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HEQSF reference number: H06/14719/HEQSF

Qualification reference number: 6313

Authorised Qualification name: Bachelor of Management Leadership

Directorate: Accreditation

Council on Higher Education

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Dear Colleagues

RESPONSE TO THE DEFERRAL OF THE HEQSF-ALIGNMENT AND ACCREDITATION

HEQSF review comment(s):

There is general problem with regards the programme structure. All modules are listed as non-compulsory and there is no indication which electives are combined for the total credit value of 373 stipulated for the programme. It is cumbersome to have a large number of modules with 2-4 credits. This directly impacts on subject coherence vertically and horizontally. For example, there is no indications which of the modules are pre-requisites or co-requisites. Also, one would expect that because each of the modules has to be associated with some sort of assessment, the large number might lead to logistical complications. About one third of the learning activity is associated with Work Integrated Learning. Because of this significant component, the Institution is advised to ensure that proper assessment practices are used to measure this.



Response broken down:

There is general problem with regards the programme structure. All modules are listed as non-compulsory and there is no indication which electives are combined for the total credit value of 373 stipulated for the programme.

It was difficult to express how the curriculum design is implemented and managed on the prescribed HEQSF-online format. Students have specific streams (or specialisations, referred to as domains in the BML) they can follow, for which the institution makes provision for different module codes to ensure students stay within their domain, even though the core of the curriculum remains the same. Because the upload did not allow us to indicate a module as a compulsory or an elective as well as the fact that the total tally at the end of the modular section will not reflect how the curriculum worked, it was loaded as electives. No space was provided to specify the rules of combination for the constituent modules and, where applicable, progression rules from one year to the next. The abbreviation may be changed to BManLead to align to the HEQSF examples, but will be retained in this document as BML. Your guidance with regard to the abbreviation will be appreciated.

However, herewith follows an explanation of the curriculum design:

The BML curriculum allows for three domains: Management (a choice between Private Sector or Public Sector), Environment and Leadership. In the Environment and Leadership domains all modules are compulsory for all three years of study. However, in the Management domain all modules are compulsory in the first year. At the end of the first year, students have to select between either the Private sector management modules or the Public sector management modules, but students must then take a set group of modules for the selected sector in the second and third year.

Addendum 1 (List of BML modules per academic year) and Addendum 2 (BML Programme domain exposition) clarify the curriculum structure.

Below a summary of the elective modules for the *Management domain*:

Private sector management		Public sector management
Second year of study		
MAMB2614 or MAMB2624: Personal financial management (3)		MPSB2614 or MPSB2624: Introduction to public administration and management (10)
MAMB2611 or MAMB2621: Marketing for		MPSB2615 or MPSB2625: Public sector micro

managers: Looking at the business through your customer's eyes (12)	OR	and macro organisational analysis (8)
MAMB2612 or MAMB2622: Business finance I (12)		MPSB2616 or MPSB2626: Municipal management and Administration (8)
MAMB2613 or MAMB2623: Business finance II (12)		MPSB2617 or MPSB2627: Monitoring and evaluation in the public sector (8)
MAMB2710 or MAMB2720: A toolkit for analysing the management of a business (3)		MPSB2618 or MPSB2628: Research skills for public sector managers (8)
CREDITS FOR SECOND YEAR: 42		CREDITS FOR SECOND YEAR: 42
Third year of study		
MAMB3711 or MAMB3721: Strategic marketing management (12)		MPSB3716 or MPSB3726: Public policy administration and management (10)
MAMB3714 or MAMB3724: Small business management (12)		MPSB3717 or MPSB3727: Contemporary challenges in the public sector: Human Resource Management (10)
MAMB3715 or MAMB3725: Strategic management (12)		MPSB3718 or MPSB3728: Public financial administration and management (11)
MAMB3710 or MAMB3720: Analysing business performance (5)		MPSB3719 or MPSB3729: Supply chain management in the public sector (10)
CREDITS FOR THIRD YEAR: 41		CREDITS FOR THIRD YEAR: 41

HEQSF review comment(s):

It is cumbersome to have a large number of modules with 2-4 credits. This directly impacts on subject coherence vertically and horizontally.

Response:

From a curriculum design perspective the multiple small credit modules should question coherence. Considering the rationale of the programme to widen access to higher education studies in the Business sector, the programme consists of smaller credit values to enable the adult students enrolled in the programme to apply for RPL and to enable the provision of RPL credits. Moreover, the number of credits corresponds to the notional time allocated to such module. The uniqueness of the programme design is also aligned to its admission requirements

where students with grade 10 plus work experience may also be allowed entry to the programme and with the teaching and learning strategy in relation to contact sessions. The BML is aimed at working adult learners. The teaching strategy is resource-based depending largely on experiential learning, in the context of simulating the work environment, and the assessment and recognition of prior learning. The objective of the BML is to deliver a new generation of formally qualified and innovative managerial leaders equipped to excel in, and add value to today's corporate and business environment. This programme was developed in collaboration with the School for New Learning at De Paul University, Chicago.

Against this background, we will motivate how vertical and horizontal coherence are achieved.

The Portfolio Development Course of 27 credits is a prerequisite for the continuation of the programme. These 27 credits consist of four smaller modules of 5+8+5+9 credits.

The programme is structured according to three domains and modules are structured in a thematic approach per year per domain. All modules for all three domains are compulsory in the first year. Environment focuses on micro-economics in the first year, followed by macro-economics in the second year and markets in the third year. The Management domain focuses on the four functions of management, namely planning, organising, leading and control. As stated before, students in this domain may choose between private or public sector. The Leadership domain deals with personal leadership in the first year, followed by team dynamics in the second year and ends on leadership in an organisation in the third year. All the modules of each domain contribute to the outcomes of that domain.

Vertical coherence is ensured by modules building on each other in each of the three domains. For example in the Leadership domain, where students are introduced to the various leadership models with the module LEMB1611/LEMB1621: Introduction to BML and leadership models [1 credit] in the first academic year. In the second academic year, students continue with an investigation into the various leadership theories (LEMB2611/LEMB2621: Leadership theories under the magnifying glass [4 credits]) and in the third academic year, students complete specific aspects related to types of leadership, namely LEMB3712/LEMB3722: Charismatic and transformation leadership [3 credits] and LEMB3711/LEMB3721: Ethical leadership [4 credits].

In the Environment domain, an Introduction to Law is situated in the first academic year (ENMB1613) and this theme is continued in the second academic year with The Law a Regulatory Framework for Management

(ENMB2634). In the same domain, ENMB1613 (The Principles of Micro-economics) and ENMB1614 (Basic Macro-economics) in the first academic year, are prerequisites for the Economic modules in the second year ENMB2613 (How to Think and Reason in Macro-economics).

For the Environment domain some of the modules comprising this learning area are:

- International finance
- Africa in the new global order
- Labour law
- Political dynamics
- Cultural diversity and its influence on an economic enterprise
- A basic understanding of the challenges and constraints facing government in the economy
- Understanding basic macro-economics
- A basic understanding of the role of labour in the economy
- The impact of environmental factors on management decisions
- The financial system and interest rate predictions

Horizontal coherence is achieved through including subject knowledge and competences that are seen as the foundation in each of the three domains in the first year, where all modules across all three domains are compulsory. Furthermore, the last module of years 1, 2 and 3 in each domain, form an integrated module with the aim to not only integrate the work in each domain for a specific year, but also to integrate the knowledge and competences of the three domains at NQF 7.

In the second academic year, students do a module on Culture, Race and Ethnicity (ENMB2631/ENMB2641 [4 credits]) and Culture and Change (ENMB2633/ENMB2643 [4credits]). This knowledge is further integrated in other modules in the leadership domain in LEMB2612/LEMB2622: Power and Networking [4 credits], LEMB2618/LEMB2628: Communication, Conflict Management and Negotiation and the three modules on Human Resources, LEMB2614/LEMB2624: Understanding the obtaining of staff (3 credits), LEMB2615/LEMB2625: How to Develop People in an Organisational Context [3 credits] and LEMB2616/LEMB2626: How to Keep People in the Organisation [3 credits]. The knowledge is also applicable in the Management domain at MAMB2611/MAMB261: Marketing for Managers: Looking at the business through your customer's eyes [12 credits].

It must be stated that some graduates from this BML, where they have met the admission requirements, have successfully completed the MBA. The MBA has been newly accredited (with a long term condition) and has also been developed by and is offered from the UFS Business School.

For example, there is no indication which of the modules is pre-requisites or co-requisites.

The following prerequisites pertain to each module:

MODULE	PREREQUISITES
To enrol for all the modules in the programme	Portfolio Development Course
ENMB1710 or ENMB1720	All the environment modules (ENMB) on the first academic year
ENMB2613 or ENMB2623	ENMB1613 or ENMB1623 and ENMB1614 or ENMB162
ENMB2634 or ENMB2644	ENMB1615 or ENMB1625
ENMB2635 or ENMB2645	ENMB1613 or ENMB1623 and ENMB1614 or ENMB1624 and ENMB2613 or ENMB2623
ENMB2631 or ENMB2641	ENMB1612 or ENMB1626
ENMB2633 or ENMB2643	ENMB1612 or ENMB1622 and ENMB2631 or ENMB2641
ENMB2710 or ENMB2720	All the environment modules (ENMB) on the second academic year
ENMB3714 or ENMB3724	ENMB1615 or ENMB1625 and ENMB2634 or ENMB2644 ENMB2635 or ENMB2645
ENMB3713 or ENMB3723	ENMB2613 or ENMB2623
ENMB3716 or ENMB3726	ENMB3713 or ENMB3723
ENMB3710 or ENMB3720	All the environment modules (ENMB) on the third academic year
MAMB1614 or MAMB1624	MAMB1613 or MAMB162
MAMB1710 or MAMB1720	All the management modules (MAMB) on the first academic year
MAMB modules on second academic year	All management modules (MAMB) presented in the first academic year
MAMB2614 or MAMB2624	MAMB1613 or MAMB1623
MAMB2612 or MAMB2622	MAMB1613 or MAMB1623 and MAMB2614 or MAMB2624
MAMB2613 or MAMB2623	MAMB1613 or MAMB1623 and MAMB2614 or MAMB2624 MAMB2612 or MAMB2622
MAMB2710 or MAMB2720	All the management modules (MAMB) on the second academic year

MAMB modules on third academic year	All management modules (MAMB) presented in the second academic year
MAMB3710 or MAMB3720	All the environment modules (ENMB), management modules (MAMB) and leadership modules (LEMB) on the third academic year
LEMB1613 or LEMB1623 LEMB1617 or LEMB1627	LEMB1612 or LEMB1622 LEMB1612 or LEMB1622 and LEMB1613 or LEMB1623
LEMB1710 or LEMB1720	All leadership modules (LEMB) on the first academic year
LEMB modules on second academic year	All LEMB modules presented in the first academic year
LEMB2710 or LEMB2720	All leadership modules (LEMB) presented in the second academic year
LEMB modules on third academic year	All leadership modules (LEMB) presented in the second academic year
LEMB3713 or LEMB3723	LEMB2614 or LEMB2624 LEMB2615 or LEMB2625 LEMB2616 or LEMB2626
LEMB3710 or LEMB3720	All leadership modules (LEMB) on the third academic year
MPWB2711 or MPWB2721	All modules on the first and second academic year
MPWB3711 or MPWB3721	The final presentation, that forms part of MPWB3711 or MPWB3721, may only be done in the last semester of the third academic year. Previously used MPW titles are not allowed for future registration. Business plans cannot be submitted to satisfy the requirements for the field study/research project.

HEQSF review comment (s):

Also, one would expect that because each of the modules has to be associated with some sort of assessment, the large number might lead to logistical complications.

Response:

This comment is fair. Indeed, each of the modules does have its own assessment and lecturers are required to provide a range of activities that count towards the assessment of the students with the emphasis on feedback to students as well as a final assessment product that integrates the content of the whole module. In order to deal with the logistical arrangements dedicated administrative staff is appointed in the programme to assist with all logistical issues.

The following is an example of how assessment for one of 3-credit modules, Managing Personal Stress, (LEMB1615), is managed:

Students will attend a class session. After the session, students have to submit a discussion for each of the topics on the learning management system that is marked by the lecturer. For this module, they will have to submit 3 discussions that are usually scheduled over a three week period, with one discussion due per week. At the end of the module, students also have to submit an integrated assignment on the work covered in the module. The notional time for this module is 30 hours.

In terms of the administrative support, the administrative staff is responsible to create the module on the learning management system, upload and activate all students on the system and create the discussion forums. The lecturer will provide the specific content that should be uploaded under each discussion. The administrative staff also downloads the assignments for the lecturers, send it to the lecturer to be marked, receive back the marked assignments from the lecturers and distribute it to the students. Marks are uploaded on the university's system by the administrative staff.

HEQSF review comment (s):

About one third of the learning activity is associated with Work Integrated Learning. Because of this significant component, the Institution is advised to ensure that proper assessment practices are used to measure this.

Response:

We submitted: *About one third of the learning activity is: WIL (Practical experiential learning, simulated learning, laboratory work, practicals, etc. excluding workplace-based learning).*

This is NOT workplace-based learning; but what is indicated in brackets. In the submitted teaching and learning strategy it was clearly indicated that:

"The degree programme is designed to engage learners in active learning styles (discussions, projects, essays). The BML programme uses experiential learning as a teaching strategy. This allows students to incorporate their work and life experiences in the learning process. Students are assigned to a cohort group of approximately 30 per group and cannot choose which group to belong to. This mimics real work conditions to enhance the learning experience and the authenticity of assessment. These groups offer lecturers the opportunity to make extensive

use of group discussions, group work and presentations where students need to integrate their experience with the academic knowledge.”

The teaching and learning approach in the programme is based on experiential learning, where students’ experiences are included not only in the teaching methodology **but also in the assessment practices**. All assessment must focus on the application of theory in the student’s specific organisation or should be based on a case or simulation. To conclude, the exposition under the submitted assessment methods indicated that the integrated WIL in this context is properly structured and supervised assessed.

ADDITIONAL UFS CORRECTION FOR THE ATTENTION OF THE CHE

Motivation for alternative designator: Commerce is not a suitable designator as the generic field of study of this programme is Management and Leadership considered a field of study that extends beyond commerce, to include Industrial and Organisational Psychology. Also, we want it to be noted that the programme does include both Economics and Accounting.

We trust that you will find this response adequate to validate its accreditation and HEQSF alignment.

Kind regards

A handwritten signature in black ink, appearing to read 'SJ Paulse', enclosed within a thin black rectangular border.

Ms SJ Paulse

Deputy Director: Directorate for Research and Institutional Planning

ADDENDUM 1

LIST OF BML MODULES PER ACADEMIC YEAR

MODULE CODE	TITLE	CREDIT VALUE	NQF Level	YEAR OF STUDY	COMPULSORY OR ELECTIVE
FIRST ACADEMIC YEAR MODULES					
PDCB1511 or PDCB1521	Portfolio workshop series	5	5	1	compulsory
PDCB1512 or PDCB1522	Business communication	8	5	1	compulsory
PDCB1513 or PDCB1523	Group dynamics	5	5	1	compulsory
PDCB1514 or PDCB1524	Numeracy and computer literacy	9	5	1	compulsory
ENMB1612 or ENMB1622	Political dynamics	4	6	1	compulsory
ENMB1613 or ENMB1623	The principles of micro-economics	9	6	1	compulsory
ENMB1615 or ENMB1625	Introduction to the law	3	6	1	compulsory
ENMB1614 or ENMB1624	Basic macroeconomics	8	6	1	compulsory
ENMB1710 or ENMB1720	Integrating the environment and the organisation	2	7	1	compulsory
MAMB1611 or MAMB1621	General management	12	6	1	compulsory
MAMB1612 or MAMB1622	Entrepreneurship	12	6	1	compulsory
MAMB1613 or MAMB1623	Fundamental financial accounting I	12	6	1	compulsory
MAMB1614 or MAMB1624	Fundamental financial accounting II	4	6	1	compulsory
MAMB1710 or MAMB1720	Integrating management	3	7	1	compulsory
LEMB1611 or LEMB1621	Introduction to the BML and leadership models	1	6	1	compulsory
LEMB1616 or LEMB1626	Enhancing teamwork in a group	3	6	1	compulsory
LEMB1614 or LEMB1624	Innovative leadership: Let's play again	3	6	1	compulsory
LEMB1615 or LEMB1625	Managing personal stress	3	6	1	compulsory
LEMB1612 or LEMB1622	Understanding who you are, knowing your strengths and weaknesses	4	6	1	compulsory
LEMB1613 or LEMB1623	Creating a balance between myself, my work and my family	4	6	1	compulsory
LEMB1617 or LEMB1627	Working together in personal relationships	4	6	1	compulsory
LEMB1710 or LEMB1720	What have I learnt about myself so far?	2	7	1	compulsory
SECOND ACADEMIC YEAR MODULES					
PDCB2611 or PDCB2621	Building on Portfolio Development Course	10	6	2	compulsory
ENMB2613 or ENMB2623	How to think and reason in macroeconomics	12	6	2	compulsory
ENMB2634 or ENMB2644	The law as a regulatory framework for management	10	6	2	compulsory
ENMB2635 or ENMB2645	International finance	8	6	2	compulsory

ENMB2616 or ENMB2626	The impact of environmental factors on managerial decisions	3	6	2	compulsory
ENMB2631 or ENMB2641	Culture, race and ethnicity	4	6	2	compulsory
ENMB2633 or ENMB2643	Culture and change	4	6	2	compulsory
ENMB2710 or ENMB2720	The environmental impact on organisational operations	3	7	2	compulsory
MAMB2614 or MAMB2624	Personal financial management	3	6	2	Elective (If Private sector modules for the Management domain is selected, all the modules should be taken)
MAMB2611 or MAMB2621	Marketing for managers: Looking at the business through your customer's eyes	12	6	2	
MAMB2612 or MAMB2622	Business finance I	12	6	2	
MAMB2613 or MAMB2623	Business finance II	12	6	2	
MAMB2710 or MAMB2720	A toolkit for analysing the management of a business	3	7	2	
MPSB2614 or MPSB2624	Introduction to public administration and management	10	6	2	Elective (If Public sector modules for the Management domain is selected, all the modules should be taken)
MPSB2615 or MPSB2625	Public sector micro and macro organisational analysis	8	6	2	
MPSB2616 or MPSB2626	Municipal management and Administration	8	6	2	
MPSB2617 or MPSB2627	Monitoring and evaluation in the public sector	8	6	2	
MPSB2618 or MPSB2628	Research skills for public sector managers	8	6	2	
LEMB2611 or LEMB2621	Leadership theories under the magnifying glass	4	6	2	compulsory
LEMB2612 or LEMB2622	Power and networking: The games people play	4	6	2	compulsory
LEMB2618 or LEMB2628	Communication, conflict management and negotiation: From person to boardroom	5	6	2	compulsory
LEMB2614 or LEMB2624	Understanding the obtaining of staff	3	6	2	compulsory
LEMB2615 or LEMB2625	How to develop people in an organisational context	3	6	2	compulsory
LEMB2616 or LEMB2626	How to keep people in the organisation	3	6	2	compulsory
LEMB2710 or LEMB2720	Evaluating your current leadership toolkit	2	7	2	compulsory
MPWB2711 or MPWB2721	Major Piece of Work: Introduction	10	7	2	compulsory
THIRD ACADEMIC YEAR MODULES					
ENMB3711 or ENMB3721	Criminology issues in management	4	7	3	compulsory
ENMB3718 or ENMB3728	Africa in the new global order	3	7	3	compulsory

ENMB3714 or ENMB3724	The role of labour in the economy	9	7	3	compulsory
ENMB3713 or ENMB3723	The financial system and regulatory issues	9	7	3	compulsory
ENMB3716 or ENMB3726	Investment management	4	7	3	compulsory
MAMB3711 or MAMB3721	Strategic marketing management	12	7	3	Elective (If Private sector modules for the Management domain is selected, all the modules should be taken)
MAMB3714 or MAMB3724	Small business management	12	7	3	
MAMB3715 or MAMB3725	Strategic management	12	7	3	
MAMB3710 or MAMB3720	Analysing business performance	5	7	3	
MPSB3716 or MPSB3726	Public policy administration and management	10	7	3	Elective (If Public sector modules for the Management domain is selected, all the modules should be taken)
MPSB3717 or MPSB3727	Contemporary challenges in the public sector: Human Resource Management	10	7	3	
MPSB3718 or MPSB3728	Public financial administration and management	11	7	3	
MPSB3719 or MPSB3729	Supply chain management in the public sector	10	7	3	
LEMB3712 or LEMB3722	Charismatic and transformational leadership	3	7	3	compulsory
LEMB3711 or LEMB3721	Ethical leadership	4	7	3	compulsory
LEMB3713 or LEMB3723	Organisational culture and the learning organisation	4	7	3	compulsory
LEMB3716 or LEMB3726	Diversity in organisations	3	7	3	compulsory
LEMB3714 or LEMB3724	Leading change in organisations	4	7	3	compulsory
LEMB3717 or LEMB3727	When the going gets tough, the tough gets going	6	7	3	compulsory
LEMB3715 or LEMB3725	Making career decisions	7	7	3	compulsory
LEMB3710 or LEMB3720	Life after the BML	2	7	3	compulsory
MPWB3711 or MPW3721	Major Piece of Work: Final document and presentation	20	7	3	compulsory
BMLB3710 or BMLB3720	Self-leadership	24	7	1	Only applicable to students without Matriculation exemption

ADDENDUM 2

BML PROGRAMME DOMAIN EXPOSITION

Core modules:

First academic year (120 credits)

PORTFOLIO DEVELOPMENT COURSE (PDC) (27 credits)

PDCB1511 or PDCB1521¹	PDCB1512 or PDCB1522¹	PDCB1513 or PDCB1523¹	PDCB1514 or PDCB1524¹
Portfolio workshop series (5)	Business communication (8)	Group dynamics (5)	Numeracy and computer literacy (9)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB1612 or ENMB1622	MAMB1611 or MAMB1621	LEMB1611 or LEMB1621¹
Political dynamics (4)	General management (12)	Introduction to the BML and leadership models (1)
ENMB1613 or ENMB1623	MAMB1612 or MAMB1622	LEMB1616 or LEMB1626
The principles of micro-economics (9)	Entrepreneurship (12)	Enhancing teamwork in a group (3)
ENMB1615 or ENMB1625	MAMB1613 or MAMB1623	LEMB1614 or LEMB1624
Introduction to the law (3)	Fundamental financial accounting I (12)	Innovative leadership: Let's play again (3)
ENMB1614 or ENMB1624	MAMB1614 or MAMB1624	LEMB1615 or LEMB1625
Basic macroeconomics (8)	Fundamental financial accounting II (4)	Managing personal stress (3)
ENMB1710 or ENMB1720¹	MAMB1710 or MAMB1720¹	LEMB1612 or LEMB1622
Integrating the environment and the organisation (2)	Integrating management (3)	Understanding who you are, knowing your strengths and

		weaknesses (4)
		LEMB1613 or LEMB1623
		Creating a balance between myself, my work and my family (4)
		LEMB1617 or LEMB1627
		Working together in personal relationships (4)
		LEMB1710 or LEMB1720¹
		What have I learnt about myself so far? (2)
TOTAL: 26 credits	TOTAL: 43 credits	TOTAL: 24 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN FIRST ACADEMIC YEAR: 93		

SECOND ACADEMIC YEAR (130 CREDITS) (PRIVATE SECTOR)

PDCB2611 or PDCB2621¹
Building on Portfolio Development Course (10)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB2613 or ENMB2623	MAMB2614 or MAMB2624	LEMB2611 or LEMB2621
How to think and reason in macroeconomics (12)	Personal financial management (3)	Leadership theories under the magnifying glass (4)
ENMB2634 or ENMB2644	MAMB2611 or MAMB2621	LEMB2612 or LEMB2622
The law as a regulatory framework for management (10)	Marketing for managers: Looking at the business through your customer's eyes (12)	Power and networking: The games people play (4)

ENMB2635 or ENMB2645	MAMB2612 or MAMB2622	LEMB2618 or LEMB2628
International finance (8)	Business finance I (12)	Communication, conflict management and negotiation: From person to boardroom (5)
ENMB2616 or ENMB2626	MAMB2613 or MAMB2623	LEMB2614 or LEMB2624
The impact of environmental factors on managerial decisions (3)	Business finance II (12)	Understanding the obtaining of staff (3)
ENMB2631 or ENMB2641	MAMB2710 or MAMB2720¹	LEMB2615 or LEMB2625
Culture, race and ethnicity (4)	A toolkit for analysing the management of a business (3)	How to develop people in an organisational context (3)
ENMB2633 or ENMB2643		LEMB2616 or LEMB2626
Culture and change (4)		How to keep people in the organisation (3)
ENMB2710 or ENMB2720¹		LEMB2710 or LEMB2720¹
The environmental impact on organisational operations (3)		Evaluating your current leadership toolkit (2)
TOTAL: 44 credits	TOTAL: 42 credits	TOTAL: 24 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN SECOND ACADEMIC YEAR: 110		

MPWB2711 or MPWB2721¹
Major Piece of Work: Introduction (10)

THIRD ACADEMIC YEAR (123 CREDITS) (PRIVATE SECTOR)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB3711 or ENMB3721	MAMB3711 or MAMB3721	LEMB3712 or LEMB3722
Criminology issues in management (4)	Strategic marketing management (12)	Charismatic and transformational leadership (3)
ENMB3718 or ENMB3728	MAMB3714 or MAMB3724	LEMB3711 or LEMB3721
Africa in the new global order (3)	Small business management (12)	Ethical leadership (4)
ENMB3714 or ENMB3724	MAMB3715 or MAMB3725	LEMB3713 or LEMB3723
The role of labour in the economy (9)	Strategic management (12)	Organisational culture and the learning organisation (4)
ENMB3713 or ENMB3723	MAMB3710 or MAMB3720¹	LEMB3716 or LEMB3726
The financial system and regulatory issues (9)	Analysing business performance (5)	Diversity in organisations (3)
ENMB3716 or ENMB3726¹		LEMB3714 or LEMB3724
Investment management (4)		Leading change in organisations (4)
		LEMB3717 or LEMB3727
		When the going gets tough, the tough gets going (6)
		LEMB3715 or LEMB3725
		Making career decisions (7)
		LEMB3710 or LEMB3720¹
		Life after the BML (2)
TOTAL: 29 credits	TOTAL: 41 credits	TOTAL: 33 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN THIRD ACADEMIC YEAR: 103		

MPWB3711 or MPW3721¹
Major Piece of Work: Final document and presentation (20)

SECOND ACADEMIC YEAR (130 CREDITS) (PUBLIC SECTOR)

PDCB2611 or PDCB2621
Building on Portfolio Development Course (10)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB2613 or ENMB2623	MPSB2614 or MPSB2624	LEMB2611 or LEMB2621
How to think and reason in macroeconomics (12)	Introduction to public administration and management (10)	Leadership theories under the magnifying glass (4)
ENMB2634 or ENMB2644	MPSB2615 or MPSB2625	LEMB2612 or LEMB2622
The law as a regulatory framework for management (10)	Public sector micro and macro organisational analysis (8)	Power and networking: The games people play (4)
ENMB2635 or ENMB2645	MPSB2616 or MPSB2626	LEMB2618 or LEMB2628
International finance (8)	Municipal management and Administration (8)	Communication, conflict management and negotiation: From person to boardroom (5)
ENMB2616 or ENMB2626	MPSB2617 or MPSB2627	LEMB2614 or LEMB2624
The impact of environmental factors on managerial decisions (3)	Monitoring and evaluation in the public sector (8)	Understanding the obtaining of staff (3)
ENMB2631 or ENMB2641	MPSB2618 or MPSB2628	LEMB2615 or LEMB2625
Culture, race and ethnicity (4)	Research skills for public sector managers (8)	How to develop people in an organisational context (3)

ENMB2633 or ENMB2643		LEMB2616 or LEMB2626
Culture and change (4)		How to keep people in the organisation (3)
ENMB2710 or ENMB2720		LEMB2710 or LEMB2720
The environmental impact on organisational operations (3)		Evaluating your current leadership toolkit (2)
TOTAL: 44 credits	TOTAL: 42 credits	TOTAL: 24 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN SECOND ACADEMIC YEAR: 110		

MPWB2711 or MPWB2721
Major Piece of Work: Introduction (10)

THIRD ACADEMIC YEAR (123 CREDITS) (PUBLIC SECTOR)

ENVIRONMENT	MANAGEMENT	LEADERSHIP
ENMB3711 or ENMB3721	MPSB3716 or MPSB3726	LEMB3712 or LEMB3722
Criminology issues in management (4)	Public policy administration and management (10)	Charismatic and transformational leadership (3)
ENMB3718 or ENMB3728	MPSB3717 or MPSB3727	LEMB3711 or LEMB3721
Africa in the new global order (3)	Contemporary challenges in the public sector: Human Resource Management (10)	Ethical leadership (4)
ENMB3714 or ENMB3724	MPSB3718 or MPSB3728	LEMB3713 or LEMB3723
The role of labour in the	Public financial administration	Organisational culture and the

economy (9)	and management (11)	learning organisation (4)
ENMB3713 or ENMB3723	MPSB3719 or MPSB3729	LEMB3716 or LEMB3726
The financial system and regulatory issues (9)	Supply chain management in the public sector (10)	Diversity in organisations (3)
ENMB3716 or ENMB3726		LEMB3714 or LEMB3724
Investment management (4)		Leading change in organisations (4)
		LEMB3717 or LEMB3727
		When the going gets tough, the tough gets going (6)
		LEMB3715 or LEMB3725
		Making decisions regarding careers (7)
		LEMB3710 or LEMB3720
		Life after the BML (2)
TOTAL: 29 credits	TOTAL: 41 credits	TOTAL: 33 credits
TOTAL CREDITS OF ALL THREE DOMAINS IN THIRD ACADEMIC YEAR: 103		

MPWB3711 or MPW3721
Major Piece of Work: Final document and presentation (20)