an MBA student, from registration until graduation. Other valuable information is given as a set of attachments.

☛ Please mention your university number in all correspondence.

Dr Johan Jordaan
MBA Programme manager
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Admission to the MBA programme for a given academic year falls under the auspices of the NWU Business School's Admission Committee under the chairmanship of the programme manager.

2.1 Admission requirements for the MBA programme

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 -

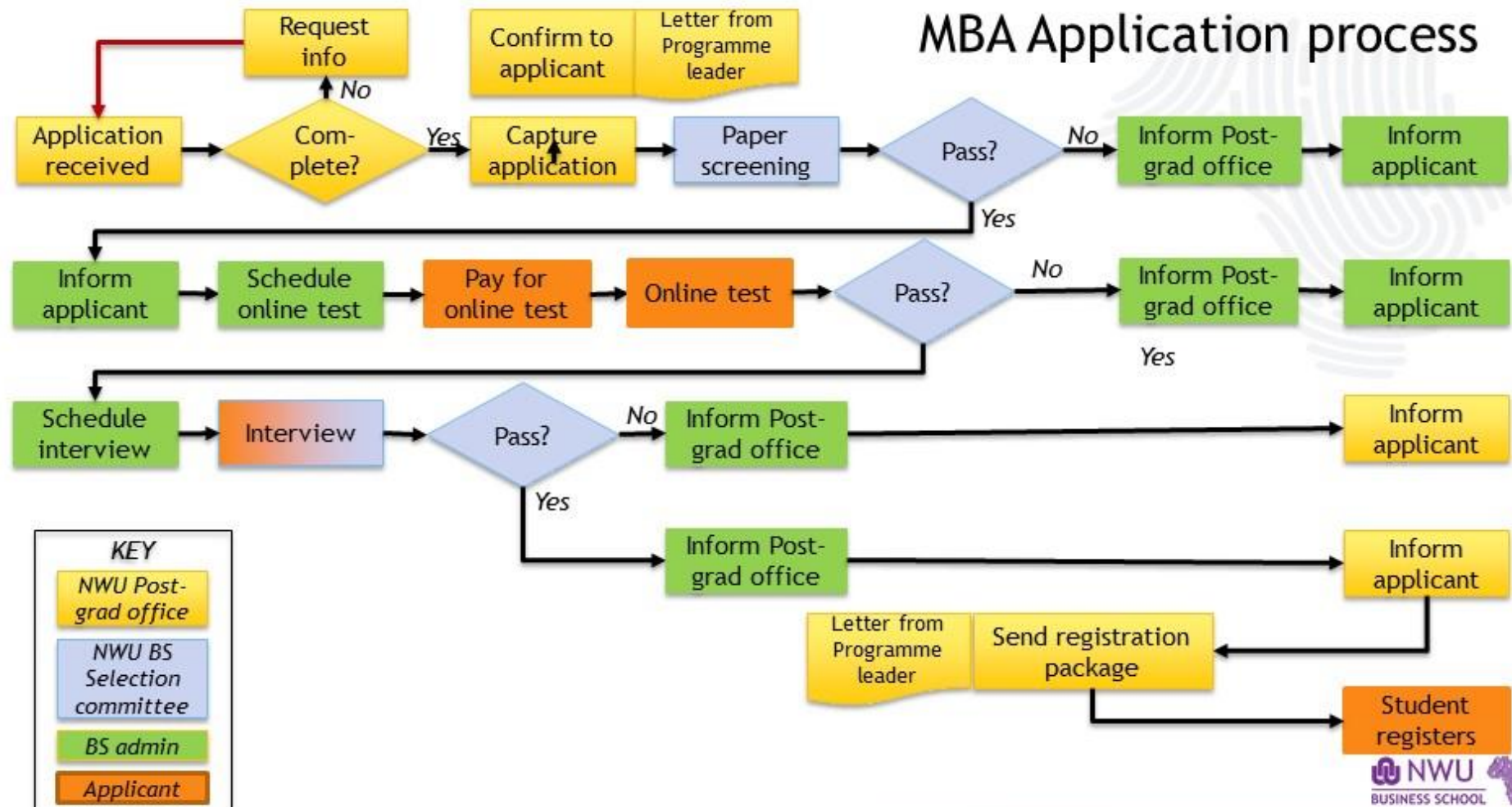
- A completed official application form PLUS a written motivational letter on doing the MBA; and
- One or more of the following post-school education:
 - A recognized 4-year professional degree qualification on NQF-level 8. Any international qualification must be verified by the South African Qualification 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 (such as or TTS, GMAT or NMAT); and
- An interview about the reasons why doing the MBA at the NWU Business School
- Access to computers - Internet and e-mail
- Admission to modules is subject to a minimum number of students 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 select 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 affect admission, into account.

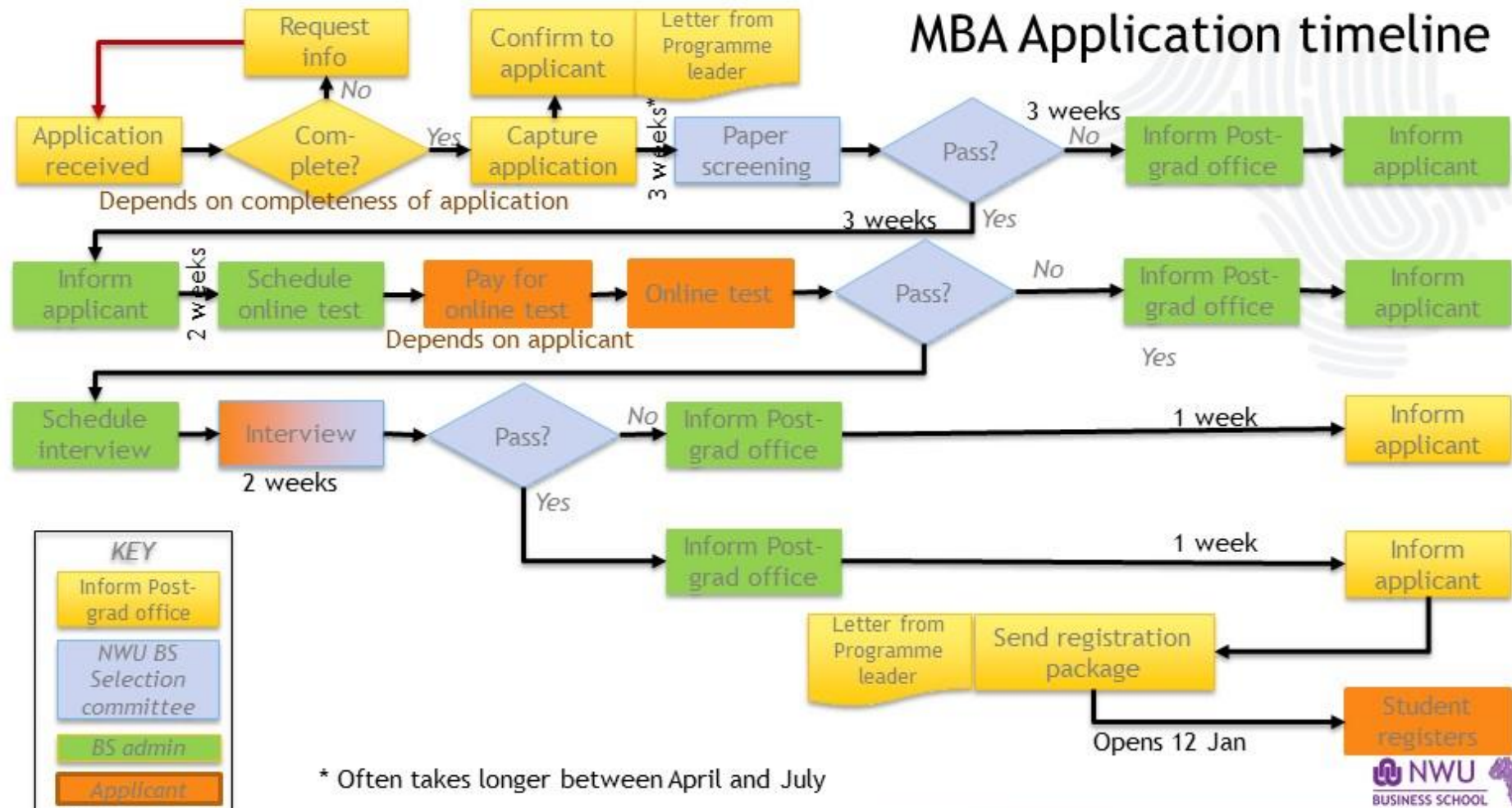
2.2 Application process

The application process, including the estimated timeline of the selection process, is given in the following two diagrams.

MBA Application process



MBA Application timeline



For information on how to apply online on the NWU administration system, consult (<http://www.nwu.ac.za/postgrad/how-to-apply>)

Applications for the next academic year open in April of the previous year and close the second week of January of the year of first registration for the MBA. There are limited numbers of seats available on the MBA every year, and therefore the applications might close earlier.

To apply for admission, a prospective student needs to complete an online application and submit all the required supporting documents as indicated in the Guidelines for applicants, namely a CV, a motivational letter as well as a certified copy of his/her ID document, academic records and related certificates. Applications are only accepted in electronic format. Please ensure that all your documents are already in electronic format when you apply online to submit them electronically.

Applicants will be notified about their admission status after the initial paper screening step. Successful applicants will be contacted to take the required admission test for final selection. This online admission test costs R1 200 and is payable by the applicant.

The NWU Business School will conduct interviews with applicants who obtained the required score in the admission examination.

2.2.1 Assumed prior learning (RPL)

If a student does not conform to the minimum admission requirements for the programme, the school director determines, in consultation with the programme manager, and if necessary after consulting the dean and with notice to the faculty board, whether the candidate may be admitted to the programme on account of the strength of knowledge and skills acquired by prior learning and work experience that led to learning. The MBA RPL policy describes the RPL process in detail but, in essence, applicants without an NQF8 qualification but with extensive executive management experience could be allowed on the basis of RPL. Other RPL candidates are usually referred to the Post-Graduate Diploma in Management to obtain an NQF8 qualification.

2.2.2 Module credits/exemption

Registered students may apply for exemption for a maximum of two modules. Exemption/credit will be considered only if the same module(s) has/have been completed on the same NQF level in the MBA programme of another HEQC-accredited South African business school and the outcomes of the completed module compare with those of the module for which exemption is requested.

Students, who have completed the Post-Graduate Diploma in Management, will be granted credit for the two modules indicated in the curriculum, namely Corporate Governance and Strategic Talent Management.

This is done by submitting a [student request form](#) after registration and the outcomes and proof of the NQF level of the module. It is the responsibility of the applicant to provide proof of the abovementioned to the business school.

Note that a student must first register for a module before applying for credit for that module to ensure that he/she has the required number of credits by the time he/she completes his/her MBA degree.

Application for module credits should be done during the study school before the semester classes for those modules have commenced. No credit will be granted for modules passed more than five years prior to the student's registration for the specific MBA module.

2.2.3 Capacity disclaimer

The number of seats on the MBA programme for a specific year is limited. When the business school's capacity is reached, no more applicants will be accepted.

The registration process follows after the application process but cannot continue without written notice from the NWU's admissions office that a student's application was successful and that he/she has been accepted to enrol for the MBA programme.

3 REGISTRATION

You should register online on the [NWU website](#)

NB!! No administrative work will be considered without the required minimum registration fee payment being made. Always use your student number in all correspondence.

The signing of the application and registration forms constitutes a legal and binding contract. Therefore, it is the responsibility of an applicant to acknowledge the necessary terms and conditions before a contract is signed. Furthermore, it is also the student's responsibility to have read all the information on the programme.

3.1 Registration provisions

- A student who enrolls for the first year of the programme automatically registers for all modules. He/she must do all assessments of the first-year modules if he/she qualifies.

- A student can only be allowed to register for second-year modules of the programme if he/she has demonstrated an acceptable level of progress during the first academic year, which falls under the auspices of the NWU Business School's examination committee chaired by the programme manager. All the outstanding modules of the first year of study that he/she is entitled to carry over must also be registered together with second-year modules, provided there are no clashes in the timetable and/or assessment dates.
- A student must complete the mini-dissertation during the second phase of the MBA programme. Only after a research examination committee sitting (supervisor, research manager and programme manager) will a student be allowed to complete the MBA programme in a third (extra) year. Performance will be a key consideration for continuance.
- To complete the programme, a student must successfully complete all the modules and the mini-dissertation.
- A student must comply with curriculum and programme changes, which may be reviewed from time to time irrespective of year of study and registration, unless otherwise specifically determined by the Academic Programme Committee.
- Only registered MBA students may use the facilities or resources of the University. No person will be registered as a student unless such a person has already been admitted as a student into the MBA curriculum.

3.2 Annual registration

A student who has been admitted must register annually for the duration of a specific curriculum at the time and place determined by the University for that purpose. Please note the NWU Business School falls under the jurisdiction of the financial regulations of the NWU. As such, the Business School has no authority to negotiate any financial matters regarding student fees.

Registration will take place once a student has paid the prescribed minimum fee for registration (Consult: [Fees Payable & Financial Rules](#) on the NWU website: <http://www.nwu.ac.za>), completed the registration form, affixed the required signatures and completed the registration form of the University. Proof of registration will then be handed to the student. The estimated fees for 2022 are given in [Attachment 2](#).

Students attending lectures, writing tests, submitting assignments and writing examinations without having officially registered, will not obtain any credits for modules/courses passed. This rule applies even where a student has paid the prescribed fees.

The Business School uses a learning management system (LMS) called eFundi. Being registered is a prerequisite for eFundi access. EFundi is also the vehicle for submitting assignments online. If a student misses any information or assessment because he/she is not registered, the student forfeits any marks earned before registering. No e-mailed assignments will be accepted.

3.3 Registration according to the rules of the qualification and compliance with requirements

A student must register on the date of registration under the rules of the qualification, curriculum and modules concerned as determined in the rules of the NWU Business School. It is the personal responsibility of the student to ensure that all requirements for registration in respect of such qualification, curriculum and modules are complied with. The University reserves the right to cancel any erroneous registration and may revoke any qualification erroneously conferred upon a student.

3.4 Student cards

Registered students visiting the Campus regularly may apply for a University card at Security Services of the respective campus upon providing proof of registration.

Only active NWU registered students with valid student cards will be admitted to the library. If the student record is not found on the library system, the student will be asked to submit proof of registration to be able to borrow books.

3.5 Registration for additional modules

Because of the intensive curriculum of the MBA, students will not be allowed to register for additional modules. Students, who experience extra capacity, are encouraged to work on their mini-dissertations.

3.6 Cancellation policy

Subject to provisions in faculty rules, and following applicable provisions concerning payable fees, a student may apply in the [prescribed manner](#), and within the period indicated for that purpose on the annual University calendar, to amend, cancel or discontinue his/her registration.

Cancellation of registration may apply to a programme or module and entails that a student withdraws from the programme or relevant module before formal tuition begins. Timeous cancellation of registration will not reflect on a student's academic record and a part of the registration fees, as well as the paid tuition fees, may be reimbursed.

Discontinuation of registration entails that a student withdraws from a programme or module after the commencement of formal tuition. Discontinuation of registration will be reflected as such on the student's academic record without reimbursement of registration or tuition fees paid.

Please note that the registration fee is non-refundable. Moreover, to be refunded for tuition fees, students must cancel their studies before the due dates determined by the University (Consult: Fees Payable & Financial Rules on the NWU website: <http://www.nwu.ac.za>).

Students who cancel their studies must bear in mind that the level of fee reimbursement will be calculated on a pro-rata basis after the deduction of the non-refundable registration fee taking into consideration the programme schedule at the time of cancellation from the programme. This is administered by the NWU financial department [..\Finance Department info\Guidelines for M&D Re-registration 2020 .pdf](#) and not by the business school.

3.7 Re-admission after interruption of studies

Where a student's study is interrupted for a year or longer, such a student must apply for re-admission by completing the [relevant form](#) and obtaining the written permission of the Business School. A written motivational letter explaining the reasons why the student will be able to complete his/her MBA studies after the interruption must be submitted together with the application.

The executive dean concerned has the discretionary authority to set reasonable conditions for such re-admission and must report such conditions to the registrar.

Irrespective of the number of modules passed or failed during years of study before readmission, previous years of study for a specific programme contribute to the maximum duration of study for that programme.

Re-admission is not an automatic process. Aspects such as academic performance and the limited seats available are taken into account by the admission committee when considering approval of re-admission.

3.8 Study groups

A student must be a member of a study group. Study groups will consist of five to eight persons, with backgrounds, which are as diverse as possible, academic as well as practical. It is expected that students will assist each other with their studies, particularly regarding group assignments. This is one of the reasons why sufficient practical experience is required before a student is accepted.

If a local study group cannot be formed, a student must join an existing group elsewhere or interrupt his/her studies until a group can be formed. The study groups themselves determine

how often they will meet or communicate with each other using email, WhatsApp, telephonically, or in any other suitable fashion, so that the group assignments may be completed.

A list of names and addresses of students, allocated according to study groups, will be supplied to each registered student. A liaison official (study group leader) must be appointed by each study group. All contact between the NWU Business School and the group will take place via this person.

The Business School will help students to compile study groups, but the final responsibility to be part of a study group rests with individual students. Any subsequent changes in the formation of a study group must be approved by the MBA programme manager and will not be considered during the course of a semester.

4 MBA CURRICULUM 2022

5BE/Q01	E801M/P	MASTER OF BUSINESS ADMINISTRATION	
YEAR 1			
BLOCK A	Semester 1		
MODULE CODE	MODULE DESCRIPTION	CREDITS	NQF Level
MBAA 812	Operations Management	12	9
MBAA 815	Executive Economics	12	9
MBAA816	Leadership	12	9
MBAA 874	Research Methodology	12	9
BLOCK B	Semester 2		
MBAB 821	Technology Management	12	9
MBAB 823	Managerial Accounting	12	9
MBAB 824	Strategic Talent Management	12	8
YEAR 2			
BLOCK C	Semester 3		
MODULE CODE	MODULE DESCRIPTION	CREDITS	NQF Level
MBAC 811	Strategic Management	12	9

MBAC 815	Marketing Management	12	9
MBAC 813	Financial Management	12	9
MBAC 873	Mini-dissertation	54	9
BLOCK D	Semester 4		
MBAD824	Corporate Governance	12	8
MBAD827	Company Project	12	9
MBAD823 ##	Entrepreneurship	12	9
MBAD825 ##	Public Management	12	9
MBAD826 ##	International Business Issues	12	9
## - Students choose between MBAD823, MBAD825 and MBAD 826			

4.1 Subjects and lecturers

PHASE I FIRST SEMESTER		
CODE	COURSE	LECTURER
MBAA 812	Operations Management	Dr. Johan Jordaan
MBAA 815	Executive Economics	Prof Raymond Parsons
MBAA 816	Leadership	Prof Leon Jackson
MBAA 874	Research Methodology	Prof Stephan van der Merwe
PHASE I SECOND SEMESTER		
CODE	COURSE	LECTURER
MBAB 821	Technology Management	Dr. Kaizer Ndlovo
MBAB 823	Managerial Accounting	Mr. Oarabile Manyapelolo
MBAB 824	Strategic Talent Management	Prof PA Botha
MBAA 874	Research Methodology	Prof Stephan van der Merwe

PHASE II FIRST SEMESTER		
CODE	COURSE	LECTURER
MBAC 811	Strategy Management	Prof Ronnie Lotriet
MBAC 813	Financial Management	Prof Wedzerai Musvoto
MBAC 814	Marketing Management	Prof Christo Bisschoff
MBAC 873	Mini-dissertation	Prof Stephan van der Merwe
PHASE II SECOND SEMESTER		
CODE	COURSE	LECTURER
MBAD 824	Corporate Governance	Mnr. Pieter Greyling
MBAD 823 ##	Entrepreneurship	Prof SP van der Merwe
MBAD 825 ##	Public Management	Prof Ravinder Rena
MBAD 826 ##	International Business Issues	Prof PA Botha
MBAD 827	Company Project	Prof Tommy du Plessis
MBAC 873	Mini-dissertation (continued)	Prof Stephan

5 Year programme

Each semester starts with a compulsory one-week study school. After this, classes take place in a multi-modal fashion with online classes, supplemented by voluntary simultaneous face-to-face classes, where the face-to-face hosting rotates between the three sites of delivery. These classes take place every second Saturday. Classes last from 07:30 in the morning until 14:30 in the afternoon.

Also scheduled are two practical skills workshops. These could take place during the semester (on alternate Saturdays) or during study schools.

Note: The face-to-face classes are scheduled in line with Covid-19 protocols and are contingent on suitable venues being available that allows for Covid-19 protocols to be implemented whilst simultaneously broadcasting live classes online and hosting face-to-face classes. Adhering to Covid-19 protocols is the responsibility of each student and the NWU or the Business School cannot accept responsibility for any effect of non-compliance.

The schedule for 2022 is given in the following diagram.

MBA TIMETABLE 2021

MBA TIMETABLE 2021																										
January		February		March		April		May		June		July		August		September		October		November		December				
1	Fr	New Year's Day	1	Mo		1	Mo		1	Th		1	Tu		1	Th		1	Su		1	Mo		1	We	MBAB 821 2ND
2	Sa		2	Tu		2	Tu		2	Fr	Good Friday	2	Su		2	Fr	RESEARCH DAY C (MBA 2)	2	Mo		2	Th		2	Th	MBAD 822 2ND
3	Su		3	We		3	We		3	Sa		3	Mo		3	Sa		3	Tu		3	Fr		3	Fr	MBAB 822 2ND
4	Mo		4	Th		4	Th		4	Su		4	Tu		4	Fr		4	We	Workshop day 3	4	Mo		4	Th	
5	Tu		5	Fr		5	Fr		5	Mo	Family Day	5	We		5	Sa		5	Mo		5	Th		5	Fr	
6	We		6	Sa	Contact 1	6	Sa	Contact 3	6	Tu		6	Th		6	Su		6	Tu		6	Fr		6	We	
7	Th		7	Su		7	Su		7	We		7	Fr		7	Mo		7	We		7	Sa		7	Th	
8	Fr		8	Mo		8	Mo		8	Th		8	Sa	Contact 7	8	Tu		8	Th	MBAA 812 2ND OPP	8	Su		8	We	
9	Sa		9	Tu		9	Tu		9	Fr		9	Su		9	We		9	Mo	MBAC 811 2ND OPP	9	Mo	Womens Day	9	Th	
10	Su		10	We		10	We		10	Sa	Contact 5	10	Mo		10	Th		10	Tu		10	Fr		10	Su	
11	Mo	Registration open	11	Th		11	Th		11	Su		11	Tu		11	Fr		11	Su		11	We		11	Th	
12	Tu		12	Fr		12	Fr		12	We		12	Sa		12	Mo	MBAA 816 2ND OPP	12	Th		12	Su		12	Fr	
13	We		13	Sa		13	Sa	Workshop day 1	13	Tu		13	Th		13	Su	MBAC 813 FINANCIAL 2ND	13	Fr		13	Mo		13	We	
14	Th		14	Su		14	Su		14	We		14	Fr		14	Mo	MBAA 812 OPERATIONS	14	We	MBAA 815 EXEC ECO 2ND	14	Sa	Contact 2	14	Tu	
15	Fr		15	Mo		15	Mo		15	Th		15	Sa		15	Tu	MBAC 811 STRATEGY	15	Th		15	Su		15	We	
16	Sa		16	Tu		16	Tu		16	Fr		16	Su		16	We	Youth Day	16	Fr		16	Mo		16	Th	Day of Reconciliation
17	Su		17	We		17	We		17	Sa	Workshop day 2	17	Mo		17	Tu		17	Sa		17	Tu		17	Fr	
18	Mo		18	Th		18	Th		18	Su		18	Tu		18	Fr	MBAA 816 LEADERSHIP	18	Su		18	We		18	Sa	
19	Tu		19	Fr		19	Fr		19	Mo		19	We		19	Sa		19	Mo	Study school 2	19	Th		19	Su	
20	We	Last admission test	20	Sa	Contact 2	20	Sa	Contact 4	20	Tu		20	Th		20	Su		20	Th	Study school 2	20	Fr		20	Mo	
21	Th		21	Su		21	Su	Human Rights Day	21	We		21	Fr		21	Mo	MBAC 813 FIN MAN	21	We	Study school 2	21	Sa		21	Th	
22	Fr	Last admission interview	22	Mo		22	Mo		22	Th		22	Sa	Contact 8	22	Tu	MBAA 815 EXEC ECO	22	Th	Study school 2	22	Su		22	We	
23	Sa		23	Tu		23	Tu		23	Fr		23	Su		23	We		23	Fr	Study school 2	23	Mo		23	Th	
24	Su		24	We		24	We		24	Sa	Contact 6	24	Mo		24	Th		24	Sa		24	Tu		24	Fr	Heritage day
25	Mo	Study school 1	25	Th		25	Th		25	Su		25	Tu		25	Fr	RESEARCH DAY A (MBA1)	25	Su		25	We		25	Sa	Workshop day 4
26	Tu	Study school 1	26	Fr		26	Fr		26	Mo		26	We		26	Sa		26	Th		26	Su		26	Tu	
27	We	Study school 1	27	Sa		27	Sa		27	Tu	Freedom Day	27	Th		27	Su		27	Tu		27	Fr		27	We	
28	Th	Study school 1	28	Su		28	Su		28	We		28	Fr		28	Mo		28	We		28	Sa	Contact 3	28	Th	
29	Fr	Study school 1				29	Mo		29	Th		29	Sa		29	Tu		29	Su		29	We		29	Fr	
30	Sa					30	Tu		30	Fr		30	Su		30	We		30	Fr		30	Mo		30	Th	
31	Su					31	We		31	Mo		31	Th		31	Sa	Contact 1	31	Tu		31	Su		31	Fr	New Years Eve
Key	Classes	WW1 Exam windows	Public holidays	Weekends	School holidays	Deadlines	Study schools																			

For the sake of easy reading, the same programme is divided into semesters below.

MBA TIMETABLE FIRST SEMESTER 2022

January				February				March				April				May				June			
1	Sa	New Year's Day		1	Tu			1	Tu			1	Fr			1	Su			1	We	MBAA 812 OPERATIONS	
2	Su			2	We			2	We			2	Sa			2	Mo	Workers Day		2	Th	MBAC 811 STRATEGY	
3	Mo			3	Th			3	Th			3	Su			3	Tu			3	Fr		
4	Tu			4	Fr			4	Fr			4	Mo			4	We			4	Sa		
5	We			5	Sa	Contact 1		5	Sa	Contact 3		5	Tu			5	Th			5	Su		
6	Th			6	Su			6	Su			6	We			6	Fr			6	Mo	MBAA 816 LEADERSHIP	
7	Fr			7	Mo			7	Mo			7	Th			7	Sa	Contact 7		7	Tu	MBAC 813 FINANCIAL	
8	Sa			8	Tu			8	Tu			8	Fr			8	Su			8	We	MBAA 815 EXEC ECO	
9	Su			9	We			9	We			9	Sa	Contact 5		9	Mo			9	Th	MBAC814 MARKETING	
10	Mo			10	Th			10	Th			10	Su			10	Tu			10	Fr	RESEARCH DAY A (MBA1)	
11	Tu			11	Fr			11	Fr			11	Mo			11	We			11	Sa		
12	We	Registration open		12	Sa			12	Sa	Workshop day 1		12	Tu			12	Th			12	Su		
13	Th			13	Su			13	Su			13	We			13	Fr			13	Mo		
14	Fr			14	Mo			14	Mo			14	Th			14	Sa			14	Tu		
15	Sa			15	Tu			15	Tu			15	Fr	Good Friday		15	Su			15	We		
16	Su			16	We			16	We			16	Sa			16	Mo			16	Th	Youth Day	
17	Mo	Last admission test		17	Th			17	Th			17	Su			17	Tu			17	Fr	RESEARCH DAY C (MBA 2)	
18	Tu			18	Fr			18	Fr			18	Mo	Family Day		18	We			18	Sa		
19	We			19	Sa	Contact 2		19	Sa	Contact 4		19	Tu			19	Th			19	Su		
20	Th	Last admission interview		20	Su			20	Su			20	We			20	Fr			20	Mo	Examination commission	
21	Fr			21	Mo			21	Mo	Human Rights Day		21	Th			21	Sa	Contact 8		21	Tu		
22	Sa			22	Tu			22	Tu			22	Fr			22	Su			22	We		
23	Su			23	We			23	We			23	Sa			23	Mo			23	Th		
24	Mo	Study school 1		24	Th			24	Th			24	Su	Contact 6		24	Tu			24	Fr	MBAA 812 2ND OPERATIONS	
25	Tu	Study school 1		25	Fr			25	Fr			25	Mo			25	We			25	Sa		
26	We	Study school 1		26	Sa			26	Sa			26	Tu			26	Th			26	Su		
27	Th	Study school 1		27	Su			27	Su			27	We	Freedom Day		27	Fr			27	Mo	MBAC 811 2ND STRATEGY	
28	Fr	Study school 1		28	Mo			28	Mo			28	Th			28	Sa			28	Tu	MBAA 816 2ND LEADERSHIP	
29	Sa							29	Tu			29	Fr			29	Su			29	We	MBAC 813 2ND FINANCIAL	
30	Su							30	We			30	Sa			30	Mo			30	Th	MBAA 815 2ND EXEC ECO	
31	Mo							31	Th							31	Tu						
Key				Classes				Examinations				Public holidays				Weekends							

MBA TIMETABLE SECOND SEMESTER 2022

July				August				September				October				November				December			
1	Fr	MBAC8142ND MARKETING		1	Mo			1	Th			1	Sa	Contact 6		1	Tu	MBAB 821 TECHNOLOGY		1	Th	MBAD 824 2ND CORP GOV	
2	Sa			2	Tu			2	Fr			2	Su			2	We	MBAD 824 CORP GOVERNANCE		2	Fr	MBAB 821 2ND TECHNOLOGY	
3	Su			3	We			3	Sa	Workshop day 3		3	Mo	Company project final		3	Th	MBAB 824 STRAT TALENT		3	Sa		
4	Mo			4	Th			4	Su			4	Tu	Company project final		4	Fr	MBAD 823/5/6 ENT/PM/IBI		4	Su		
5	Tu			5	Fr			5	Mo			5	We	Company project final		5	Sa			5	Mo	MBAD 823/4/5 2ND ENT/PM/IBI	
6	We			6	Sa			6	Tu			6	Th			6	Su			6	Tu	MBAB 823 2ND MAN ACCOUNT	
7	Th			7	Su			7	We			7	Fr			7	Mo	MBAB 823 MAN ACCOUNTING		7	We	MBAB 824 2ND STM	
8	Fr			8	Mo			8	Th			8	Sa			8	Tu			8	Th		
9	Sa			9	Tu	Womens Day		9	Fr			9	Su			9	We			9	Fr		
10	Su			10	We			10	Sa	Contact 4		10	Mo			10	Th			10	Sa		
11	Mo			11	Th			11	Su			11	Tu			11	Fr			11	Su		
12	Tu			12	Fr			12	Mo			12	We			12	Sa			12	Mo		
13	We			13	Sa	Contact 2		13	Tu			13	Th			13	Su			13	Tu		
14	Th			14	Su			14	We			14	Fr			14	Mo	Examination commission		14	We		
15	Fr			15	Mo			15	Th			15	Sa	Contact 7		15	Tu			15	Th		
16	Sa			16	Tu			16	Fr			16	Su			16	We			16	Fr	Day of Reconciliation	
17	Su			17	We			17	Sa	Contact 5		17	Mo			17	Th			17	Sa		
18	Mo	Study school 2		18	Th			18	Su			18	Tu			18	Fr			18	Su		
19	Tu	Study school 2		19	Fr			19	Mo			19	We			19	Sa			19	Mo		
20	We	Study school 2		20	Sa			20	Tu			20	Th			20	Su			20	Tu		
21	Th	Study school 2		21	Su			21	We			21	Fr			21	Mo			21	We		
22	Fr	Study school 2		22	Mo			22	Th			22	Sa	Contact 8		22	Tu			22	Th		
23	Sa			23	Tu			23	Fr	Heritage day		23	We			23	We			23	Fr		
24	Su			24	We			24	Sa	Workshop day 4		24	Mo			24	Th	MIN-DISSERTATION (Submit)		24	Sa	Christmas eve	
25	Mo			25	Th			25	Su			25	Tu			25	Fr	RESEARC DAY B (MBA 1)		25	Su	Christmas Day	
26	Tu			26	Fr			26	Mo			26	We			26	Sa			26	Mo	Day of Goodwill	
27	We			27	Sa	Contact 3		27	Tu			27	Th			27	Su			27	Tu		
28	Th			28	Su			28	We			28	Fr			28	Mo			28	We		
29	Fr			29	Mo			29	Th			29	Sa			29	Tu			29	Th		
30	Sa	Contact 1		30	Tu			30	Fr			30	Su			30	We			30	Fr		
31	Su			31	Tu			31	Th			31	Mo							31	Sa	New Years Eve	
Key				Classes				Examinations				Public holidays				Weekends							

6 Semester classes

6.1 Lecture sequence - Saturday classes 2022

First semester 2022		
Time slot	MBA1	MBA2
Face-to-face hosting venue	Potchefstroom: Building K14: Lecture room G19 Vaal: Building E3: Lecture room G20 Mafikeng: Building (to be finalised)	Potchefstroom: Building K14: Lecture room G19 Vaal: Building E3: Lecture room G20 Mafikeng: Building (to be finalised)
Zoom links for classes	https://zoom.us/j/4116723002?pwd=bXZzd1lldE1seWpseHBHYlpTRThBUT09 Meeting ID: 411 672 3002 Passcode: MBA1	https://zoom.us/j/2681682010?pwd=TDJXb29ONm1ZWml3cldrQIRISzITZz09 Meeting ID: 268 168 2010 Passcode: MBA2
07:30-10:00	Operations Management (MBAA812)	Strategic Management (MBAC811)
10:05-12:35	Leadership (MBAA816)	Marketing Management (MBAC814)
12:40-15:10	Executive Economics (MBAA815)	Financial Management (MBAC813)

Second semester 2022		
Time slot	MBA1	MBA2
Face-to-face hosting venue	Potchefstroom: Building K14: Lecture room G19 Vaal: Building E3: Lecture room G20 Mafikeng: Building (to be finalised)	Potchefstroom: Building K14: Lecture room G19 Vaal: Building E3: Lecture room G20 Mafikeng: Building (to be finalised)
Zoom links for classes	https://zoom.us/j/4116723002?pwd=bXZzd1lldE1seWpseHBHYlpTRThBUT09 Meeting ID: 411 672 3002 Passcode: MBA1	https://zoom.us/j/2681682010?pwd=TDJXb29ONm1ZWml3cldrQIRISzITZz09 Meeting ID: 268 168 2010 Passcode: MBA2
07:30-10:00	Technology Management (MBAB821)	Entrepreneurship (MBAD823) Public Management (MBAD825) International Business Issues (MBAD826)
10:05-12:35	Managerial Accounting (MBAB822)	Company Project (MBAD827)
12:40-15:10	Strategic Talent Management (MBAB824)	Corporate Governance (MBAD824)

Venues for face-to-face classes: Rotation timetable

Contact session	Host: Phase 1	Host: Phase 2
1	Potchefstroom	Vaal
2	Vaal	Mafikeng
3	Mafikeng	Potchefstroom
4	Potchefstroom	Vaal
5	Vaal	Mafikeng
6	Mafikeng	Potchefstroom
7	Potchefstroom	Vaal
8	Vaal	Mafikeng

Note, the above timetable is dependent on the availability of suitable (Covid compliant, large enough, audio-visually equipped) venues on the three sites, considering Covid-19 protocols. Any changes will be communicated via the NWU eFundi Learning Management System (LMS).

7 Assignments

Submission dates for assignments are coordinated between different modules to ensure that students do not have to submit assignments for all their modules in one day. The assignment submission dates are as follows:

7.1 Very Important: Plagiarism

The NWU and the NWU Business School view plagiarism as a very serious offence and urge students to work through the following Internet site regarding this matter:

Not knowing is no excuse!

NWU plagiarism site: http://www.nwu.ac.za/opencms/export/PUK/html/beheer-bestuur/beleid-reels/WARNING_AGAINST_PLAGIARISM.pdf

7.1.1 Dishonesty - a “Zero Tolerance” approach by the NWU Business School

7.1.2 Plagiarism

Please verify the facts regarding Plagiarism to safeguard yourself:

A student is guilty of plagiarism if he/she uses another person's ideas or words as these have been written in books, articles, mini- and master's dissertations, theses, reports, notes, course material, other students' assignments, email messages, and everything on the Internet as if these ideas or words are his/her own. Plagiarism occurs when a student uses another person's words without acknowledging that person and pretending that the ideas or words are his/her own and fails to inform the reader that the author himself is not the origin of the information. Essentially, plagiarism is the theft of another person's intellectual goods.

7.1.3 Individual assignments

All individual assignments represent the work of the individual student and although the subject may be discussed during group meetings, the assignment must be the student's own work.

7.1.4 Group assignments

Group assignments consisting of either case studies or field studies, represent the work of the study group and must therefore be of a high standard.

There are several group assignments during the year for which the study group must appoint chairpersons and secretaries on a rotating basis for each group assignment. It is the chairperson's responsibility to conduct and lead the discussion, and the secretary is responsible for taking notes of recommendations in each particular case.

The chairperson and secretary are responsible for documenting the solution and presenting it to the group for final approval and alterations, whereafter it will be the liaison official's task to deliver it to the NWU Business School.

After receipt of the corrected assignment, it is the liaison official's responsibility to make copies thereof and to furnish each member of the group with a copy thereof. He/she must also ensure that the lecturer's comments are discussed at the next group meeting.

7.2 Assignments procedures

The dates upon which assignments must be handed in as indicated in this manual will be strictly adhered to, and students must take note that:

- The student must ensure that assignments arrive at the Business School timeously. Electronic submissions are set up with an electronic deadline to ensure timeous submission.
- Late submissions due to whatever reasons will be limited to one week after the deadline and will carry a 20% penalty.
- If an enquiry is made at a later stage, the onus will be on the student to prove that the assignment had been handed in on time, as well as where it was handed in. Please ensure that you keep a copy of each assignment as well as the proof of electronic submission.
- Should a student fail to honour a submission deadline due to medical reasons, a doctor's letter is required.
- Students are not allowed to email any assignments to the personnel of the Business School.

7.3 Assignment Cover Sheet

All assignments must have a cover sheet that has been correctly completed. Assignments without cover sheets will be returned, unmarked. The cover sheet for individual assignments is supplied as [Attachment 3](#) and the cover sheet for group assignments as [Attachment 4](#).

7.4 Submission dates of assignments 2022

7.4.1 Individual assignments

YEAR 1 SEMESTER 1				
CODE	COURSE	DETAIL	CONTACT	DEADLINE
MBAA 812	Operations Management	Short	Contact 1	02 February
MBAA 812	Operations Management	Short	Contact 2	16 February
MBAA 812	Operations Management	Short	Contact 3	02 February
MBAA 815	Executive Economics		Contact 3	05 March
MBAA 812	Operations Management	Long	Contact 4	16 March
MBAA 816	Leadership		Contact 4	19 March
MBAA 812	Operations Management	Short	Contact 5	6 April
MBAA 874	Research Methodology		Contact 5	8 April
MBAA 812	Operations Management	Short	Contact 6	20 April
MBAA 812	Operations Management	Long	Contact 7	4 May

YEAR 2 SEMESTER 1				
CODE	COURSE	DETAIL	CONTACT	DEADLINE
MBAC 814	Marketing Management		Contact 1	05 February
MBAC 814	Marketing Management		Contact 2	19 February
MBAC 814	Marketing Management		Contact 3	05 March
MBAC 811	Strategic Management		Contact 3	05 March
MBAC 813	Financial Management		Contact 4	19 March
MBAC 814	Marketing Management		Contact 4	19 March
MBAC 814	Marketing Management		Contact 5	10 April
MBAC 814	Marketing Management		Contact 6	24 April

YEAR 1 SEMESTER 2				
CODE	COURSE	DETAIL	CONTACT	DEADLINE
MBAB 821	Technology Management		Contact 1	30 July
MBAB 823	Managerial Accounting		Contact 1	30 July
MBAA874	Research Methodology	Draft proposal	Contact 2	13 August
MBAB 823	Managerial Accounting		Contact 3	27 August
MBAB 821	Technology Management		Contact 4	10 September
MBAB 824	Strategic Talent Management		Contact 4	10 September
MBAA874	Research Methodology	Research proposal	Contact 8	22 October

YEAR 2 SEMESTER 2				
CODE	COURSE	DETAIL	CONTACT	DEADLINE
MBAD 823/5/6	Entrepreneurship Public Management International Business Issues		Contact 3	27 August
MBAD 822	Corporate Governance		Contact 3	27 August
MBAD 823/5/6	Entrepreneurship Public Management International Business Issues		Contact 4	10 September

7.4.2 Group assignments

SECOND SEMESTER 2022 GROUP ASSIGNMENTS				
YEAR 1				
CODE	COURSE	DETAIL	CONTACT	POTCH
MBAB 821	Technology Management		Contact 5	17 September
MBAB 823	Managerial Accounting		Contact 6	01 October
MBAB 824	Strategic Talent Management		Contact 7	15 October
YEAR 2				
CODE	COURSE	DETAIL	CONTACT	POTCH
MBAD 824	Corporate Governance		Contact 5	17 September
MBAD 823/5/6	Entrepreneurship Public Management International Business Issues		Contact 6	01 October
MBAD 825	Company Project	Final presentations		3-4 October

7.5 Procedure in problem situations

Students are invited to discuss specific course problems directly with the relevant lecturer. It is important that an appointment is made either by e-mail or by telephone.

Any problems, which do not fall in the category of the course contents, may be discussed with the programme manager.

7.6 Your cell phone number and e-mail address

It is of the utmost importance that you keep the MBA Administration staff updated regarding your cell phone number and e-mail address. Any changes must immediately be reported to the Business School Administration as we make extensive use of SMS messaging and e-mails to inform you about changes in your program, dates for assignments, etc. You will miss out on important information if the Business School cannot communicate with you.

8 Examinations

The final summative assessment can take the form of an examination or a portfolio of evidence. In this discussion reference will be to an “examination”, referring to all modes of summative assessment.

- To calculate the final module mark in all modules is calculated by a combination of a participation mark and an examination mark. The participation mark counts 50% of the final module mark and the examination counts 50%. A student needs to have achieved a minimum participation mark of 40% (which is in line with the NWU quality policy) to take part in the final examination in that module. In that case, the student needs 60% for the examination to pass the module. If a student's semester mark in any module is below 40%, he/she will fail that module and will have to repeat it.
- Although there are two examination opportunities, the second-opportunity examination is a supplementary examination and not an alternative to the first-opportunity examination: A student has to write the first-opportunity examination. If the examination sub-minimum for the first-opportunity exam is below 45%, the student will not be allowed to sit for the second opportunity and he/she will fail the module, even if he/she has a high participation mark.
- A sub-minimum of 45% is also required to pass the second-opportunity examination.
- If a student writes the second-opportunity examination, the highest mark he/she can get for the module is 50%, irrespective of the mark achieved in the second-opportunity examination.
- If a student cannot write the first opportunity due to illness, the second opportunity becomes his/her first opportunity examination if he/she supplies the business school with a doctor's note.
- The final verdict on a student's semester results rests with the examination committee that sits about a week after the final examination paper. Although the marks are published on the official NWU system as soon as they are available, no mark is final unless signed off by the examination committee.
- A few examples will explain the above.
- If your participation mark is 80% and you get 43% in the first-opportunity exam, you fail that module.
- If you write the examination with a participation mark of 45% and you achieve 50% in your first-opportunity examination, you are allowed to write the second opportunity, for which you have to achieve at least 55% to pass the subject with 50%.
- If you write the first opportunity with a participation mark of 40% and you achieve 50% in the first opportunity, you are allowed to sit for the second opportunity. If you then get 80% for the second opportunity, you still get only 50% for the module.

In the online environment final formative assessment is taking place in one of a few ways:

- In certain modules, invigilated sit-down examinations could be required. This will take place at one of the NWU's examination centres and is administered by the NWU examination office.
- Other modules might require an online examination, where an examination paper is supplied on the eFundi system and has to be submitted within a limited time.
- Some modules require a summative portfolio of evidence (PoE). In such a case the normal rules that apply to invigilated examinations apply.
- Some modules require a PoE that is built up over the course of the semester (continuous assessment). In such a case no second-opportunity submission is allowed but reaching the required sub-minimum for the assignments leading to the final submission is still 40% and the sub-minimum for the final submission necessary to pass the subject is still 45%.

The examination dates are given in the year programme in paragraph 5.

8.1 General examination rules

With the multi-modal teaching that ensued after the Covid-19 pandemic, examinations are being replaced by online examinations or portfolios of evidence. The traditional rules that used to apply to examinations are still in force and will be described below. In some subjects, normal invigilated examinations could still be required.

Please verify the facts regarding plagiarism to safeguard yourself

- Invigilated examinations: If you are going to write an open-book examination in the MBA programme, your answers must be in writing and no printed portions or annexures will be accepted. No laptops are allowed in the examination, but any written study material may be utilised – as such, the risk of the availability of any required material lies with you.
- Examinations are written in June and November of the particular calendar year.
- Familiarise yourself with your examination timetable and be prepared to write the examinations on the appropriate days. The examination timetables have been finalised by the North-West University and no changes will be considered. No special examinations will be allowed or organised.
- Lecturers of the Business School set the examination papers and also mark the examination scripts.
- As soon as your results have been processed and the examination committee has concluded, the marks will be officially made available to you. Any notice before the examination committee represents preliminary marks.
- The University decides the final promotion.
- No re-marking will be considered, as both the examination committee and the moderation procedure safeguards the assessment process.
- Any query about results must be delivered in writing to the relevant module lecturer within seven days after writing the module paper.

- Results are only released to registered students with paid-up accounts.

8.2 Requirements for admission to the examination

Admission to the examination is subject to satisfactory progress with the required work of a module:

- Participation in the examination is subject to satisfactory progress expected of a student with his/her studies during the course of the module. A participant with a participation mark lower than 45% does not qualify to write the examination or submit the portfolio of evidence.
- Students with no individual assignment mark will not be allowed to take part in the examination/portfolio of evidence, even if their group assignment mark is so high that it would allow them access to the examination.
- A second opportunity is granted for students with a final mark of less than 50% plus an examination mark of at least 45%.
 - examination mark of at least 45%.

8.3 Proof of participation

A student, who achieved the required participation mark or proof of participation prescribed by these rules, is admitted to the final assessment/examination in the module concerned.

A student obtains proof of participation by having completed all the assignments, tasks or performances as required per module. The proof of participation can also be an arithmetic figure/number. It determines entry to the final examination in the particular module(s).

8.4 Participation mark

Compulsory assignments will be evaluated and a mark allocated. This mark will be presented as a mark out of 100 and will represent your participation mark for the module in question.

Admission to the examination is further subject to the attendance of classes, tutorial exercises, submission of minutes of syndicate group meetings, syndicate group presentations and at least a 40% mark of the formative portion of the assessment of an individual module for MBA.

A student will not receive results in modules where proof of participation was not obtained. A participant with a mark of less than 40% does not have admission to the examination.

Students may only write examinations in modules that they are registered for. If they are not registered for a particular MBA module, they will not be indicated on your examination timetable and you will NOT receive results for such modules.

8.5 Examination mark

This is the mark obtained in the examination. A student must obtain a subminimum of 45% in the examination to pass that specific module.

8.6 Mini-dissertation

To pass the research module, a final mark of 50% is required.

8.7 Module mark/final mark

The participation mark plus the examination mark make up the module mark in the ratio of 50:50. A module mark of 50% is required to pass the module.

8.8 Number of examination opportunities

- A student who fails one or more of the modules of an MBA examination may be granted a second examination opportunity in the affected module(s) by the examination committee after consultation with the programme manager. A second examination opportunity may be granted to a candidate prevented from taking part in the first examination due to illness, circumstances of personal distress worthy of special consideration such as the death of a family member, provided that the certified required proof has been submitted in time. In subjects where an invigilated examination is taken, second opportunity examinations will be written only on the 3 campuses in Potchefstroom, Vanderbijlpark and Mafikeng during the normal second examination timetable determined by the School and there shall be no further re-examination, for example. A second opportunity is granted by the examination committee, not requested by the student.
- The participation mark will also be taken into account in calculating the final mark for the second examination opportunity.
- A module mark of 50% is the pass mark for all modules and the mini-dissertations, provided that the required 45% examination subminimum was obtained. The 50% pass in a module is constituted by an average of the examination and participation marks.
- A four-hour formal module open-book examination will normally be written in each module unless indicated as NEA. The entire examination paper is allocated 100 marks.

8.9 Examination rules of conduct

Students must obey any instruction given out by an examination invigilator(s). Instructions are usually printed on the examination slip and overleaf of the answer book and will be communicated verbally by the invigilator before the commencement of an examination. Note that “examination” refers to invigilated examinations, portfolios of evidence, online examinations and any summative assessment type.

8.9.1 Distinction

Distinction denotes that a candidate has obtained a final pass mark of no less than 75% in a module.

8.9.2 Cum laude

To pass his/her degree cum laude, a student must:

- complete the degree within the prescribed minimum of two academic years; and
- obtain an average of at least 75% for all the modules, bearing in mind that the mini-dissertation carries the weight of more than four times a single module since it has the credits of 4½ modules.

8.10 Non-examination assessment (NEA)

Non-examination assessed modules will be graded based on continuous assessment, implying a dedicated portfolio of evidence that needs to be compiled, and continuously submitted.

Students will be assessed on the following to obtain a participation mark, which will qualify them to write examinations:

- individual assignment;
- group assignment;
- class test;
- exercises; and
- presentations.

8.11 Plagiarism

There are many forms of plagiarism. The following are some (even overlapping) examples of it, but the list is not exhaustive:

- Copying texts, without correct recognition of their sources. Examples include:
- Copying parts or the whole of another student's work.
- Copying from published sources.
- Copying lecture notes.
- Copying material that was obtained from the internet
- Mere translation of such material.

- Loosely paraphrasing or summarizing someone else's work.
- Theft of ideas. This form occurs more often in works of art but is also possible in academic or general writing.
- DISHONESTY
- A 'ZERO TOLERANCE APPROACH BY THE BUSINESS SCHOOL!

In business, a high premium is placed upon honesty and integrity. Any form of dishonesty during examinations, or the copying of an assignment from someone else and submitting it as your own work, will be viewed in a serious light. Offenders are subject to disciplinary action in terms of the Statute of the North-West University and may lead to the cancellation of a particular course unit or your expulsion as a student. Your company shall also be notified as this relates also to the capacity of a management job. Students who are disciplined remain liable for the payment of fees.

8.12 Chancellor's examination

In all taught courses on the NWU, there is a special "Chancellor's examination" (3rd opportunity examination). The NWU's academic rules state that a student may qualify for the chancellor's examination if –

- he/she has only one examination left for him/her to graduate;
- he/she qualified for the examination in this specific examination by achieving a minimum participation mark of 40% for the subject;
- he/she has written and failed both examination opportunities for this specific subject;

The chancellor's examination usually takes place on one specific date for all subjects at the NWU (undergraduate and post-graduate). Since the mini-dissertation is often the last module for which an MBA graduate receives his/her marks and this usually happens in February of the year after which he/she has completed his/her degree (with the exception of the subject that he/she has not passed and in which he/she qualifies for the third-opportunity examination), the chancellor's examination for all modules presented on MBA happens on a separate date. *This could mean that those students that qualify for the chancellor's examination graduate at a later ceremony than the rest of his/her cohort of students.*

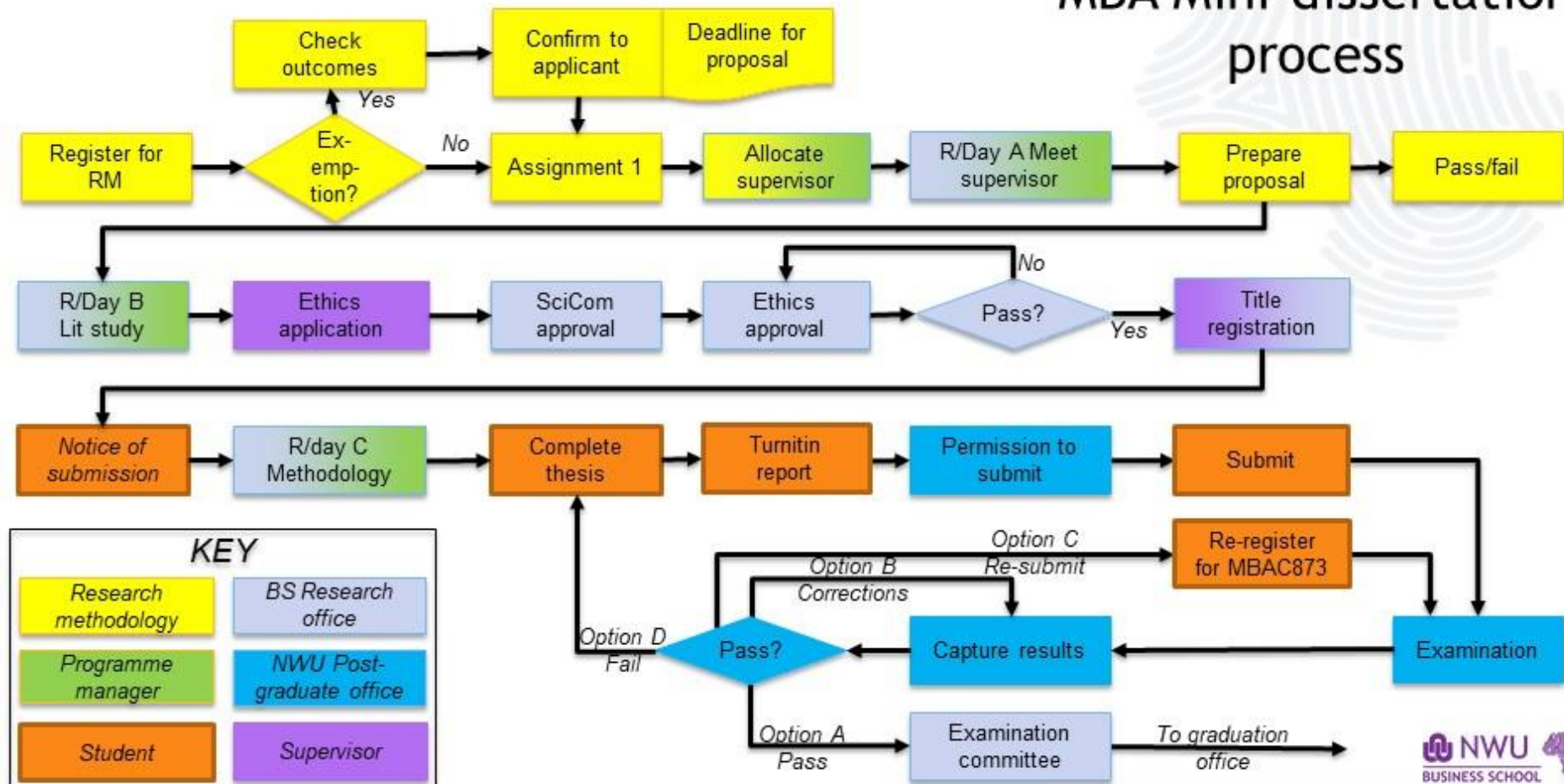
The rules of the chancellor's examination are given in the [General Academic Rules of the NWU](#).

9 Mini-dissertation

The mini-dissertation carries by far the largest weight of your MBA degree. The basic process for the mini-dissertation is given in the following infographic.

9.1 Infographic: Mini-dissertation process

MBA Mini-dissertation process



9.2 Memorandum of understanding

- A student must complete a mini-dissertation according to the specified research schedule
- Should the student fail to complete the mini-dissertation within the second year of study, he/she has to re-register for the mini-dissertation during his third year. This implies that he/she must carry the full cost of registration and of the module during the third year of registration.
- Ethics approval of the research proposal for the mini-dissertation needs to be submitted to the relevant scientific committee before it can be submitted to the relevant ethics committee for ethics approval. Upon ethics approval, an ethics number is issued by the NWU. No data may be collected without an ethics number. The ethics committee sit monthly on the last Friday of the month and the deadlines for submitting the ethics applications to the scientific committees are two weeks before the ethics committee meeting. The proposed dates for deadlines for scientific committee and ethics committee meetings is given in Attachment 6.
- Upon submitting the mini-dissertation registration form to the research manager, a supervisor who can undertake the supervision of the mini-dissertation will be assigned.
- The onus is on the student to arrange regular progress meetings with his/her supervisor.
- The mini-dissertation should be well-typed on A4-sized paper, 1.5 spacing, 12pt Arial font, and on one side of the page only. Pages shall normally be numbered consecutively through the main text and be located centrally at the top of the page. The outside cover shall be carefully bound and should bear the title of the mini-dissertation and the author's names and surname in at least 24pt fonts. The title page shall bear the title of the mini-dissertation and the full name of the author in the centre and the full designation of the degree, the name of the University, and the month and year of presentation at the bottom right-hand corner. The table of contents shall normally follow the title page. Acknowledgements shall normally appear on the page following the table of contents and any list of tables or figures.
- Following the acknowledgements, there shall be a signed declaration that the candidate is the author of the mini-dissertation and that, unless otherwise specifically stated, all references cited have been consulted by the candidate; that the work of which the mini-dissertation is a record has been done by the candidate, and that it has not been previously accepted for a higher degree or professional qualification at any other higher education institution.
- Below the student's declaration, the supervisor shall also sign a statement to the effect that the requirements of the applicable MBA program rules and regulations have been fulfilled.
- Following the declaration statement by both the student and the supervisor, there shall be a summary of the contents of approximately 300 words.
- The mini-dissertation must be submitted to *Turn-it-in* to test for plagiarism before being submitted to Administration for evaluation. A copy of the report must be made available to the research supervisor.

- The mini-dissertation shall normally be submitted for examination on or before the due date specified by the date scheduled by the NWU. The number of copies (hardbound and electronic) of the mini-dissertation as prescribed by the Higher Degrees Administration shall be submitted in an approved style. The submitted copy (copies) of the mini-dissertation shall become the property of the University and shall be lodged with the library and the Business School.
- The supervisor and student must both sign a solemn declaration that must be submitted with the evaluation documents.

9.3 Duties of the supervisor

A supervisor or promoter who has agreed to guide a certain student in his or her master's studies undertakes to:

- guide the student in such a manner in the introductory phase of the research that the student selects a feasible research theme within the programme of the focus area, clearly demarcates the problem and the aim of the research.
- guide the student in such a manner during the planning phase that the student submits an acceptable research proposal with a time schedule, and selects the correct and appropriate research methods to reach the objectives of the research.
- support the student to such an extent in the implementation phase that the student can obtain the required data, solve practical problems when gathering data, and draw meaningful, correct, and logical conclusions.
- encourage the student in the reporting phase and provide guidance with respect to all aspects of the writing of the report, and the presentation of the results of the research at national and international conferences and in scientific journals.
- assess in the evaluation phase the standard of the student's work and determine whether the mini-dissertation meets the requirements and academic standards before the student submits the work for examination purposes. The supervisor/promoter must be satisfied with the quality of the mini-dissertation (i.e. that the document complies with the accepted academic standards).

9.4 Duties and responsibilities of students

- The responsibilities of students include:
- ensuring that their obligations to their employers and/or sponsors are met by the timely submission of the mini-dissertation.
- familiarising themselves with the relevant guidelines for the preparation of the mini-dissertation as well as the requirements imposed on the MBA programme rules and regulations.
- preparing a programme of work at appropriate intervals in consultation with supervisors and ensuring that any deviation from the programme is reported to supervisors without delay.

- ensuring that they undertake the required research training and seek advice from supervisors on the appropriate options.
- ensuring that any circumstances that might require their mode of study to be modified or their registration to be extended, suspended or withdrawn are brought to the attention of their supervisors at the earliest opportunity.
- discussing with supervisors the type of guidance and comment they find most helpful and agreeing on a schedule of a meeting
- taking initiative in raising problems or difficulties, however elementary they may seem.
- maintaining the progress of work following the stages agreed with supervisors, including in particular the presentation of written work as required in enough time to allow for comments and discussion before proceeding to the next page.
- planning when they wish to submit, taking due account of the opinion of their supervisors.
- assuming responsibility for writing their mini-dissertation and ensuring that the mini-dissertation is in satisfactory form, presentation and literary standards.
- showing drafts of their mini-dissertation to the supervisors so that appropriate advice and comments may be given well ahead of the date for formal submission.
- and, if for any reason, there is a breakdown in the personal relationship between a student and a supervisor, or if a student feels that progress is not being maintained at a satisfactory level, for reasons beyond his/her control, the matter should be discussed with the research manager. If the matter cannot be resolved immediately, the research manager should forward a written statement from the student providing details of the difficulties to the programme manager and school director.
- The studies of a student who does not progress according to the dates scheduled for the mini-dissertation or do not show satisfactory progress may be suspended or terminated by the NWU Business School.

10 Student academic support

10.1 Making contact with a lecturer for academic inquiries

The MBA is a contact session-oriented qualification and as such, it is expected from participants to utilise these interactions with lecturers to address subject matters in class. Contact a lecturer directly by using the contact details supplied in the study guide of a particular module. Since moving online, all lecturers could be reached at his/her email address or his office number (the latter will be forwarded to his/her cell phone). Whether or not to supply students with his/her cell phone number is the prerogative of each individual lecturer.

10.2 eFundi

eFundi is an academic platform and learning management system that allows students to access learning materials on time at any place. The system facilitates learning among students as well

as their lecturers. Tests and quizzes can be written online and assignments must also be submitted via this system. eFundi assists students to become self-directed and independent while promoting soft skills and ease of access. It can be accessed from a phone or computer. Make sure that your account is active; if not, then you can liaise with the IT department to have it activated.

10.3 Library services

- Library and study support

All registered students and staff are members of the three NWU Campus libraries. This provides you access to all the electronic (e-journals, e-books, and e-theses) and print resources available at NWU University libraries. Training on how to access the NWU libraries' resources can be arranged with the Faculty information librarian either individually or as a group. The training includes a demonstration of how to use reference management tools such as Endnote.

Through inter-library loans, post-graduate students and staff can request material from anywhere in the world. An arrangement with other public university libraries in South Africa enables us to arrange access for staff, master's, and doctoral students who reside far from our library to have access to other public university libraries free of charge.

The library facilities include the sought-after study carrels for postgraduate students that you can book in advance. There is an annual fee payable for this service.

- The catalogue

Students can access the catalogue (of books and journals) on the main webpage of the library via the internet: <http://sierra.nwu.ac.za/search>

- Journal databases

ONLY registered students (with a North-West University number) have access to the journal databases:

Recommended databases are EBSCOhost, ScienceDirect, SA ePublications. Access these databases from the libguides page for <http://libguides.nwu.ac.za/>

Off-campus users will be prompted for a username and password. Type your surname in the first block and your identity number (ID) in the second block.

- Past examination papers

Go to the libguides page for MBA <http://libguides.nwu.ac.za/>

Under the 'Getting started' tab on the left-hand column under Library Services is a link to examination papers or go to the link directly <http://collections.nwu.ac.za/dbtw-wpd/textbases/exam-papers.html>

- General information about service and facilities

The University's library is a fully-equipped and staffed library of a size and standard compatible with a modern research and teaching university in South Africa and the international context. The library puts a high premium on being sensitive and responsive to the user's needs.

10.4 Reading laboratory:

Reading laboratory services are available on requested bookings

10.5 Support for students with disabilities

The disability unit aims to facilitate equity in access to resources and facilities on campus for students with disabilities. This is primarily achieved by liaising with faculties for extra time during tests and examinations for affected students, securing prescribed textbooks and study guides for students with disabilities, making equipment available to enable visually impaired students to access their lectures easily, and securing assistive devices for students with disabilities.

10.6 International students

We are delighted that you have either chosen to study at our campus or are considering making this campus your academic home for the next few years.

The International Office of the North-West University will become your 'home away from home' during your time at the NWU and we are always here to assist you in any way we can. We view our university and this campus as a space for academic freedom, exciting new prospects, and personal growth. We trust that you will employ every day of your stay with us to strive for new knowledge and wisdom. May the NWU be a place where you are empowered to actively seek out the knowledge you require; a place where you will also grapple with challenging new concepts, explore the parameters of your intellectual talents, and ultimately excel.

- Contact numbers:

Potchefstroom: 018 28 52759/29 91413

Vanderbijlpark: 016 910 3114/3340/3093

Mafikeng: 018 398 2025/2464

10.7 Protection services

Protection Services' mandate is to ensure a safe and secure campus environment within which balanced teaching, learning, and research can flourish. In addition, Protection Services provides a range of additional services relating to the access of authorized students, staff, and visitors in order to ensure a pleasant experience on our campuses.

Security Services require appropriate mechanisms that ensure that the Campus community, the property of the University, as well as the property of staff and students, are at minimum risk. This sometimes necessitates measures that may cause inconvenience. However, it is the objective of Protection Services to provide the most efficient safety measures with the least possible inconvenience to staff and students.

Furthermore, the Campus Protection Services is responsible for the issuing of student cards to all registered students of the University.

11 GRADUATION

The North-West University is authorised to award the MBA at a post-graduate level in the Faculty of Economic and Management Sciences. The Business School issues the MBA qualification on behalf of the North-West University after successful completion of all the specified and required modules. Prospective graduates will receive notification before the MBA graduation ceremony from the NWU. You are required to reply to the notification.

Note that the NWU graduation office is responsible for the graduation ceremony. All communication regarding graduation ceremonies will be handled by the NWU graduation office.

Graduation ceremonies are organised by the NWU Graduation Office. They can be reached at <http://services.nwu.ac.za/student-academic-lifecycle-administration/graduations-and-ceremonies> or NWU-grad@nwu.ac.za.

12 CONCLUSION

This document is being updated in real-time. This version is correct as of 31 July 2021. Any comment that could improve this document can be sent to Chrisna Lloyd at chrisna.lloyd@nwu.ac.za or Elma Senekal at elma.senekal@nwu.ac.za.

ATTACHMENT 1: STUDENT REQUEST FORM

Double click on the form to complete it. Guidelines on completing the form follow after the form.



NWU Higher Degree Administration

Faculty of student

STUDENT'S REQUEST FORM (A) FOR M AND PHD STUDENTS

For general requests such as: course changes, freezing of studies, adding of extra curricular modules, upgrading of M studies to a PHD, etc.

INITIALS AND SURNAME OF STUDENT

Student no

Cell no

Historical years of student

QUALIFICATION NAME

CURRICULUM CODE

PLEASE NOTE: When changing curriculum, you must also apply for recognition of modules passed under the previous curriculum. The needed Modules Amendment form should also be completed in such a case.

PROCEDURE TO BE FOLLOWED TO COMPLETE THE PROCESS

1. The student states the request, attaches an academic record (available at Higher Degree Administration) and takes it to his / her supervisor / promoter.
2. The General Academic Rules of the NWU (A-rules) should be consulted before approving any student request.
3. The appointed supervisor considers the request. The approval process takes place according to Faculty Rules. The SALA Faculty Administrative official forwards the signed request to Higher Degree Administration for processing.
4. It is the responsibility of the student who submits the request, to personally ascertain from his/her supervisor / promoter what the decision of the request was.

1. STUDENT'S REQUEST AND MOTIVATION

/

STUDENT'S SIGNATURE

FOLLOW ON TO PAGE 2

1

Guidelines for completing student request form:

- The curriculum code for MBA is **5BE Q01**
- For module exemption, you only have to complete the first page of the form.
- For module exemption, you must include the names and module codes of the module for which exemption is requested, as well as the module code of the module that was completed to enable you to apply for an exemption.
- Sign the form electronically. If you do not have an electronic signature, create one for yourself by clicking in the “Student’s signature” block.
- Save the file as a pdf file. Do NOT save the file as a picture. Also, do NOT print the document, sign and scan it, as this would disable any future approval signatures.

ATTACHMENT 2: ESTIMATED STUDY FEES FOR 2022



STUDY FEE* COST ESTIMATE FOR 2022

QUOTATION NUMBER: 0

TUITION FEES

TUITION FEE COURSE UNIT AND REGISTRATION FEE

5BE Q01 1 MBA	6300.00
REGISTRATION FEE	2020.00

MODULE FEES

MBAA 8 12 OPERATIONS MANAGEMENT	11655.00
MBAA 8 15 EXECUTIVE ECONOMICS	5380.00
MBAA 8 16 LEADERSHIP	11655.00
MBAA 8 74 RESEARCH METHODOLOGY	11655.00
MBAB 8 21 TECHNOLOGY MANAGEMENT (NEA)	11655.00
MBAB 8 23 MANAGERIAL ACCOUNTING	11655.00
MBAB 8 24 STRATEGIC TALENT MANAGEMENT	5380.00

Grand total: Tuition & other fees **R77355.00**

This is only a preliminary estimation.

Please provide for a possible price increase of up to 8.00% **R6188.40**

Grand total: TUITION & OTHER FEES (price increase included) **R83543.40**

Compulsory 1st Minimum Fees Payable for 2021

FIRST YEAR STUDENTS - (All NWU Campuses)

	Residence Students	Non- Residence	Distance Students
NWU Registration Fees	R2 020	R2 020	R2 020
First Payment on Tuition Fees	R8 240	R8 240	R8 240
First Payment on Residence Fees	R8 570	R0	R0
R&O Package (Compulsory for residence 1st year students)	<u>R1 200</u>	<u>R110</u>	<u>R0</u>
Total Compulsory Minimum First Payment 2021	R 20 030	R 10 370	R 10 260

SENIOR STUDENTS - (All NWU Campuses)

	Residence Students	Non- Residence	Distance Students
NWU Registration Fees	R2 020	R2 020	R2 020
First Payment on Tuition Fees	R8 240	R8 240	R8 240
First Payment on Residence Fees	<u>R8 570</u>	<u>_____</u>	<u>R0</u>
Total Compulsory Minimum First Payment 2021	R18 830	R10 260	R10 260

Please note that the minimum fees payable does not apply to international students - the **full amount** for their proposed study and relevant costs must be paid in advance before registration can be finalised.

Please provide for these **additional fees** (where applicable)



STUDY FEE* COST ESTIMATE FOR 2022

QUOTATION NUMBER: 0

TUITION FEES

TUITION FEE COURSE UNIT AND REGISTRATION FEE

5BE Q01 2 MBA	6300.00
REGISTRATION FEE	2020.00

MODULE FEES

MBAC 8 11 STRATEGIC MANAGEMENT	11655.00
MBAC 8 12 COMPANY PROJECT	11655.00
MBAC 8 13 FINANCIAL MANAGEMENT	11655.00
MBAC 8 73 MINI-DISSERTATION	34965.00
MBAD 8 22 MARKETING MANAGEMENT	11655.00
MBAD 8 23 ENTREPRENEURSHIP	11655.00
MBAD 8 24 CORPORATE GOVERNANCE	11655.00

Grand total: Tuition & other fees **R113215.00**

This is only a preliminary estimation.

Please provide for a possible price increase of up to 8.00% **R9057.20**

Grand total: TUITION & OTHER FEES (price increase included) **R122272.20**

Compulsory 1st Minimum Fees Payable for 2021

FIRST YEAR STUDENTS - (All NWU Campuses)

	Residence Students	Non- Residence	Distance Students
NWU Registration Fees	R2 020	R2 020	R2 020
First Payment on Tuition Fees	R8 240	R8 240	R8 240
First Payment on Residence Fees	R8 570	R0	R0
R&O Package (Compulsory for residence 1st year students)	<u>R1 200</u>	<u>R110</u>	<u>R0</u>
Total Compulsory Minimum First Payment 2021	R 20 030	R 10 370	R 10 260

SENIOR STUDENTS - (All NWU Campuses)

	Residence Students	Non- Residence	Distance Students
NWU Registration Fees	R2 020	R2 020	R2 020
First Payment on Tuition Fees	R8 240	R8 240	R8 240
First Payment on Residence Fees	<u>R8 570</u>		<u>R0</u>
Total Compulsory Minimum First Payment 2021	R18 830	R10 260	R10 260

Please note that the minimum fees payable does not apply to International students - the full amount for their proposed study and relevant costs must be paid in advance before registration can be finalised.

Please provide for these additional fees (where applicable)

ATTACHMENT 3: COVER PAGE – INDIVIDUAL ASSIGNMENT



SOLEMN DECLARATION – INDIVIDUAL ASSIGNMENT

Solemn declaration by the student

Module: _____
Module Code: _____
Assignment No.: _____
Assignment due date _____

I _____ declare herewith that the assignment which I herewith submit to the North-West University as partial completion of the requirements set for the MBA degree, is my own work.

Signature of student _____ Student number _____

Signed at _____ this _____ day of _____ 20____

ATTACHMENT 4: COVER PAGE – GROUP ASSIGNMENT



SOLEMN DECLARATION - GROUP ASSIGNMENT

Solemn declaration by students

Module: _____
 Module Code: _____
 Assignment No.: _____
 Assignment due date : _____

We hereby declare that the assignment which we herewith submit to the North-West University as partial completion of the requirements set for the MBA degree is our work.

GROUP NAME _____

GROUP LEADER _____

DATE _____

	number	ire	ibuted

ATTACHMENT 5: GENERAL ADMINISTRATION

NWU General academic rules:

[..\A Rules\7P_A-Rules_2020_P.pdf](#)

ATTACHMENT 6: SCIENTIFIC AND ETHICS COMMITTEE DEADLINES FOR 2022



D BS Research
Schedules plan for 2 **Add 2022**

ATTACHMENT 7: NWU BUSINESS SCHOOL STRATEGY

VISION OF THE NWU BUSINESS SCHOOL

Transforming managers into strategic thought leaders for tomorrow

MISSION OF THE NWU BUSINESS SCHOOL

The NWU Business School is committed and aligned with its parent institution on the three basic levels of involvement, namely high-quality education, supported by research and the commercialisation of expertise, as measured against international standards.

MISSION STATEMENT

- 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.

OUR VALUES

The NWU Business School is committed to:

- Excellence in our core business
- Academic integrity
- Ethical behaviour and good governance
- Botho / Ubuntu –building communities
- The notion of social justice

Explanation of BOTHO / UBUNTU

Ubuntu can best be described as an African philosophy that emphasizes 'being self through others'. It is a form of humanism that can be expressed in the phrases 'I am because of who we all are'.

The key distinctive qualities of this traditional philosophy are spelt out as humaneness, gentleness, hospitality and generosity.

ATTACHMENT 8: NWU BUSINESS SCHOOL GOALS AND 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.
	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 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	4.1 Cultivate the social development competencies necessary to address the challenges in South Africa.

<i>Collaborating with stakeholders in addressing socio-economic development challenges</i>	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.
<i>Goal 5: 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 evaluative understanding of a range of concepts, models, approaches and techniques for managing and leading public and private organisations effectively and efficiently.
<i>Goal 6 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 all stakeholders as a group.
<i>Goal 7 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 able to communicate commendably and apply verbal presentations skills.