



**REGENT**  
**BUSINESS SCHOOL**

HONORIS UNITED UNIVERSITIES

# **Master of Business Administration (MBA)**

## **Year 2**

## **July 2019**

## **Academic and Assessment Calendar**

**MASTER OF BUSINESS ADMINISTRATION – ACADEMIC AND ASSESSMENT CALENDAR -  
DISTANCE**

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## **1. MESSAGE FROM THE PROGRAMME COORDINATOR**

Dear Student

I am delighted to welcome you back to REGENT Business School (RBS). It gives me great pleasure in addressing you as the Programme Coordinator for the Master of Business Administration. We are very excited that you have continued your studies and we hope that your studies continue to bring you enjoyment, enthusiasm and most importantly a fruitful academic learning experience.

The Master of Business Administration Degree (MBA) is the world's best known and most widely recognised management education qualification being viewed as a prerequisite to most top management positions. It provides the most comprehensive mix of modules in the field of management. Accounting and Finance, Strategic Marketing and Managerial Economics are three of the several modules that will be encountered over this twenty month Degree. The MBA also comprises a research and dissertation component.

On behalf of REGENT Business School, the Management, Staff and I wish you the very best for the final period of your studies. We continue to wish you much success as you fulfill your academic goals and as you learn more about yourself and your place in the world.

Best wishes

**Prof Osman Seedat**  
**MBA Programme Coordinator**

## 2. PURPOSE OF ACADEMIC AND ASSESSMENT CALENDAR

The objective of the academic and assessment calendar is to clearly define the rollout for the academic year ahead, and assist the student in grasping the assessment terminology and requirements. Students will find the programme structure inclusive of the module outlines, timeframes and other important deliverables.

The calendar contains all the formative assessments that need to be completed and submitted, together with the summative assessment dates.

***The assessment and academic calendar is a supplementary booklet, and it is imperative that it be referenced in conjunction with the General Handbook for the academic year.***

## 3. CONTACT INFORMATION

### 3.1 RBS OFFICES

REGENT Business School offers its academic programme via the distance learning mode of delivery. All administration of academic programmes are conducted out of REGENT Business Schools Head office in Durban. The Johannesburg office provides administrative support services and helps facilitate communication between the Head Office and students.

**The contact details of the offices are as follows:**

Durban	Johannesburg
<b>Physical Address:</b> 35 Samora Machel (Aliwal) Street Durban, 4001, South Africa <b>Postal Address:</b> PO Box 10686 Marine Parade, 4056, South Africa <b>Telephone:</b> +27 31 3044626 or +27 31 826 7300 <b>Fax:</b> +27 31 3047303	<b>Physical Address:</b> 13 Frost Avenue, Sunnyside, Auckland Park, Johannesburg, 2092 <b>Postal Address:</b> PO Box 291353 Melville Johannesburg, 2109, South Africa <b>Telephone:</b> +27 11 4821404 <b>Fax:</b> +27 11 4825299
<b>WEBSITE:</b> <a href="http://www.regent.ac.za">http://www.regent.ac.za</a> <b>Email:</b> studentsupport@regent.ac.za	

#### 4. STUDENT SUPPORT SERVICES: STUDENT INFORMATION DESK (SID)

Student centric education is one of the major policy objectives of REGENT Business School. In pursuance of this policy, the institution established a dedicated office to deal with student enquiries called the **Student Information Desk (SID)**. SID is managed by a team which is committed to the principle of excellence in service delivery.

Perhaps, more importantly, SID gives intrinsic meaning and credence to the institution's motto – *“Taking The Distance Out Of Distance Learning”*. The team at SID ensures that the many challenges and problems experienced by learners at a distance are dealt with efficiently.

Furthermore, in an effort to coordinate all student queries and ensure timeous and appropriate feedback; a specially designed system has been developed with the following focus:

- Formalise all queries and generate reference numbers for future communication.
- To coordinate communication between students and different divisions of the Business School.
- To follow-up on each query and bring it to a closure.
- To identify student challenges and strategise support with a view to mitigating challenges.

The consultants of the Student Information Desk (SID) will be able to provide you with information that you require.

Once again on behalf of the management and support team, REGENT Business School would like to confirm its commitment to students to ensure that you have a rewarding and fulfilling study experience.

We wish you everything of the best with your studies. Please feel free to contact the support staff of RBS.

We are committed towards your success.

[studentsupport@regent.ac.za](mailto:studentsupport@regent.ac.za)

## 5. PROGRAMME STRUCTURE

Master of Business Administration Year 2	
SEMESTER ONE	SEMESTER TWO
<b>MODULES</b> <ul style="list-style-type: none"><li>• Entrepreneurship Capstone Project</li><li>• Research and Statistical Methods</li><li>• Elective:</li></ul> <b>The electives are as follows:</b> <ul style="list-style-type: none"><li>• Healthcare Management</li><li>• Public Sector Management</li><li>• Islamic Finance and Banking</li><li>• Project Management</li><li>• Educational Management and Leadership</li></ul>	The MBA <b>semester two activity focuses on the completion of the</b> dissertation

## 6. WORKSHOPS

RBS will conduct workshop sessions for each module in each trimester; however the workshops are held in regions where there are viable student numbers per module. The workshops are held on weekends. Whilst it is not compulsory to attend these workshops, all students are encouraged to attend the workshops at the nearest available workshop venue. In addition to obtaining additional insight regarding the modules, students have the opportunity of meeting and interacting with other students and academics.

## **6.1 WORKSHOP VENUES**

<b>COUNTRY</b>	<b>CITY</b>	<b>VENUE</b>
<b>South Africa</b>	<b>Durban</b>	<b>REGENT Business School</b> 35 Samora Machel (Aliwal) Street, Durban
<b>South Africa</b>	<b>Johannesburg</b>	<b>Regent Business School</b> 13 Frost Avenue, Sunnyside Auckland Park Johannesburg
<b>South Africa</b>	<b>East London</b>	<b>REGENT Business School</b> 6 - 8 Donald Road Vincent East London
<b>South Africa</b>	<b>Cape Town</b>	<b>Regent Business School</b> 9 Hemlock Street;1st Floor Newlands Cape Town
<b>Swaziland</b>	<b>Manzini</b>	<b>Lot 132 City Centre, Manzini, Swaziland</b> Mbabha Street Commercial Area, Manzini – Near Swaziland Milling
<b>Namibia</b>	<b>Ongwediva</b>	<b>University of Namibia</b> Oshakati Campus Eliander Mwatale Street Oshakati Namibia
<b>Namibia</b>	<b>Windhoek</b>	<b>Dr Augustino Netto Drive</b> Unit 3 Ausspann Plaza Office Park Ground Floor Windhoek Namibia

- Workshops will be **held** at the venues above **depending on student enrolment**.
- In addition, workshops could be held at venues not mentioned above depending on student enrolment.
- Workshop programmes may be adjusted on the day of the workshop.

**Students should carry all study material to each workshop.**

## **6.2 WORKSHOP STRUCTURE**

Workshops will be conducted for the following modules:

<b>SEMESTER ONE: JULY - DECEMBER 2019</b>
<ul style="list-style-type: none"><li>• Entrepreneurship</li><li>• Research and Statistical Methods</li><li>• Elective:</li></ul> <p><b>The electives are as follows:</b></p> <ul style="list-style-type: none"><li>• Healthcare Management</li><li>• Public Sector Management</li><li>• Islamic Finance and Banking</li><li>• Project Management</li><li>• Educational Management and Leadership</li></ul>

Workshops will be conducted on the following dates:

<b>SEMESTER ONE</b>	<b>WORKSHOP START DATE</b>
<ul style="list-style-type: none"><li>• Entrepreneurship</li><li>• Research and Statistical Methods</li><li>• Elective</li></ul> <p><b>Special Note: *Elective workshops may be conducted subject to sufficient student numbers.</b></p>	<b>24 August 2019</b>

***A DETAILED WORKSHOP SCHEDULE WILL BE UPLOADED TO THE STUDENT PORTAL***



## 7. PROGRAMME ASSESSMENT

7.1 Each student is required to **submit one assignment (formative)** and **write one formal examination (summative)** for the elective module. Both assessments are compulsory.

- The final mark is computed as a weighted average of 50% from the formative component and 50% of the summative component.
- A student is required to obtain a final mark of at least 50% and a sub-minimum of at least 40% for both formative and summative component to pass a module.
- ***Refer to the General Handbook section, for details pertaining to Regent Business School's Assessment Policy***

7.2 For the Entrepreneurship module, each student is required to submit a report, details of which are explained in section 10.2. There will not be a written examination for this module.

7.3 For the Research and Statistical Methods, each student is required to submit a complete research proposal, details of which are explained in section 10.2. There will not be a written examination for this module.

## 8. FORMATIVE ASSESSMENT (ASSIGNMENTS)

### 8.1 ASSIGNMENT SUBMISSION GUIDELINES

The submission of assignments is compulsory. Students who do not submit an assignment for a module may be refused entry to the examination in that module. There is normally one assignment per module. The dates indicated in the assignment submission schedule are the **final due** dates. Students will be penalised if they submit assignments after the final submission date. **Hand written** assignments will not be accepted.

Ensure that an assignment cover is attached to your assignment before submitting. Please print your own assignment cover page. Assignments that do not have an assignment cover page will not be processed for assessment. A sample copy is attached at the back of this academic and assessments calendar.

## 8.2 Mode of Submission: Upload via “myRegent” Portal

- Assignments must be submitted on or before the assignment due date indicated in the assignment schedule.
- Assignments must be submitted by upload via the “myregent” online portal.
- Ensure that you upload your assignment using a laptop or computer. Uploading of assignments via a mobile device or tablet is not supported.
- Assignments must be submitted as a single **PDF** file.
- Students are required to contact REGENT Business School should you experience challenges in uploading on or prior the due date.
- A student who achieves a mark of less than 60% will have another attempt at improving his/her grade by means of a re-submission.
- All resubmitted assignments are capped at a maximum mark of 60% in the event of the student achieving a mark that is higher than 60%.
- Please refer to **the student portal** for a guide on uploading the assignments.

*It is imperative that the General Handbook be further referenced on the assignment rules and guidelines for submission of assignments.*

## 9. PRESCRIBED/RECOMMENDED READINGS

Based on the publication of new editions as well as ongoing curriculum review and development, the prescribed/recommended list of textbooks is subject to review and/or change on a regular basis. The latest edition of each book should be used.

<b>MODULE</b>	<b>PRESCRIBED BOOKS (P) and RECOMMENDED READINGS (R)</b>
<b>Entrepreneurship</b>	<p>Rwigema, Urban and Venter (2011) <u>Entrepreneurship: Theory in Practice</u> Second edition. Oxford. (P)</p> <p>Nieman G and Nieuwenhuizen (Editors) (2014) <u>Entrepreneurship A South African Perspective</u> Third edition. Van Schaik. (R)</p> <p>Strydom J. (2012) Entrepreneurship and how to establish your own business. 4<sup>th</sup> edition Juta. (R)</p> <p>Van Aardt I, Bezuidenhout S, Bendeman H, Booysen K, Clarence W, Massyn C, Naidoo P, Swanepoel E and Van Aardt C (2014) <u>Entrepreneurship and New Venture Management</u> Fifth edition. Oxford. (R)</p>
<b>Healthcare Management</b>	<p>Muller M, Bezuidenhout M and Jooste K. (2011) <u>Healthcare Service Management</u> Second edition. Juta (P)</p> <p>Martin V and Henderson E (2010) <u>Managing Health and Social Care</u>. Routledge. (R)</p>
<b>Public Sector Management</b>	<p>Venter A and Landsberg C (Editors) (2014) <u>Government and Politics in South Africa</u>. Van Schaik (P)</p>
<b>Islamic Banking and Finance</b>	<p>Abdul-Rahman Y (2014) <u>The Art of RF (Riba-Free) Islamic Banking and Finance</u>, 2nd Edition. Wiley (P)</p> <p>Usmani MT (2005) An Introduction to Islamic Finance, Maktaba Ma`arifur Qur`aan, Karachi (R)</p> <p>Usmani MI (2002) Meezanbank's Guide to Islamic Banking, Darul-Ishaat, Karachi (R)</p> <p>Joosub S (2010) Shari`ah Analysis of Shares Self-published (R)</p>
<b>Project Management</b>	<p>Kerzner H (2013). <u>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</u>. Wiley and Sons (P)</p> <p>Clements JP and Guido J. (2012). <u>Successful Project Management. 6th Edition</u>. Cengage Learning</p> <p>Heizer J. and Render B (2012). <u>"Project Management" (Ch. 3) in Operations Management. 10th Edition.</u>: Pearson Education</p> <p>PMI (2004) <u>A Guide to the Project Management Body of Knowledge (PMBOK Guide). 3rd Edition</u>. Project Management Institute.</p>

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	Schwalbe K (2009) <u>Introduction to Project Management. 2nd Edition.</u> Cengage Learning.
<b>Educational Management and Leadership</b>	Coleman M and Glover D (2010). <u>Educational Leadership and Management Developing Insights and Skills.</u> Open University Press (P) Van Deventer, I. (2016). <u>An Educators guide to school management – leadership skills. 2<sup>nd</sup> Edition</u> Van Schaik Publishers (R)
<b>Research and Statistical Methods</b>	Saunders M, Lewis P, and Thornhill, A. (2009). <u>Research Methods for Business Students. 5<sup>th</sup> edition.</u> Pearson Education. (P) Zikmund et al, (2009). <i>Business Research Methods.</i> 8 ed. Thomson South-Western, USA. (R) Wegner T, <u>Applied Business Statistics: Methods and Applications, 5<sup>th</sup> Edition.</u> Juta (R)

***All prescribed textbooks may be purchased from Shesha Books or any other accredited bookseller. You can contact Shesha Books on +27 31 3322702 or email sales@sheshabooks.co.za for further details.***

## 10. ASSIGNMENT SCHEDULE

MODULE	ASSIGNMENT SUBMISSION DATE
<u>Elective</u> <ul style="list-style-type: none"><li>• Healthcare Management</li><li>• Public Sector Management</li><li>• Islamic Finance and Banking</li><li>• Project Management</li><li>• Educational Management and Leadership</li></ul>	10 September 2019
<u>Research and Statistical Methods:</u> <u>Final Submission Dates</u> Topic Submission Proposal submission	30 August 2019 30 September 2019
<u>Entrepreneurship Report Submission</u>	14 October 2019

**10.1 ASSIGNMENT QUESTIONS: (SEMESTER ONE) JULY – DECEMBER 2019**

**10.1.1 HEALTHCARE MANAGEMENT [100]**

**QUESTION ONE [25]**

An ethical dilemma occurs when a situation has no clear answer. Marquis and Huston (1994:416) see an ethical dilemma as having to make a choice between two equally desirable or undesirable alternatives.

Healthcare managers and professionals face dilemmas relating to HIV/Aids, abortion, euthanasia, sexual orientation, technological advances such as organ transplant and resuscitation, child abuse, domestic violence, cultural diversity, substance abuse and managed care.

With regard to managed care and the allocation of limited resources in healthcare:

- 1.1 Identify the possible ethical questions that may arise; and (5)
- 1.2 Discuss how healthcare managers can deal with the dilemmas by using models such as beneficence, truth-telling, non-maleficence, utilitarianism, justice, deontology and rights-based reasoning. (20)

**QUESTION TWO [20]**

Health promotion is regarded as pivotal to addressing global health and the burden of disease.

In terms of this statement, explain the concept of health promotion and discuss the ways in which health promotion can be institutionalised in the health system, considering in your discussion the challenges faced in this regard.

**QUESTION THREE [25]**

- 3.1 Discuss the purpose of primary healthcare in the health system of a country. (10)
- 3.2 Critically discuss the principles that guide the National Health Insurance and link those to primary healthcare principles. (15)

**QUESTION FOUR [30]**

- 4.1 Describe the regulatory framework related to financial management and healthcare in the public sector (in a country of your choice). (8)
- 4.2 Discuss the factors impacting on the financial management of a healthcare organisation. (12)
- 4.3 Identify and describe the processes related to budgeting in a healthcare organisation. (10)

**END OF HEALTHCARE MANAGEMENT ASSIGNMENT**

**10.1.2 PUBLIC SECTOR MANAGEMENT [100]**

**QUESTION ONE [25]**

1.1 Explain the meaning of ‘public’ and discuss the differences between public management and public governance. (15)

1.2 With reference to the status and objectives of local authorities outline the legislative and executive powers of local government. (10)

**QUESTION TWO [20]**

Discuss public policy under each of the following headings:

2.1 The factors driving changes in public policy. (10)

2.2 The New Public Management (NPM) approach to public policy. (10)

**QUESTION THREE [25]**

Critically discuss the following statement:

Political processes are intrinsic to effective strategic management in the public sector, but some aspects of political decision-making can make it difficult to develop and maintain appropriate strategies in the public sector.

**QUESTION FOUR [30]**

4.1 Identify differences of quality management in the public and private sectors. (8)

4.2 Discuss the key issues related to quality assessment in the public sector. (10)

4.3 Discuss the critical success factors in and obstacles to quality improvement in the public sector. (12)

***END OF PUBLIC SECTOR MANAGEMENT ASSIGNMENT***

**10.1.3 ISLAMIC FINANCE AND BANKING [100]**

**QUESTION ONE [30]**

- 1.1 Define the term *Ribā* and explain whether it is the same as the interest which the conventional banks pay out to their clients. (10)
- 1.2 Identify the two types of *Ribā* in the context of Islamic Law and elaborate on the differences between these two types of *Ribā*. (10)
- 1.3 Discuss the rationale for the banning of *Ribā* in any Islamic commercial endeavour. (10)

**QUESTION TWO [70]**

- 2.1 Critically elaborate on the principles of Islamic Banking and Finance which make them diametrically different from conventional banking transactions. (15)
- 2.2 Certain misconceptions exist about *Murābaḥah* (profit) contract and conventional banking loans. Many bankers take a view that this contract is a loan divided into pieces based on the risk involved.
- In order to allay this misconception, discuss the *Murābaḥah* product and the rules that need to be followed to make this product Sharī`ah. compliant (15)
- 2.3 Define the terms Joint Venture *Mushārah* and Diminishing Joint Venture (*Mushārah*) and differentiate between these two types of ventures. (15)
- 2.4 Explain the *Ijārah* Contract and its rules and discuss the features of *Ijārah* Contract that differentiate it from a conventional lease. (15)
- 2.5 Discuss the main growth drivers of the global Islamic banking industry. (10)

**END OF ISLAMIC FINANCE AND BANKING ASSIGNMENT**



#### 10.1.4 PROJECT MANAGEMENT

[100]

##### SECTION A

**Read the case study below and answer the questions that follow:**

With expertise in project management, Konrad Cerni was a senior consultant at Ball, Inc., a very well - known company in the region. He graduated a Ph.D. in Engineering Management from one of the leading universities on the East Coast, and turned himself to a practitioner role since. Konrad, who preferred not to be addressed as “Dr.”, had worked in the field of project management at a wide range of companies in different industries from a traditional manufacturing firm to a very complex aerospace operation. His recent client requested Konrad conduct a workshop specifically designed for project management tools, for about 30+ project and program managers in the company. Because of the participants’ busy schedules, the workshop was requested to be one eight - hour session. With a variety of project management tools (generally speaking 50+ tools are available in the practice and literature of project management), Konrad had to pick only those important ones, and cover them in as many areas as possible. One of the tools he included was called a Scope Statement.

##### WHAT IS A SCOPE STATEMENT?

Typically, a scope statement is a document succinctly describing the project objectives, scope, summarized costs, and resource requirements. The details of the document may vary from one company to another. Fundamentally, however, the document answers the crucial question of “

What do we produce in this project?

”The answer thus creates a big – picture view of what the project is all about, setting the scope baseline to follow in whatever is done during the project.

##### A PICTURE IS WORTH A THOUSAND WORDS

Konrad presented an example of the scope statement in practice. The particular company discussed has the project definition that captures six major items: strategic goals, tactical goals, milestones, constraints, assumptions, and specifically excluded scope.

1. Strategic Goals: This element acquaints you with the business end to be attained; the origin of the task; the owner or customer; and the type of product fixture, structure, assembly, or study, etc. In this section, state the overall purpose of the job and include any meaningful background that aids in describing the purpose. For example, the overall purpose of this project is to develop a Project management software that will capture 40 percent of the market share in two years. The project is originated in the corporate strategic plan.

The goals should also include major commitments established with the customer, a subsection called the project goals. This section is written to clearly delineate goals for schedule, cost, and technical performance. An example would be: “This effort will be completed within one calendar year, will cost no more than \$500,000, and will result in a report per World Bank guidelines.” Make sure that you prioritize the objectives. These priorities will serve as decision - making criteria in the trade - off situations.

2. Tactical Goals: This element should describe the major tasks of the project, for example, conceptual development, detailed design, delivery of a complete and tested steam system; reparation of operating manuals; training of the owner ’ s crew, etc. An example would be: “We will design, procure, install, and commission the manufacturing plant.”

This section may have four to six major deliverables such as detailed design, prototype, and training. These deliverables become level one in the WBS and will be further broken down into more detailed WBS elements/deliverables such as documentation, installed facilities, services, contractual end products, etc. They should be described in terms of how much, how complete, and in what condition they will be delivered. The work scope and the WBS can be worked in an iterative manner to assure that the WBS displays the scope in its entirety, and to provide direct reference from any WBS element back to the work scope narrative.

3. Milestones: Identify and define key milestones, including required completion dates and completion criteria. Key events such as fab completion (a manufacturing plant which fabricates items), assembly completion, test completion, document package sign-off, or customer acceptance may be included. List all contractually fixed events and any other major schedule milestones that are Critical to completion of the work. Often these milestones are dates related to deliverables/end products from the previous section.

4. Constraints: List special technical requirements, codes, and standards such as ASME or ISO. Describe facility requirements for fabrication, assembly, testing, or other facilities to accommodate the work. Define functional/operational requirements, data requirements, and special instructions. Identify design criteria. Describe technical constraints, if they exist. Schedule constraints may include interface with progress or completion of other work. In some cases, scheduled delivery may be contractually very rigid. Financial constraints are often related to funding and should be identified. Facility requirements may be better planned when the financial constraints are known.

5. Key Assumptions: With every task comes a set of assumptions and frequently unresolved uncertainties. Identify and list those assumptions. If some needed information is not yet available when the work scope is being prepared, use your experience and best judgment, or ask others who have been involved in related work. For instance, assumptions may be that a software testing will be done by the external resources, or that design activities take place in accordance with a design manual. If assumptions are made with reasonable judgment, the work scope can be sufficiently complete to develop the other elements of the project plan.

6. Specifically Excluded Scope: Describe what is not to be included in the task, what is contractually excluded, or not included for other reasons. If the customer waives the need for operational testing, for instance, that should be stated.

There are many examples. State specifically what is sometimes related to a similar task, but at this time is not included. This will help planners, engineers, management, and customers better understand the scope of work.

Source: Weyhuni, Case Studies in project management, (2010, 177)

**QUESTION ONE** **[20]**

Using relevant information from the case study and the headings presented below construct a Scope Statement for Konrad.

- Strategic Goals
- Tactical Goals
- Key Milestones
- Major Constraints
- Major Assumptions

**QUESTION TWO** **[20]**

2.1 Plans often fail. With reference to this statement, discuss the common causes associated with project planning failure. (10)

2.2 After a project scope is created the next phase is to create a work break down structure. With regards to the above statement, examine the work break down decomposition problems. (10)

**QUESTION THREE** **[30]**

3.1 Quality control involves monitoring specific project results to determine if they comply with relevant standards and identifying ways to eliminate causes of unsatisfactory results. With regards to the above information discuss the concept quality control in relation to project management. (10)

3.2 Discuss the process outputs that could be used in the quality planning phase of a project. (10)

3.3 Examine the costs an organisation could incur as a result of poor quality control in a project. (10)

**QUESTION FOUR [30]**

4.1 Critically evaluate the different aspects of project planning across the project life cycle phases. (20)

4.2 Examine the requirements needed to construct a Gantt chart and explain how a Gantt chart is used. (10)

***END OF PROJECT MANAGEMENT ASSIGNMENT***

**10.1.5 EDUCATIONAL MANAGEMENT AND LEADERSHIP [100]**

**QUESTION ONE [20]**

Despite the fact that educators in an educational institution are the most critical element of its success, few institutions devote significant time or resources to the professional development of their teaching staff.

An effective programme of staff professional development is a critical element of good teaching and learning. Educational institutions are unlikely to maintain sustained improvement in teaching and learning if professional development does not become an integral part of educators' professional lives.

With reference to this:

1.1 Explain what professional development of educators entails and discuss the conditions for successful professional development. (10)

1.2 Discuss the characteristics of educational institutions with successful staff development programmes. (10)

**QUESTION TWO [20]**

Critically discuss the following statement:

Leadership and management is the key to implementing the transformation agenda in education.

**QUESTION THREE [20]**

Leithwood et al (2004) make two important claims with regard to educational leadership. First "leadership is second only to classroom instruction among all school related factors that contribute to what students learn". Second "leadership effects are usually largest where and when they are needed most."

Discuss these assertions with regard to instructional leadership.

**QUESTION FOUR [20]**

Discuss talent management as a concept and its implications for people leadership in education.

**QUESTION FIVE**

**[20]**

According to Joubert (2015) law in education is a complex field and despite the importance of law in education, there is a general lack of knowledge about educational law on the part of educational managers, educators, parents and learners.

With reference to this:

5.1 Discuss the general functions of education law (10)

5.2 Discuss the sources of law in education. (10)

***END OF EDUCATIONAL MANAGEMENT AND LEADERSHIP ASSIGNMENT***

## 10.2 ENTREPRENEURSHIP AND RESEARCH AND STATISTICAL METHODS

### 10.2.1 RESEARCH AND STATISTICAL METHODS

[100]

You are required to submit a research proposal that would be used as the proposal for your dissertation. This implies that the research proposal will be based on the study that you wish to conduct for your dissertation in trimester 2.

*Please read the following steps with regards to the submission of the research proposal:*

#### **Step 1:**

Prior to submitting a proposal, you are required to submit a brief topic motivation with the following details to [researchadmin@regent.ac.za](mailto:researchadmin@regent.ac.za):

**Title of Study/ Topic:**

**Aim of the Study:**

**Research Objectives:**

**Details of how data/information to carry the empirical research will be collected:**

Please access the topic motivation writing guideline and support material (i.e. template, video) as well as the Research Proposal Writing Guideline in order to formulate the topic. Kindly note that this will be assessed by the research committee and feedback will be provided prior to moving onto the proposal stage. Hence, there may be instances where you will be required to make adjustments and resubmit. Please note that the topic motivation does not constitute a weighting towards the assessment of the module but will need to be completed and approved by the research committee to be able to move on to the next step (i.e. research proposal).

***Final Submission for Topic Motivation: 30 August 2019***



**Step 2:**

Once the topic motivation has been approved by the committee, you will be required to submit a research proposal.

Only move onto the research proposal stage once the topic motivation has been approved by the research committee.

Ensure to follow the **research proposal writing guide**, as well as the **research proposal template**. All research proposals should be submitted with the following documents:

- Complete **ethical clearance form**
- **Letter of Permission** (i.e. from the organization/s or institution/s under study indicating that you are permitted to conduct the study in the respective organisation/s).
- **Draft Questionnaire/ Survey** (this is the draft data collection instrument that you will use when collecting primary data from the field).

***Final Submission for Research Proposal: 30 September 2019***

Please note that all submissions should be sent to [researchadmin@regent.ac.za](mailto:researchadmin@regent.ac.za)

*The research proposal will be assessed, and the mark allocated to the proposal out of 100 will constitute the final mark for the Research and Statistical Methods Module. A supervisor will be allocated to you once the proposal has been approved.*

### 10.2.2 ENTREPRENEURSHIP CAPSTONE PROJECT [100]

Entrepreneurship is defined as a process of launching, developing and running a new business. It begins as a small venture and continues to grow into a large corporate firm. Traditionally, an entrepreneur is someone who takes a lot of risks to reap rewards for the services or products that are offered.

**You are required to draw up a comprehensive strategic plan (Business Plan) for an entrepreneurial venture that you have identified.**

The project report must have the following components:

1. A description of the organisation, including the mission and long term objectives.
2. A description of the industry in which the organisation operates including a competitive analysis and identification of key success factors.
3. A detailed SWOT analysis for the organisation.
4. Identification of and evaluation of potential growth strategies.
5. A detailed business plan

The project will be assessed in terms of the following allocation:

The project will be assessed in terms of the following allocation:			
Number	Criterion	Sub- criterion	Marks
1	Description of organisation		5
2	Organisational mission		5
3	Long term objectives		5
4	Industry description		5
5	Competitive analysis		6
6	Key success factors		6
7	SWOT Analysis	Internal analysis SW	6
		External Analysis OT	6
8	Growth Potential	Identification of potential strategies	6
		Evaluation of potential strategies	8
9	Detailed Business plan	Strategic direction provided	36
10	Report	Coherent , focused and Integrated	3
		Presentation	3
TOTAL			100

***Due date for Report: 14 October 2019***

## 11. SUMMATIVE ASSESSMENT (EXAMINATIONS)

### 11.1 EXAMINATION VENUES

REGION	EXAMINATION VENUE
<b>KWAZULU NATAL (Durban)</b>	<b>REGENT Business School</b> 35 Samora Machel Street (Aliwal Street)
<b>KWAZULU NATAL (Newcastle)</b>	<b>The Edu Centre</b> Qualita's Off Sutherland Street
<b>KWAZULU NATAL (Pietermaritzburg)</b>	<b>MANCOSA Office</b> Suite 2 Maritzburg Arch 39/45 Chief Albert Luthuli Street (Entrance through Greyling Street across Waltons)
<b>GAUTENG (Johannesburg)</b>	<b>REGENT Business School</b> 13 Frost Avenue, Sunnyside Auckland Park
<b>GAUTENG (Pretoria)</b>	<b>MANCOSA Office</b> 68 Oak Avenue, Highveld Techno Park Centurion
<b>EASTERN CAPE (Port Elizabeth)</b>	<b>MANCOSA Office</b> 3 <sup>rd</sup> Floor, Greyville House Corner of Ring and Cape Road, Greencare's
<b>EASTERN CAPE (East London)</b>	<b>REGENT Business School</b> 6 - 8 Donald Road Vincent
<b>EASTERN CAPE (Mthatha)</b>	<b>Trinset</b> Zamukulugisa Industrial Site, Amendu Road, Sidwadwa View
<b>EASTERN CAPE (Queenstown)</b>	<b>TBA</b>

**MASTER OF BUSINESS ADMINISTRATION – ACADEMIC AND ASSESSMENT CALENDAR -  
DISTANCE**

<b>REGION</b>	<b>EXAMINATION VENUE</b>
<b>NORTH WEST (Mafikeng)</b>	<b>Molopo Executive Country Lodge</b> Corner off Nelson Mandela drive and North Street
<b>WESTERN CAPE (Cape Town)</b>	<b>REGENT Business School</b> 9 Hemlock Street, 1 <sup>st</sup> Floor Newlands
<b>MPUMALANGA (Nelspruit)</b>	<b>SAVF Social Work Offices</b> No 35 Murray Street Corner Murray and Britz Street (opposite Frieso Centrum)
<b>LIMPOPO (Polokwane)</b>	<b>EduPark</b> <b>EduPark Avenue off Dorp Street (EduPark Administration Office)</b> A Block – Ground Floor Momapati room Opposite New Peter, Mokaba Stadium (1 <sup>st</sup> Floor)
<b>SWAZILAND (Manzini)</b>	<b>REGENT Business School</b> Lot 132 City Centre Mbabha Street Commercial Area Manzini- Near Swaziland Milling
<b>NAMIBIA (Windhoek)</b>	<b>REGENT Business School</b> Moth Centre Unit 8 Centaurus Road (Near Maerua Mall)
<b>NAMIBIA (Ongwediva)</b>	<b>University of Namibia</b> Oshakati Campus Eliander Mwatale Street Oshakati
<b>NAMIBIA (Walvis Bay)</b>	<b>The Learning Hub</b> 60 Circumferential Avenue (Corner of Circumferential and Theo Ben Gurirab Street)
<b>ZAMBIA (Lusaka)</b>	<b>ZAMCOM</b> Zambia Institute of Mass Communication Education Trust Plot 3529 Government Road
<b>ZIMBABWE (Harare)</b>	<b>CADD Centre</b> Causeway Building 10 <sup>th</sup> Floor West Wing Corner Central Avenue and 4 <sup>th</sup> Central Avenue

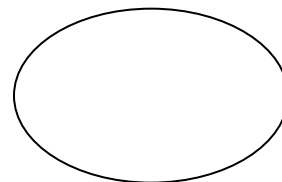
## 11.2 EXAMINATION DATES/SCHEDULE

MODULES	FINAL EXAMINATION	SUPPLEMENTARY/ AEGROTAT EXAMINATION
SEMESTER ONE		
<b>ELECTIVE:</b> <ul style="list-style-type: none"><li>• Healthcare Management</li><li>• Public Sector Management</li><li>• Islamic Finance and Banking</li><li>• Project Management</li><li>• Educational Management and Leadership</li></ul>	12 November 2019 09h00-12h00	16 January 2020 13h30-16h30

Appendix A: ASSIGNMENT COVER SHEET



**REGENT**  
BUSINESS SCHOOL  
HONORIS UNITED UNIVERSITIES



<b>Programme</b>	
<b>Module Name</b>	
<b>Assignment Number</b>	
<b>Surname</b>	
<b>First Name/S</b>	
<b>Student Number</b>	
<b>Date Submitted</b>	
<b>Postal Address</b>	
<b>E-MAIL</b> myregent email address	.....@myregent.ac.za
<b>E-Mail</b> (alternate email address)	
<b>Contact Numbers</b>	Cell :
	Home :
	Work :
<b>Alternate contact :</b>	
<b>Name:</b>	
<b>Relationship:</b>	
<b>Contact number:</b>	

I \_\_\_\_\_ ID/Passport No. \_\_\_\_\_ hereby confirm that  
the assignment submitted herein is my own original work.

Date: \_\_\_\_\_

FOR OFFICE USE ONLY

Marks per question (Q)

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10