

**QUALIFICATION – MASTER: BUSINESS ADMINISTRATION (SAQA I.D. 62271, NQF LEVEL 8)****MODE OF DELIVERY: CONTACT LEARNING****DESCRIPTION**

Peter Drucker, considered to be the father of modern management, states clearly that there is no such thing as a specific 'leadership personality', 'leadership style' or 'leadership trait'. According to Peter Drucker, the best leaders share only one quality: effectiveness. They are 'doers', not preachers. The Milpark Master in Business Administration (MBA) degree is designed for managers, professionals and graduates with business leadership potential who want to become effective 'doers'. An MBA is an advanced management learning qualification that is ideal for people wishing to develop skills and knowledge across the entire spectrum of modern management. The Milpark MBA focuses on the areas of general and strategic management and leadership.

**ADMISSION REQUIREMENTS****Entry Route 1:**

Admission to the qualification is subject to academic selection criteria. The applicant must:

- be at least 25 years or older
- have a recognised 3-year degree or equivalent (Note: an Honours Degree, Postgraduate Diploma or equivalent is preferable)
- have a minimum of 3 - 4 years' relevant work experience
- be proficient in English
- be computer-literate and Internet-literate.

**Entry Route 2:**

In limited cases, admission to the qualification may also take place via Recognition of Prior Learning. Applicants in this category must demonstrate that they have sufficient professional experience by submitting the following information on application:

- a condensed curriculum vitae
- a biographical essay
- an employer's report.

In addition, the applicant must:

- present him/herself for an interview with the Selection Panel
- present him/herself for a challenge exam if in the opinion of the Panel this is necessary (on the merits of past work experience)
- be 40 years or older
- have 15-20 years' relevant work experience
- be in a Senior Management or Executive position.

**HEAD OFFICE CAPE TOWN**

2nd Floor Sunclare Building  
Cnr Protea and Dreyer Roads, Claremont  
PO Box 44235, Claremont, 7735

**Phone:** 021 673 9100  
**Fax:** 021 673 9111  
**Fax to email:** 021 673 9111

**JOHANNESBURG**

Corner Main Road East and Landau Terrace,  
Melville Extension 2  
PO Box 91714, Auckland Park, 2007

**Phone:** 011 718 4000  
**Fax:** 011 718 4001

**DURBAN**

2 Derby Place, Derby Downs, University Road,  
Westville, 3631  
PO Box 2248, Westville, 3631

**Phone:** 031 266 0444  
**Fax:** 031 266 0466

Note: Applicants with a four-year National Higher Diploma may apply for admission via RPL but the age requirement in this case is 25.

#### **THE MBA AIMS TO:**

- provide an academically rigorous, Master's-level qualification which develops the ability to analyse complex issues critically, appreciate alternative perspectives and develop sound responses rooted in the relevant knowledge
- provide the student with a detailed understanding of current theories of management and the ability to apply this knowledge to the varied practical issues managers face across the main functional areas in an organisation
- provide an opportunity for in-depth explorations into the theoretical and practical aspects of the strategic development of organisations
- enable the student to appreciate the implications of managing at functional and departmental levels
- promote the ability to develop creative and imaginative, yet feasible solutions to management issues
- promote and enhance personal and interpersonal skills using reporting, presenting, critical analysis, imagination and creativity, group work and independent study as vehicles.

#### **MBA METHODOLOGY**

Contemporary MBA qualifications increasingly emphasise self-managed learning and continuous professional development. MBA students are expected to be able to manage their own learning and development effectively in the context of an adequate support framework.

Course material is provided for each module. The materials present the core ideas and concepts to the students through the use of summaries, examples and case studies. Most importantly, the study materials engage the students in thought-provoking activities designed to ignite further research and reflection. Students are taught to interrogate systematically the published literature, to reflect on their own learning and work experiences and to conduct critical analyses and research in employer or client organisations.

Students at Milpark Business School come from diverse backgrounds in terms of age, work experience, profession and culture. The exploration and acceptance of differences in peer groups is critical to the learning process and ensures that students are exposed to each other's perspectives. Clearly also, such diversity promotes networking opportunities.

#### **CURRICULUM BUILDING BLOCKS**

The MBA consists of two stages. The first stage provides a sound basis in functional management and leadership concepts. The second stage focuses on strategic management and culminates in the preparation of a dissertation which addresses a key issue on a strategic level for an organisation. This qualification aims to produce graduates with general management skills, able to function effectively in a strategic management and leadership environment.

#### **ASSESSMENT**

Modules are assessed by individual coursework assignments (in-company assignments, seminars, reports, presentations, etc.), as well as examinations. The dissertation module requires that a study of a strategic issue of the student's choice be conducted. The student needs to produce a research proposal for

approval and, working with an academic supervisor, develop the proposal into a dissertation (research report). This module is the key assessment of the student's ability to integrate the total learning experience and produce a research project with relevance to the world of work.

## **DURATION**

Two-year contact learning programme, which includes the dissertation module.

## **MODES OF DELIVERY**

Milpark Business School offers flexibility in the MBA delivery modes from which the student can choose. There are two delivery modes.

## **MODULE OVERVIEWS**

The qualification comprises the following modules:

### **STAGE ONE: The Master's Foundation Programme**

#### **Management at the Functional Level**

This module constitutes a comprehensive framework on the principal functions of management. Students learn in this module how these functions implement, and in turn, influence business strategy. Current issues in each major business function area (i.e. Operations, Projects, Human Resources, Marketing and Finance) are canvassed.

#### **Managing Strategically**

Given the competitive and turbulent business environment, managers at all levels need strategic management skills. This module enables managers to assess organisational capability and formulate and implement strategy in the internal and external contexts of an organisation.

#### **The Managerial Environment**

To be effective, managers need to understand the complex political, social, economic and technological changes which impact on operational and strategic decisions. In this module, concepts and models for the analysis of relevant business trends are taught and students learn to research and evaluate external changes which affect operational and strategic decisions through exposure to in-depth analyses of the South African social, political and economic environment, as well as international business trends and developments.

#### **Leadership, Governance and Ethics**

Governance and ethics have become core disciplines in the 21<sup>st</sup> century. Effective leadership and good governance are required at all levels in private, public and civil organisations, as without this it is virtually impossible to achieve and sustain performance. The module develops and refines the student's knowledge and practice of leadership, governance and ethics functioning in all aspects of their lives.

#### **Human Capital Management**

This module explores organisational development, groups and teams, change, culture, organisational structure and talent management. As part of the critical evaluation process, students apply the issues covered in the module to their own workplace.

#### **Financial Management and Decision-making**

This module provides the knowledge and skills needed for financial analysis: the annual financial report, budgetary planning and control, capital appraisal and costing and pricing techniques. In addition,

working capital management, taxation of companies, cost analysis, profit analysis, volume analysis and evaluation of the sources of finance are addressed.

## **STAGE TWO: The Executive Programme**

### **Corporate Finance**

This module ensures an understanding of corporate-level finance. Students are taught to focus on the implications of policy decisions and confidence and skills in this area are developed. Capital markets, long-term finance, the valuation of businesses, risk-reduction techniques and strategic corporate governance are also addressed.

### **Information and Knowledge Management**

Information Management is the collection and management of data and its dissemination to enhance decision-making. Knowledge Management is the identification, representation and distribution of information to support the organisation's ability to know what it knows. Effective information and knowledge management improves performance and creates competitive advantage. This module integrates information and knowledge management to enhance strategic management and leadership.

### **Strategic Marketing**

Strategic Marketing builds upon the Introduction to Marketing in Management at the Functional Level by providing an international focus on current theory and practice in marketing. Globalisation, micro-marketing, relationship marketing, standardisation and harmonisation are some of the concepts covered in this module. The module also considers appropriate strategies for product, price, promotion/communication and distribution and looks at their balance in the marketing mix.

### **Strategic Operations Management**

By focusing on key strategic issues in business operations, the module examines a number of topical, strategic issues to demonstrate how strategy and tactics at an operational level impact on the development and implementation of corporate strategy. Students are encouraged to explore their own and others' experiences in operations to enable them to understand the strategic potential of operational problems and situations.

### **Entrepreneurship (Elective)**

Entrepreneurship is the practice of starting new business ventures or revitalising mature companies (intrapreneurship). Entrepreneurial ventures often require unique sources for funding, such as venture capital to raise the required capital. This module looks at the various ways in which new venture creation may be supported.

### **Public Management (Elective)**

No country can remain globally competitive and fulfil its social responsibilities without an effective and efficient public sector. Public Management as discipline focuses on good governance in the executive branches of Government and specifically the translation of national policy into service delivery strategies, programmes and projects. As policy architects, public managers need to have strong conceptual and holistic perspectives regarding a developmental state and society, networked governance, socio-economic demographics, business, and information technology. In the dynamic, interdependent, and

networked economy of the twenty-first century, the public manager is an indispensable partner in governance.

This module in Public Management orientates and equips modern public managers for their highly dynamic and challenging responsibilities in South Africa by focusing on the transformational leadership role that public managers must fulfil to strategically gear public institutions for the economical and efficient rendering of services on all spheres of Government.

### **Primary Banking Operations (Elective)**

The Banking Elective module focuses on the intermediary role of banks in the financial system, which centres on deposit taking and lending operations in the domestic and international retail- and wholesale markets, inclusive of treasury operations. The module also explores the inherent risks that stem from such operations, and the supervisory role of central banks to ensure that banks are capital adequate and liquid.

### **Corporate Strategy**

By means of a review of the theories of Corporate Strategy and Corporate Relations and an assessment of their practical application, the Corporate Strategy module offers a unified approach to strategic management. The role of the entire organisation in the process of strategy is emphasised. Corporate strategy provides students with the opportunity to consolidate the knowledge and skills across both stages of the MBA and provides a focused means through which maximum benefit to the student and organisation may be obtained.

### **Dissertation**

The dissertation aims to develop and test the student's ability to conceptualise, investigate, appraise and critically evaluate a significant research topic in the field of management and leadership at the requisite Master's level. Students are required to demonstrate an ability to employ the techniques of academic study to their chosen area of investigation. Dealing with a strategic issue, the dissertation will often be grounded in a host organisation, but may also be sector-wide or industry-wide.

**\* Students may choose between Entrepreneurship, Public Management or Banking as an elective. All other modules are compulsory.**

### **Contact learning classes are structured as follows:**

- 32 hours of lecturing per module
- All classes are repeated twice (evenings and weekends)
- At the end of the semester, there is an additional 4 hours of exam revision per module

### **MBA CALENDAR 2010**

Milpark Business School offers two intakes, two examination sittings and one graduation ceremony per calendar year.

### **Intakes:**

Semester 2 commences: 12 July 2010

Registration for semester 2 closes: 25 June 2010 (new students) and 2 July 2010 (current students)

**Examinations:**

Semester 2: Sittings commence 1 November 2010

**APPLICATION FORMS**

Contact the Sales office for an application form or download the form from the website.

**ABOUT THE BUSINESS SCHOOL**

Milpark Business School offers a range of tertiary qualifications, conditionally accredited by the Higher Education Quality Committee (HEQC) of the Council of Higher Education (CHE). Milpark Business School offers both distance-learning and contact learning options, and workshops. The qualifications range from a Bachelor of Commerce in Banking Management and Certificate and Diploma programmes to an MBA.

**DISCLAIMER**

The content of this brochure, accurate at time of going to print, is subject to change without notification because of legislation, market requirements or any other reason. Milpark Business School reserves the right to change the programme content without notice.

Website: [www.milpark.ac.za](http://www.milpark.ac.za)

Email: [info@milpark.ac.za](mailto:info@milpark.ac.za)

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