

2026 PROSPECTUS

PART 10

**TSHWANE SCHOOL FOR BUSINESS AND
SOCIETY**

ISSN 0258-7343

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PARTS OF THE PROSPECTUS

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Please Note:

1. Although the information in this Prospectus has been compiled as accurately as possible, the Council accepts no responsibility for any inaccuracies in this publication. This Prospectus is valid for 2026 only.
2. Life Orientation and an achievement Level of 1 in a subject are not considered in the calculation of the Admission Point Score (APS).
3. Prospective students will not be admitted to any qualification without prior evaluation.
4. The indicated non-refundable administration fee and certified copies of the applicant's identity document, Senior Certificate/National Senior Certificate and all other relevant documents must accompany the completed application form or online application.
5. The closing dates for admissions are available on the University website.
6. A student must complete a qualification at the learning site where he/she was accepted and is registered. A transfer between sites will only be allowed if the student follows the following process:
 - A formal request must be submitted to the academic manager/Head of the Department on the current learning site before the second Friday in May (to be considered for transfer in July of the same year) or the second Friday in October (to be considered for a transfer in January of the following year). The request must contain the reasons for the transfer.
 - A committee will meet shortly after each of the closing dates for submissions to consider every request on merit, keeping in mind the availability of space and the adherence to enrolment quotas on respective learning sites. Students will be informed of the outcome.

Important:

TUT admission requirements for entry-level programmes adhere to national legislation, and therefore, the following are required:

- Bachelor's degrees: at least four subjects at performance level 4.
- Diplomas: at least four subjects at performance level 3.

Applicants must verify the specific requirements for each programme as indicated in the Prospectus.

ACCEPTANCE IS SUBJECT TO AVAILABLE CAPACITY ACCORDING TO THE STUDENT ENROLMENT PLAN (SEP)

Alternative and international qualifications (HIGSCE, IGCSE, NSSC A&O Level, IB Higher and Standard Level, etc.) are dealt with in a specific manner:

- While there is a legal imperative to submit the certificate of equivalence (issued by SAQA or the CHE), it is recommended that the application process be initiated while the application for the certificate is in process.
- The Tshwane University of Technology cannot obtain this certificate on the applicant's behalf.



CONVERSION OF ALTERNATIVE/EQUIVALENT RECOGNISED CERTIFICATES

The following table and accompanying information indicate how the University will evaluate the various certificates that may be offered as equivalent to the National Senior Certificate (SA). Where possible, the University will evaluate the listed qualifications as indicated. However, the University has the right to refer any application to the formal application processes through the Senate.

APS	SC		NSC	NC-V	HIGCSE	IGCSE/GCSE/ NSSC O-LEVEL		A-LEVEL	IB-HL	IB-SL	SAT*
	HG	SG				Gr 11	Gr 12				
10								A	7		
9											
8								B	6		
7	A		7 (80 -100)	Outstanding competent (80-100%)	1	A		C	5	7	80-100
6	B	A	6 (70 -79)	4-Highly competent (70-79%)	2	B		D	4	6	70-79
5	C	B	5 (60-69)	3-Competent (60-69%)	3	C	A	E	3	5	60-69
4	D	C	4 (50-59)	3-Competent (50-59%)		D	B		2	4	50-59
3	E	D	3 (40-49)	Not yet Competent (40-49%)	4	E	C		1	3	40-49
2	F	E	2 (30-39)	Not achieved (0-39%)		F	D/E			2	30-39
1			1 (0-29)			G	F/G			1	0-29

NSC National Senior Certificate

NC-V National Certificate (Vocational)

IGCSE International General Certificate of Secondary Education

HIGCSE Higher International General Certificate of Secondary Education

SAT Senior Academic Test/Senior Academic Proficiency Test

NSSC Namibia Senior Secondary Certificate

O-LEVEL Ordinary level

A-LEVEL Advanced level

IB International Baccalaureate Schools (higher and standard levels)

Key to asterisks:

- * As from March 2005, a minimum score of 1500 is needed for admission to a Diploma, with a subminimum of not less than 460 for Critical Reading, Mathematics and Writing. In accordance with HESA requirements, a minimum score of 1600 is needed for admission to a degree, with a subminimum of not less than 500 for Critical Reading and Mathematics and 550 for Writing. The percentiles on the SAT certificate can be used to derive scores for Mathematics and English, as indicated in the table above. The student's college entrance certificate (such as the certificate issued by the ACE School of Tomorrow) or individual SAT subject tests should be used for the scores of any other subjects required.

RECOGNITION OF PRIOR LEARNING, EQUIVALENCE AND STATUS

Candidates may also apply at the Office of the Registrar for Recognition of Prior Learning (RPL) or for admission via the Senate's discretionary route. The specific relevant documentation will be requested from these applicants, and these cases will be handled on an individual basis. Information on the rules and the process to follow is available in Chapter 30 of Students' Rules and Regulations (Part 1 of the Prospectus).

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TSHWANE SCHOOL FOR BUSINESS AND SOCIETY

At the time of publication, the information was as follows:

Director of the School:	Prof H Mathebula - PhD (UP)
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Administrative Assistant: (Research matters)	Mr RK Bhoya E-mail address: BhoyaRK@tut.ac.za Office: Ditsela Place, 1204 Park Street, Hatfield, Pretoria Telephone number: 012 382 6010

VISION

An entrepreneurial university of technology, shaping the future.

MISSION

A future-shaping university of technology, advancing excellence in scholarship, innovation, research, and engagement within an enabling environment.

VALUE STATEMENTS

- **Resilience**
We proactively adapt and recover effectively to ensure our long-term success and continued impact in a changing world.
- **Excellence**
In our commitment to move from 'Good to Great,' we foster world-class teaching, learning, and research, and a high-performance culture.
- **Accountability**
We are ethically responsible and accountable, guided by integrity in all conduct and governance.
- **Diversity**
We promote diversity, respect, inclusivity, and support engaged and transformative scholarship.
- **Stewardship**
We responsibly manage our environment, people, and resources for the public good and sustainable development.

SECTION A: QUALIFICATIONS

1. TSHWANE SCHOOL FOR BUSINESS AND SOCIETY

1.1 POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

PGDip (Business Administration) - NQF Level 8 (120 credits)

Qualification code: P1BA21

SAQA ID: 109283, CHE NUMBER: H/H16/E079CAN

Campus where offered:

Pretoria Campus (Ditsela Place, Hatfield)

REMARKS

a. *Admission requirement(s):*

An Advanced Diploma, **or** a Bachelor's degree, **or** a Baccalaureus Technologiae in Business Administration or Administrative Management or Management Services, **or** an equivalent qualification at NQF Level 7. Candidates must have an average of 55% or more for the final-year modules.

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

b. *Selection criteria:*

All candidates with an NQF Level 7 qualification in a Business or Management-related field must have at least four years work experience. All candidates with an NQF Level 7 qualification in a non-business or management-related field must have at least four years of management or supervisory experience.

Candidates will be required to complete an online assessment test. The Tshwane School for Business and Society (TSB) uses Top Talent Solutions (TTS) for this purpose. It is required that a candidate completes the TTS online assessment, which includes an online video interview, and reach a satisfactory score. Results from the NMAT (National Management Aptitude Test) are also accepted. Applicants who can provide proof that they have taken and passed the NMAT in the past three years will be exempted from doing the TTS assessment.

The closing date for admission is 30 September. Admission is subject to selection and will take place in two stages:

- 50% of the applications received will be selected from candidates with completed qualifications and will be evaluated and ranked according to the previous related qualification.
- The remaining 50% will be selected from candidates still waiting for their final results and will be evaluated and ranked according to the previous related qualification when it is achieved.

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

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

The criteria for RPL are as follows:

- At least five (5) years or more of management experience on a middle or senior management level;
- A score of 4 or more in TTS Psychometric Battery Selection Test; and
- A successful interview with the TSB.

Further information on the rules and the process to follow is available in Chapter 30 of Students' Rules and Regulations (Part 1 of the Prospectus).



- d. *Intake for the qualification:*
January only.
- e. *Presentation:*
Block-mode classes offered on Saturdays from 07:00 to 14:30, and evening classes during the week.
- f. *Minimum duration:*
One year.
- g. *Exclusion and readmission:*
See Chapter 2 of Students' Rules and Regulations (Part 1 of the Prospectus).

CURRICULUM

YEAR MODULES

CODE	MODULE	NQF-L	CREDIT
1BA108G	Advanced Research Methodology	(8)	(30)
1ET108G	Corporate Entrepreneurship V	(8)	(30)
1HG108G	Change Management V	(8)	(30)
1TI108G	Strategic Management V	(8)	(30)

TOTAL CREDITS FOR THE QUALIFICATION: **120**

1.2 MASTER OF BUSINESS ADMINISTRATION

MBA - NQF Level 9 (180 credits)

Qualification type: Structured Master's Degree

Qualification code: MSBA21 / MSBA06

SAQA ID: 97399, CHE NUMBER: H/H16/E019CAN (contact) / H/H16/AR258CAN (online)

Campus where offered: Pretoria Campus (Ditsela Place, Hatfield) and Online Presentation

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 five (5) years of working experience.

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

Candidates with a South African NQF Level 7 or an equivalent academic qualification from recognised local or international academic institutions, may also be considered, but should apply for Recognition of Prior Learning (RPL).
- b. *Selection criteria:*
All candidates for admission into the MBA programme will be required to complete an online assessment test as part of the selection process. The Tshwane School for Business and Society (TSB) uses Top Talent Solutions (TTS) for this purpose.

It is required that a candidate completes the TTS online assessment, which includes an online video interview, and reach a satisfactory score.

Results from the NMAT (National Management Aptitude Test) are also accepted. Applicants who can provide proof that they have taken and passed the NMAT in the past three years will be exempted from doing the TTS 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 an official letter from the Office of the Registrar, alternatively, they can check their application status on the TUT website, www.tut.ac.za.

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

The criteria for RPL are as follows:

- At least five (5) years or more of management experience on a senior level;
- A score of 4 or more in TTS Psychometric Battery Selection Test; and
- A successful interview with the TSB.

Further information on the rules and the process to follow is available in Chapter 30 of Students' Rules and Regulations (Part 1 of the Prospectus).

d. *Intake for the qualification:*

January only for Pretoria Campus and multiple intakes for the online presentation. Please contact the Academic Department for further information on intake dates.

e. *Presentation:*

Block-mode classes, research and online presentation. The block-mode classes are offered in trimesters in the form of compulsory lectures. Classes are held from 07:00 to 14:30 on Saturdays and evening classes during the week.

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 (Part 1 of the Prospectus).

h. *Rules on postgraduate studies:*

See Chapter 8 of Students' Rules and Regulations (Part 1 of the Prospectus).

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

Key to asterisks:

- * Information does not correspond to SAQA registration certificate as per SAQA ID: 97399.
(The deviations were approved by the Senate meeting of November 2025.)

OPTION 1: PRETORIA CAMPUS (MSBA21)

FIRST YEAR

Modules are presented in semesters as determined by the department.

CODE	MODULE	NQF-L	CREDIT	PREREQUISITE MODULE(S)
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)
QJD139M	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: **78,75**

SECOND YEAR

Modules are presented in semesters as determined by the department.

CODE	MODULE	NQF-L	CREDIT	PREREQUISITE MODULE(S)
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) <i>(first- and second-semester module, see paragraph i)</i>	(9)	(00,00)	

plus any three of the following electives:

EBV239M	Entrepreneurship and Business Development	(9)	(11,25)
ITB239M	International Business	(9)	(11,25)
MTI239M	Management of Technology and Innovation	(9)	(11,25)
PLG239M	Public Sector Leadership and Governance	(9)	(11,25)
PMT239M	Project Management	(9)	(11,25)
QME239M	Quality Management and Monitoring and Evaluation	(9)	(11,25)

TOTAL CREDITS FOR THE SECOND YEAR: **101,25**

TOTAL CREDITS FOR THE OPTION: **180,00**

OPTION 2: ONLINE PRESENTATION (MSBAO6)

FIRST YEAR

Modules are presented in a 7-week block format.

CODE	MODULE	NQF-L	CREDIT	PREREQUISITE MODULE(S)
AFM128N	Accounting and Financial Management	(8)	(11,25)	
HRC128N	Human Resources and Change Management	(8)	(11,25)	
LOB129N	Leadership and Organisational Behaviour	(9)	(11,25)	
MME128N	Macro and Micro Economic Analyses	(8)	(11,25)	
QJD129N	Quantitative and Qualitative Data Analyses	(9)	(11,25)	
RBT129N	Research Methodology	(9)	(11,25)	
SMR129N	Strategic Marketing	(9)	(11,25)	

TOTAL CREDITS FOR THE FIRST YEAR: **78,75**



SECOND YEAR

CODE	MODULE	NQF-L	CREDIT	PREREQUISITE MODULE(S)
BST229N	Business Strategy	(9)	(11,25)	
OMR228N	Operations Management and Operational Research	(8)	(11,25)	
JB229AN	Research Project Part A*	(9)	(4,5)	
JB229BN	Research Project Part B*	(9)	(11,25)	Research Project Part A
JB229CN	Research Project Part C*	(9)	(6,75)	Research Project Part B
JB229DN	Research Project Part D*	(9)	(22,5)	Research Project Part C

plus any three of the following electives:

EBV229N	Entrepreneurship and Business Development	(9)	(11,25)
ITB229N	International Business	(9)	(11,25)
MTI229N	Management of Technology and Innovation	(9)	(11,25)
PLG229N	Public Sector Leadership and Governance	(9)	(11,25)
PMT229N	Project Management	(9)	(11,25)
QME229N	Quality Management and Monitoring and Evaluation	(9)	(11,25)

TOTAL CREDITS FOR THE SECOND YEAR: 101,25

TOTAL CREDITS FOR THE OPTION: 180,00

1.3 DOCTOR OF BUSINESS ADMINISTRATION

DBA - NQF Level 10 (360 credits)

Qualification code: DBBA18

SAQA ID: 96871, CHE NUMBER: H16/10770/HEQSF

Campus where offered: Pretoria Campus (Ditsela Place, Hatfield)

REMARKS

a. *Admission requirement(s):*

A Master's Degree in Business Administration (MBA), or an equivalent Master's degree in Management, where the candidate has completed the degree with a mark of 60% or more.

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

b. *Selection criteria:*

Submission of a preliminary doctoral proposal that complies with the protocol set by the University and the Tshwane School for Business and Society.

If the preliminary doctoral proposal is acceptable, the candidate will be invited to register for an Advanced Research Methodology module at the Tshwane School for Business and Society. Successful completion of the Advanced Research Methodology module is compulsory. A candidate can apply to be exempted from this module if he/she has successfully completed a full master's dissertation or doctoral thesis in a previous study, or if proof is provided to the Tshwane School for Business and Society that the candidate was exposed to research methodology learning with the same outcomes and at the same level as that of the module.



If the candidate is successful in completing the Advanced Research Methodology, the candidate will be invited to defend the proposal at a panel organised by the Tshwane School for Business and Society where the final suitability of the study and the candidate will be determined.

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 an official letter from the Office of the Registrar, alternatively, they can check their application status on the TUT website, www.tut.ac.za.

- c. *Recognition of Prior Learning (RPL), equivalence and status:*
Information on the rules and the process to follow is available in Chapter 30 of Students' Rules and Regulations (Part 1 of the Prospectus).
- d. *Intake for the qualification:*
January.
- e. *Presentation:*
Research.
- f. *Duration:*
A minimum of two years and a maximum of five years.
- g. *Exclusion and readmission:*
See Chapter 2 of Students' Rules and Regulations (Part 1 of the Prospectus).
- h. *Rules on postgraduate studies:*
See Chapter 8 of Students' Rules and Regulations (Part 1 of the Prospectus).

CURRICULUM

CODE	MODULE	NQF-L	CREDIT
BA1010O	Thesis: Business Administration	(10)	(360)
BA1010R	Thesis: Business Administration (re-registration)	(10)	(0)
TOTAL CREDITS FOR THE QUALIFICATION:			360



SECTION B: PHASING OUT QUALIFICATIONS

No new registrations for qualifications within this section will be accepted. Students registered for any of these qualifications should complete their studies according to the teach-out date prescribed for the qualification, subject to the stipulations of Regulation 3.1.11 and 3.1.13 in the Students' Rules and Regulations.

Information on phased-out programmes can be obtained from the TUT website, www.tut.ac.za.

1. MASTER OF BUSINESS ADMINISTRATION

(Qualification type: Structured Master's Degree)

Qualification code: MMBT01 - NQF Level 9 (180 credits)

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

Campus where offered:	Pretoria Campus (Nana Sita Street) (research)
Last year of new intake:	2020
Teach-out (phase-out) date:	31 December 2027
Curriculum:	2020 Prospectus



SECTION C: 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 relevant academic department or in the study guide that applies to a particular module. At the time of publication, the syllabus content was defined as follows:

A

ACCOUNTING AND FINANCIAL MANAGEMENT (AFM138M)	1 X 4-HOUR PAPER (OPEN BOOK)
ACCOUNTING AND FINANCIAL MANAGEMENT (AFN128N)	CONTINUOUS ASSESSMENT

(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)

ADVANCED RESEARCH METHODOLOGY (IBA108G)	CONTINUOUS ASSESSMENT
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(Module custodians: Tshwane School for Business and Society)

The purpose of this module is to identify and formulate a research idea and problem. Conduct a literature review. Select a research approach and develop an appropriate research design. Plan the research methods. Gain access and research ethics. Piloting data collection instrument. Data analysis techniques. Outline of the research report. Prepare a defendable research proposal. Present and communicate a final draft of a research proposal to a range of audiences. (Total notional time: 300 hours)

B

BUSINESS STRATEGY (BST239M)	1 X 4-HOUR PAPER (OPEN BOOK)
BUSINESS STRATEGY (BST229N)	CONTINUOUS ASSESSMENT

(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)

C

CHANGE MANAGEMENT V (1HG108G)	CONTINUOUS ASSESSMENT
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(Module custodian: Tshwane School for Business and Society)

The module is designed to create change agents, true masters of destiny and proponents who can change the world. (Total notional time: 300 hours)

CORPORATE ENTREPRENEURSHIP V (1ET108G)	CONTINUOUS ASSESSMENT
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(Module custodian: Department Tshwane School for Business and Society)

This module is designed to empower the student with the necessary competencies (such as knowledge, skills and values) for entrepreneurial responsibilities at various levels of management in a corporate environment. It enables the student to facilitate change within companies so that companies can become more entrepreneurial. (Total notional time: 300 hours)



E

ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT (EBV239M)
ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT(EBV229N)

(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)

1 X 4-HOUR PAPER (OPEN BOOK)

CONTINUOUS ASSESSMENT

H

HUMAN RESOURCES AND CHANGE MANAGEMENT (HRC238M) **1 X 4-HOUR PAPER (OPEN BOOK)**
HUMAN RESOURCES AND CHANGE MANAGEMENT (HRC128N) **CONTINUOUS ASSESSMENT**

(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)

CONTINUOUS ASSESSMENT

I

INTERNATIONAL BUSINESS (ITB239M) **1 X 4-HOUR PAPER (OPEN BOOK)**
INTERNATIONAL BUSINESS (ITB229N) **CONTINUOUS ASSESSMENT**

(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)

CONTINUOUS ASSESSMENT

L

LEADERSHIP AND ORGANISATIONAL BEHAVIOUR (LOB139M) **1 X 4-HOUR PAPER (OPEN BOOK)**
LEADERSHIP AND ORGANISATIONAL BEHAVIOUR (LOB129N) **CONTINUOUS ASSESSMENT**

(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)
MACRO AND MICRO ECONOMIC ANALYSES (MME128N)	CONTINUOUS ASSESSMENT

(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 of 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)
MANAGEMENT OF TECHNOLOGY AND INNOVATION (MTI229N)	CONTINUOUS ASSESSMENT

(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 OPERATIONS RESEARCH (OMR138M)	1 X 4-HOUR PAPER (OPEN BOOK)
OPERATIONS MANAGEMENT AND OPERATIONS RESEARCH (OMR228N)	CONTINUOUS ASSESSMENT

(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)
PROJECT MANAGEMENT (PMT229N)	CONTINUOUS ASSESSMENT

(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)
PUBLIC SECTOR LEADERSHIP AND GOVERNANCE (PLG229N)	CONTINUOUS ASSESSMENT

(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 (OPEN BOOK)
QUANTITATIVE AND QUALITATIVE DATA ANALYSES (QQD129N)	CONTINUOUS ASSESSMENT

(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 the 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)
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QUALITY MANAGEMENT AND MONITORING AND EVALUATION (QME229N)	CONTINUOUS ASSESSMENT
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(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, RBT129N)	CONTINUOUS ASSESSMENT
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(Module custodian: Tshwane School for Business and Society)

The purpose of this module is to introduce students to scientific research skills required to compile a basic research proposal for projects within a chosen field in management sciences. This module lays the foundation for reviewing academic literature and selecting appropriate scientific research designs and methods in adherence to ethical research principles for projects within the chosen field. (Total notional time: 112,50 hours)

RESEARCH PROJECT (RJB209M, RJB219R)	PROJECT ASSESSMENT
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RESEARCH PROJECT PART A (JB229AN)	CONTINUOUS ASSESSMENT
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RESEARCH PROJECT PART B (JB229BN)	CONTINUOUS ASSESSMENT
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RESEARCH PROJECT PART C (JB229CN)	CONTINUOUS ASSESSMENT
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RESEARCH PROJECT PART D (JB229DN)	CONTINUOUS ASSESSMENT
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(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 for RJB209M/RJB219R, 45 hours for JB229AN, 112,50 for JB229BN, 67,5 hours for JB229CN and 225 hours for JB229DN)

S

STRATEGIC MANAGEMENT V (1TI108G)	CONTINUOUS ASSESSMENT
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(Module custodian: Tshwane School for Business and Society)

This module presents students with practical real-life, strategic management-related problems. Firstly, students will acquire knowledge of the underlying theoretical principles and then learn how to apply this knowledge to practical situations. (Total notional time: 300 hours)

STRATEGIC MARKETING (SMR139M)	1 X 4-HOUR PAPER (OPEN BOOK)
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STRATEGIC MARKETING (SMR129N)	CONTINUOUS ASSESSMENT
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(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, and the impact of globalisation on marketing goods and services locally and internationally. (Total notional time: 112,50 hours)

