

# MASTER OF BUSINESS ADMINISTRATION

(Qualification type: Structured Master's Degree)

MBA - NQF Level 9 (180 credits)

Qualification code: MSBA21

SAQA ID: 97399, CHE NUMBER: H/H16/E019CAN

Campus where offered:

Pretoria Campus (Nana Sita Street)

## REMARKS

a. *Admission requirement(s):*

A Professional bachelor's degree, **or** a bachelor honours degree, **or** a postgraduate diploma, **or** an equivalent qualification on NQF Level 8. Applicants should have a minimum of 5 years working experience.

Holders of any other equivalent South African or international qualification may also be considered, see Chapter 1 of Students' Rules and Regulations.

b. *Selection criteria:*

All candidates for admission into the MBA programme will be required to complete a psychometric test as part of the evaluation process. The Tshwane School for Business and Society (TSB) use the NMAT test and the online GMAC Essential Skills Assessment administered by GMAC (Graduate Management Admission Council) for this purpose. It is required from a candidate to write any one of these tests and to reach a satisfactory level of achievement.

Each applicant must score an overall minimum of 160 out of 360 for the NMAT psychometric test or a minimum of 6 out of 15 for the Essential Skills assessment to qualify for acceptance. Applicants who can provide proof that they have taken and passed the NMAT (National Management Aptitude Test) or the GMAC Essential Skills Assessment in the past three years will be exempted from doing the assessment.

Acceptance is subject to available capacity according to the Student Enrolment Plan (SEP) as well as supervisory capacity. Applicants will be informed of their status per official letter from the Office of the Registrar, alternatively, they can check their application status on the TUT website, [www.tut.ac.za](http://www.tut.ac.za).

c. *Recognition of Prior Learning (RPL), equivalence and status:*

See Chapter 30 of Students' Rules and Regulations.

d. *Intake for the qualification:*

January.

e. *Presentation:*

Block-mode classes and research. Classes are offered in trimesters in the form of compulsory lectures. Classes are held from 07:00 to 14:15 on Saturdays.

f. *Duration:*

A minimum of two years and a maximum of four years.

g. *Exclusion and readmission:*

See Chapter 2 of Students' Rules and Regulations.

h. *Rules on postgraduate studies:*

See Chapter 8 of Students' Rules and Regulations.



i. *Re-registration:*

A student may re-register for the module Research Project only with the permission of the Head of the Department. The purpose of the re-registration is to provide students with an opportunity to complete the project only, and not to redo it, should they fail the module.

## CURRICULUM

**MODULES ARE OFFERED IN SEMESTERS AS DETERMINED BY THE DEPARTMENT.**

### FIRST YEAR

CODE	MODULE	NQF-L	CREDIT
AFM138M	Accounting and Financial Management	(8)	(11,25)
HRC238M	Human Resources and Change Management	(8)	(11,25)
LOB139M	Leadership and Organisational Behaviour	(9)	(11,25)
MME138M	Macro and Micro Economic Analyses	(8)	(11,25)
QQD139M	Quantitative and Qualitative Data Analyses	(9)	(11,25)
RBT109M	Research Methodology	(9)	(11,25)
SMR139M	Strategic Marketing	(9)	(11,25)
TOTAL CREDITS FOR THE FIRST YEAR:			<b>78,75</b>

### SECOND YEAR

CODE	MODULE	NQF-L	CREDIT
BST239M	Business Strategy	(9)	(11,25)
OMR138M	Operations Management and Operational Research	(8)	(11,25)
RJB209M	Research Project (year module)	(9)	(45,00)
RJB219R	Research Project (re-registration) (first- and second-semester module, see paragraph i)	(9)	(00,00)
<b>plus any three of the following electives:</b>			

EBV239M	Entrepreneurship and Business Development	(9)	(11,25)
ITB239M	International Business	(9)	(11,25)
MTI239M	Management of Technology and Innovation	(9)	(11,25)
PMT239M	Project Management	(9)	(11,25)
PLG239M	Public Sector Leadership and Governance	(9)	(11,25)
QME239M	Quality Management and Monitoring and Evaluation	(9)	(11,25)
TOTAL CREDITS FOR THE SECOND YEAR:			<b>101,25</b>
TOTAL CREDITS FOR THE QUALIFICATION:			<b>180</b>



## MODULE INFORMATION (OVERVIEW OF SYLLABUS)

The syllabus content is subject to change to accommodate industry changes. Please note that a more detailed syllabus is available at the Department or in the study guide that is applicable to a particular module. At time of publication, the syllabus content was defined as follows:

### A

#### **ACCOUNTING AND FINANCIAL MANAGEMENT (AFM138M) 1 X 4-HOUR PAPER (OPEN BOOK)** **(Module custodian: Tshwane School for Business and Society)**

South African accounting procedures and guidelines for business administrators, the South African tax system, time value of money, financial statement analysis and interpretation, working capital management, investment in capital projects, financing decisions, dividend decisions, business valuation, mergers and take-overs, objectives of managerial finance, cost analysis and behaviour patterns, costing systems and cost allocation, budget planning and control, decision-making, performance budget planning and control, performance appraisal through statement analysis, activity-based accounting, strategic management accounting and control. (Total notional time: 112,50 hours)

### B

#### **BUSINESS STRATEGY (BST239M) 1 X 4-HOUR PAPER (OPEN BOOK)** **(Module custodian: Tshwane School for Business and Society)**

Introduction to Strategy. Nature and value of strategic management, the strategic management process, strategic positioning. Strategic capabilities. Strategic purpose and culture. Strategic directions and corporate level strategy. International strategy. Strategic innovation, entrepreneurship and evaluation of strategy. Strategy in action: development process and organising for success. Strategy in action: resourcing, change management and practice. (Total notional time: 112,50 hours)

### E

#### **ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT (EBV239M) 1 X 4-HOUR PAPER (OPEN BOOK)** **(Module custodian: Tshwane School for Business and Society)**

Principles of technological entrepreneurship, sustainable development in the context of South Africa and Sub-Saharan African countries, the relationship between entrepreneurship and technological advances, creativity, innovative ideas, feasibility, growth strategies, electronics and the entrepreneur, family businesses, the Entrepreneurship Day, and sustainable development in the context of South Africa and Sub-Saharan African countries. (Total notional time: 112,50 hours)

### H

#### **HUMAN RESOURCES AND CHANGE MANAGEMENT (HRC238M) 1 X 4-HOUR PAPER (OPEN BOOK)** **(Module custodian: Tshwane School for Business and Society)**

Optimal management strategies, manpower utilisation, the rights and responsibilities of employees, labour related matters in the context of South Africa, commonly used global and local human resources management strategies, environmental issues, affirmative action, human resource development, factors that affect human productivity in complex organisations, creating a strategic organisation, creating a learning organisation, the professional development and training of employees in complex organisations, strategic industrial relations management, key success factors and measures, implementation of strategies, performance management contracts, assessment of productivity at the workplace, good governance, utilisation of modern and innovative methods, sharing and dissemination of business-related and personal information at the workplace, utilisation of latest technologies, software applications, problem-solving and decision-making, data warehousing, information systems, and e-commerce. (Total notional time: 112,50 hours)



**I****INTERNATIONAL BUSINESS (ITB239M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Principles of international management, the development, operation and maintenance of multinational operations, Knowledge and skills that are required for successful international entrepreneurial operations, basics of environmental management systems, overview of environmental standards, the ISO 14000 Series of Standards, environmental impacts and legal requirements, environmental aspects and impacts, planning an environmental policy, environmental auditing, eco-balances, environmental reporting, developing an environmental management programme, operational control, and emergency preparedness and response. (Total notional time: 112,50 hours)

**L****LEADERSHIP AND ORGANISATIONAL BEHAVIOUR (LOB139M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Good leadership, good corporate governance, effective leadership in the South African context, the human side of enterprise from a wholesome perspective of spirit, soul, body and social dimensions, teams, individuals, and networks in the context of the determinants of group culture, managing the performance of individual subordinates, establishing productive relationships with peers and seniors over whom the manager has no formal authority, successful leaders in action, developing a vision of the future, aligning the organisation behind the vision of the organisation, motivating people to achieve the vision of the organisation, designing effective organisations and changing them to achieve superior performance. (Total notional time: 112,50 hours)

**M****MACRO AND MICRO ECONOMIC ANALYSES (MME138M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Principles of macroeconomic analysis, introduction to microeconomic analysis, the economic model of the firm, revenue and demand analysis, elasticity, production cost and analysis, estimation demand and cost, profitability analysis, profit maximisation, market structure and competition, pricing strategies, decision and risk analysis. (Total notional time: 112,50 hours)

**MANAGEMENT OF TECHNOLOGY AND INNOVATION (MTI239M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Principles of innovation in business and entrepreneurial sciences, value creation, the various types of innovation, the relationship between technology and innovation, tools and resources that are vital for the effective management of technology in business enterprises, managing technological breakthroughs as the catalyst for new innovative products and or processes. (Total notional time: 112,50 hours)

**O****OPERATIONS MANAGEMENT AND OPERATIONAL RESEARCH (OMR138M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

External environment and stakeholders, the logistics concept, strategic approaches to logistics, operations and material flow, elements of a supply chain, inbound logistics, production requirements through purchasing, the production system, design and productivity, production planning and control, the impact of inventory on production, inventory management, outbound logistics, operations management in service industries, relevance of operations research to entrepreneurial and management studies, constraints and feasible solutions, linear programming, decision analysis, production of goods or services, scheduling, networking, facility location, management of service systems, and quality assurance. (Total notional time: 112,50 hours)



**P****PROJECT MANAGEMENT (PMT239M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Topics such as principles of project management, qualities of a good project leader, planning and organising projects, SWOT analysis, project implementation, PERT analysis, network analysis, lags, leads and floats, precedence diagrams, early start and early finish, forward pass, backward pass, earned value analysis, monitoring, evaluation and control. (Total notional time: 112,50 hours)

**PUBLIC SECTOR LEADERSHIP AND GOVERNANCE (PLG239M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Principles of social services, the South African public sector, South African Local Government and Municipalities, performance management contracts in the South African public service sector, Key Performance Areas, Key Performance Indicators, mentoring, evaluation and control in the South African public service sector, good governance and leadership in the South African public service sector, accountability, transparency, fairness, equitable distribution of resources, the role of the private sector in ensuring optimal service delivery, functions of the South African Auditor-General, the South African Batho Pele principles, the role of the South African judiciary and media in ensuring adequate service delivery in the public sector. (Total notional time: 112,50 hours)

**Q****QUANTITATIVE AND QUALITATIVE DATA ANALYSES (QQD139M)****1 X 4-HOUR PAPER****(Module custodian: Tshwane School for Business and Society)**

As part of the quantitative aspect of study, the module introduces students to types of variables, frequency tables for categorical variables, summary statistics for continuous variables, one and two-sample tests of hypotheses and confidence intervals, two-by-two tests of associations, simple and multiple linear regression and correlation analysis, binary logistic regression analysis, analysis of variance, financial calculations for business studies, factor analysis, time series analysis, sample size calculations, the design of questionnaires, and proposal writing. As part of the qualitative aspect of study, the module will cover topics such as in-depth interviews, coding, text analysis, thematic analysis, discourse analysis and triangulation. Statistical packages such as SPSS, STATA, NVIVO and Atlas.ti will be used for teaching the module. (Total notional time: 112,50 hours)

**QUALITY MANAGEMENT AND MONITORING AND EVALUATION (QME239M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Principles of quality management and monitoring and evaluation, factors that affect quality, total quality management, steps in the improvement of quality, relevant techniques and philosophies, statistical process control, documentation systems, enhancing management for quality (planning, organising, leading, controlling), growth, technology and innovation, process and document ownership, ISO 900, monitoring, evaluation and control principles in the South African public and private sectors. (Total notional time: 112,50 hours)

**R****RESEARCH METHODOLOGY (RBT109M)****CONTINUOUS ASSESSMENT****(Module custodian: Tshwane School for Business and Society)**

Principles of conducting research in business and entrepreneurial studies, a review of the literature, scientific writing, the write-up of research proposals, ethics in research, study designs, measurement of variables, scaling design, sampling design, secondary data sources, conducting surveys, communication with respondents, instruments for data collection, validity and reliability of measurements, observational studies, experimentation, data preparation and preliminary analysis, hypothesis testing, measures of association, multivariate analysis, and written and oral presentation of results of studies. (Total notional time: 112,50 hours)

**RESEARCH PROJECT (RJB209M/R)****PROJECT ASSESSMENT****(Module custodian: Tshwane School for Business and Society)**

Conducting research and completing a research portfolio consisting of three research projects. The foundation of the project is the Research Methodology module. (Total notional time: 450 hours)



**STRATEGIC MARKETING (SMR139M)****1 X 4-HOUR PAPER (OPEN BOOK)****(Module custodian: Tshwane School for Business and Society)**

Optimal local and global marketing strategies, market segmentation, market information and research, product strategy, pricing strategy, distribution strategy, sales and selling, promotion strategy, planning and strategies, the impact of globalisation on marketing goods and services locally and internationally. (Total notional time: 112,50 hours)

