SOUTH AFRICAN QUALIFICATIONS AUTHORITY

REGISTERED QUALIFICATION:

Master of Business Administration

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<tr><td>ABET BAND</td><td>MINIMUM CREDITS</td><td>PRE-2009 NQF LEVEL</td><td>NQF LEVEL</td><td>QUAL CLASS</td></tr>
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In all of the tables in this document, both the pre-2009 NQF Level and the NQF Level is shown. In the text (purpose statements, qualification rules, etc), any references to NQF Levels are to the pre-2009 levels unless specifically stated otherwise.

This qualification does not replace any other qualification and is not replaced by any other qualification.

PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:
The purpose of this Master of Business Administration (MBA) is to provide professional Postgraduate management and business training. Therefore the modules of the qualification are focused on combining theory and practice, in order to fully develop the strategic manager and develop the potential of individuals in business settings. The outcomes and content of the modules of the MBA will ensure that learners participants acquire relevant and appropriate training and education in current business practice and trends, and essential business skills that can be successfully applied to the challenges encountered in the business arena of Southern Africa.

The institution firmly believes that the achieved results are a synergistic consequence of the applied knowledge and required creativity of the active engagement between learner and faculty.
The qualifying leaners will:
- Demonstrate advanced and integrated knowledge with regard to management theory related to the fields of strategy, technology, human resources, projects, marketing and finances, with specific focus on leadership and entrepreneurship in the business environment.
- Be able to use a wide range of specialised managerial and business skills to identify, conceptualise and then address complex management issues on multi-disciplinary levels in the business environment.
- Be able to select and apply appropriate and creative qualitative and/or quantitative research methods, techniques and processes to address complex practical problems in the business environment, thereby contributing to the improvement of the practice.
- Develop the ability to use the resources of academic and professional discourses to communicate and defend substantial business ideas that are the products of research or development in an area of specialisation; and use a range of advanced and specialised skills to communicate to a range of audiences with different levels of knowledge or expertise.
- Be able address the management challenges within an ethical context.

The design of the MBA syllabi also addresses the fundamental functions that are required at managerial level (45%). The rest (55%) of the modules are designed to address strategic and complex management issues. Modern tendencies in management learning such as sustainability, corporate governance, ethics, caring for the environment and corporate social responsibility are well integrated in all the qualification modules.

During the years of study, learners develop various skills towards their own personal development. Skills such as teamwork, interpersonal relationships, time management, ethical behaviour, personal strengths and endurance are acquired and developed during classes, syndicate group work and additional skills courses during study schools.

Rationale:
It is widely acknowledged worldwide that the Master of Business Administration (MBA) qualification focuses on addressing the shortage of trained managers. In this regard, the overall purpose of the qualification is to make a valuable contribution towards resolving this recognised issue of local, provincial and national shortages. The qualification is designed for learners at a managerial or executive level to add value to and to play a strategic and transformational role in their organisations. A further purpose is to develop learners into strategic and transformational leaders.

LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL):
The institution acknowledges that the RPL must be conducted in a valid, reliable and equitable way and that it must take place in accordance with the terms of the University's Policy on the RPL and in accordance with the relevant procedures laid down by the Faculty.

According to this policy, learners with no formal qualifications, but who can demonstrate (through the production of substantial and satisfactory evidence) experiential or work-based learning or a non-formal qualification (or a combination) to be considered for admission to the MBA qualification.

Entry Requirements:
Learners who apply for the Master of Business Administration should be in possession of one of the following:
- 4 years Bachelors' Degree at NQF Level 8.

Or
- Honours Degree at NQF Level 8.

Or
- Postgraduate Diploma in Management or a similar specialisation, at NQF Level 8.

Or
- Learners must have a minimum of 3 years work experience.

RECOGNISE PREVIOUS LEARNING?

Y

QUALIFICATION RULES

The Master of Business Administration qualification consists of 14 compulsory modules that conclude in the second year with a dissertation, totalling 210 Credits.
Modules:
- Corporate Governance, 12 Credits.
- Managerial Economics, 12 Credits.
- Human Resource Management, 12 Credits.
- Operations Management, 12 Credits.
- Technology Management, 12 Credits.
- Managerial Accounting, 12 Credits.
- Strategy Management, 12 Credits.
- Company Project, 12 Credits.
- Financial Management, 12 Credits.
- Leadership, 12 Credits.
- Marketing Management, 12 Credits.
- Entrepreneurship, 12 Credits.
- Research Methodology, 12 Credits.
- Mini-dissertation, 54 Credits.

EXIT LEVEL OUTCOMES

1. Demonstrate advanced and integrated knowledge with regard to management theory related to the fields of strategy, technology, human resources, projects, marketing and finances, with specific focus on leadership and entrepreneurship in the business environment.
2. Use a wide range of specialised managerial and business skills to identify, conceptualise and then address complex management issues on multi-disciplinary levels in the business environment.
3. Select and apply appropriate and creative qualitative and/or quantitative research methods, techniques and processes to address complex practical problems in the business environment, thereby contributing to the improvement of the practice.
4. The ability to use the resources of academic and professional discourses to communicate and defend substantial business ideas that are the products of research or development in an area of specialisation; and use a range of advanced and specialised skills to communicate to a range of audiences with different levels of knowledge or expertise.
5. Address the management challenges within an ethical context.

ASSOCIATED ASSESSMENT CRITERIA

Associated Assessment Criteria for Exit Level Outcome 1:
- Critical and analytical thought to theoretical concepts, processes and procedures with a view to improve management, leadership and entrepreneurial skills in the business environment are applied.
- Knowledge required to apply in a practical business setting in the field of management to solve current and relevant issues is identified, analysed and categorised.
- Debates and reasoning about complex management problems in different business environments are demonstrated.

Associated Assessment Criteria for Exit Level Outcome 2:
- Comments on real company issues to solve problems in ill-defined contexts are made, real cases, business concepts and techniques to the real world are used.
- Case studies to prove that you understand, able to apply management theories and techniques and make management decisions are demonstrated.
- Written assignments presenting business solutions in an academically acceptable format and use of appropriate Information Technology (IT) to communicate research results individually or in groups are successfully completed.

Associated Assessment Criteria for Exit Level Outcome 3:
- Identify a relevant and current research problem or, developing an appropriate research design and applying appropriate research methods and issue worth pursuing to solve the relevant and current research problem are identified.
- Select relevant research applications from the theory to apply it in practice to solve the business application problem are analysed.
- Findings and conclusions of the research in an academically acceptable manner with regard to the rules on plagiarism and copyright are presented.

Associated Assessment Criteria for Exit Level Outcome 4:
- Written and oral assignments and research reports in an academically acceptable format are applied and appropriate IT to communicate research results individually or in groups are used.

Associated Assessment Criteria for Exit Level Outcome 5:
- Challenges in management faced by real companies on business ethics and acceptable codes of conduct in the world of management and business to identify opportunities for improvement in these organisations, are considered, analysed and demonstrated.
- Interpretation of complex financial issues in a financially viable and ethical manner, systematically and logically to create practical and sustainable business solutions are derived assessed and solved.
- The purpose, value of the organisation and the quality of management level are transformed.
- Empowered manager-leader performing within a fundamentally value-driven context to the challenges of the 21st century is shown.

Integrated Assessment:
Assessment of the Master of Business Administration qualification is done through formative and summative assessment methods in each of the modules as part of the policy stipulation.

These assessments include the following:
Description of the number and types of tests/assignments/projects/case studies:
The method used is various ways of drafting a participation mark plus a written examination mark, which in total must be an average of 50% for the learner to pass the particular module. A sub-minimum of 45% in the examination is required in all cases.
The institution has a policy that at least one individual and one group assignment should be completed in every module in order for the learner to get a participation mark. Various class assignments/tests are also done to contribute to the particular module's participation mark.

Formative and summative assessment:
In every module, learners must receive formative feedback on individual and group assignments. This feedback contains the marked assignment, with comments, a marking sheet or a detailed memorandum. The marked assignments are normally handed out during contact sessions, while the lecturer discusses common problems, as well as corrective steps.

Integrated summative assessment in the form of the dissertation will be completed to test the learner's knowledge of the theoretical and general aspects of the field of business administration.

INTERNATIONAL COMPARABILITY

Comparability studies were conducted on similar international qualifications to enhance the quality and international standing of this qualification.

Master of Business Administration in Accounting and Finance - Manchester (UK):
The Master of Business Administration in Accounting and Finance offered at the University of Manchester in the UK equips learners with a broad-based understanding of the core subject areas with an emphasis on empirical research methods and on accounting and finance practice. With the wide range of modules offered, the qualification allows learners to specialise and during the study they have the chance to build on your growing knowledge and expertise by completing a dissertation on a research area of your choice.

Master of Business Administration - Central Queensland (CQ) University (Australia):
The University CQ in Australia offers the Master of Business Administration. The qualification introduces learners to the opportunity to learn and apply contemporary management and business knowledge in an interdisciplinary manner. Learners will also gain differing perspectives and approaches to topical managerial challenges from staff and other learners, enabling them to competently manage in the dynamic environments of today's global business world. In addition, the qualification provides the learners with opportunities, skills and knowledge for them to assume management responsibilities in a broad range of key areas including marketing, people management, operations management, finance and change management.

Master of Business Administration - Queen`s University (Canada):
In Canada, Queen`s University also offers the Master in Business Administration. The curriculum for the qualification is very flexible and can be built to meet the learner`s career goals. The qualification

is designed into two modules, the Foundations Level, which provides an overview of business fundamentals, and Mastery Level, which enables the learner to choose an area of specialisation. Upon completion of the Master of Business Administration, the learner may then choose to advance to the Expert level by pursuing a second Master's degree in this area of specialisation. The qualification will expose the learner to a broad understanding of the global business environment, international business and cross-cultural management challenges. The qualification design takes an integrated approach so the learner will develop an understanding of the impact of all business decisions across the organisation and beyond.

The Master in Business Administration Degree consists of 14 modules with each module of 12 Credit, except for the mini dissertation module with 54 Credit points. The modules offered within the qualification are:
- Module 1: Corporate Governance.
- Module 2: Operations Management.
- Module 3: Managerial Economics.
- Module 4: Research Methodology (year module).
- Module 5: Technology Management.
- Module 6: Human Resource Management.
- Module 7: Managerial Accounting.
- Module 8: Strategy Management.
- Module 9: Company Project.
- Module 10: Financial Management.
- Module 11: Leadership.
- Module 12: Marketing Management.
- Module 13: Entrepreneurship.
- Module 14: Mini-dissertation (year module).

Assessment will include:
- Participation mark plus written examination mark.
- Formal and informal formative assessment.
- Group assignments.
- 50% pass rate for particular module.

Conclusion:
The results of the comparability studies conducted reveal that this qualification can be compared with some of the best Master qualifications in the world. When considered from the curriculum point of view i.e. modules and topics, this qualification compares very well with the qualifications cited above.

ARTICULATION OPTIONS

Learners who are credited with this qualification will be able to function with advanced intellectual and practical competencies in this area of specialisation.
Horizontal articulation:
- Master of Business Administration in Agribusiness, at NQF Level 9.
- Master of Business Administration in Education Management, at NQF Level 9.
- Master of Business Administration in Environmental Business Management, at NQF Level 9.

Vertical articulation:
- Doctor of Business Administration (in the same area of specialisation), at NQF Level 10.

MODERATION OPTIONS

N/A

CRITERIA FOR THE REGISTRATION OF ASSESSORS

N/A

REREGISTRATION HISTORY

As per the SAQA Board decision/s at that time, this qualification was Reregistered in 2015.

NOTES

N/A

LEARNING PROGRAMMES RECORDED AGAINST THIS QUALIFICATION:

NONE

PROVIDERS CURRENTLY ACCREDITED TO OFFER THIS QUALIFICATION:

This information shows the current accreditations (i.e. those not past their accreditation end dates), and is the most complete record available to SAQA as of today. Some Primary or Delegated Quality Assurance Functionaries have a lag in their recording systems for provider accreditation, in turn leading to a lag in notifying SAQA of all the providers that they have accredited to offer qualifications and unit standards, as well as any extensions to accreditation end dates. The relevant Primary or Delegated Quality Assurance Functionary should be notified if a record appears to be missing from here.

1. North West University