

**QUALIFICATION: Master of Business Administration – MBA (SAQA ID 94856, NQF LEVEL 9)****DESCRIPTION AND PROGRAMME PURPOSE**

At Milpark, we encourage and challenge our students to become more than they dared imagine. Milpark Business School believes that leadership starts with a deep understanding of oneself and others. Our MBA is designed to cultivate human-centred leaders who prioritise empathy and human connection, and who are digitally fluent, ethical and socially conscious so that they can make a positive contribution to society at large. Our human-centric leadership focus integrates innovative management techniques, with a strong emphasis on ethical decision-making, mental agility, emotional intelligence and finding pragmatic solutions to real-world challenges.

Milpark's MBA curriculum balances rigorous academic theory with practical, people-focused skills that prepare participants to inspire teams, drive changes and achieve sustainable success. Our curriculum consists of a purposefully selected blend of modules that ensure the development of business leaders skilled in working collaboratively with others to pioneer progress, create solutions that matter and transform ideas into actionable outcomes. The MBA provides a comprehensive understanding of business strategy, operations and other functional business areas while focusing on the critical skills, leadership archetypes and attributes required to lead in a complex and fast-changing world.

WHO SHOULD ENROL?

The Milpark MBA is specifically designed for professionals eager to cultivate their leadership skills – not merely for the sake of leadership itself but to become leaders who drive meaningful change. This journey begins with disruption of the self, where participants will challenge their assumptions about themselves, their environment and their approach to leadership. By reshaping their perspectives, participants will learn to lead differently to transform organisations and communities. The programme aims to provide a fertile breeding ground for leaders willing and able to fearlessly respond to the unique South African and African leadership challenges.

The MBA programme is particularly valuable for individuals aiming to advance into executive roles, transition to new career paths or improve their strategic decision-making capabilities. Ideal candidates include mid-career professionals and entrepreneurs looking to broaden their business acumen and grow their business ventures. It equips self-driven, ambitious and career-oriented individuals with the requisite knowledge and skills to pursue their chosen career paths in an uncertain and volatile environment.

Our MBA offers a challenging, interactive experience whereby participants apply relevant business management principles to real-world business challenges. With a human-first, digitally fluent approach, participants will be challenged to become active collaborators through group work, other experiential learning experiences and unique coaching and/or mentoring opportunities.

The MBA is for individuals with a recognised NQF Level 8 qualification, such as an honours degree or postgraduate diploma. Applicants without an NQF Level 8 qualification can apply through the Recognition of Prior Learning (RPL) process.

PROGRAMME OUTCOMES

Successful completion of this qualification should enable the student to:

- Analyse complexities related to core business management functions from various perspectives and determine appropriate solutions or strategies to navigate these challenges in several contexts.
- Apply, evaluate and synthesise current management theories and practices associated with core management functions, strategy and leadership.
- Demonstrate a cognitive awareness of the ethical and social responsibilities of business and business leaders towards society, local communities and the environment through active engagement, consultation and research.
- Apply business knowledge and concepts across business disciplines to evaluate problems, manage inbound and outbound change, and construct and implement sustainable business strategies in complex environments.
- Develop innovative, analytical, creative, sustainable and ethical approaches to decision-making and problem-solving in business environments.
- Demonstrate personal, interpersonal and professional leadership and leader-as-coach competencies and proficiencies in negotiation, change management, teamwork and corporate citizenship.
- Develop leadership attributes and skills such as empathy, resilience, ethical decision-making, mental agility and social responsibility through critical self-reflection, collaboration, community engagement and consultation with business.
- Demonstrate analytical and research skills to collect, analyse and synthesise data and information that will inform business and management decisions.
- Develop effective communication skills to present ideas on matters associated with management, leadership and sustainable business solutions through appropriate forms and media to all relevant stakeholders in a multi-cultural context.

PROGRAMME STRUCTURE

The MBA programme is delivered in approximately ten-week blocks per module, with students completing between two and three modules at a time. Students will be able to complete the full qualification in a minimum time of two years and will have the option to start in January and June of every year.

MODULE DESCRIPTIONS

Compulsory

Leadership Development LDEV01-9

Given the critical importance of leadership as a pervasive competency, this module will run for the duration of the qualification. The module follows a multi-faceted approach that includes reflections and engagements on personal, interpersonal and professional leadership. Students will be introduced to the Milpark graduate attributes and the Milpark Business School leadership archetype. These elements will be inculcated through all activities and reflections and integrated with the qualification as a whole. Students will also develop the necessary coaching and managing skills required of a leader in a complex environment by creating a portfolio of evidence.

Business Acumen Essentials BACS01-8

This module equips students with essential skills in collaboration and in writing, conducting and presenting qualitative and quantitative research. Students will also be introduced to various thinking modes to enhance their problem-solving and decision-making abilities in complex environments. These foundational elements prepare students for meaningful engagement with the rest of the programme.

Leading an Organisation Responsibly LDRS01-8

This module empowers students to critically evaluate the influence and impact of business enterprises in society and their responsibilities as corporate citizens. The module examines the social, ethical and environmental issues experienced by organisations in light of global and local challenges, as well as possible organisational responses, including involvement with community-based projects. Students will have the opportunity to support the sustainability of community-based projects through collaboration, active engagement and consultation.

Leading an Organisation in Context LDCT01-8

This module provides a holistic understanding of the complex interrelationship between the individual, the organisation and the broader South African, African and global environment, emphasising values, ethical leadership and interconnectedness. Students will examine organisational dynamics, including culture, values, functional responsibilities and decision-making. The module also looks outwards to frame the organisation within a broad context for ethical and considered decision-making.

Financial Management for Strategic Decision-Making FMSD01-8

This module provides students with a comprehensive understanding of financial management, costing techniques and financing considerations – and their applications in strategic decision-making for business leaders. It focuses on equipping students with the knowledge and skills needed to implement costing strategies and use financial data to make informed decisions that drive value creation from an organisational perspective.

Risk and Governance RGOV01-8

This module exposes students to legal and risk management principles. It also covers the requirements and practices of good corporate governance, including control frameworks. The module equips students to address

legal challenges and mitigate risks effectively while upholding ethical standards. Students will explore the connection between sound governance and risk management for business resilience.

Business Strategy in Complex Environments BSCE01-9

This module explores business strategy development as a core business function, utilising recognised strategy frameworks in complex business environments for sustainable value creation. Students will be given the opportunity to assess these frameworks and design appropriate strategy development approaches for dynamic and uncertain business environments. Students will be exposed to the strategic tools and develop the mental agility required to manage complexity, uncertainty and disruption.

Financial Reporting and Strategic Decision-Making FRSD01-9

This module provides an in-depth introduction to financial reporting from a business leader's perspective. It focuses on interpreting and using financial statements and reports to make informed strategic decisions. Through a combination of theoretical frameworks, accounting standards and practical case studies, students will develop the necessary skills to analyse financial data critically and apply this knowledge to guide organisational operations, strategy and governance.

Managing and Developing People MDPE01-9

This module is designed to equip students, as future managers, to effectively steer an organisation's most valuable asset: its people. It focuses on recruiting, developing and retaining high-performing employees while managing performance and driving change. Organisations that excel in these areas are better positioned to respond to stakeholder needs and adapt to changes in the external environment. Students will learn strategies for enhancing employee performance and navigating organisational change, ensuring they can lead teams effectively and support organisational agility.

Information Technology and Digital Transformation ITDT01-9

This module aims to provide students with a comprehensive understanding of the influence of IT and digital transformation on modern businesses. It explores the outcomes that digital transformation brings, including increased efficiency, innovation, enhanced customer experiences and competitive advantages. The module will equip students with the knowledge to analyse and implement IT-driven strategies that propel business growth and sustainability, ensuring that organisations remain competitive.

Entrepreneurial Thinking and Business Resilience ENBR01-9

This module aims to provide students with a deep understanding of leveraging entrepreneurial thinking to enhance business resilience. It explores the role of innovative strategies, processes and technologies in helping businesses adapt to disruptions, manage risks and sustain growth in a rapidly changing environment. The module prepares students to apply creative thinking and innovative approaches to build resilient organisations capable of thriving in the face of challenges. It also explores entrepreneurial thinking as a catalyst for addressing business and societal challenges.

Strategic Operations STPS01-9

This module examines business operations, emphasising ethical, sustainable supply chain and inventory management as directed by corporate strategy development. Students will explore an organisation from the perspective of the Chief Operations Officer (COO), who is responsible for the operational impact of strategic

decisions. This perspective includes the adoption and use of tools for measuring and managing operational progress towards strategic objectives and establishing effective strategic feedback loops. This module is highly practical, as students apply a strategic lens to analyse their own experiences and those of others in a range of operational situations and challenges.

Strategic Marketing Management STMM01-9

This module provides a local and global perspective on marketing theory and practice, emphasising digital marketing strategies. It covers globalisation, micro-marketing and relationship marketing while integrating digital tools such as social media, artificial intelligence and data analytics. Students will explore how digital channels impact product, price, promotion and distribution in the marketing mix. They will develop and implement marketing strategies for various industries, incorporating effective digital techniques and sales processes to enhance their strategic marketing plans.

Integrated Simulation and Business Consulting ISBC01-9

This capstone module provides students with experiential learning opportunities to consolidate their knowledge and skills across core areas of business and business strategy, in both a simulated and a real-world consulting environment. Students will work in groups and be required to integrate what they have learned through a business simulation. Tasks include managing various business challenges, problem-solving and decision-making as a group. The module's consulting component requires students to apply their acquired technical and interpersonal skills to develop and deliver effective strategies in a project environment.

Dissertation (supervision) DSST01-9

This module starts by providing students with the theoretical methodologies that underpin effective and meaningful business research. Students proceed with undertaking research that aims to develop and test their 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. It focuses on guiding students through the process of conducting independent research by following a structured approach. By the end of this module, students will have displayed their ability to conduct rigorous independent research and contribute valuable insights to the field of business and leadership.

Electives

(Select only one elective. **Note:** an elective will only be offered if a minimum of 15 students enrol for the module.)

Leader as Coach LECO01-9

This module explores the role and notion of leadership through the lens of coaching. Students will be introduced to the fundamentals of the coaching discipline and coaching models. The module is designed to equip students with the practical skills and insights needed to adopt a coaching mindset in their leadership approach. Students will learn how to enhance team performance and drive organisational success by applying coaching principles and techniques.

Business in Emerging Markets BEMA02-9

This module equips students with the skills to investigate, develop and execute business and trade strategies in emerging markets. The module includes an immersive field visit to an emerging market, where students will gather information and evaluate potential business opportunities. Emphasis is placed on understanding economic, political, legal and cultural factors influencing business ventures in these dynamic regions.

MINIMUM ADMISSION REQUIREMENTS

Bridging module

(See Entry route 1 admission requirements below.)

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 NQF Level 8) or equivalent.
- be at least 25 years old.
- achieve an acceptable rating in the TTS admission assessment or an acceptable GMAT, GRE, NMAT or APIL score.
- be proficient in financial management at an undergraduate or postgraduate level or have working experience in financial management. Applicants with no proficiency in or experience with financial management must enrol in our bridging module, *Finance for Non-Financial Managers FNFM01-OS*. This bridging module must be completed successfully **before** students can register for *Financial Management for Strategic Decision-Making FMSD01-8*. However, completing the bridging module before the start date of the first MBA block is advisable. *Finance for Non-Financial Managers FNFM01-OS* introduces students to basic financial management principles and empowers them to better understand the financial aspects of business and management decisions. The course aims to enable individuals with no financial background to understand finance and its associated terminology. It will enable students 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.
- have a minimum of three to four years of relevant work experience.
- submit a comprehensive professional CV.
- present themselves for an interview with the Selection Committee.

The applicant must also be:

- proficient in English. (Proof of proficiency may be required for international students.)
- computer literate.

The Programme Manager will be able to provide detailed information on the criteria/expectations.

Entry route 2*

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

Kindly contact the Programme Manager **before applying online for admission on RPL grounds. This is because RPL admissions are limited to 10% of the total intake and are, therefore, often oversubscribed.*

In addition to fulfilling the Entry route 1 selection criteria, RPL applicants must:

- be at least 30 years of age.
- have at least 10 years of significant senior management work experience.
- submit a Portfolio of Evidence (see the specific requirements at the RPL Business School link below).

Note: Only once all Entry route 1 places have been finalised will a limited number of RPL candidates be admitted onto the qualification.

Click on [RPL Business School](#) to view the RPL requirements for Business School programmes.

INTERNATIONAL STUDENTS

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

Further to the requirements for admission provided above, foreign nationals or South African nationals seeking to apply for admission onto the qualification based on a non-South African/foreign NQF Level 8 equivalent qualification or degree must obtain – and submit to Milpark – a Certificate of Equivalence from the South African Qualifications Authority (SAQA) (www.saqa.org.za).

Foreign nationals residing in South Africa on a temporary visa must provide proof from the South African Home Affairs offices that they are permitted to study and enrol for studies at the tertiary level.

MODE OF LEARNING

Immersive Online (IO) Learning is our guided, dynamic and flexible digital study experience, designed to foster deeper learning and meaningful connection. Through scheduled online sessions, interactive content and collaborative activities, students engage in a human-centred environment that blends structure with flexibility. IO Learning uses advanced online systems and multimedia resources to support clear pathways, small-group collaboration and personalised feedback, creating a rich, connected and engaging learning journey.

For South African students, an in-person induction session will occur in Cape Town in February. Milpark Education will pay for the associated travel and logistics costs.

ACCESS TO TECHNOLOGY

Through the *myMilpark* and *myCourses* online tuition and support environments, students have access to all course materials (including formative and summative assessments), discussion opportunities, administrative services and a wealth of external resources.

Minimum requirements to study online and complete assessments and online proctored assessments

- A laptop or personal computer (PC) with *one* of the following operating systems:
 - Windows 10+;
 - macOS 10.11+;
 - Ubuntu 18.04+;
 - Chrome 58+
- Continuous (daily) access to a stable internet connection with an upload and download speed of at *least* 5 Mbps
- A camera/webcam (720p resolution)
- Speakers and a microphone OR headphones
- 2GB free RAM (memory)
- 250MB free disk space.

For more information, such as tips to help prevent technical issues during an online proctored assessment, visit [Technical requirements](#).

STUDENT SUPPORT

Comprehensive student support services are available.

Students are provided with administrative support by Student Services. Lecturers will facilitate compulsory live online interactive sessions, often based on real-life case studies. Interactive group discussions and activities allow students to learn from lecturers and peers. 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*).

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 simultaneously online. There is no need to make reservations and requests, and no limit on the time a student has access to a book. With the implementation of Cyberlibris, students also have

access to full-text resources via ProQuest (global), Emerald, Ebsco (global) and Sabinet (South African publications) to assist with research and enrich their learning experience.

Access to the Library is included in the module fee.

RULES OF PROGRESSION

All modules are compulsory except for one elective module (two options are provided; refer to '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 under 'Programme Structure' above).

ASSESSMENT

Modules are assessed through 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 that students can choose – in line with Milpark Business School's research focus. Students need to produce a research proposal and must develop the proposal into a dissertation.

Students are required to attend all live@Milpark sessions. Participation (with cameras on) is required to meet due performance (DP) requirements.

DURATION

Students have a minimum of two years and a maximum of five years to complete the qualification.

CERTIFICATION

On successful completion of the qualification, the student will receive a Master of Business Administration, NQF Level 9 qualification, which 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 MBA 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; 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). 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 or for other reasons. Notice of such changes will be published on our website.