**MASTER OF BUSINESS ADMINISTRATION**

**Programme design details**

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| Title of course/ module | Core (C) | Elective (E) | NQF level | Credits weighting | Course/ module outcomes | Course/ module assessment methods |
| Entrepreneurship | C |  | 8 | 10 | * Evaluate the personal characteristics and skills required of an entrepreneur to facilitate the successful start-up and operation of a new venture * Examine the advantages and disadvantages of entrepreneurship * Interrogate the principles of an intrapreneur * Evaluate an entrepreneurial process * Critically evaluate opportunities * Critically evaluate entrepreneurial employment opportunities * Critically assess the viability of a new venture * Evaluate business failure * Critically review ethics in business * Evaluate the capital requirements, assets, revenue and costs of a new venture * Identify and compare all short-term and long-term funding options offered by the finance industry for new ventures * Interpret income statements and balance sheets * Examine current legal and human resource legislation * Evaluate business risks * Identify, gather and analyse the relevant information needed to compile a business plan * Establish and prioritise business, financial and operational goals and objectives for a new venture * Design and present business, financial and marketing plans for a new venture and * Identify information resources of available businesses and new markets accessed through the tendering process | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summative assessments may be moderated either internally and/or externally. |
| Leadership Emotional and Spiritual Intelligence | C |  | 8 | 10 | * Examine and understand perceived and tested relationships between leadership and behavioural constructs and concepts at individual, group and organisational level * Have critical insight into one’s own leadership style using available leadership theories * Formulate and apply different types of influence tactics in different leadership situations * Propose effective and efficient leadership models designed for managing change and transformation * Identify, develop and evaluate leadership skills * Understand, examine and apply analytic tools pertaining to organisational culture and to provide clear explanations of how leadership influences organisational culture * Examine the complexities of multicultural organisations and the management of diversity in such contexts * Evaluate the fusion of team-based and individual learning * Analyse organisational problems and issues from an EQ and SQ framework | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Financial Management | C |  | 8 | 10 | * Explain the principles of strategic financial management, control management and operational control frameworks * Describe and critically examine the fundamental roles and responsibilities of the financial manager of a listed company * Differentiate between business risk, financial risk and investment risk and apply tools to manage risk appropriately * Understand and critically examine the importance of the cost of capital in business decision making and outline the various methods of financing of capital and their respective impact on risk and return * Evaluate the impact of diversification on the expected return and risk of a portfolio of shares * Apply and critically examine valuation techniques used in calculating value; * Synthesise concepts around international finance and its impact on business enterprises * Examine the context of credit policy, credit worthiness, debt collection and cash discount policy * Analyse the investment strategies followed by different companies * Critically analyse financial statements * Examine different types of mergers and debate the pros and cons of each * Demonstrate an analytical understanding of financial structuring * Apply principles of sound financial management and corporate governance | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Competitive Strategy | C |  | 8 | 10 | * Understand and interrogate the context of competition, corporate strategy and relevant theories * Analyse, formulate and implement strategy in different business environments for achieving competitive advantage   + Apply and review investigative skills in understanding industry strategies   + Select and apply different strategic analytical tools and techniques for leveraging organisational strategy   + Formulate and explain strategies for managing competitive and co-operative dynamics   + Develop business plans and devise systems aimed at efficient management within global markets   + Distinguish between corporate and business strategy   + Understand corporate governance and the roles and obligations of the boards of directors | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Human Resource Management | C |  | 8 | 10 | * + Interrogate key human resource management models   + Diagnose behavioural problems across the organisation for the purpose of informing organisational strategy   + Evaluate the impact of different leadership theories, models, styles and roles on human resource management practices   + Review human resource systems and management trends that best inform successful business practices   + Integrate labour relations strategy within a strategic human resource management environment   + Incorporate all relevant legislation within current human resource management paradigms   + Formulate a strategic human resource planning process and align it with business strategy and business plans   + Explain and review the role of organisational culture and reward systems   + Analyse the integration of organisational processes, systems, structure and culture for use in strategic decision-making pertaining to human resource management   + Analyse how teams are managed in the implementation and monitoring of business strategy implementation; and   + Explain how you could use emotional and spiritual intelligence to manage the performance of a team. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Marketing Management | C |  | 8 | 10 | * Conceptualise and review the strategic management process within a marketing context * Conceptualise and formulate a marketing plan and competitive marketing strategy in local and international markets * Explain and review the complexities in the implementation of marketing strategies * Select and evaluate decision-making tools and information to recommend appropriate interventions * Demonstrate an understanding of the importance of relationship marketing as a critical aspect of strategic marketing management * Integrate business ethics with marketing strategy * Evaluate strategic positioning in consumer and industrial markets; and * Critique the application of marketing strategies in transforming businesses. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Research Methodology | C |  | 8 | 10 | * Critically explain research terminology, concepts and principles * Evaluate and compare the various types of research philosophies * Apply and critique various research methods * Comply with ethical issues in business research * Understand the relationship between information resources and the knowledge management process of a specific organisation * Collect and analyse research data and demonstrate its value in business decision-making * Apply the research process in resolving a business problem * Demonstrate the ability to apply advanced statistical and other scientific data analysis techniques * Collect data by using the appropriate research methods * Collate and analyse data by performing the relevant descriptive and inferential statistical analysis using appropriate tools and techniques; and * Develop and present a professional research proposal. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Mini-Dissertation | C |  | 8 | 100 |  |  |
| Economics | C |  | 8 | 10 | * Evaluate the different types of economic systems, the ideologies on which they are based, and their application to an organisation * Explain and evaluate the impact of macroeconomic and microeconomic policies on a country * Understand and analyse the effects of inflation on capital budgeting decisions and the cost of debt * Explain how prices are established in the market as well as the restrictions on the market mechanism * Explore the relationship between elasticity and total income * Discuss and critique the various financial institutions, their functions and the nature of their business * Describe and evaluate the benefits of international portfolio diversification * Explore critically a country’s labour market and its key development challenges * Understand and critically examine the impact of globalisation * Identify and evaluate reasons why international trade takes place and the advantages of international trade; and * Understand the application of econometrics to economic phenomenon. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Information and Communication Technology | C |  | 8 | 10 | * Develop an advanced understanding of the role and importance of information and communication technology in management * Evaluate international trends in using ICT to improve business performance and the quality of service * Interrogate key challenges of integrating ICT with business processes and management systems * Conceptualise, develop and implement a technology-driven customer relations strategy * Justify the potential use and application of databases, call centres and web-based technologies in improving customer relations management (CRM); and * Evaluate the utilisation of ICT in improving business effectiveness and efficiency. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally**.** |
| Organisational Behaviour and Development | C |  | 8 | 10 | * Select and apply appropriate knowledge and skills in evaluating organisational development models and processes * Design and propose organisational development and change management tools and processes across different business sectors * Evaluate the role organisational culture plays in organisational development * Understand and review critical success factors of organisational development * Critique current and preferred organisational development interventions * Understand and evaluate the intricate interface between organisational development strategies and business strategy; and * Examine ethical issues in the identification, formulation and implementation of organisational development interventions. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally**.** |
| Business Ethics and Corporate Governance | C |  | 8 | 10 | * Explain the concept of corporate governance as well as roles and responsibilities around corporate governance * Understand the concept of values (our own and others’), and recognise the impact thereof upon our business ethics * Clarify the need for creating a common set of values within an organisational business ethics framework * Critically examine how ethics affect business and profitability * Understand your business in relation to the community’s ethical framework, including concepts of transparency, social responsibility, equity etc * Have developed a critical understanding of the legal nature of a company by critically analysing the separate legal personality and its application to corporate governance * Critically examine terminology to understand how governance and control measures are applied in the business environment * Critically analyse accountability in terms of alignment with legislation, regulations and the codes relating to corporate governance and ethics by focusing on the roles and responsibilities of the directors, board committees, auditor and company secretary * Demonstrate understanding of the legal duties of the directors by understanding and analysing their fiduciary duties and their duties of care and skill * Demonstrate a critical understanding of the importance of risk management as a key role of the board of directors to develop and manage risk in the business environment * Critically analyse the importance of risk management by studying case studies of poor corporate governance that has resulted in corporate collapse * Apply the King III Code of Governance to a business environment in accordance with the King III Report recommendations * Critically analyse principles of ethics and ethical leadership by demonstrating a critical understanding of the importance of business ethics in a business environment; and * Apply case studies to demonstrate the value and importance of corporate governance to understand the importance and value of corporate governance in developing good corporate citizens in the economy. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Project Management | C |  | 8 | 10 | * Review current project management research and identify current issues and trends * Interrogate the link between strategic, programme and project management * Examine the skills and processes necessary to manage group dynamics and lead project teams effectively * Critically evaluate project management definitions, theories, models and principles * Select and apply relevant strategies and tools used in the project management life cycle:   + Initiate   + Plan   + Execute   + Monitor and control   + Close a project * Identify, understand and involve stakeholders appropriately in the project management life cycle * Manage time, costs and quality effectively and efficiently in complex and dynamic environments * Critically analyse the impact that human resources have on projects * Evaluate project risks and develop a proactive risk management plan * Review project management software as a project management tool * Make autonomous ethical decisions and contribute to the development of ethical project management standards * Compile professional project documents and reports * Critically review key issues relating to outsourcing, contract and tender management * Evaluate key project success and failure factors; and * Critically evaluate current project management policies and procedures. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| **SELECT TWO ELECTIVES** | | | | | | |
| Mentoring and Coaching |  | E | 8 | 10 | * Distinguish between the concepts “mentoring” and “coaching” * Evaluate the theory and knowledge associated with mentoring and coaching * Identify the need for mentoring and coaching through discussions with the person to be mentored or coached * Identify and critically analyse possible problems that may occur * Describe alternative arrangements for coaching and mentoring * Develop a plan for individual mentoring and coaching * Apply the communication skills and techniques required of a mentor or coach * Develop a plan for a mentorship programme in the workplace * Identify and evaluate the importance and benefits of mentoring; and * Monitor mentee’s/coachee’s ongoing progress and provide on-going feedback in the workplace. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Mergers and Acquisitions |  | E | 8 | 10 | * Understand and explain the concept of subsidiaries and distinguish the different types * Distinguish green-field venture strategies from acquisitions * Discriminate between mergers and acquisitions * Assess the value of synergy in a potential merger and acquisition * Discuss in-depth, success and failure factors related to mergers and acquisitions * Evaluate preferred tools/ tactics/ techniques in the management of mergers and acquisitions * Identify and evaluate major legal considerations for successful mergers/ acquisitions and strategic alliances * Critically discuss legal and regulatory requirements of mergers and acquisitions * Identify and justify the key areas of a due diligence in merger and acquisition processes * Structure a due diligence process; * Analyse how banks approach mergers and acquisitions * Assess labour aspects of mergers and acquisitions; and * Evaluate the role of culture, strategy, customers and suppliers in delivering a merger. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| International Management |  | E | 8 | 10 | * Understand the globalised economy as it reflects decisions of nations, corporate and business entities * Reflect critically on international and national financial flows, how they shape economies, and specifically the capacity of countries to develop their economies in the pursuit of investment and international trade * Debate the influence and role of trading blocs in pursuit of economic growth; * Understand the cultural context of global management * Formulate entry strategies, including appropriate organisational structures and control systems, for global operations; and * Understand the complexities of human resource management in the context of international management. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Comparative Management Trends |  | E | 8 | 10 | * Critically analyse the main management and leadership theories * Critically examine the history and evolution of management * Analyse the application of management theory in the workplace * Examine the contribution of management theory to the workplace * Differentiate critically between management and leadership theory * Apply different models of management and leadership to the workplace * Describe and evaluate current trends and issues impacting on today’s managers and leaders. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Knowledge Management |  | E | 8 | 10 | * Evaluate the contributing factors that lead to the need for knowledge management * Analyse the effect of the knowledge economy on organisations and, in particular, knowledge management in organisations * Interrogate key concepts regarding knowledge management in organisations * Critically evaluate the strategic importance of knowledge management * Evaluate the business value of knowledge management * Examine knowledge processes and their influence on a knowledge management strategy * Expound on the SECI process and its relation to knowledge management * Develop and implement a knowledge management strategy * Assess the technology needed to support a knowledge management strategy in organisations; * Implement knowledge management projects in organisations * Implement knowledge management strategies holistically in an organisation * Evaluate the role of people, processes and technology in the implementation of holistic knowledge management * Critically explain the success and failure factors of knowledge management. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
| Performance Management |  | E | 8 | 10 | * Critically explain performance management terminology, concepts, definitions, models and techniques * Understand and interrogate how performance management interrelates with the organisation’s strategy, culture, structure and systems * Examine the role of the manager/leader in implementing a performance management system * Evaluate the critical success factors of a performance management system * Set performance goals and indicators and conduct performance appraisals and reviews; and * Manage change within the context of introducing a performance management system. | **Formative Assessment**  The formative assessment may include: Business simulation models or problem-solving assignments; company-based projects; group or individual presentations or responses to questions based on a case study.  **Summative Assessment**  Students are required to participate in one examination (summative) per module for which they need to attain a sub-minimum of 40%, and an overall module mark (assignment plus exam) of 50%, in order to pass the module.  Summative assessments may take a form of closed book exam which may include a case study, group or individual presentations, etc.  All formative and summativeassessments may be moderated either internally and/or externally. |
|  |  |  |  | Total: **240** |  |  |