MILPARK EDUCATION
Business School



QUALIFICATION

Master of Business Administration
(SAQA ID: 94856; NQF Level 9)

Master of Business Administration

Association of MBAs ACCREDITED
Accredited

Mode of Delivery:
Immersive Online Learning

We've got you.
You've got this.

1 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.



Learn More

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.

2 Who Should **Enrol?**

01

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.

02

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-orientated individuals with the requisite knowledge and **skills to pursue their chosen career** paths in an uncertain and volatile environment.

03

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, **experiential learning** experiences, and unique coaching and/or mentoring opportunities.

04

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.**

3 Programme **Outcomes**

Successful **completion of this qualification** should enable the student to:

1. Analyse complexities **related to core business management** functions from various **perspectives and determine appropriate** solutions or strategies to **navigate** these challenges in several contexts.

2. Apply, evaluate and synthesise current **management theories** and practices associated with **core management** functions, strategy and leadership.

3. **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.

4. 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.



5. Develop innovative, analytical, creative, **sustainable and ethical approaches** to decision-making and **problem-solving** in business environments.

6. Demonstrate personal, **interpersonal and professional leadership** and leader-as-coach **competencies and proficiencies** in negotiation, change management, teamwork and **corporate citizenship.**

7. 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.

8. **Demonstrate analytical and research skills** to collect, analyse and synthesise data and information that will **inform business** and management decisions.

9. 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.

4 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.

First Intake **Second Intake**



5 Mode of **Learning**

The programme will be offered via **Immersive Online (IO) Learning**. 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.**

6 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. 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 for the duration 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** considering 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 as well as 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 challenge**. 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 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 insight** 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.

7 **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:

01 Have an **accredited postgraduate diploma**, **honours degree**, a **four-year bachelor's degree** that exits at **NQF Level 8**, or equivalent.

02 Be at least **25 years** old.

03 Achieve an **acceptable rating** in the TTS admission assessment or an acceptable GMAT, GRE, NMAT or APIL score.

04

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.

05 Have a **minimum of three to four years** of relevant work experience.

06 Submit a **comprehensive professional CV.**

07 Present themselves for an **interview with the Selection Committee.**

The applicant must also be:

01 **Proficient in English**. Proof of **proficiency may be required** for international students.

02 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:

01 Be at least **30 years** of age.

02 Have at least **10 years of significant senior management** work experience.

03 Submit a **Portfolio of Evidence** - see the specific requirements via 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.

Learn More About The RPL Requirements



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.**



8 Mode of **Delivery**

The **Department of Higher Education and Training** has registered the programme, and the Council on Higher Education has accredited the programme for **delivery via distance learning**.

Learn More

The following mode is available for this specific programme:

Distance learning (DL)

9 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.**

View Technical Requirements

How To Check Your RAM

10 **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).*

11 **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.

12 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).**

13 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.**

14 Duration

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



15 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).

16 **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 **select 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.

17 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.

18 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.**

Website:

www.milpark.ac.za

Apply Now

Enquiries

Tel: (086) 999-0001
Deneb House
3rd Floor | 368 Main Road
Observatory | Cape Town
7925 | PO Box 44235
Claremont | 7735

We've got you.
You've got this.