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MILPARK
EDUCATION   M

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QUALIFICATION: Master of Business Administration – MBA (SAQA ID 94856, NQF LEVEL 9)
MODE OF DELIVERY: CONTACT (Melville)/DISTANCE LEARNING ONLINE (Melville)

DESCRIPTION AND PROGRAMME PURPOSE

Milpark Business School empowers future leaders to pursue ethical and sustainable business practices informed by the sustainable development goals (SDGs). This vision is built on "phronesis" (practical wisdom), emphasising not only the development of great business leaders, but leadership for the #commongood. Ethical and sustainable business practices are therefore at the heart of our teaching and research philosophy, and find expression in our AMBA-accredited multi-disciplinary MBA programme.

Milpark's MBA curriculum consists of a purposefully selected blend of modules that ensure the development of managers who are skilled in the areas of social responsibility, the environment and corporate citizenship. At its core, the programme remains focused on the key management areas while paying sound attention to the critical skills that prepare our students to be ethical leaders for the common good in the context of the Fourth Industrial Revolution.

The MBA is aimed at middle to senior managers in possession of a postgraduate degree or equivalent, desirous of acquiring advanced general strategic management skills and competencies. The ideal MBA graduate is a well-educated and well-rounded individual able to tackle the myriad problems facing managers in business. S/he is respected by the community, cares about the environment, understands global issues and conducts business in an ethical and sustainable way.

The principles underpinning our MBA degree are thus:

- Exemplary performance from our graduates that sets an example of ethical and sustainable business practices
- Ethical leadership that projects concern for humanity and the earth in the context of the Fourth Industrial Revolution
- Strong local business roots with a global vision, grounded in the core competencies of managing a successful business in an ethical and sustainable way.

WHO SHOULD ENROL?

Do you want to take your studies and career to the next level? If you have a recognised Honours Degree or Postgraduate Diploma, this MBA is for you. Our MBA offers a challenging interactive experience where students apply relevant business management aspects to real-world business challenges. This stimulating MBA programme incorporates a strategic approach to business through small classes, both online and face-to-face. It equips individuals who are self-driven, ambitious and career-oriented with the requisite knowledge and skills required to pursue their chosen career path in an uncertain and volatile environment.

PROGRAMME OUTCOMES

Successful completion of this qualification should enable the student to:

- Analyse complex issues, think critically, and appreciate alternative perspectives related to core business management issues.
- Apply, evaluate and synthesise current management theories in the main functional areas of financial management, human resource management, marketing management, ethics, governance, operations management, global economics and leadership.
- Demonstrate an appreciation of and contribute towards the development and implementation of the responsibilities that business has towards society, local communities and the environment.
- Apply the theoretical and practical aspects of the strategic development of organisations in an integrated fashion in a particular business or sector.
- Develop creative, imaginative, credible solutions to management issues.
- Demonstrate personal and interpersonal skills, notably reporting, presenting, critical analysis, imagination, emotional intelligence, creativity, teamwork and independent learning.

PROGRAMME STRUCTURE

Module name	Code	Prerequisites	Credits	C/E
Business Report Writing, Quantitative Analysis and Presentation Skills	BQPS02-8	-	5	Compulsory
General Management Environment	GENV01-8	-	15	Compulsory
Business Ethics and Corporate Governance	BECG01-8	-	15	Compulsory
Social Responsibility and Environmental Management	SREM01-8	-	15	Compulsory
Finance for Non-Financial Managers**	FNFM01-OS**	-	0	Bridging**
People Management	PEMA01-9	-	12	Compulsory
Operations and Technology Management	OTMA01-9	-	12	Compulsory
Marketing and Sales Management	MSMA01-9	-	12	Compulsory
Advanced Business Research Methodology	ABRM01-9	-	8	Compulsory
Management Accounting and Finance (Part 1)	MAFI1A-8	-	15	Compulsory

Module name	Code	Prerequisites	Credits	C/E
Leadership and Change Management	LCHM01-9	-	15	Compulsory
Global Trade (Macroeconomics – BRICS – Developing Markets)	GTRA01-9	-	15	Compulsory
Dissertation (supervision)	DISSEX-9	ABRM01-9	45	Compulsory
Management Accounting and Finance (Part 2)	MAFI1B-9	MAFI1A-8	10	Compulsory
Integrated Business Strategy	IBST01-9	-	15	Compulsory
Elective (select one):		-		
Entrepreneurship and Innovation	ENTI01-9		10	Elective
Business in Emerging Markets	BEMA01-9		10	Elective
Dissertation (approved final submission)	DISSUB-9	DISSEX-9	1	Compulsory
TOTAL			**215**	

**This module is compulsory for all students who have not studied financial management at an undergraduate or postgraduate level or have no working experience in financial management. This course must be successfully completed within the first two semesters of study and before students will be allowed to register for *Management Accounting and Finance (Part 1) MAFI1A-8*.

The MBA programme is delivered in ten-week blocks per module, with students completing two modules at a time. Students will be able to complete eight modules per year, and hence the full qualification in the minimum time of two years.

MODULE DESCRIPTIONS

Compulsory

Advanced Business Research Methodology ABRM01-9
The module *ABRM01-9* provides students with a strong underpinning in business research methodology. Students proceed to undertake research that aims to develop and test the ability to conceptualise, investigate, appraise and critically evaluate a significant research topic in the field of management and leadership in the form of a final dissertation. Students are required in this module to finalise a research proposal after examination for submission according to marker's recommendation (where relevant) and according to institutional requirements in preparation for their final dissertation.

Business Ethics and Corporate Governance BECG01-8
This module exposes students to perspectives and philosophies on moral and business ethics. Students will develop skills to identify and manage issues related to ethical practice and decision-making, and will be exposed to the requirements and practice of good corporate governance.

Business Report Writing, Quantitative Analysis and Presentation Skills BQPS02-8

This module assists students/candidates to improve their academic writing skills in order to improve competence in writing and research skills. This will contribute to a higher quality of output on written research assignments and will ensure a seamless entry into the business research module and dissertation. This module introduces Quantitative Analysis, which may be required when completing the *Dissertation* module.

Dissertation (supervision) DISSEX-9

After a strong foundation in business research methodology, students proceed to independent research that aims to develop and test the ability to conceptualise, investigate, appraise and critically evaluate a significant research topic in the field of management and leadership in the form of a dissertation. Students are required to finalise the dissertation after examination for submission according to marker's recommendations (where relevant) and according to institutional requirements. *ABRM01-9* is a prerequisite for this module.

Dissertation (approved final submission) DISSUB-9

Students are required to finalise the dissertation after examination for submission according to markers' recommendations (where relevant) and according to institutional requirements.

Finance for Non-Financial Managers FNFM01-OS **

This short course introduces you to basic financial management principles and empowers you to better understand the financial aspects of business and management decisions. The purpose of the course is to enable people with no financial background to understand finance and its associated terminology. It will enable you to do the basics such as understand and analyse financial statements, complete basic cash and capital budgeting, manage working capital, make valid pricing decisions, and assess project progress and returns.

General Management Environment GENV01-8

After students have completed this module, they should have a good theoretical and practical understanding of management. Emphasis is placed on the managerial skills needed at various different levels of management and the ways in which to master management skills and competencies. Furthermore, an understanding of the nature of designing and managing a 'winning strategy' is demonstrated.

Global Trade (Macroeconomics – BRICS – Developing Markets) GTRA01-9

The aim of this module is to understand the global economy, to identify the relevant threats and opportunities and to design appropriate strategies around them. A strong focus will be placed on emerging economies as represented by the BRICS countries (South Africa, Brazil, India, China and Russia).

Integrated Business Strategy IBST01-9

This module offers a unified approach to business strategy. Integrated Business Strategy provides students with the opportunity to consolidate knowledge and skills across core areas. All aspects of the business organisation are addressed in a focused strategy.

Leadership and Change Management LCHM01-9

Effective and exemplary leadership is essential in private, public and civil organisations. This module develops and refines students' knowledge and practice of leadership and change management in order to ensure responsible action and sustainable business.

Management Accounting and Finance (Part 1) MAFI1A-8

The purpose of this module is to provide students with the tools and abilities that enhance their decision-making proficiency. The ability to make informed and rational financial decisions is critical if students are to succeed within the financial management sphere.

Management Accounting and Finance (Part 2) MAFI1B-9

This module ensures an understanding of corporate-level finance. Capital markets, long-term finance, the valuation of businesses, risk-reduction techniques and strategic corporate governance are addressed. *MAFI1A-8* is a prerequisite for this module.

Marketing and Sales Management MSMA01-9

An international focus on current theory and practice in marketing is provided. 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. In the second part of this module, sales management is addressed.

Operations and Technology Management OTMA01-9

This module examines several 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 experiences and those of others in operations to enable them to understand the strategic potential of operational problems and situations. The second part of this module will enable students to develop competence in evaluating and planning technologies for future operations.

People Management PEMA01-9

This module is aimed at equipping students as future managers to deal with the most important asset – people. Organisations that acquire, develop and retain high-performing employees with the appropriate skills and competencies are better able to respond to the needs of their stakeholders and changes in their external environment.

Social Responsibility and Environmental Management SREM01-8

The purpose of this module is to empower students (business executives, managers and leaders) to understand the influence and impact of business enterprises and their responsibilities. The module examines the social, ethical, and environmental issues faced by both business and other kinds of organisations, providing business executives, managers, and leaders with a theoretically supported analytical perspective of Corporate Social Responsibility (CSR) and enabling them to critically assess CSR issues, initiatives, drivers, and responses. The module will enable students to recognise that current forms of economic activity are either unsustainable or will at least be subject to a wider raft of ethical, social and environmental constraints in the future. As such, the module considers social, ethical, and environmental issues to the extent to which they represent both constraints and opportunities for commercial enterprise.

Electives (Select one only):

Business in Emerging Markets BEMA01-9

The purpose of the module is to enable students to gain the ability to investigate, develop and execute business and trade between South Africa and its BRICS partners (Brazil, Russia, India and China) or in other emerging markets. A firm grounding in the BRICS agreement and related theory will be supported by a field visit to a BRICS country with the aim of gathering more information and to conduct an evaluation of possible opportunities. Students will gain knowledge about economic, political and cultural issues that can affect business ventures in emerging countries in general and a specific country in particular.

Entrepreneurship and Innovation ENTI01-9

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. The contribution of innovation in new business is also addressed.

ADMISSION REQUIREMENTS

Entry Route 1

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

* have an accredited postgraduate diploma, honours degree, a four-year Bachelor's degree (that exits at Level 8) or equivalent.
* be at least 25 years old.
* achieve an acceptable rating in the admission assessment.
* have a minimum of three to four years' relevant work experience.
* be proficient in English. (Proof of proficiency may be required for international students.)
* be computer and internet-literate.
* submit a one-page essay motivating their admission onto the MBA.
* submit a CV using the Milpark Business School template (the template is available on the online admission application).
* present themselves for an interview with the Programme Manager.

Entry Route 2

In exceptionally limited cases, admission to the qualification may also take place via Recognition of Prior Learning (RPL).

In addition to fulfilling the Entry Route 1 selection criteria, RPL applicants must meet the following criteria:

* be 40 years old or older.
* have 15–20 years' relevant work experience.
* be in a Senior Management or Executive position.

Note: only once all Entry Route 1 places have been finalised, can any RPL candidates be admitted onto the qualification.

International Students

International applicants whose first language is not English are required to provide proof of proficiency in English prior to admission to the qualification.

Any applicant who has a certificate other than a South African National Senior Certificate or a South African undergraduate degree must provide a SAQA Certificate of Equivalence, if they want to enrol for a postgraduate qualification (www.saqa.org.za).

MODE OF DELIVERY

Students are required to select their mode of study on admission. Please note that there are mode factsheets available that explain each mode in detail.

A change of mode will only be allowed in specified circumstances. An application must be submitted to the Academic Committee for consideration.

The following modes are available for this specific programme:

- Contact learning part-time (CLPT)
- Distance learning online (DLO).

Note: **Contact-learning classes are subject to minimum student numbers, but a module will be available via distance learning online should it not be available in contact learning. The contact-learning timetables may be altered depending upon student numbers per module.**

ACCESS TO TECHNOLOGY

Milpark provides students with materials, resources, formative and summative assessments (including online tests and quizzes), discussion opportunities and a number of administrative services as part of the *myMilpark* and *myCourses* online tuition and support environments. Course materials contain links to additional external resources in the form of links to downloadable documents, websites and videos.

Having access to the above online facilities is essential for efficient communication, learning and success. The student will need continuous (daily) access to study, using the resources mentioned above, and to submit and receive assignments.

Summative assessments (exams) and selected formative assessments will be invigilated remotely with well-proven online proctoring services. Students will need to use their own device and ensure that they have the minimum system requirements in place.

Minimum system requirements

1.   Reliable broadband internet access
2.   Firefox/Chrome/Edge web browser
3.   Microsoft Word
4.   PDF Viewer
5.   Ability to scan and upload documents
6.   Email/cellphone for notification and communication.
7.   Access to video-conferencing technology, such as Skype/Zoom.

For remotely proctored exams, students need their own device (laptop, Mac or desktop) with the following minimum system requirements in place:

	Windows	**Mac**	**Linux**	**Chrome OS**
Operating System	Windows 7+	macOS 10.11+	Ubuntu 18.04+	Chrome 58+
Processor	Intel Pentium or better	Intel	Intel Pentium or better	Intel or ARM
Free Disk Space	250 MB	250 MB	250 MB	250 MB
Free RAM	2 GB[1]	2 GB[1]	2 GB[1]	1 GB[1]
Upload Speed	0.092 Mbps - 0.244 Mbps[2]			
Microphone	Any Microphone, either internal or external[3]			
Webcam	320x240 VGA resolution (minimum) internal or external[3]			

1.   Free RAM is the minimum amount of memory that is not in use by other applications.
2.   Depends on the exam settings, secure browser has no upload speed requirement.
3.   Only required for proctoring, secure browser functionality does not require audio/visual recording.

LIBRARY ACCESS

The Milpark Library provides access to e-books in a virtual library called Cyberlibris (Scholartext). Lecturers create smart bookshelves per course or module for students to access (these shelves can contain prescribed and recommended books). Students can also create their own personal smart bookshelves containing resources for their studies. Having access to a digital library means that thousands of students can access books and resources from anywhere at the same time online. There is no need to make reservations and requests, and no limit on the time a student has to access a book. With the implementation of Cyberlibris, students also have access to full-text resources via ProQuest (global), Ebsco (global) and Sabinet (South African publications) to assist with research and to enrich their learning experience. Access to the Library is included in the module fee.

TUTOR

Comprehensive student support services are available. Students are provided with administrative support by Student Services. To assist with understanding content, students have access to tutors whom they can contact individually. Students who experience study and/or personal problems have access to a student counsellor. All support services are available to registered students via *myMilpark* (*myCourses*).

RULES OF PROGRESSION

All modules are compulsory except for one elective module (two options are provided; see electives above). Some modules have prerequisites and students must ensure that they understand the rules of progression in terms of these prerequisites (see the table in the programme structure section above).

ASSESSMENT

Modules are assessed by individual and syndicate coursework assignments (in-company assignments, seminars, reports, presentations, etc.) as well as tests and examinations. The dissertation module requires a study of a strategic issue of the student's choice in line with Milpark Business School's research focus. The student needs to produce a research proposal and must develop the proposal into a dissertation.

In addition, contact-learning students are expected to attend at least 80% of the contact sessions in order to meet the Due Performance (DP) requirement. Distance learning online (DLO) students are expected to participate online as prescribed and to attend all the live@Milpark sessions in order to meet the Due Performance (DP) requirement.

DURATION

The programme has been designed to be completed within a period of two years.

CERTIFICATION

On successful completion of the qualification, the student will receive a Master of Business Administration, NQF Level 9. This qualification is accredited by the Higher Education Quality Committee of the Council on Higher Education (CHE).

FURTHER STUDIES

Milpark Education is committed to the process of lifelong learning and opening access to higher education. The programme is at NQF Level 9 and students may be eligible to proceed to a doctorate in selected areas, including business administration or other cognate areas. Please note that admission to a doctoral programme is entirely at the discretion of an individual institution and completing an MBA does not guarantee entry into any doctoral programme by default. Milpark Business School offers a Doctor of Business Administration, and MBA graduates are eligible to apply for the Milpark DBA.

PRICING

All module fees include one round of formative and summative assessments (supplementary examinations excluded). Contact fees include lectures. Module fees do not include the cost of prescribed textbooks, which will be for your own account. The prescribed book list will be available on *myMilpark* on registration.

DISCLAIMER

The content of this brochure is accurate at the time of going to print. Milpark Education reserves the right to change the programme content due to changes in legislation, market requirements and other reasons. Notice of such changes will be published on our website.

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