WELCOME

North-West University Graduate School of Business and Government Leadership offers comprehensive programmes that enable you to accelerate your career and contribution to society. These programmes are PGDip (Postgraduate diploma in management), MBA (Masters of Business Administration) and PhD (Doctor of Philosophy).

The above programmes provide a unique opportunity to develop leadership and managerial skills needed in today’s world. They empower students for careers in business, government and for profit organisations.

A challenging curriculum of each programme provides breadth and depth of knowledge demanded in today’s managerial environment and flexibility to pursue a course of study supportive of individuals career interest and professional development. These programmes also provide communication, leadership- and team development skills to succeed in a diverse environment.

Included in each of the MBA and PGDip (Management) programmes is research training to empower you, to conduct and publish research that shapes business and managerial thinking. At PhD level you are expected to demonstrate that you are competent in conducting research that can make a distinct contribution to the study field of business and management.

In addition our facilitators and professors all have their specific research focus areas which they showcase and expand on through national and international networking and delivering conference papers. Our students also have the opportunity to publish their research, in collaboration with their research supervisor, in accredited academic journals.

We are therefore excited to help you to accelerate your career by choosing us as your preferred university and we are awaiting your enrolment in our postgraduate programmes. We are ready to welcome you for 2016.
OVERVIEW

The Graduate School of Business and Government Leadership (GSBGL or Graduate School) came into existence as a result of the initiatives of the Department of Developmental Local Government and Housing as part of the UK Department for International Development consultancy project to build capacity in the North West Province. Through this project, a collaboration agreement focusing on the development and delivery of Master of Business Administration (MBA) and Master of Public Administration (MPA) Programmes were signed by both the University of Liverpool (UK) and the then University of North-West. The first intake of MBA I MPA postgraduate students was in 1998, and Postgraduate Diploma in Management in 2000. The unit became part of the Graduate School after its inauguration in May 2000. Since its inception, the Postgraduate Division programmes grew steadily, wherein the input rate in terms of student admissions and the output in terms of graduation rate increased each year.

In 2002, a decision to re-accredit all MBA programmes in South Africa by the National Department of Education through the Council on Higher Education (CHE) and it's Higher Education Quality Committee (HEQC) was taken. MBA providers had to submit a Self-Evaluation Report based on 13 criteria developed by the HEQC and a site-visit evaluation by a team of peers and experts followed. Our MBA programme was conditionally accredited in 2004 and fully accredited in January 2005.

The Graduate School of Business and Government Leadership comprise the Postgraduate Division, the Business Centre and the Municipal Leadership and Training Academy (MULTA). The vision is to become locally, nationally and internationally renowned as a centre of excellence.

Vision
In support of the vision of the University to be a pre-eminent University in Africa, driven by the pursuit of knowledge and innovation, the Graduate School strives to be a School of choice for developing quality leadership and management competencies in the African context.

Mission
To empower competent leaders and managers through teaching, research and implementation of expertise.

Values
The Graduate School subscribes to the North-West University values of human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom and justice.
OFFICE BEARERS

Prof. J Meyer
BA (Pol Sc) (UNISA), CLM (UP), MBL (UNISA), PhD (UP), GCHE (Monash)
Director, Graduate School

Mr. GD Setsetse
Director, Postgraduate Division

Ms. L Ntsizwane
Programme Manager

Ms. P Mogwere
Assistant Programme Manager

Ms. S Mogorosi
Programme Assistant

Mr. T Tebejane
Programme Assistant

Mr. I Haffejee
Programme Assistant

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BSc (Nairobi), MMan, PhD (Wits)

Prof. H Prinsloo
B.Com, B.Com Hons, MCom (UP), PhD (PU for CHE)

Prof. Y du Plessis
BSc, BSc Hons, MBA, PhD (UP)
PROGRAMMES OF THE GRADUATE SCHOOL OF BUSINESS AND GOVERNMENT LEADERSHIP

POSTGRADUATE DIPLOMA IN MANAGEMENT (PGDip)

The provisions of the rules for Honours degrees in the general academic rules apply as adapted to the Postgraduate Diploma.

PURPOSE OF THE PROGRAMME

The programme provides students with a wide range of functional management skills in their chosen field of specialisation. Specifically the programme aims to:

a) provide a concentrated learning experience in specific management functional areas in a national and international environment for students;
b) develop competencies in strategic issues associated with organisations;
c) develop an intermediary understanding of fundamental concepts and principles from the various business and public disciplines;
d) enhance students' managerial skills through a commitment to an on-going managerial development; and
e) encourage students to think broadly and bridge gaps between theories and the actual practice of effective and professional management.

PROGRAMME OUTCOMES

A. GENERIC OUTCOMES

On successful completion of the programme, students are expected to:

- synthesize theories and principles acquired from the integration of general management functional areas of accounting, information systems, economics, statistics, marketing, finance, operations, local governance, small business management, public and non-profit management, training and development, labour relations, human resource, and purchasing management,
- select and use appropriate methods of identifying, researching and diagnosing management problems and critically assessing environmental influences on management activities,
- produce appropriate interpersonal skills in various team-based activities of different organizations in the public and private sectors,
- select and use appropriate techniques of problem resolution, including developing, defending and implementing recommendations,
- demonstrate critical skills in the area of resource utilisation, including people, finance, equipment, time, space and information for decision making,
- use qualitative and quantitative information in a systematic manner,
- contribute effectively to the formulation, implementation and review of policies, plans, and the design of accompanying control processes,
- show sensitivity in personal interaction in the business environment,
- analyse their own leadership roles, and the roles of others in organisations, and assess their effectiveness in these roles, and
- cope with change more effectively through an enhanced understanding of the process of change, and be able to implement change in complex situations.
B. SPECIFIC OUTCOMES

After completing the PGDip programme students will be expected to:

Knowledge and understanding
- Apply knowledge of and engagement in the key priorities, theories, concepts, methods, techniques, and practices associated with business and management and their inter-relationships, including:
  - Ability to interrogate multiple sources of knowledge and importance of a market orientation, understanding customers, building market relationship and developing market plans,
  - An understanding of the complexities of the central role of operations management in ensuring that the customers receive what they want, when they want it, in the right place, to an acceptable quality and price,
  - Ability to critically review and the use of financial management to inform decision making, investment appraisal and sources of financial planning, and funding,
  - Review knowledge and understanding of how to apply the concepts of human resource management to improve organisational effectiveness, ability to use a range of specialised skills to identify factors, analyse and develop strategies contributing to poverty alleviation and community development,
  - Review the complexities and uncertainties of selecting, applying or transferring appropriate standard procedures, processes or techniques to develop and manage public and non-profit organizations, including policies and strategies within a change environment taking into consideration stakeholders' interests and their influence on the organizations, and
  - Ability to critically engage in contemporary issues in the field of information systems, e-commerce and knowledge management.

Intellectual skills
- Engage in critical thinking, analysis, synthesis and evaluation needed in problem resolution and decision making relating to business and public management problems,
- able to focus and reflect on the significant features of problems relating to business and public management,
- write accurately, coherently and communicate business and public management information with understanding of and respect for intellectual property conventions, copyrights and rules of plagiarism.
- able to take full responsibility for his or her work, decision-making and the use of resources and accountability for the decisions and actions of others where appropriate,
- able to apply in a self-critical manner, learning strategies which effectively address the student's professional and on-going needs.

C. CRITICAL CROSS-FIELD OUTCOMES

On successful completion of the programme, students are expected to be able to:

Practical skills
- conduct an assignment project of limited scope into business and management issues using appropriate methodology,
- demonstrate numeric and quantitative skills,
- retrieve, analyse, select and report from variety of primary and secondary information sources,
- analyse information to determine its strength and validity,
- prepare management reports,
- make business presentations, and
- use IT in a variety of situations to support continuous professional development process, handle and present data.
Transferable skills

- structure and communicate ideas effectively, both orally and in writing, using a range of media which are widely used in business,
- find information and use information technology for business application,
- effectively self-manage in terms of time, planning, working to deadlines, behaviour, motivation, self-starting, individual initiative and enterprise,
- perform effectively within a team environment including leadership, team building, influencing and project management skills,
- work independently,
- effectively listen, negotiate, persuade and present sound arguments,
- Assess the relevance and importance of the ideas of others, and
- display self-awareness whilst being sensitive to diversity in terms of people, cultures, business and management issues.

D. SPECIALISATIONS

Students may choose from the following specialisations:

- Financial Management
- Human Resource Management
- Operations Management
- Public Financial Management

This programme will enable students to gain relevant knowledge and skills and develop a deeper understanding of their particular specialisation. In addition to the taught modules, a student must complete an assignment/project of research of a limited scope on a topic selected to permit the student to use knowledge, theory and research skills obtained in classroom learning in an applied setting related to the individual's employment, interest or community.

Admission Requirements

a) Candidates wishing to apply must complete and submit an application form.

b) A person shall not be admitted as a candidate for the diploma unless he/she:

i) is a graduate of this university or another university or equivalent tertiary institution recognised by senate for that purpose, or

ii) has satisfied the Senate by means of such tests as may be prescribed by the Graduate School Admissions Committee, that he/she has attained an equivalent level of competence for the purpose of study of this diploma, or

iii) has considerable work experience which will be assessed on the basis of career to date and on management potential. Such candidates may be admitted to the programme with the permission of the Graduate School Admissions Committee;

c) A candidate must satisfy the Senate that his/her qualifications are adequate preparation of the work prescribed for the diploma. The Graduate School Admissions Committee may require a candidate whose qualifications it considers inadequate to complete an additional course or courses, prior to, or concurrently with, study for the diploma.

d) A candidate who does not have sufficient and appropriate background in statistics, computer technology, economics, financial management and accounting, research methodology and academic
writing skills is expected to attend pre-diploma courses in the relevant courses before the formal programme starts.

e) Candidates will be selected solely on the basis of merit, and, if need be, will be invited for a test or interview.

NQF Level- 8

Duration of Qualification

Minimum: One year

Maximum: Three years subject to satisfactory progress

Minimum Credit Requirements: 120

Curriculum Structure

It should be noted that the current curriculum structure is being revised and a new structure will be implemented as from first semester 2016.

The programme consists of:

a) Seven common core modules.

b) Four specialisations, out of which a student selects one specialisation consisting of four taught modules.

c) An assignment project of a limited scope on a topic selected to permit the student to use knowledge, theory and research skills obtained in classroom learning in an applied setting related to the individual’s employment, interest or community.

CORE MODULES

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SPECIALISATIONS

Rules:

a) Marketing Management and Human Resource Management are compulsory 2nd semester subjects

b) Students are required to select one specialisation.

c) TWO (2) taught modules within a specialisation are compulsory PLUS the Research Project for that particular specialisation

d) Total modules for 2nd semester must be 5 modules.
PROGRAMMES LEADING TO QUALIFICATION:
PGDM in Business Financial Management: 549 102 (E530M)

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PGDM in Human Resource Management: 549 101 (E531M)

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### PGDM in Public Financial Management: 549 107

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Qualification with Distinction

The PGDM is conferred with distinction where the student completes the degree in the minimum period and obtained a weighted average of 75% in all the core modules(*).

PROFESSIONAL MASTER OF BUSINESS ADMINISTRATION (MBA) (551 100)

Introduction

This MBA programme replaces the previous MBA programme. The new programme places emphasis on leadership through strategic management and whilst the academic level is masters, there is a strong practical and professional orientation to the curriculum to produce well-rounded graduates, able to think laterally and critically and to serve the country and humanity.

Purpose of the Programme

The NWU professional MBA programme aims to:

- a) Contribute to and underpin the students’ general intellectual development.
- b) Empower successful and aspiring managers who want to develop their careers, develop as leaders and positively contribute to the growth of their organisations and their communities. The aim is to prepare and develop leaders who are committed to making a difference both personally and professionally.
- c) Foster and encourage an innovative entrepreneurial mind-set to solve problems and pursue organisational opportunities.
- d) Develop students’ understanding of the role and functions of leadership, management in organisational, economic, social and political contexts.
- e) Broaden students’ perspectives and enable a better understanding of the global, national and local business and management environments.
- f) Establish and embed the importance to students of working effectively with others as members of teams to achieve results.
- g) Develop independent reflective learners able to meet the requirements of post graduate level study.
- h) Provide students with an analytic and evaluative understanding of a range of concepts, models, approaches and techniques for managing and leading public service organisations effectively and efficiently.
- i) To undertake advanced integrative and applied study on a selected topic, project or issue of strategic relevance to business or public service management drawing on the student’s own organisational context.
- j) Cultivate the social development competency necessary in South Africa.
- k) Ensure that the programme outcomes satisfy all the relevant NQF-level descriptors. The broad foundation of the MBA Programme provides a holistic approach to all managerial functional areas. The student’s existing experience in business enterprises or public service is utilized in the development of critical thinking skills, encouraging the deployment of innovative ideas in the face of challenges, whilst remaining true to the strategic integrity of a Master's in Business Administration.

GENERAL INFORMATION

Admission Requirements

The Graduate School accepts a wide range of candidates, the key criterion being that all participants must be able to demonstrate an ability to benefit from and contribute to the programme. In keeping with this philosophy, students should have three years or more working experience, preferably in a managerial position.
Students who wish to enrol should comply with the following admission requirements:

Candidates who apply for the Master of Business Administration should be in possession of one of the following:

(i) Candidates must provide proof of a minimum of 3 years work experience

AND

(ii) Qualifications:

- 4 year bachelor's degree at NQF level 8, OR
- honours degree at NQF level 8, OR
- Postgraduate Diploma in Management or a similar specialization, at NQF level 8.

Further requirements are:

a) Complete and submit an Application Form
b) In exceptional cases, candidates with considerable management experience and prior learning may be admitted with approval of the Academic Programmes Committee
c) Submit two letters of recommendation (at least one being from a current or former employer)
d) Submit an official transcript of his/her academic record
e) Submit an updated curriculum vitae
f) Pay a prescribed application fee
g) Complete the GMAT or GMIT or SHL admission tests
h) Submit a written essay or personal statement outlining aims and objectives for undertaking the field of study
i) Provide evidence of computer literacy upon admission
j) Attend any pre-MBA courses prescribed by the Graduate School prior to admission should they have insufficient grounding in statistics, computer technology, economics, financial management and accounting, research methodology and academic writing skills.

Duration of Qualification
Minimum: Two years
Maximum: Three years subject to satisfactory progress

Minimum Credit Requirements
210 Credits (NQF level 8: 36 credits and NQF level 9: 174 credits)

The professional MBA programme consists of 210 credits (NQF level 8: 36 credits and NQF level 9: 174 credits). This means that a student must complete courses/modules to the value of 2100 hours in order to obtain the professional MBA qualification. The MBA is planned around 2100 hours of teaching / learning, including examinations and the compilation and submission of a portfolio of evidence.

Programme Outcomes

Generic Outcomes

Upon completion of this degree, all MBA graduates are expected to:

Knowledge and Understanding

a. Develop depth and systematic understanding of knowledge in management, applied areas and work with theoretical research-based knowledge at the forefront of the discipline of management.
b. Show awareness and ability to manage the implications of ethical dilemmas and work pro-actively with others to formulate solutions.

c. Show critical awareness and ability to synthesise information in a manner that may be innovative, utilising knowledge or processes from the forefront of their practice.

d. Develop a level of conceptual understanding that will allow him/her to critically evaluate research, advanced scholarship and methodologies and argue alternative approaches.

e. Demonstrate ability in research methods and methodology underpinning research in leadership and management to critically evaluate leadership and management literature and understand recent trends and developments.

f. Master the core concepts, principles and techniques in Leadership and Management decision-making.

g. Demonstrate a comprehensive understanding of Leadership and Management decisions in the context of how they contribute to maximising value.

SKILLS

a. Demonstrate analytical and research skills to collect, analyse and synthesise data and information that will inform business and management decision.

b. Apply skills acquired from general business and management knowledge including the functional disciplines of accounting, economics, finance, information systems, marketing, management, leadership, organisational environments, operations management, international issues and strategy.

c. Demonstrate the ability to apply multiple theoretical perspectives to complex managerial issues for effective problem solving and decision-making in contemporary organisational environments and successfully communicate decisions and conclusions to appropriate individuals and groups.

d. Evaluate, select and integrate information and organisational processes in order to assess the impact of environmental forces on organisations, including ethical, social, economic and technological issues of change, and the likely effects of international development.

e. Apply appropriate interpersonal, professional group management skills in various team-based activities of different organisations in the public and private sectors.

f. Demonstrate mastery in comprehensive skills needed for managing and resolving conflict at all levels of hierarchal organisations including those of communicating, advocating, negotiating, mediating and arbitrating.

g. Continue with the advancement of knowledge and understanding in the pursuit of new skills to ensure continuing professional development.

h. Work effectively as a member of a group of professionals and a wider local, national and international cross-cultural community, demonstrating self-responsibility, autonomy and contribution to the development of others.

i. Select appropriate research methods and use them to good effect in order to investigate problems, issues or opportunities.

j. Gather and critically evaluate evidence drawn from a range of sources, and to draw conclusions on the basis of the students own evaluations. This is likely to include contexts of incomplete data or ambiguity.

APPLIED COMPETENCE

a) Demonstrate self-direction and originality in problem solving and act autonomously in planning and implementing tasks at a professional or equivalent level.

b) Demonstrate a comprehensive understanding of techniques/methodologies applicable to their own work.

c) Undertake analysis of complex, incomplete or contradictory areas of knowledge and communicate the outcome effectively.

d) Engage confidently in academic and professional communication with others, reporting action clearly, autonomously and competently.
e) Show independent learning ability required for continuing professional study, making professional use of others where appropriate.
f) Select appropriate leadership style for situations.
g) Set targets, motivate, monitor performance, coach and mentor, in order to continuously improve the people, activities, operations and units being managed.
h) Operate in complex and unpredictable, possibly specialised contexts, and has an overview of the issues governing good practice.
i) Develop technical expertise, perform with precision and effectiveness, can adapt skills and design or develop new skills and procedures for new situations.

Programme Structure

The programme consists of:

a) **14 Core Modules are:**

b) **A dissertation** of 20 000 to 25 000 words entailing an analysis of a real business or public management-related problem, to be completed by all students.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>Semester 1</th>
<th></th>
<th>Semester 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>Course Title</td>
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<tr>
<td>MBAA811</td>
<td>Corporate Governance</td>
<td>12</td>
<td>MBAB 821</td>
</tr>
<tr>
<td>MBAA812</td>
<td>Operations Management</td>
<td>12</td>
<td>MBAB 822</td>
</tr>
<tr>
<td>MBAA813</td>
<td>Managerial Economics</td>
<td>12</td>
<td>MBAB 823</td>
</tr>
<tr>
<td>MBAA814</td>
<td>Research Methodology (NEA)</td>
<td>12</td>
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<tr>
<td><strong>Total 1st Semester Credits</strong></td>
<td>48</td>
<td><strong>Total 2nd Semester Credits</strong></td>
<td>36</td>
</tr>
</tbody>
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| YEAR 2 | | | |
|---|---|---|
| MBAC811 | Strategic Management | 12 | MBAD 821 | Leadership (NEA) | 12 |
| MBAC814 | Organisational Project (NEA) | 12 | MBAD 822 | Marketing Management | 12 |
| MBAC813 | Financial Management | 12 | MBAD 825 | Public Management | 12 |
| MBAC873 | MINI DISSERTATION | 54 | | | |
| **Total 1st Semester Credits** | 90 | **Total 2nd Semester Credits** | 36 |

*NEA: Not assessed by examination.*

Electives

No electives are offered on the MBA but specific selection may be made between Organisational Project and Industrial Project (PBS) and Public Management and Entrepreneurship (PBS)

Distinction

A modules, mini-dissertation or dissertation is passed with distinction where, at the examination thereof an average mark of at least 75% is awarded and the degree is passed with a distinction where a weighted average of at least 75% is achieved in all the elements examined.

Teaching and Learning Strategy

a. The MBA programme has integrated teaching, learning and assessment strategies; through this the students are exposed to the wide range of skills required within organisational contexts such as presenting work in writing, orally and through different forms of media as well as working as an independent learner, as a member of different teams and taking the lead
b. Throughout the MBA experience, the inter-relationships between various disciplines are stressed and are explicitly explored as part of the assessment schedule in some of the modules, including the final integrative module. (Strategic Management).

c. Formal lectures enable students to understand the theoretical concepts, models and theories necessary to comprehend Leadership and Management at the appropriate level.

d. Seminars and workshops where you have the opportunity to investigate specific areas of interest within Leadership and Management and discuss these with their peers and facilitators.

e. Analytical and practical skills-based modules where you have the opportunity to contextualise and apply their knowledge.

f. The programme encourages active student participation whilst promoting independent learning.

g. Clear programme expectations and learning outcomes are placed at the forefront with an emphasis on critical thinking rather than rote learning; ensuring that study is relevant to the business environment.

h. Therefore, teaching and learning methods involve personal study using prescribed text books, journals, presentations, discussions and group work. Students may draw upon recent case studies in a relevant module for projects. Together these methods achieve the aims and outcomes of each module.

i. This model supports the personal and professional development aims of the degree, which focus on students first developing independent learning habits, then progressing to become well grounded graduates in management education, thoughtful analysts, consultants and strategic thinkers.

Assessment Methods

- The assessment strategy aims to provide students with different skills sets through the development of range of assessment methodologies that complement the skills required of experienced and effective managers in the work place.

- Individual assignments, class participation as well as individual and group presentations are used to assess student's knowledge of the functional management disciplines and in particular their ability to analyse and quantify management information.

- Both formative as well as summative assessment occur, where 50% of a course mark arises from continuous assessment (normally covering an individual and group assignment, a class test as well as attendance) and the remaining 50% is determined by the final examination.

- Students have the opportunity, at the end of each module, to evaluate faculty facilitation and contact for that module and, at the end of the programme, benchmarking surveys are conducted to determine student satisfaction with the integration of the curriculum covering the functional areas of management as well as the programme's ethical and environmental dimensions.

- Creativity and research skills are gauged through guided independent research.

- A final mark of 50% constitutes a “pass” for all modules including the research project provided a subminimum of 45% for MBA and 40% for PGDip in the final examination for course work is achieved.
• Since Strategic Management stresses the integration of the curriculum for general management, the module is core and must be successfully completed.

• In order to support the learning and teaching approach as outlined above, modules will normally include an early and brief formative assessment exercise. These formative assessment tasks may be additional to or built into the formal sessions and they are used to provide rapid diagnostic feedback to participants. Assessment at the end of each module is summative and is designed to provide an overall measure of the learning that has been achieved in the module. To support the participants in this process a series of study and research skills support workshops, in addition to a business research methods workshop, has been developed to be delivered normally in conjunction with each module to support the participants in the immediate application of knowledge, theories and concepts to organisational contexts.

Length of Mini Dissertation

A mini dissertation should have no less than twenty thousand (20000) and no more than twenty five thousand (25000) words, excluding titles, acknowledgements, abstracts, indexes and references. This converts to 60 to 80 typed A4 pages at an average of 250 words per page in 12 point font with double line spacing.

PhD BUSINESS MANAGEMENT AND ADMINISTRATION (506108) 360 Credits

INTRODUCTION

A doctoral degree at the North-West University Graduate School of Business and Government Leadership seeks to develop graduates who demonstrate academic leadership, increasing independence, creativity and innovation in their research and encourage the acquisition of a wide range of advanced and transferable skills. In addition, professional doctoral studies provide advanced training designed to enhance professional knowledge in a specialist area.

ADMISSION REQUIREMENTS

To be admitted to the Graduate School PhD programme, a candidate must be of exceptional ability and existing professional experience or relevant business or public management work experience. In addition, the candidate should have a master's degree in an appropriate administrative or management related area with a strong research component. The candidate will also be expected to comply with the prescribed residency period.

The University expects its doctoral graduates to have the following qualities and skills:

• an advanced ability to initiate research and to formulate viable research questions;
• a demonstrated capacity to design, conduct and report sustained and original research;
• the capacity to contextualize research within an international corpus of specialist knowledge;
• an advanced ability to evaluate and synthesize research-based and scholarly literature;
• an advanced understanding of key disciplinary and multi-disciplinary norms and perspectives relevant to the field;
• highly developed problem-solving abilities and flexibility of approach;
• the ability to analyse critically within and across a changing disciplinary environment;
• the capacity to disseminate the results of research and scholarship by oral and written communication to a variety of audiences;
• a capacity to cooperate with and respect the contributions of fellow researchers and scholars;
• a profound respect for truth and intellectual integrity, and for the ethics of research and scholarship;
• an advanced facility in the management of information, including the application of computer systems and software where appropriate to the student’s field of study;
• an understanding of the relevance and value of their research to national and international communities of scholars and collaborators;
• an awareness, where appropriate, of issues related to intellectual property management and the commercialisation of innovation; and
• an ability to formulate applications to relevant agencies, such as funding bodies and ethics committees.

The degree of Doctor of Philosophy (PhD) is awarded by the University and carried out under the immediate supervision of a staff member. The research, which must be the candidate’s own work, is written up as a thesis, and may include papers published or intended to be published as a result of the research. The thesis is required to present the arguments; demonstrate the research process and the results or findings and the conclusions drawn. There is no course work for this degree.

Thesis in Business Management and Administration (E901M)

Module Code: MBAM 971  Semester 1

NQF Level: 10

Title: Thesis

Module outcomes:
On completion of the programme, the student should be able to:
Conduct and report on an independent research.

Method of delivery: Full-time

Assessment modes: Submission of a report

ADMISSION REQUIREMENTS (PhD)

Applicants who wish to enrol should comply with the following admission requirements:

a) Complete and submit an Application Form
b) Hold a Masters’ Degree in Management with a strong research component
c) Submit two letters of recommendation (at least one being from a current or former employer)
d) Certified copies of ID Passport, academic records and Degree certificates
e) Submit an updated curriculum vitae
f) Proof of payment of application fee
g) Submit a written essay or personal statement outlining aims and objectives for undertaking the field of study
h) Covering letter

ADMISSION OF INTERNATIONAL APPLICANTS ON TO PGDip, MBA AND PhD

In addition to the standard application and admission procedures, international students should submit the following:

• Study permit. Only an applicant in possession of a valid study permit will be allowed to register if the study permit is issued to study at Northwest University (Malikeng Campus) or a change of condition has been effected to allow the applicant to study at NWU (Malikeng Campus). Please note that, international applicants are required to apply for a study permit at the South African Mission in their country of residence. All the required documentation for supporting the application for study permits must be submitted to the
mission in the applicant’s country of residence. Applicants should not send their documentation to the University.  
• Medical aids. International applicants are also required to submit the medical aid cover, which is valid for the full calendar year.  
• English translation of academic records and transcripts.  
• Official TOEFL report showing a score of 500 and better GMAT results

FEES

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<tr>
<th>QUALIFICATION</th>
<th>TOTAL(2014)</th>
<th>ANNUAL ESCALATION</th>
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<tbody>
<tr>
<td>Application fee</td>
<td>R200.00 (Late application R350)</td>
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<tr>
<td>Admission Test</td>
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</tbody>
</table>

You are also expected to pay a non-refundable registration fee which is currently R1360.00 and a deposit. These are only for tuition and they change from year to year. This excludes books fees, computer levy and other non-academic fees. For more information please consult student ledger: 018 389 2227.

BANKINGDETAILSFORPAYMENTOFFEES
BANK: STANDARD BANK
ACCOUNT: 030876052
BRANCH NAME: MAFIKENG
BRANCH CODE: 632005
USE STUDENT NUMBER AS REFERENCE

FINANCIAL AID
In the case of exceptional students for PGDip, MBA and PhD programmes, financial support is available on a competitive basis. Financial Aid is renewable annually. For more information please consult financial aid office: 018 389 2330

FACILITIES AND SERVICES
All students will have access to student counselling, career services, sports facilities, IT facilities and on-site library, printing, photocopying, emails, access to writing centre, research workshops, access to health clinic to name but a few.