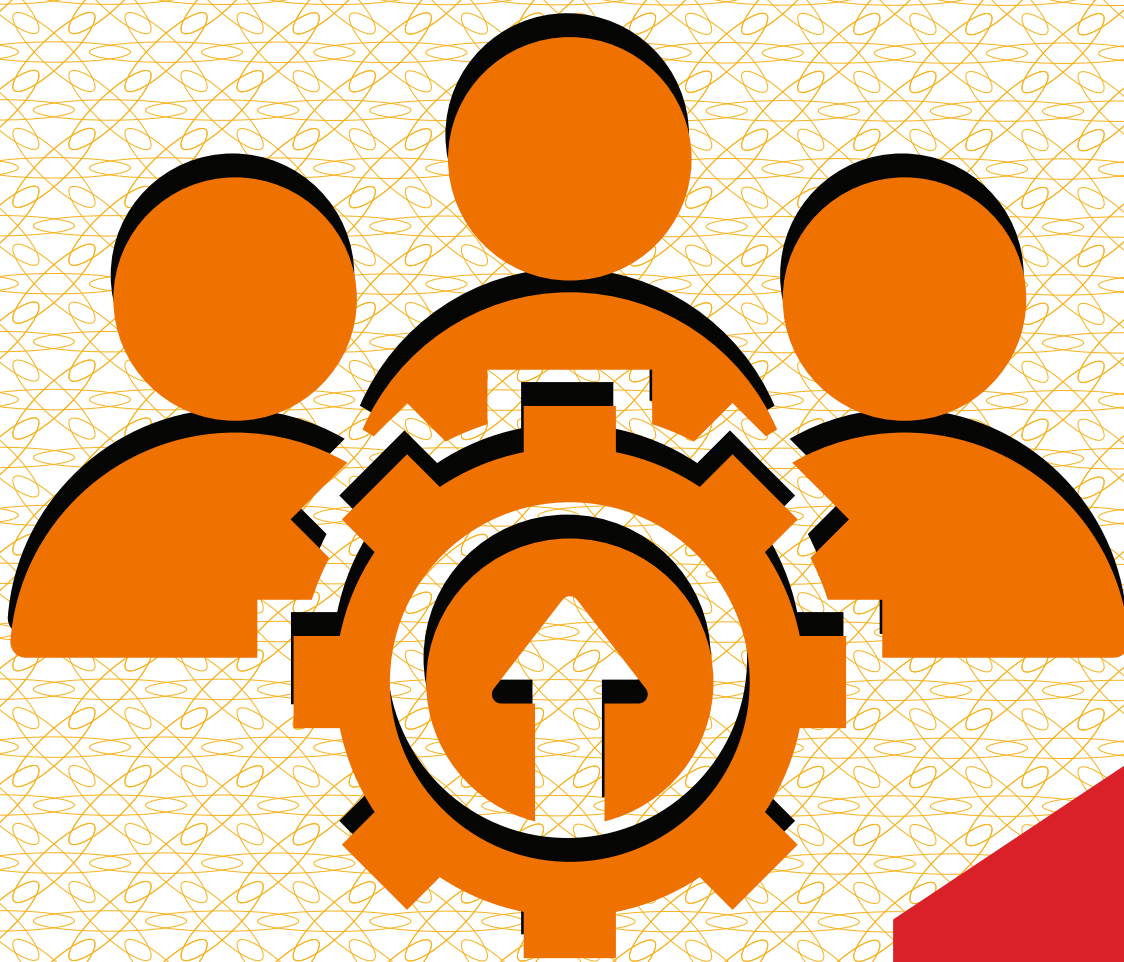# NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Office of the Registrar

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS – (HP-GSB)

PROSPECTUS 2026

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS – (HP-GSB)

PROSPECTUS 2026

*(Note: The final interpretation of all regulations in this Prospectus for the **Harold Pupkewitz Graduate School of Business** shall be vested in Council)*

NOTE

The Prospectus for the *Harold Pupkewitz Graduate School of Business* is valid for 2026 only. Curricula and Syllabi may be amended for 2026. It is obtainable free of charge from:

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	Assistant Registrar: Academic Administration	207 2351/2667
	Examinations Office	207 2027/2412
	Student Enquiries, Registrations and Records	207 2056
Office of the Bursar	Bursar	207 2007
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Library & Information Services:	Library, Enquiries and Loan Counter	207 2022/2621
Department of Student Services:	Director	207 2165
	Students Councillor	207 2270
	Cultural Department	207 2070
	Sports Department	207 2298
Students Representative Council		207 2457
Hostels:		
Men: Shangri-La	Superintendent	207 2132
House Committee		207 2375
Call Office		229413/233130
Ladies: Mon Resa	Superintendent	207 2131
House Committee		207 2127
Call Office		229405/234193/ 233100
Ladies: Höpker	Superintendent	207 2131
House Committee		207 2130

NB: The international code in all numbers is +264-61

CONTENTS

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS (HP-GSB)

Located under the Faculty of Commerce, Human Sciences and Education of the Namibia University of Science and Technology (NUST), the Harold Pupkewitz Graduate School of Business (HP-GSB) was founded in 2010. Its eponymous benefactor, the late Harold Pupkewitz was a widely regarded businessman and leader who attained widespread renown both domestically and globally.

In addition to providing postgraduate academic programmes, executive development programmes, short courses, the Graduate School also provides business consulting services to businesses. Experts in HP-GSB assesses an organisation's needs and create a custom program as well as internal initiatives to develop employee capabilities.

With a wide range of programmes available, HP-GSB hopes to become a leader in Namibia and Southern Africa when it comes to offering management and leadership programs. The school is committed to developing into a nationally relevant organisation that supports worldwide leadership, management and skill development excellence.

Through strategic alliances and mergers like the one with the Centre for Enterprise Development (CED), HP-GSB has maintained its Innovative spirit and innovative activities while generating profit. This strategic endeavour is driven by opportunity and intended to supplement the school's official offerings. The ultimate goal is to facilitate a leadership program based on values that will enable sustained excellence in research output and content delivery.

Most of our academic staff members hold PhD's and our administration and faculty are made up of highly educated professionals.

CONSULTING SERVICES

HP-GSB consult and partners with leaders in business and society to tackle transformation aimed at benefiting all stakeholders—empowering organisations to grow, build sustainable competitive advantage, and drive positive societal impact.

HP-GSB further undertakes research or development projects funded through public, foundation or corporate sources, which have a high potential for enhancing the performance of organisation.

Experts are sourced locally and internationally and, from NUST standing Faculty to carry out the studies. Thinking global, acting local.

ACADEMIC PROGRAMMES

The full-time faculty consist of highly qualified academics, accomplished researchers and experts in their respective fields. The school makes use of accomplished and recognised national and international academics and industry experts to teach our programmes. They bring with them a wealth of academic knowledge and real-world experience from across the globe.

The HP-GSB programmes focus on the development of holistic, innovative, and socially responsible business leaders and is available to individuals in Namibia and globally.

We offer the following academic programmes:
- Postgraduate Diploma in Management (08PGIM) NQF Level 8
- Master of Leadership and Change Management (09MLAC) NQF Level 9
- Master of Business Administration (09MBH) NQF Level 9
- Doctor of Philosophy in Management Sciences (10DMGT) NQF Level 10

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS CODE: 64

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: Mr Trevor Lake, MBA, B.Sc. Eng.
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: Dr Stewart Kaupa, PhD
: Dr Rose Mathafena, PhD
: Dr Elisha Woyo, PhD
: Dr Wise Mainga, PhD
: Dr Abdulla Kader, DBA
: Mr John Mukoya, MA Management
: Ms Vera Bronkhorst, M. Phil (Management Coaching)
: Dr Schalk Grobler, PhD
: Dr Africa Makasi, PhD
: Dr Evans Simataa, DBA
: Dr Hammed Ojugbele, PhD

POSTGRADUATE PROGRAMMES

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS   **CODE: 64**

POSTGRADUATE DIPLOMA IN MANAGEMENT   **08PGIM**
(Revised Curriculum – Phased in 2024)

NQF Credits: 120

Description
The Postgraduate Diploma in Management is designed to provide students with a rigorous conceptual framework, systematic knowledge and understanding of the issues that are at the forefront of management theory and practice today. Students will gain grounding in the core elements of management, deep understanding of the contemporary issues for deeper insight, intellectual and cognitive skills related to Management in the wider environment of their organisations.

The programme is purposely designed to expose students to advanced concepts, theories, and methods of management that will enable them to effectively analyse and resolve management issues, at local and regional context, and this will enable students to deal with contemporary management challenges in public and corporate entities. Graduates of this programme will be able to make a sustained contribution to national economic development in their business units.

Criteria for Admission
Candidates may be admitted to this programme, if they have a Bachelor's degree in any discipline, or an equivalent qualification at NQF Level 7 from a recognised institution, worth at least 360 NQF credits. They must have at least one year work experience in the public and/or private sector, or equal relevant setting might be considered at the discretion of the School. In the event of too many students qualifying for admission, those with more years of experience in managerial positions will be given priority.

Selection Process
An evaluation of the applicant's academic records, other submissions including performance in the admission test will be used for selection.

Alternatively, the assessment of achievement of a high diversity of prior experiences in different sectors through interviews might also be considered as a selection criterion.

Articulation Arrangements
Transfer of credits will be dealt with according to the NUST's regulations on Recognition of Prior Learning. This provides for course-by-course credits as well as credit transfer by volume under certain academic conditions. The maximum credit that can be granted is 50% of the total credits for the qualification. The Postgraduate Diploma in Management can articulate to further studies in the same, or a related cognate area, at NQF Level 9.

Mode of Delivery
This programme will be offered on the part-time mode of study through flexible delivery options and methodologies in accordance with NUST rules and regulations.

Requirements for Qualification Award
The Postgraduate Diploma in Management will be awarded to candidates credited with a minimum of 120 NQF credits, (all at NQF Level 8) and who have met the detailed qualification requirements as outlined below. Candidates are required to complete six compulsory courses (worth a total of 90 credits), an elective course (worth 15 credits) and a Workplace Research Project (worth 15 credits).

In addition, candidates should meet the administrative and financial requirements spelt out in the NUST General Rules and Regulations.

Transition Arrangements
This programme replaces the Postgraduate Diploma in Management approved in 2017. The last intake for the out-phasing programme was in January 2023. The revised curriculum will be phased-in 2024 with minimal disruption to existing students' learning progression. Courses will only be offered based on the revised curriculum as of 2024.

The old curriculum of the Postgraduate Diploma in Management will be completely phased out by the end of 2024, after which students must automatically switch to the revised curriculum, and fulfil all requirements based on the new curriculum. Students who fail any of the courses in the old curriculum will be required to repeat such courses based on the corresponding courses in the revised programme as per the table below.

[8]

Corresponding courses (if failed). This is not a credit table

Course Code	Postgraduate Diploma in Management (approved courses)	Course Code	Postgraduate Diploma in Management (Corresponding New/Revised courses)
GMO811S	General Management and Operations	GMO811S	General Management and Operations
LPM811S	Leadership and People Management	LPM811S	Leadership and People Management
EMP811S	Economics in Management Practice	EMP811S	Economics in Management Practice
FFM811S	Finance for Managers	FFM811S	Finance for Managers
SMG811P	Strategic Marketing: Analysis, Planning & Decision Making	SMG811P	Strategic Marketing: Analysis, Planning & Decision Making
WPP821S	Workplace Project	WPP821S	Workplace Project
CRM812P	Customer Care and Relationship Marketing	TBA	None
	None	TBA	Business Research for Managers
PLM811P	Project Leadership and Management	APM811S	Advanced Project Management
ENS821S	Entrepreneurship	ENS821S	Entrepreneurship

The above table only highlights new/revised core courses in Management that should be done if courses on the old curriculum are failed. Service courses from other Departments are excluded, but the rules of relevant Departments apply to this programme as well. The following core course(s) in Postgraduate Diploma in Management (old curriculum) which do not have corresponding new/revised courses in the revised curriculum, will be offered until the old curriculum is phased out in 2024.

PROGRAMME STRUCTURE

CURRICULUM

Year 1
Semester 1

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credits
GMO811S	General Management and Operations	None	8	15
LPM811S	Leadership and People Management	None	8	15
BRM811S	Business Research for Managers	None	8	15
FFM811S	Finance for Managers	None	8	15

Semester 2

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credits
EMP811S	Economics in Management Practice	None	8	15
WPP821S	Workplace Project	None	8	30
SMG811S	Strategic Marketing Management Analysis, Planning & Decision	None	8	30

Plus any ONE of the following elective courses

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credits
APM811S	Advanced Project Management	None	8	15
ENS821S	Entrepreneurship	None	8	15

MASTER OF LEADERSHIP AND CHANGE MANAGEMENT   **09MLAC**
(Revised Curriculum – Phased in July 2023)

NQF Credits: 240

Description

The Master of Leadership and Change Management degree programme is designed to educate and develop leaders of the Public and Private sectors, State Owned Enterprises and Non-Governmental Organisations in order to improve the effectiveness, efficiency and productivity of these organisations. This programme adds value by developing skilled, flexible and adaptable leaders playing a pivotal role in leading organisational change. Graduates of this programme will be able to enhance organisational competitiveness that leads to value-added economic activity and thereby, contribute significantly to national development goals and Vision 2030. The programme will be a combination of coursework (including compulsory and elective courses) and a Thesis/Applied Research Project. The overall aim of the programme is to develop leaders with the competencies, knowledge, skills and willingness to lead and manage the transformation of organisations to world-class performance standards.

Statues and Regulations

The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Master's degrees by coursework and thesis or mini-thesis.

Admission Criteria

The Master of Leadership and Change Management programme will recruit suitably qualified applicants who are currently or have the potential to become change management leaders and can benefit from contributing to and successfully completing the programme.

In order to be considered for admission to this programme, prospective students must:
* Hold a postgraduate qualification at level 8, four-year bachelor's degree from a recognized institution, or an equivalent qualification at NQF Level 8.
* Have at least two (2) years of work experience in a senior or middle managerial capacity (i.e. work to maximize the team's efficiency, productivity and performance).
* Demonstrate competency in English communication in business at postgraduate level by either:
  * The fact that the undergraduate degree was done in the medium of English, or
  * Successful completion of the International English Language Testing System (IELTS) at a minimum of band seven (7) or an equivalent test.
  Alternatively, proficiency in English language should be demonstrated at the appropriate level through written assessments under controlled conditions.

Selection Process
* An evaluation of the applicant's academic records, and a personal letter providing reasons for wishing to enrol for the Master's degree will be used for selection.
* Alternatively, the assessment of achievement of a high diversity of prior experiences in different sectors and proficiency in English through structured interviews might also be considered as a selection criterion in order to enhance the effectiveness of the programme.

Qualification Outcomes

Upon completing this programme, graduates will be able to:
* Demonstrate a critical understanding of the strategic role of a leader as facilitator, coach and mentor in a variety of circumstances within an organisation;
* Solve complex organisational and managerial problems systematically in order to improve and sustain organisational performance through sound leadership a change management practise;
* Apply contemporary leadership practices to enhance organisational efficiency and create constructive and effective organisational culture to achieve organisational goals;
* Evaluate and apply advanced management techniques, concepts, methodologies and diagnostic tools to a range of both strategic and operational issues;
* Demonstrate the ability to adapt to changing environmental challenges both nationally and internationally in dealing with key stakeholder's expectations;
* Evaluate current research and scholarship in the field of leadership and change management with reference to organisational governance, social responsibility and organisational productivity, and weaknesses as well as the opportunities for development and growth;
* Communicate and network effectively at both operational tactical and strategic levels;

* Apply appropriate financial management and accounting concepts and techniques to organisational planning, control and strategic analysis to enhance greater organisational efficiency;
* Plan and carry out substantial supervised research, in line with internationally acceptable standards involving the application of a high order of skills in analysis and critical evaluation;
* Apply the available technological applications to daily work and management activities (BPR and ERP); and
* Demonstrate the ability to provide organisational consultancy expertise as internal or external OD and Change consultant.

Fees Information
The fees charged for the Master of Leadership and Change Management programme covers tuition, books and course materials, but does not include accommodation and transport expenses which the participants will incur for their stay in Windhoek while attending classes. The fees are payable in 2 instalments per semester per module. A deposit with registration and final payment must be made before the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2024, please see the separate fees booklet

Articulation Arrangements
Transfer of credits will be dealt with according to the Namibia University of Science and Technology regulations on Recognition of Prior Learning. These provide for course-by-course credits as well as credit transfer by volume under certain academic conditions. Maximum credit that can be granted is 50% of the credits for a qualification excluding the Thesis or Applied Research Project.

Mode of Delivery
This programme will be offered online on part time/full-time mode of study through block release delivered by 2x 3 days monthly weekend study schools per course. This will be supplemented by action learning sets both during and outside study-school blocks. Mixed or blended mode participation through Moodle – VLE for accessing information, participation in group discussions and online networking with other students will be availed. Offerings will be synchronized for both online full time and part time participation.

Requirement for Qualification Award
This qualification will be awarded to candidates credited with a minimum of 240 credits (all at NQF Level 9), and who have met the detailed qualification requirements as set out below. Students are required to complete 11 compulsory courses (worth 132 credits), 1 elective course (12 credits), and a Thesis or Applied Research Project (worth 96 credits) in a minimum period of two years. In addition, candidates must meet the administrative and financial requirements as spelt out in the General Rules of the University.

Teaching and Learning Strategies
The NQF requirements emphasize the development of cognitive skills and competencies that go beyond knowledge and understanding of subject-specific knowledge items and professional/technical competencies. As a result, the MLCM focuses on engaging students in an interactive learning process to provide for the development of generic cognitive and intellectual skills, key transferable skills, and, as appropriate, subject specific and/or professional/technical and practical skills. This learning process will be facilitated both inside and outside of the classroom, with specific tasks to be completed by the student both individually and in groups.

Lectures, practical projects, tutorials, case studies, problem-based learning, and individual and/or group work will be included in this facilitation, which will be delivered in two three-day blocks monthly study schools (Friday - Sunday). Such tasks' learning will be tracked, recorded, and evaluated.

Each course will be supported on a dedicated Virtual Learning Environment (VLE). All students will be registered on Moodle which constitutes the programme's VLE. Moodle integrates a number of features including access to electronic resources, communication platforms, assessment and collaborative tools. In addition to the VLE, e-learning provisions and audio-visual presentation media will be used.

Assessment Strategies
Students will be evaluated using a variety of continuous assessments. These assessments will be problem-solving exercises, individual/group assignments and presentations, case study analyses, report writing, practical application of skills and competencies, tutorials, practical projects, and tests that will focus on the achievement of qualification outcomes.

In specific courses that will necessitate the administration of tests in accordance with Association for MBAs (AMBA) programme rigor requirements, such tests will be administered in controlled environments similar to the institutional requirements for examination administration. Tests will be weighted at 40% in the total course grade, with a sub-minimum of 40% for a pass; the weighted arithmetic mean value of the remaining assessments will be weighted at 60%. The overall pass mark for the course will be 50%, based on performance in both the test and the remaining assessments. Thesis and Applied Research Project will be evaluated in accordance

with NUST rules for postgraduate studies. The average of the internal and external examiner mark will be the mark recommended for approval by the Higher Degrees Committee.

Quality Assurance Requirements

Each course (please refer to the Detailed Qualification Requirements in section 13) will have one or more examiner and one moderator. The required minimum qualification of the moderator should be a Doctoral degree in a related field of study, or the person must be a well-respected expert in the field. Lecturing staff will set and mark assignments and tests which will, together with relevant study materials of that particular course including course handbook, assessment instruments, marking guides, typed answer scripts and other materials containing course learning outcomes, be forwarded to the moderator for moderation purposes, thereby, ensuring quality of the assessments and the qualification. All MLCM courses will be externally moderated while the thesis and Applied Research Project will be moderated in accordance with NUST's rules on postgraduate studies.

Transition Arrangements

The Master of Leadership and Change Management (old curriculum) will be phased out gradually until 2026, with minimal impact on current students' learning progression. The final intake of first-year students for the out-phasing programme (old curriculum) will take place in July 2022. Students who are registered for the first year of the phasing-out programme (old curriculum) in 2022 and fail more than 50% of the courses at the end of the year will be required to change their registration to the revised programme (new curriculum) in 2023 and will be granted credits on a course-by-course basis in accordance with the information in the Table below. The Master of Leadership and Change Management programme (new curriculum) will begin in January 2023.

The Master of Leadership and Change Management (old curriculum) will be phased out completely by 2026, after which students must automatically switch to the new programme and fulfil all requirements based on the new curriculum.

Credit of Corresponding Courses

Course Code	Master of Leadership and Change Management (Old curriculum) 09MLAM	Course Code	Master of Leadership and Change Management (Corresponding New/Revised Courses to be done if failed) – 09MLAC
1st Year			
OBC911S	Organisational Behaviour and Communication	OBC911S	Organisational Behaviour and Communication
ODM911S	Organisation Development and Change Management	ODM911S	Organisation Development and Change Management
FAM911S	Finance and Accounting for Managers	FAM911S	Finance and Accounting for Managers
GBE911S	Global Business Environment	GBE911S	Global Business Environment
LDP911S	Leadership	LDO911M	Leading Organisation
MSO911S	Managing Self and Organisations		
BPM911S	Business Process Management	BPM911S	Business Process Management
PTM912S	Project Management	PTM912S	Project Management
STM921S	Strategic Management	STM921S	Strategic Management
COG921S	Corporate Governance	COG921S	Corporate Governance
BRM910M	Business Research Methods and Statistical Analysis	RMS921M	Research Methodology and Statistical Analysis
MCR921S	Marketing and Customer Relationship Management	MCR921S	Marketing and Customer Relationship Management
EPI923M	Entrepreneurship & Innovation	EPI923M	Entrepreneurship & Innovation
PMM911S	Performance Management		None
	None	SHM910M	Strategic Human Resource Management
TMS911S	Mini-Thesis	TML901Y	Thesis
	None	ARP901Y	Applied Research Project

The Table above, highlights new/revised courses in the 09MLAC that should be done if courses on the 09MLAM (old curriculum) are failed.

The following course in the old curriculum that do not have a corresponding course in the revised curriculum will be taught until the old curriculum is phased out in 2026.
*   Performance Management

CURRICULUM (09MLAC)

Year 1

Semester 1

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credit
LDO911M	Leading Organisation	None	9	12
OBC911S	Organisational Behaviour and Communication	None	9	12
ODM911S	Organisational Development and Change Management	None	9	12
FAM911S	Finance and Accounting for Managers	None	9	12
CRM921S	Marketing and Customer Relationship Management	None	9	12

Semester 2

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credit
RMS921M	Research Methodology and Statistical Analysis	None	9	12
SHM910M	Strategic Human Resource Management	None	9	12
PTM912S	Project Management	None	9	12
STM921S	Strategic Management	None	9	12
COG921S	Corporate Governance	None	9	12

Year 2

Semester 3

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credit
GBE911S	Global Business Environment	None	9	12

Plus any ONE of the following Elective Courses

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credit
EPI9213M	Entrepreneurship and Innovation	None	9	12
BPM911S	Business Process Management	None	9	12

Semester 4

Choose ONE of the following Elective Courses

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credit
TML901Y	Thesis	Research Methodology and Statistical Analysis	9	96
ARP901Y	Applied Research Project	Research Methodology and Statistical Analysis	9	96

MODULE DESCRIPTIONS

Leading Organisation (LDO911M)
The aim of this course is to expose students to all sides of leadership at the highest level and give students a practical and wholesome knowledge of leadership and prepare them to lead their respective subordinates in a professional and ethical fashion. Students are exposed to relevant leadership styles to enable effective communication with various stakeholders, internal and external so that whatever dealings they have with them are legitimate, and they can motivate employees to enhance organisation effectiveness.

Organisational Behaviour and Communication (OBC911S)
The aim of this course is to expose students to different facets of organisation behaviour and in the process give students practical skills and knowledge about organisational behaviour and communication strategies. Students are expected to appreciate that organisational behaviour focuses on behaviour – individuals, in groups or teams and as an organisation. The students are also expected to understand/know individual versus group dynamics and how groups or teams operate and contribute to organisation performance and effectiveness.

Organisational Development and Change Management (ODM911S)
The aim of this course is to expose students to planned systematic change through strategic restructuring, effective human resource utilisation, effective use of technology; and re-design of organisational structures and boundaries. The course will enable students to appreciate transformation of business as a central managerial challenge for business leaders, requiring a coordinated effort to reframe, restructure, revitalise and renew organisations.

Students will be aware that transformation is a multi-track change process demanding attention to issues of organisation direction, the identification of new business opportunities, customer delivery, and the mobilisation of people to optimise the redesign of organisations.

Finance and Accounting for Managers (FAM911S)
The aim of this course is to illustrate how effective use of financial information embedded within the accounting function can improve organisational decision-making and performance. By examining the design and operation of accounting systems, external users such as investors, or internal users, managers are enabled to use financial information effectively. The course aims to significantly empower managers through the understanding of finance related frameworks needed to manage organisation. It provides participants with the ability to identify and to critically evaluate a range of finance related issues and frameworks. Ultimately, the course is designed to help students apply appropriate Management Accounting and Financial Management techniques to achieve a greater level of effectiveness in strategic analysis, planning and control, both in the long and short term.

Marketing and Customer Relationship Management (MCR921S)
This course will focus on marketing as one for the fundamental areas of business management, with application also to government and not-for-profit organisations. It will provide an orientation to the analysis, planning, implementation, and control of the marketing function in an organisation. By integrating theoretical foundations and practical considerations participants will gain a comprehensive understanding of the marketing decisions that African manages in general are faced with.

Research Methodology and Statistical Analysis (RMS921M)
The statistical analysis component introduces students to basic and advanced statistical concepts as well as tools that are useful for managerial decision-making under conditions of uncertainty. It covers elements of descriptive statistics, inferential statistics and regression analysis as well as forecasting and time series analysis. In addition participants will acquire a fundamental understanding of the application of statistical analysis using a software package on small and large samples of real data.

Strategic Human Resource Management (SHM910M)
The aim of this course is to examine the context of strategic human resource management (SHRM) in the organisation by developing a framework for the practice of SHRM, exploring how managers develop and implement effective and efficient human resource practices that support the strategic and business objectives of their firms.

Project Management (PTM912S)
The purpose of this course is to provide knowledge, understanding and critical awareness of contemporary approaches to the strategic and operational issues surrounding project management and business process management. The course examines planning and controlling a project environment and considers a wide range of issues and events that may have impact on the cusses of a project. The course will enable the student to evaluate critically the unique and multi-elemental nature of projects and to instil the motivation and commitment needed to develop and implement projects in a professional manner.

Strategic Management (STM921S)

The course aims to enable and develop the student to understand concepts and critically analyse facets of strategic management in organisations. Especially in the application of types of strategies – resource-based strategy, business and corporate strategies. Further, it proposes to analyse dimensions of strategic dynamics and management including corporate cultures, and stakeholder configurations as well as evaluate these systems and their integration into corporate management strategies. On the basis of classical and contemporary research in strategic management, management ethics, legal frameworks and corporate social responsibility the student will be introduced to the different approaches of strategy and how they are reflected in management and organisation practice.

Corporate Governance (COG921S)

This course aims to provide students with the necessary competencies to apply an integrative approach to good governance by including principles of good social, ethical and environmental practice. This course aims to develop a critical understanding of the nature, behaviour and outcomes associated with the social, economic, political and legal systems that govern the modern corporation, understand the key roles and relationships through which corporate governance is realised, recognise key pressures for reform in national corporate governance systems and appreciate some of the ethical issues that arise in relation to corporate activity and explore the inter-relationship between corporate, societal and personal values.

Global Business Environment (GBE911S)

The course focuses on helping students to develop the ability to evaluate the global business environment in the context of multinational firms operations. It seeks to analyse multinational businesses response to threats and opportunities in the global business environment. It also aims to show how international business is affected by different types of environmental factors like, economic, political, social, technological, financial and cultural factors.

Entrepreneurship and Innovation (EPI923M)

This course is about starting and growing high potential businesses. The course focuses on businesses that are not intended to be small throughout their duration, rather businesses that with hard word and good fortune can be expected to develop into large and complex enterprises. A key tool and vehicle for this effort is the articulation of a business plan. The plan helps the entrepreneur qualify the opportunity and attract support from others. It helps engage and energise the founding team, investors, strategic partners and vendors. An effective plan is a guide to managing the increasingly complex set of dynamics of a start-up by providing mileposts and indicating the resources that will be required to achieve them. Finally, it can provide a continuously updated set of standards against which to evaluate actual performance. Entrepreneurship teaches the entire spectrum of entrepreneurial activity and skills through the team the development of a business plan.

Business Process Management (BPM911S)

This module deals with improvement and managements of a firm's end-to-end enterprise business processes to achieve three outcomes crucial to a performance based and customer driven firm: 1) clarity on strategic direction, 2) alignment of the firm's resources and 3) increased discipline in daily operations. The course addresses these issues for promoting the sustainable growth of organisations. In particular, the course examines key aspects of how BPM needs to be understood to improve business processes for the delivery of sustainable improvement in business performance.

Thesis (TML901Y)

This course aims at enabling students to apply their theoretical knowledge and research skills in addressing a research question(s) or problem(s).

Applied Research Project (ARP901Y)

This capstone course aims to equip students in the field of Business and management with knowledge and skills required to plan and conduct a substantial piece of applied research to internationally accepted standards. Applied research project typically involves an investigation of a managerial topic, issue or problem. As the course integrates and links to prior courses in the programme, it is a platform for students to engage and apply their accumulated knowledge in addressing specific complex and real management challenges or business issues and thus enhances individual students problem-solving competencies. In doing so participants access opportunities to develop and demonstrate their capacity for high value thinking and effective decision making in resolving business and organisational problems. The product of the course that may take any of the following four alternatives: analytical, action-research, entrepreneurial, or consultancy project develops lasting skills in critical thinking and inquiry, communications managing information and decision-making. The module provides a training ground for students to do research that is not only practical but also of intellectual value.

MASTER OF LEADERSHIP AND CHANGE MANAGEMENT   **09MLAM**
(Old Curriculum - Phasing out June 2023-2026)

NQF Level: 9   **NQF Credits: 240**   **NQF Qualification ID: Q0899**

Description
The development and implementation of the Master of Leadership and Change Management (MLAM) is a critical element to the realisation of the University's vision and Namibia's Vision 2030. The Namibia University of Science and Technology launched the first version of the programme in 2012. Therefore, using that foundation as an invaluable learning platform provides an opportunity for the further review and development of the Master of Leadership and Change Management Programme.

This programme has been specifically designed to prepare participants to meet the challenges of the ever-changing organisational context globally whilst incorporating Namibian specific needs and issues. Graduates of the Master of Leadership and Change Management programme will not only be able to have career progression, but also contribute to organisational growth and effectiveness. The programme is fully aligned with requirements of the NUST Curriculum Framework, the National Qualifications Framework (NQF), and European Foundation for Management Development (EFMD).

Statues and Regulations
The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Master's degrees by coursework and thesis or mini-thesis.

Admission Criteria
The Master of Leadership and Change Management programme will recruit suitably qualified applicants who are, or have the potential to become, change management leaders and capable of benefiting from, contributing to, and successfully completing the programme. In order to be considered for admission to this programme, prospective students must:
   *   Hold a recognised four-year Bachelor degree from a recognised institution, or an equivalent qualification at NQF Level 8, which shall include a component of supervised research or a recognised graduate degree with a research component;
   *   Have at least three (3) years of work experience in a managerial capacity (i.e. responsible for the work of a team of employees) and may include both pre and post qualification work experience;
   *   Demonstrate competency in English Communication in business at post graduate level by either:
   *   The fact that the undergraduate degree was done in the medium of English, or
   *   Successful completion of the international English Language Testing System (IELTS) at a minimum of band seven (7) or an equivalent test.
   *   Alternatively, proficiency in English language should be demonstrated at the appropriate level through written assessments under controlled conditions, while applicants may also be required to take part in an interview.
   *   Applicants will be required to write an admission test based on a simplified analytical skills test modelled in line with internationally recognised Admission Tests to Graduate Management Education GMAT or computer-based tests with similar predictive attributes concerning the applicant's general aptitude.
   *   Alternatively, where appropriate, applicants are eligible to submit recent Graduate Management Admission Test (GMAT) results in lieu of the admission test.

Selection Process
   *   An evaluation of the applicant's academic records, other submissions including performance in the admission test and a personal letter providing reasons for wishing to enrol for the MLAM will be used for selection.
   *   Alternatively the assessment of achievement of a high diversity of prior experiences in different sectors through interviews might also be considered as a selection criterion in order to enhance the effectiveness of the programme.

Qualification Outcomes
Upon completing this programme, graduates will be able to:
   *   Demonstrate a critical understanding of the strategic role of a leader as facilitator, coach and mentor in a variety of circumstances within an organisation;
   *   Apply critical and evaluative competencies to solve complex organisational and managerial problems systemically in order to improve and sustain organisational performance through sound leadership and change management practices;
   *   Evaluate the distinctiveness of transformational leadership and its creative value to the future of any organisation, in terms of setting an organisational culture and vision;
   *   Evaluate and apply advanced management techniques, concepts, methodologies and diagnostic tools to a range of both strategic and operational issues;

* Demonstrate the ability to adapt to changing environmental challenges both nationally and internationally in dealing with key stakeholder's expectations;
* Evaluate current research and scholarship in the field of change management with reference to organisational governance, social responsibility and productivity issues;
* Demonstrate an awareness of the imperative for honest reflection on both personal and professional strengths and weaknesses, as well as the opportunities for development and growth;
* Communicate and network effectively at both operational, tactical and strategic levels;
* Apply appropriate financial management and accounting concepts and techniques to organisational planning, control and strategic analysis to synthesise and achieve a greater level of organisational effectiveness; and
* Plan and carry out a substantial piece of supervised research to internationally acceptable standards involving the application of a high order of skills in analysis and critical evaluation.

Fees Information

The fees charged for the Master of Leadership and Change Management programme covers tuition, books and course materials, but does not include accommodation and transport expenses which the participants will incur for their stay in Windhoek while attending classes. The fees are payable in 2 instalments per semester per module. A deposit with registration and final payment must be made before the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2024, please see the separate fees booklet

Articulation Arrangements

Transfer of credits will be dealt with according to the University's regulations on Recognition of Prior Learning. These provide for course-by-course credits as well as credit transfer by volume under certain academic conditions. Maximum credit that can be granted is 50% of the credits for a qualification excluding the mini-thesis.

The MLAM will provide access to further studies at NQF Level 10 in the same/similar cognate area of learning.

Mode of Delivery

This programme will be offered on part-time mode of study delivered by 2x 3-day monthly weekend study schools per course supplemented by action learning set meetings both during and outside study-school blocks.

Requirement for Qualification Award

This qualification will be awarded to candidates credited with a minimum of 240 credits (all at NQF Level 9), and who have met the detailed qualification requirements as set out below. Students are required to complete 11 compulsory courses (worth 132 credits), 2 elective courses (24 credits), and a mini-thesis (84 credits) in a minimum period of two years. In addition, candidates must meet the administrative and financial requirements as spelt out in the NUST general rules and regulations.

Teaching and Learning Strategies

The requirements of the NQF underline the acquisition of cognitive skills and competencies exceeding knowledge and understanding of subject specific knowledge items and professional/technical competencies. The MLAM therefore focuses on the engagement of students in an interactive learning process in order to provide for the development of generic cognitive and intellectual skills, key transferable skills, and, as the case may be, subject specific and/or professional/technical and practical skills. This learning process will be facilitated both in and outside the classroom, requiring specific tasks to be carried out by the student individually and in a team. This facilitation will make use of, inter alia, lectures, practical projects, tutorials, case studies, problem based learning and individual and/or group work within blocks delivered in 2x three day (Friday-Sunday) monthly study schools. The progress of learning embedded in such tasks will be monitored, recorded and assessed.

Assessment Strategies

Students will be assessed through diversified continuous assessment. These assessments will focus on the achievement of qualification outcomes and take the form of problem-solving exercises, individual/group assignments and presentations, case study analysis, report writing, practical application of skills and competencies, tutorials, practical projects and tests. In addition, verbal defence of the mini-thesis may be required to ensure the work is indeed that of the student.

In specific courses that will require the administration of tests in line with AMBA requirements for programme rigour; such tests will be conducted in controlled environments similar to the institutional requirements for conduct of examinations. Where applicable, tests will carry a weight of 40% in the total course grade with a sub-minimum of 40% for a pass; the weighted arithmetic mean value of the remaining assessments will be assigned a weight of 60%. The overall pass mark of the course considering the performance in both the test and other remaining assessments will be 50%. The Mini-Thesis will be assessed in accordance with the University's rules

for studies at postgraduate level, including an oral defence of the thesis as applicable. The Thesis must be completed within the prescribed time from date of registration. Failure to do so will result in re registration.

Quality Assurance Requirements

Each course (please refer to the Detailed Qualification Requirements) will have one or more examiner and one moderator. The required minimum qualification of the moderator should be a Master degree in a related field of study or the person must be a well-respected expert in the field. Lecturing staff will set and mark assignments and tests which will, together with relevant study materials of that particular course and other materials containing course learning outcomes in the context of the qualification learning outcomes, be forwarded to the moderator for moderation purposes, thereby, ensuring quality of the assessments and the qualification as a whole. All MLAM courses will be externally moderated while the mini-thesis will be moderated in accordance with the University's rules on postgraduate studies.

Transition Arrangements

The Master of Leadership and Change Management (old curriculum) will be phased out systematically until 2019 with minimal disruption to existing student's learning progression. The last intake of 1st year students for the out-phasing programme (old curriculum) was in 2015.

Students who registered in 2015 for the 1st year of the phasing-out programme (old curriculum), and who fail more than 50% of the courses at the end of the year, will be required to change their registration to the revised programme (new curriculum) in 2016, and will be granted credits on a course-by-course basis in accordance with information in the Table below.

The Master of Leadership and Change Management (new curriculum) will effect from July 2016.0 Courses will only be offered based on the revised syllable in 2016. Students who fail any of the courses on the old curriculum will be required to repeat the failed course based on the syllabi of the new curriculum. The deadline for complete phasing out of the Master of Leadership and Change Management (old curriculum) is 2019 after which students must automatically switch to the new programme and fulfil all requirements based on the new Curriculum.

Credit of Corresponding Courses

Course Code	Master of Leadership and Change Management (Old curriculum)	Course Code	Master of Leadership and Change Management (Corresponding New/Revised Courses to be done if failed)
1st Year			
PDP911M	Personal Development Planning	MSO911S	Managing Self and Organisations
OBE921M	Organisational Behaviour and Ethics	OBC911S	Organisational Behaviour and Communication
ODP931M	Organisational Development	ODM911S	Organisational Development and Change Management
LDP912M	Leadership	LDP911S	Leadership
RMD922M	Research Methodology	BRM910M (MBA)	Business Research Methods and Statistical Analysis
BPM932M	Business Process Management	BPM911S	Business Process Management
SUS942M	Sustainable Strategy	STM921S	Strategic Management
GVN952M	Governance	COG921S	Corporate Governance
2ND Year			
SUD5442	Sustainable Project Management	PTM912S	Project Management
VCS521M	Marketing and Customer Relations Management	MCR921S	Marketing and Customer Relations Management
EPI923M	Entrepreneurship and Innovation	EPI923M	Entrepreneurship and Innovation
TPM515M	Finance and Accounting	FAM911S	Finance and Accounting for Managers
MTS5442	Mini-Thesis	TMA911S	Mini-Thesis

The following courses in the old curriculum that do not have corresponding courses in the new curriculum will be taught until the old curriculum is phased out completely in 2019:

*   ERM941M   Employee Relations Management
*   MCC951M   Managing Communication and Conflict

CURRICULUM (09MLAM)

Year 1

Semester 1

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credit
MSO911S	Managing Self and Organisations	None	9	12
OBC911S	Organisational Behaviour and Communication	None	9	12
ODM911S	Organisational Development and Change Management	None	9	12
FAM911S	Finance and Accounting for Managers	None	9	12
GBE911S	Global Business Environment	None	9	12

Semester 2

LDP911S	Leadership	None	9	12
BPM911S	Business Process Management	None	9	12
PTM912S	Project Management	None	9	12
STM921S	Strategic Management	None	9	12
COG921S	Corporate Governance	None	9	12

Year 2

Semester 3

BRM910M	Business Research Methods and Statistical Analysis	None	9	12

Plus any TWO of the following Elective Courses

MCR921S	Marketing and Customer Relationship Management	None	9	12
EPI923M	Entrepreneurship and Innovation	None	9	12
PMM911S	Performance Management	Organisational Behaviour and Strategic Management	9	12

Semester 4

TMA911S	Mini-Thesis	Business Research Methods and Statistical Analysis	9	84

Semester 5

TMA912X	Mini-Thesis Extension			

MODULE DESCRIPTIONS

Managing Self and Organisations (MSO911S)

This course provides students with the opportunity to manage self, develop personal and interpersonal skills needed for their personal and professional spheres. Examples of such skills include: Personal skills like self-awareness, time and stress management, creative and critical thinking, life-long learning; interpersonal skills like effective communication, collaborative and cooperative approaches, negotiations and conflict management, group skills like team building, team work, and change management. On successful completion of this course students will be able to critically analyse and evaluate concepts, develop reflective practice in the context of self as students, individual professionals and team leaders.

Organisational Behaviour and Communication (OBC911S)

The aim of this course is to expose students to different facets of organisation behaviour and in the process give students practical skills and knowledge about organisational behaviour and communication strategies. Students are expected to appreciate that organisational behaviour focuses on behaviour – individuals, in groups or teams and as an organisation. The students are also expected to understand/know individual versus group dynamics and how groups or teams operate and contribute to organisation performance and effectiveness.

Organisational Development and Change Management (ODM911S)

The aim of this course is to expose students to planned systematic change through strategic restructuring, effective human resource utilisation, effective use of technology; and re-design of organisational structures and boundaries. The course will enable students to appreciate transformation of business as a central managerial challenge for business leaders, requiring a coordinated effort to reframe, restructure, revitalise and renew organisations. Students will be aware that transformation is a multi-track change process demanding attention to issues of organisation direction, the identification of new business opportunities, customer delivery, and the mobilisation of people to optimise the redesign of organisations.

Finance and Accounting for Managers (FAM911S)

The aim of this course is to illustrate how effective use of financial information embedded within the accounting function can improve organisational decision-making and performance. By examining the design and operation of accounting systems, external users such as investors, or internal users, managers are enabled to use financial information effectively. The course aims to significantly empower managers through the understanding of finance related frameworks needed to manage organisation. It provides participants with the ability to identify and to critically evaluate a range of finance related issues and frameworks. Ultimately, the course is designed to help students apply appropriate Management Accounting and Financial Management techniques to achieve a greater level of effectiveness in strategic analysis, planning and control, both in the long and short term.

Global Business Environment (GBE911S)

The course focuses on helping students to develop the ability to evaluate the global business environment in the context of multinational firm's operations. It seeks to analyse multinational businesses response to threats and opportunities in the global business environment. It also aims to show how international business is affected by different types of environmental factors like, economic, political, social, technological, financial and cultural factors. The course discusses the relevance of international institutions, governments and non-governmental organisations to international business. Besides, the course focuses on the international business while anchored on the local environment. The course also addresses various theories of international trade, foreign direct investment, foreign exchange market and political economy of the global business environment.

Leadership (LDP911S)

The aim of this course is to expose students to all facets of leadership at the highest level. The aim of the course is to give students a practical and wholesome knowledge of leadership and prepare them to lead their respective subordinates in a professional and ethical fashion. Students are expected to be cognizant of the relevant leadership styles to adopt in their dealings with all stakeholders, internal and external so that whatever dealings they have with them are above board, and they are able to motivate employees in order to enhance organisation effectiveness.

Business Process Management (BPM911S)

Business Process Management deals with improvement and management of a firm's end-to-end enterprise business processes in order to achieve three outcomes crucial to a performance-based and customer-driven firm: 1) clarity on strategic direction, 2) alignment of the firm's resources, and 3) increased discipline in daily operations. The course addresses these issues for promoting the sustainable growth of organisations. In particular, the course examines key aspects of how BPM needs to be understood to improve business processes for the delivery of sustainable improvement in business performance.

Project Management (PTM912S)

The purpose of this course is to provide knowledge, understanding and critical awareness of contemporary approaches to the strategic and operational issues surrounding project management and business process management. The course examines planning and

controlling a project environment and considers a wide range of issues and events that may impact on the cusses of a project. The course will enable the student to evaluate critically the unique and multi-elemental nature of projects and to instil the motivation and commitment needed to develop and implement projects in a professional manner.

Strategic Management (STM921S)
The course aims to enable and develop the student to understand concepts and critically analyse facets of strategic management in organisations. Especially in the application of types of strategies – resource-based strategy, business and corporate strategies. Further, it proposes to analyse dimensions of strategic dynamics and management including corporate cultures, and stakeholder configurations as well as evaluate these systems and their integration into corporate management strategies. On the basis of classical and contemporary research in strategic management, management ethics, legal frameworks and corporate social responsibility the student will be introduced to the different approaches of strategy and how they are reflected in management and organisation practice.

Corporate Governance (COG921S)
This course aims to provide students with the necessary competencies to apply an integrative approach to good governance by including principles of good social, ethical and environmental practice. This course aims to develop a critical understanding of the nature, behaviour and outcomes associated with the social, economic, political and legal systems that govern the modern corporation, understand the key roles and relationships through which corporate governance is realised, recognise key pressures for reform in national corporate governance systems and appreciate some of the ethical issues that arise in relation to corporate activity and explore the inter-relationship between corporate, societal and personal values.

Business Research Methods and Statistical Analysis (BRM910M)
The BRM course is a skill-based course which focuses on providing students with in-depth knowledge and understanding of the necessary competencies to complete a substantial piece of original research in Business and Management. Unlike conventional research methodology courses, this course offers a range of skills to be used in producing a comprehensive Mini-Thesis/Thesis as part of the requirements for the Master of Business Administration (MBH), Master of Leadership and Change Management (MLAM) programmes and in the students' day-to-day activities. This course is designed to equip students to carry out research projects and/or evaluate research evidence for application in the business.

Marketing and Customer Relationship Management (MCR921S)
This course will focus on marketing as one for the fundamental areas of business management, with application also to government and not-for-profit organisations. It will provide an orientation to the analysis, planning, implementation, and control of the marketing function in an organisation. By integrating theoretical foundations and practical considerations participants will gain a comprehensive understanding of the marketing decisions that African manages in general are faced with.

Entrepreneurship and Innovation (EPI923M)
This course is about starting and growing high potential businesses. The course focuses on businesses that are not intended to be small throughout their duration, rather businesses that with hard words and good fortune can be expected to develop into large and complex enterprises. A key tool and vehicle for this effort is the articulation of a business plan. The plan helps the entrepreneur qualify the opportunity and attract support from others. It helps engage and energise the founding team, investors, strategic partners and vendors. An effective plan is a guide to managing the increasingly complex set of dynamics of a start-up by providing mileposts and indicating the resources that will be required to achieve them. Finally, it can provide a continuously updated set of standards against which to evaluate actual performance. Entrepreneurship teaches the entire spectrum of entrepreneurial activity and skills through the team the development of a business plan.

Performance Management (PMM911S)
The course aims to equip the students with an understanding of performance management, process, models and the linkage for effective strategic management. The course aims to significantly empower students through the understanding of performance management related frameworks needed to manage organisations. It provides students with the ability to identify and to critically evaluate a range of issues and frameworks for creating high performance organisations. Ultimately, the course is designed to help students to apply appropriate management techniques and tools including benchmarking to achieve a greater level of performance both at individual and organisational level in the long term.

Mini-Theses (TMA911S)
This course aims at enabling students to apply their theoretical knowledge and research skills in addressing a research question(s) or problem(s).

MASTER OF BUSINESS ADMINISTRATION   **09MBH**
(Revised Curriculum – Phased in 2022)

NQF Level: 9   **NQF Credits: 240**   **NQF Qualification ID: Q2334**

Description
The Master of Business Administration (MBA) programme aims at developing critical awareness and an integrated understanding of organisational management amongst students. It enhances students' ability to take on leadership and management roles in public, private and not-for-profit organisations of different sizes and structures as managers and business specialists. Furthermore, the MBA is multi-disciplinary focused providing broad analytical conceptual and the integrated study of business (commercially-oriented activity) and organisations more generally, the external context in which they operate, and their internal management. Through a combination of coursework and Thesis or applied research project the programme provides a learner-centred environment that encourages students to cognitively and socially construct meaning and respond to organisational challenges and related practices individually or as part of a team.

Criteria for Admission
The MBA seeks to admit suitably qualified students who are capable of benefiting from, contributing to, and successfully completing the programme. In order to be considered for admission to this programme, applicants must:

* Hold a recognised Honours degree; four-year Bachelor degree from a recognised institution, or an equivalent qualification at NQF level 8, which must include a component of supervised research, or a recognised graduate degree with a supervised research component;
* Have at least two years appropriate business and managerial work experience (i.e. responsibility for the work of a team of employees) in a government, corporate, entrepreneurial, or in an equally relevant setting;
* Applicants will be required to write an admission test based on a simplified version of analytical and integrated skills test modelled in line with internationally recognised Graduate Management Admission Test, GMAT or computer-based tests with similar predictive attributes concerning the applicant's general aptitude. Additionally, in certain situation, applicants may also be required to take part in an oral interview.

Alternatively, where appropriate, applicants are eligible to submit recent Graduate Management Admission Test (GMAT) results in lieu of the admission test under bullet three above.

Selection Process
* An evaluation of the applicant's academic records, other submissions including performance in the admission test and a personal motivation letter providing reasons for wishing to enrol for the MBA will be used for selection.
* The achievement of a high diversity of prior experiences in different sectors might also be considered as a selection criterion in order to enhance learning experience of all participants.

Articulation Arrangements
Transfer of credits will be dealt with according to NUST's regulations on Recognition of Prior Learning (RPL). These provide for course-by-course credits as well as credit transfer by volume under certain academic conditions. Maximum credits that can be granted is 50% of the total credits for the qualification apart from the thesis/industry applied project. The MBA will ordinarily provide access to further studies at NQF Level 10 in the same, or related, cognate areas of learning.

Mode of Delivery
The MBA programme will be offered on full-time mode of study through block-release session in accordance with NUST rules. Additionally, the programme might be offered on part-time, depending on the availability of staff. Besides, mixed or blended mode participation through Moodle – VLE for accessing information, participating in group discussions, and online networking with other students will be availed.

Transition Arrangements
The revised MBA differs to some extent from the curriculum of the MBA (Old curriculum), hence students will be transitioned on a case-by-case basis from the current programme in accordance with the Table below the last intake for the current MBA programme was in July 2021. The Revised MBA will take effect from January 2022 and will be phased in completely by 2023. Students who are registered in 2021 for the 1ˢᵗ year of the out-phasing programme MBA (old curriculum), and who fail more than 50% of the courses at the end of 2021 will be required to change their registration to the revised programme (new curriculum and will be granted credits on a course-by-course basis in accordance with information in the Table below.

However, students who are registered in 2021 for the 1st or 2nd year of the out-phasing programme MBA (old curriculum), and who meet the progression requirements at the end of 2021, will be required to complete their studies based on the requirements of the old curriculum, and will be granted credits on a course-by-course basis in accordance with information in Table 15.1 below. Please note that students who fail any of the courses in the old curriculum will be required to repeat such courses based on the corresponding courses in the revised programme. Please refer to the Table below for detailed information on the new or revised corresponding courses to be done if students fail courses in the old curriculum.

The MBA (old curriculum) will be phased out systematically until 2025 with no disruption to existing students' learning progression, after which students must automatically change registration to the revised programme (revised curriculum) and fulfil all requirements of the revised curriculum.

Courses to be credited

Course Code	Master of Business Administration (Old Curriculum)	Course Code	Master of Business Administration (New/Revised Equivalent Courses)
BEA910M	Business Economic Analysis	EFB911M	Economics for Business
MCR921S	Marketing and Customer Relationship Management	SMM921M	Strategic Marketing Management
BRM910M	Business Research Methods & Statistical Analysis	RMS921M	Research Methodology & Statistical Analysis

Corresponding Courses (to be done, if courses on the old curriculum are failed) - *(Please note this is not a credit table)*

Course Code	Master of Business Administration (Old Curriculum)	Course Code	Master of Business Administration (Corresponding New/Revised Courses to be done, if failed)
1st Year			
ISB910M	Information Systems Management and Communication	ISM911M	Information Systems Management
BEA910M	Business Economic Analysis	EFB911M	Economics for Business
FRC910M	Financial Reporting and Control	FRC9140M	Financial Reporting and Control
MCR921S	Marketing and Customer Relationship Management	SMM921M	Strategic Marketing Management
SOM910M	Service Operations Management	SOM910M	Service Operations Management
BLE920M	Business Law and Ethics	BLE920M	Business Law and Ethics
FMA920M	Financial Management	FMA920M	Financial Management
BRM910M	Business Research Methods & Statistical Analysis	RMS921M	Research Methods & Statistical Analysis
	None	MPP911M	Management Perspectives and Practices
2ND Year			
PTM912S	Project Management	PTM912S	Project Management
BPM911M	Business Process Management		None
EPI923M	Entrepreneurship and Innovation	EPI923M	Entrepreneurship and Innovation
	None	SCM921M	Supply Chain Management
SHM910M	Strategic Human Resources Management	SHM910M	Strategic Human Resources Management
STM921S	Strategic Management	STM921S	Strategic Management
MTS911S	Thesis	MTS911S	Thesis
	None	ARP921S	Applied Research Project

The Table above, only highlights new/revised courses in the MBA that should be done if courses on the MBA (old curriculum) are failed. Service courses from other Departments are excluded, but the rules of relevant departments apply to this programme was well. The following courses in the old curriculum that do not have corresponding courses in the revised curriculum will be taught until the old curriculum is phased out in 2025.

*   Business Process Management

CURRICULUM (09MBH)

Year 1
Semester 1

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credits
MPP911M	Management Perspectives and Practices	None	9	12
ISM911M	Information Systems Management	None	9	12
EFB911M	Economics for Business	None	9	12
FRC910M	Financial Reporting and Control	None	9	12
SOM910M	Service Operations Management	None	9	12
			9	12
Semester 2			9	12
BLE920M	Business Law and Ethics	None	9	12
SMM921M	Strategic Marketing Management	None	9	12
RMS921M	Research Methodology and Statistical Analysis	None	9	12
SHM910M	Strategic Human Resources Management	None	9	12
FMA920M	Financial Management	None	9	12
			9	12
Year 2				
Semester 3				
STM921S	Strategic Management	None	9	12
			9	12

Plus ONE of the following Elective Courses depending on demand

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credits
PTM912S	Project Management	None	9	12
EPI923M	Entrepreneurship and Innovation	None	9	12
SCM921M	Supply Chain Management	None	9	12
GBM921M	Global Business Management	None	9	12
			9	12

Semesters 3 and 4

Choose ONE of the following Elective Courses

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credits
MTH911S	Thesis	Research Methodology and Statistical Analysis	9	108
ARP921S	Applied Research Project	Research Methodology and Statistical Analysis	9	108

Assessment Strategies

Participants will be assessed through both continuous formative and summative assessments focused on the achievement of qualification outcomes. These assessments could take the form of problem-solving exercises, individual/group assignments and presentations, case studies, report writing, practical application of skills and competencies, tutorials, practical projects and tests. The writing of the transfer papers and the feedback of their supervisors will prepare the students for their work on the final thesis. To obtain a final pass mark, a student must attain at least 50% in each course.

In specific courses that will require the administration of tests in line with a MBA requirements, such tests will be conducted in controlled environments similar to the institutional requirements for examinations. Tests will carry a weight of 40% in the total course grade with a sub-minimum of 40% for a pass; the arithmetic mean value of the remaining assessments will be assigned a weight of 60%.

Students must obtain an overall final mark of least 50% to pass each course. The assessments will be designed to ensure that the learning outcomes of a particular course are attained. The Mini-Thesis will be assessed in accordance with the University's rules and regulations on postgraduate studies and must be completed within the prescribed time. Failure to do so will result in re-registration for the thesis.

MODULE DESCRIPTIONS

Core Modules

Information Systems Management and Business Communication (ISB910M)

This course is designed to enable students to evaluate how software systems can be leveraged to improve organisational control and performance, and thus enhance competitiveness. Furthermore, the course imparts skills that are essential for business managers in the current technological age through the exploitation of the great processing power and analytical capabilities that are often embedded in computer systems in order to give a business organisation competitive advantage in the market-place.

Strategic Human Resources Management (SHM910M)

The aim of this course is to examine the context of strategic human resource management (SHRM) in the organisation by developing a framework for the practice of SHRM, exploring how managers develop and implement effective and efficient human resource practices that support the strategic and business objectives of their firms.

Business Economic Analysis (BEA910M)

This course aims to provide an overview of the main principles, theories and techniques of economics and their relevance to the management of enterprises in market economies. The main analytical framework for the course rests upon two building blocks. The first is that human behaviour is aptly characterised by the rational actor paradigm. Secondly, the art of business is moving assets from lower valued uses to higher valued uses.

Financial Reporting and Control (FRC910M)

The aim of this course is to illustrate how effective use of financial information embedded within the accounting function can improve organisational decision-making. By examining the design and operation of accounting systems, external users such as investors, or internal users, managers are enabled to use financial information effectively.

Service Operations Management (SOM910M)

The primary aim of this course is to provide students with a comprehensive understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service organisation requiring a strategy for providing service which matches the target market with the strengths of the service company.

Business Law and Ethics (BLE920M)

The aim of this course is to provide an interdisciplinary approach to the study of the legal, ethical, political and regulatory environment in which the business community locally and internationally functions.

Marketing and Customer Relationship Management (MCR921S)

This course will focus on marketing as one of the fundamental areas of business management with application also to government and not-for-profit organisations. It will provide an orientation to the analysis, planning, implementation and control of the marketing function in an organisation. By integrating theoretical foundations and practical considerations students will gain a comprehensive understanding of the marketing decisions that African managers in general re faced with.

Strategic Management (STM921S)
The course aims to enable and develop the student to understand concepts and critically analyse facets of strategic management in organisations. Especially in the application of types of strategies – resource based strategy, business and corporate strategies. Further, it proposes to analyse dimensions of strategic dynamics and management including corporate cultures, and stakeholder configurations as well as evaluate these systems and their integration into corporate management strategies. On the basis of classical and contemporary research in strategic management ethics, legal frameworks and corporate social responsibility the student will be introduced to the different approaches of strategy and how they are reflected in management and organisation practice.

Financial Management (FMA920M)
The aim of this courses is to enable students to critically evaluate the fundamental concepts and theories of modern financial management and analyse how these can be effectively applied in both national and multinational organisations to enhance and sustain shareholders value.

ELECTIVE MODULES

ONE of the following three (3) Elective modules:

Entrepreneurship and Innovation (EPI923M)
This course focuses on businesses that are not intended to be small throughout their duration, but rather those businesses that with hard work and good luck can be expected to develop into large and complex enterprises. A key vehicle is the business plan which helps engage and energise the founding team, investors, strategic partners and vendors. Entrepreneurship teaches the entire spectrum of entrepreneurial activity and skills through the team development of a business plan.

Business Process Management (BPM911S)
This course addresses innovation and business process management in promoting the sustainable growth of organisations. In particular, it examines key aspects of how organisational leadership understands and improves its business process for the delivery of sustainable improvement in business performance. Students will learn to produce a justified and costed business process improvement plan taking account of the organisational context and the requirements of sustainable charge.

Project Management (PTM912M)
This course centres on managing multiple project/deadlines and how the basic project management tools are applied to optimise resources (capital time and human). Students will learn to apply project management skills that will enable them to implement policies effectively and efficiently in any business context.

COMPULSORY MODULES

Business Research Methods and Statistical Analysis (BRM910M)
The BRM course is a skill-based course which focuses on providing students with in-depth knowledge and understanding of the necessary competencies to complete a substantial piece of original research in Business and Management.

Thesis
This course aims to equip students in the field of Business Administration with knowledge and skills to plan and conduct a substantial piece of original applied research to internally recognised standards, as well as guiding them to produce scientific papers based on the findings of their research projects.

DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCES
(Phase in 2026)
10DMGT

NQF Level: 10   **NQF Credits: 360**

Description

The Doctor of Philosophy in Management Sciences is designed to equip students with management education and thought-leadership skills. The Programme aims capacitate students with knowledge and skills that will enable them to find sustainable solutions to complex business problems or real-life challenges in the Fourth Industrial Revolution and beyond. The programme further aims at equipping students with deepened know-how and research skills in creating new knowledge that will bring and implement new ideas in business management sub-disciplines such as accounting and finance, strategic management, marketing and supply chain, operation management and information systems, entrepreneurship, organisational studies, human resource management, public management, public governance and sustainability.

Students will acquire thorough understanding of relevant research methodologies and develop competencies in the application of these methodologies through participation in independent research guided by experienced supervisors. In this regard, students are required to investigate, design and conduct independent research with focus on relevant research questions, applying advanced methods and techniques and /or dealing with sophisticated practical problems related to the topic of interest. Students will be guided to select research areas consistent with the development needs of the continent and region, and Namibia in particular. A PhD is an academic degree focused on original research, data analysis, and the evaluation of theory. A doctoral programme focuses on applying research to practical problems, formulating solutions to complex issues, and designing effective professional practices within the field. The output of such research will be a thesis that makes an original and significant contribution to knowledge in the area studied.

Graduates of the programme will be able to contribute significantly to national economic development in positions such as university academics, consultants, senior managers or researchers in both the public and private sectors.

Criteria for Admission

Applicants who hold qualifications from NUST and other recognised institutions at NQF level 9 in related subfields of Business Administration or Management Sciences, or equivalent may be considered for admission to this programme. Applicants need to provide evidence of having conducted supervised research at master level and may be required to make up specific deficiencies if deemed necessary at the discretion of the school. In addition, applicants will be required to attend a pre-selection interview and submit a concept paper. The final selection and admission of candidates will be approved by the Higher Degrees Committee (HDC) of NUST. The final selection for admission will be communicated to the candidate by the Registrar's office.

Articulation Arrangements

The Doctor of Philosophy in Management Sciences is a terminal qualification, hence no articulation arrangements are applicable.

Mode of Delivery

The qualification will be delivered on part-time and full-time block release basis by taking advantage of online learning or blended learning approach in accordance with University rules and regulations.

Requirements for Qualification Award

This doctoral degree will be awarded to candidates credited with a minimum of 360 credits at NQF Level 10. The thesis will represent the entire body of work to be assessed and must meet the University's requirement as detailed in the rules for postgraduate studies. In addition, students should meet the administrative and financial requirements as spelt out in the NUST Yearbook.

A minimum of three (3) years and a maximum period of five (5) years is required to complete the PhD programme in Management Sciences. The study period may be extended with the approval of Senate.

Assessment Strategies

Doctor of Philosophy in Management Sciences is a PhD programme by research. Students are required to submit a comprehensive research proposal after six months for approval by a committee of academics and endorsement of the Postgraduate Studies Committee. It is compulsory that students attend regular research methodology and proposal preparation seminars until successful defence and approval of the research proposal by the relevant authority. Students are required to present work-in-progress every six months at research seminars for monitoring and assessment purposes. Students who fail the initial assessment of the research

proposal will receive an extension of six months to re-present their proposal for evaluation and approval.

In compliance with the general requirements of Senate for postgraduate studies, students are required to submit a completed thesis for evaluation, which should comply with international academic standards. This requires students to work independently and to investigate their own individual research topics. Students are further required to cultivate a professional work ethic in delivering the combination of research, analysis, communication and presentation as demanded by their thesis. The thesis will be assessed in accordance with the University's rules for studies at postgraduate level.

Students will present and defend their thesis before an appropriately constituted committee of examiners in accordance with the rules for postgraduate studies at the University. The thesis will be returned to students for correction after the examination before final binding, submission and archiving.

Any other special arrangements on assessments will be made in accordance with the University's rules and procedures for postgraduate, namely, Doctoral Studies.

Quality Assurance requirements

The final assessment of the thesis will be done by qualified academics and practitioners with relevant Doctoral Degrees. In addition, examiners must have an excellent research publication record in the field, with experience in assessing theses at the Doctorate level. They will be appointed by Senate upon recommendation of the Higher Degree Committee. This will be done in accordance with the regulations specified in the Rules for Postgraduate Studies Part 1 of the NUST Yearbook and the NUST Guidelines for the Supervision and Examination of Masters and Doctoral Programmes. A PhD thesis will be examined by three (3) examiners. However, a supervisor cannot be appointed as an examiner for the thesis that was produced under his/her supervision.

Transition Arrangements
The current Doctor of Philosophy in Management Sciences has not been implemented; therefore, transition arrangements are not applicable.

CURRICULUM

Full Time			Part Time		
Course Code	Course Title	Pre-Requisite	Course Code	Course Title	Pre-Requisite
YEAR 1					
Semester 1			**Semester 1**		
DMG101S	Thesis	None	DMG101P	Thesis	None
Semester 2			**Semester 2**		
DMG102S	Thesis	None	DMG102P	Thesis	None
YEAR 2					
Semester 3			**Semester 3**		
DMG103S	Thesis	None	DMG103P	Thesis	None
Semester 4			**Semester 4**		
DMG104S	Thesis	None	DMG104P	Thesis	None
YEAR 3					
Semester 5			**Semester 5**		
DMG105S	Thesis Extension	None	DMG105P	Thesis	None
Semester 6			**Semester 6**		
DMG106S	Thesis	None	DMG106S	Thesis	None
YEAR 4					
Semester 7			**Semester 7**		
DMG107X	Thesis Extension	None	DMG107P	Thesis	None
			Semester 8		
			DMG108P	Thesis	None
YEAR 5					
			Semester 9		
			DMG109P	Thesis	None
			Semester 10		
			DMG110P	Thesis	None
YEAR 6					
			Semester 11		
			DMG111P	Thesis	None
			Semester 12		
			DMG112P	Thesis	None
YEAR 7					
			Semester 13		
			DMG113P	Thesis	None
			Semester 14		
			DMG114X	Thesis Extension	None

ADDITIONAL INFORMATION APPLICABLE TO ALL PROGRAMMES IN THE SCHOOL (MLAC, MLAM, MBA, MBH, PG Diploma in Management and PhD in Management Sciences)

Class Attendance

Students must attend a minimum of 2/3 of the study school for each course. Students who are absent for more than a day or the entire study school of a course even for medical, official or personal crises reasons, will be required to attend the study school in the next intake in the following year or with the approval of both the programme coordinator and school director, attend an equivalent course in another HP-GSB master's, PG Diploma in Management programme.

Assessment Grading Scheme

The overall performance in a module shall be graded on a percentage scale divided as

follows: 75 and above   Distinction

70-74	Merit
60-69	Credit
50-59	Pass
0-49	Fail

Transfer of credits

The Registrar may, upon recommendation of the Head of Department concerned, grant recognition for examinations and/or courses completed successfully at other institutions up to a maximum of 50% of the courses required for the qualification. Such recognition shall be applied for on the prescribed form and shall be granted on merit as judged against the following criteria:

i.   There is at least 80% overlap between the contents of the two courses concerned: the one presented for recognition and the other for which recognition is requested.

ii.   The institution at which the course was completed is recognised by the relevant authorities and is an accredited institution in the country of origin;

iii.   The academic standard and the standard of assessment in the course are to the satisfaction of the School or Department;

iv.   The curriculum of the course presented has not changed significantly since the completion of the course; and

v.   Courses completed four or more years before the date of application for exemption will not be recognised for credit purposes.

Accommodation

Students coming to the study-schools and examination periods may arrange accommodation at guesthouses around the campus or in town. The University does have accommodation at his Hotel School or nearby Pension Kleines Heim which may be available to students. The arrangement of accommodation is the sole responsibility of the student and its cost is not included in the fees.

Facilities and Services

i.   Rooms

ii.   All classes for the different programmes, unless otherwise announced, are held at HP-GSB on the third floor of the Science and Technology Building, Lower campus. Discussion rooms may be booked by participants for individual and group study. The keys will be made available by the administrative officer on surrender of student cards. Alternatively students are encouraged to use the tables and seating around the atrium.

iii.   Library Services

      a.   Automatic membership

      b.   Resources and facilities

      The Library provides, besides a variety of printed books, the following resources and facilities:

      *   Periodicals; Online Resources; OPAC; Inter-Library

      *   Loans, Group Study Areas and Carrels;

      *   Internet; and

      *   Borrowing Privileges and Rules
      (http://www.nust.na/library/library.html
)

v.   Auditoria and Conference Rooms; and

vi.   Faculty from the University and its partner institutions.

Further, each student will be provided with career guidance and counselling. Mentoring programmes and career development will be available to round up the package of support for the students.

Refund Policy and Privacy Statement
(reference – General Rules F7.1.8)

Students who wish to request a refund due to cancellation as a result of factors beyond their control may appeal to the Registrar in this regard. Such appeal must be submitted to the relevant Faculty Officer. Refunds are not guaranteed.

Claims for refunds made on official claim forms must be completed and handed in at the Student Information Desk, Ground Floor, Administration Building and will be processed twice a month.

Student Forum
An ad hoc focus group will be convened at least once per semester to discuss the progress of the programmes and to provide an opportunity for participants to formally bring matters to the attention of the School. This meeting will form part of the school's programme monitoring and is made up of both staff and participants.

Programme Information
All enquiries about the programmes ought to be directed in the first instance to the Faculty Officer and/or the Coordinators: Academic Programmes and the Manager: Academic Programmes of the Harold Pupkewitz Graduate School of Business.

Ms Yvonne Shipanga
Faculty Officer
Ground Floor, Polyheights, Flat nr 3
Tel: 061 - 207 2671
Fax: 061 - 207 9964
E-mail: yshipanga@nust.na
Website: www.hpgsb.nust.na

Ms Dioné Izaks
Coordinator: Academic Programmes
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Mr James van Rooi
Manager: Academic Programmes
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Fax: 061 – 207 9493
Email: jvanrooi@nust.na
Website: www.hpgsb.nust.na

EXECUTIVE DEVELOPMENT AND SHORT COURSES

Working professionals, executives, managers and new managers from a variety of industries are the target audience for HP-GSB Executive Development Programs. The programs impart the knowledge and techniques required to deal with contemporary issues immediately.

 Many Professors with extensive backgrounds and impressive portfolios from various universities across the globe make up our faculty. Executive Development programs benefit from their experience and creative research, which enhances the quality of instruction. Our students are therefore exposed to academic theory, international case studies on practical insights and instantaneous, implementable takeaways. We utilize an inquiry-based pedagogy in each and every intervention.

The following programmes are offered:
* Certificate in Business Process Management Commercial Advancement Training Scheme – NQF Level 5 (CATS)
* Diploma in Business Process Management Commercial Advancement Training Scheme – NQF Level 6 (CATS)
* Certificate in Supervisory Skills Development – NQF Level 5 (New Managers Programme)
* Certificate in Management Development – NQF Level 7 (MDP)

Contact Person:
Ms Adri Smith-Madih
Senior Business Development Coordinator: Executive Development
Tel: 061-207 2344
Fax: 061-207 9344
E-mail: asmith@nust.na

CERTIFICATE IN MANAGEMENT DEVELOPMENT   **07CIMD**

NQF Level: 7   **NQF Credits: 72**   **NQF Qualification ID: Q1130**

Description

The Certificate in Management Development: NQF 7, (CMD) aims at equipping managers at middle management level with the necessary competencies to implement strategic objectives in organisations. Furthermore, the programme aims to develop an in-depth understanding of the different fields of management to ensure that managers do not perform their own management functions in isolation. The CMD provides a broader understanding of management and leadership and in this way bring real business benefits to students and their organisations.

Graduates of this programme, will be able to make a sustained contribution to national economic development in their occupation as middle managers in areas of Operations Management, People and Performance Management, Economics for Managers, Strategic Management and systems Thinking for Managers as well as Marketing and Customer Service Management within Namibia and abroad. The programme is fully aligned with requirements of the NUST Curriculum Framework and the National Qualifications Framework (NQF).

Statutes and Regulations

The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Prospectus must be interpreted in line with the University's General Rules and Regulations.

Admission Criteria

Candidates may be admitted to this programme, if they have a Bachelor's Degree in any discipline, or an equivalent qualification at NQF Level 7 from a recognised institution, worth at least NQF 360 credits. In addition, applicants must have at least two years relevant managerial experience in the public and/or private sector, or equal relevant setting might be considered at the discretion of the Department/Faculty.

Candidates who do not meet the above admission criteria but with at least 5 years managerial experience as well as recognition of prior learning may be considered on a case-by-case basis at the discretion of the Faculty.

Qualification Outcomes
Upon completion of this programme, graduates will be able to

*   Demonstrate good judgement in the practice of general management, operations management and conduct a feasibility
          study of business opportunities, reflecting a systems approach to management;
*   Demonstrate understanding of the principles of finance and accounting;
*   Apply skills and show competence in using tools of strategic analysis and planning;
*   Evaluate and apply the elements of marketing theory and practice relevant in developing a marketing plan;
*   Draw up a plan to recruit, select and motivate human resources, and manage their performance and
*   Demonstrate understanding of the industrial relations practices;
*   Examine and apply the theory and practice of micro and macroeconomics in the management of projects.

Programme Duration

Ordinarily the programme will be covered over a period of 6-8 (1) year. The entire programme must be completed in a maximum period of two (2) years from the date of first registration, with due approval of documented appeals for extensions by the students.

Fees information

The fees are payable in 2 instalments per semester per module. A deposit with registration and final payment must be made before the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office and confirmed in writing to the programme coordinator.

For 2024 Fees, please see the separate fees booklet

Articulation Arrangements

Transfer of credits will be dealt with according to the NUST regulations on Recognition of Prior Learning. This provide for course-by-course credits as well as credit transfer by volume under certain academic conditions. The maximum credit that can be granted is 50% of the total credits for the qualification.

The CMD is a programme with a single exit route, referred to as the professional route. The qualification might articulate to further studies in the same, or a related cognate area, at NQF Level 8.

Mode of Delivery
This programme will be offered on part-time mode of study delivered through 6x 2-day monthly weekend study schools per course. This programme will be offered on the part-time mode of study through block-release sessions in accordance with NUST rules and regulations.

Requirements for the Qualification Award
The CMD will be awarded to candidates credited with a minimum of 72 NQF credits, and who have met the detailed qualification requirements as outlined below. Students are required to complete six compulsory courses (worth 72 NQF credits). In addition, students must meet the administrative and financial requirements as spelt out in the NUST general rules and regulations.

The School will offer the programme in a flexible mode. Courses are, nonetheless, listed in semester (Per semester) structure in order to fit the normal curriculum structure.

Semester 1

Course Title	NQF Level	NQF Credits
Operations Management	7	12
People and Performance Management	7	12
Economics for Managers	7	12
Finance for Managers	7	12
Strategic Management and Systems Thinking for Managers	7	12
Marketing and Customer Service Management	7	12

Total Credits: 72

Assessment Strategies
Students will be assessed through summative assessments. These assessments will focus on the achievement of qualification outcomes and take the form of problem-solving exercises, individual/group assignments and presentations, case studies, report writing, practical application of skills and competencies, tutorials, practical projects and questioning (tests and/or examinations). In accordance with NUST policy, courses will be assessed using diversified continuous assessment methods in line with the Institution's rules on assessment of courses. Individual modules will have a minimum of three assessment events.

MODULE DESCRIPTIONS
Core Modules
Operations Management (OMM711S)
This course is designed to provide students with a balance insight into the management of organisations providing a broad understanding of the various organisational functions to effectively meet the goals and objectives. Introducing operations management and project management to create value by delivering goods and services efficiently as well as profitably.

People and Performance Management (PPM711S)
This course is designed to provide students with skills and practical techniques required to perform People and Performance Management related tasks and solve challenges to improve performance and motivation in their work environments.

Economics for Managers (ECM711S)
This course is designed to develop the student's ability to use and apply the fundamental tools of microeconomic and macro analysis to a wide range of economic problem, risk, cost minimisation, demand, revealed preference employment and wages. The course also looks at fiscal policy, monetary policy, equilibrium in the goods and labour markets balance of payments as a macroeconomics constraint and macroeconomics dynamics.

Finance for Managers (FFM711S)
This course is designed to empower students with the skills to apply financial concepts in order to improve organisational performance trough enhanced decision-making skills.

Strategic Management and System Thinking for Managers (SMT711S)
This course provides students with an understanding and tools of systems and systems thinking and different types of strategic analysis of the external and internal environment of the organisation. It further explores the nature and complexity of systems and evaluate the link tween corporate governance and ethics.

Marketing and Customer Service Management (MCSF711S)
This course aims to assess the true potential of marketing as a core strategic area in the overall business operations, by uncovering its radical importance to modern day business in delivering value and building brand and brand equity.

CERTIFICATE IN SUPERVISORY SKILLS DEVELOPMENT **05CSDE**

NQF Level: 5 **NQF Credits: 70** **NQF Qualification ID: Q0425**

Description
The Certificate in Supervisory skills Development is designed to equip supervisors at entry level, and/or aspiring supervisors with broad knowledge, skills and techniques that will help them become more efficient and effective in the process of supervising direct reports. Students will be exposed to relevant methods and techniques to guide team members in the workplace, and motivate their direct reports to work towards attainment of the strategic goals and targets of their employers. In addition, students will be capacitated to assume an active role in establishing the right organisational culture where staff is challenged to take on new initiatives and find practical solutions to emerging challenges and changing environments. The programme provides a basis for further learning and development.

The programme is fully aligned with requirements of the NUST Curriculum Framework and the National Qualifications Framework (NQF).

Statutes and Regulations
The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Prospectus must be interpreted in line with the University's General Rules and Regulations.

Admission
Candidates may be admitted to the Certificate in Supervisory Skills Development if they meet the NUST General Admission Requirements of the University. In addition to this supervisors and potential first-level managers need to have a minimum of 1 year supervising experience and/or a manager's recommendation.

Mature Age candidates may be considered provided they meet the requirements and pass the mature age entrance examinations of the Namibia University of Science and Technology.

Qualification Outcomes
Upon successful completion of the programme, graduates will be able to:
* Apply business communication principles and practices at a workplace;
* Apply basic principles of accounting and finance in the work environment;
* Compile a budget and control its implementation;
* Ensure compliance with organisational policies, procedures and relevant legislation;
* Lead and supervise staff efficiently and effectively to enhance performance;
* Demonstrate a sense of responsibility for personal and team development;
* Apply foundational principles of process and project management.

Programme Duration
Ordinarily the programme will be covered over a period of (1) year.

The entire programme must be completed in a maximum period of two (2) years from the date of first registration, with due approval of documented appeals for extensions by the students.

Fees Information
The fees are payable in 2 instalments per semester per module. A deposit with registration and final payment must be made before the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2024 Fees, please see the separate fees booklet

Articulation Arrangements
Transfer of credits will be dealt with according to the NUST's regulations on Recognition of Prior Learning (RPL). These provide for course-by-course credits as well as credit transfer by volume under certain academic conditions. Maximum credit that can be granted is 50% of the credits for a qualification.

The Certificate in Supervisory Skills Development may articulate to studies in Management Development, or a related cognate area of learning at NQF Level 6.

Mode of Delivery

The programme will be offered on the part-time mode of study, through blended and block sessions in accordance with NUST rules and regulations. The normal duration of the programme is six months.

Requirements for Qualification Award

The Certificate in Supervisory Skills Development (Level 5) will be awarded to student credited with a minimum of 68 NQF credits, and who have met the detailed programme/qualification requirements as set out below. In addition students should meet the administrative and financial requirements spelt out in the NUST general rules and regulations.

Students are required to complete compulsory courses (worth 68 credits). The Certificate in Supervisory Skills Development (Level 5) has one major subject/cognate area of learning that is developed in increasing complexity across relevant NQF level in accordance with NQF principles as follows:

Assessment Strategies

Students will be assess through continuous and summative assessment. These assessments will be geared towards achievement of qualifications outcomes, graduate attributes and relevant competencies set by the University including and take the form of problem solving exercises, individual/group assignments and presentations, case studies, report writing, practical application of skills and competencies, tutorials, practical projects and questioning (tests and/or examinations). The use of validating end-of-term assessments may be minimised in order to free students' intellectual capacity for broader cognitive development. Assessment by means of tests and/or examinations will, therefore, be restricted to situations where it is necessary to establish that a previous specific performance can be repeated or a specific skill can be transferred. In accordance with NUST policy on diversified Continuous Assessment, each course will have a minimum of three assessments. Courses that are assessed using a combination of continuous assessment and a final end- of term examination must have at least two assessment activities prior to the examination. A minimum final mark of 50% is required to pass each of the courses.

Requirements for Qualification Award

The Certificate in Supervisory Skills Development (Level 5) will be awarded to students credited with a minimum of 70 NQF credits, and who have met the detailed programme/qualification requirements as set out below. In addition, students should meet the administrative and financial requirements as spelt out in the NUST general rules and regulations. Students are required to complete compulsory courses worth 70 credits.

The Certificate in Supervisory Skills Development (Level 5) has one major subject/cognate area of learning that is developed in increasing complexity across relevant NQF levels in accordance with NQF principles.

PROGRAMME STRUCTURE

CURRICULUM

Semester 1

Course Code	Course Title	Pre-Requisite	NQF Level	NQF Credits
BBC511C	Business Communication	None	5	10
BFS511C	Basic Finance for Supervisors	None	5	10
OPM611C	Operations Management	None	6	12
FMC511C	Fundamentals of Management	None	5	12
FOP511C	Fundamentals of Leadership and Project Management	None	5	12
OPM611C	Introduction to Process and Project Management	None	5	14

Total credits: 70

MODULE DESCRIPTIONS

Core Modules

Business Communication (BCC511S)
This course is designed to give students a comprehensive view of communication, its scope and importance in business, and the role of communication in establishing a favourable environment outside the firm, as well as an effective internal communications programme. The various types of business communication media are covered. This course employs writing skills that are compatible with standards in business. Students will be capacitated to communicate ideas and opinions in a clear and logical form.

Basic Finance for Managers (FMC511C)
The course aims to equip managers and professionals to understand financial information contained in financial statements and reports in order to evaluate their unit's financial performance, to communicate clearly with other managers, and to apply financial information when making decisions.

Fundamentals of Management (FLM511C)
The course is designed to offer students an understanding of principles by which businesses are organised and managed in the present-day world. It focuses on those arguments or the dynamics that lay at the heart of the environment in which the business operates that aid in sustaining corporate expansion and reap economies of scale and scope. Furthermore, it develops students' understanding of the individual functions of management and specific management tasks which ultimately form a synergistic whole that directs the business towards its goals.

Fundamentals of Leadership and People Management (FOP511C)
The course is designed to offer students an understanding of personal effectiveness in the work context. It will introduce students to leadership theories and styles and to apply it effectively to reach individual and organisational goals. Special emphasis is on the role leadership plays in motivation, performance management, communication, team building, innovation, and change management.

Introduction to Process and Project Management (IPP511S)
This course aims at enabling students to apply essential project and process management principles and techniques in order to plan, implement and terminate defined activities.

Operations Management (OPM511C)
This course aims to develop the students' ability to analyse and apply the necessary knowledge and tools to manage a small business or operations facility. It assesses the impact of operations on organisational productivity, competitiveness, performance and strategy. Knowledge of the design of goods/services and underlying intricate processes such as the supply chain, logistics, inventory and management of quality will assist students in understanding the functioning of a production or service unit within an organisational context.

CERTIFICATE IN BUSINESS PROCESS MANAGEMENT (COMMERCIAL ADVANCEMENT TRAINING SCHEME)   **05DBPM**

NQF Level: 5   **NQF Credits: 124**   **NQF Qualification ID: Q157**

DIPLOMA IN BUSINESS PROCESS MANAGEMENT (COMMERCIAL ADVANCEMENT TRAINING SCHEME)   **06DBPM**

NQF Level: 6   **NQF Credits: 144**   **NQF Qualification ID: Q158**

Description
The Diploma in Business Process Management is designed to equip students with a broad knowledge in the areas of business economics, accounting, retail, marketing, sales and logistics. The programme provide students with the necessary skills and business process management tools and techniques needed to improve, manage and maintain processes within the transport, logistics and related industries. The programme allows for early exit with a Certificate in Business Process Management (NQF Level 5) after successful completion of the first year of study. Students who exist with a Certificate will be able to find employment in the industry as warehouse admin clerks, clearing and forwarding consultants administrators, clerks (debtors, planning, control and export).

On successful completion of the Diploma in Business Process Management (NQF Level 6), graduates will be able to find employment in the public and private sectors as trainee branch managers, administrators, operations managers, marketing, procurement, sales, customer service officers, and start-up and growth opportunities as owners/managers of small- or micro- enterprises.

The Programme is fully aligned with requirements of the NUST Curriculum Framework and the National Qualifications Framework (NQF).

Statutes and Regulations
The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Certificate short course programmes.

Admission Criteria
Candidates may be admitted to the Diploma in Business Process Management (NQF Level 6) programme if they meet the General Admission Requirements of the Namibia University of Science and Technology.

Mature age candidates will be considered provided they meet the requirements and pass the mature age entrance examinations of the Namibia University of Science and Technology.

Exit Programme (Qualification) Outcomes:

Certificate in Business Process Management
Upon completing the Certificate in Business Process Management (NQF Level 5), graduates will be able to:
* Apply basic principles of accounting and finance in the work environment
* Demonstrate general knowledge and communication skills in the business environment
* Demonstrate basic competencies in arithmetic and critical thinking in the work environment
* Demonstrate a general understanding of the Namibian Law and apply the general principles of the law of contract to the business environment.
* Analyse the structure and dynamics of the business environment and the application of ethics in managing business resources
* Demonstrate knowledge of and apply the learnt abilities in the real workplace

Diploma in Business Process Management
Upon completing the Diploma in Business Process Management (NQF Level 6), graduates will be able to:
* Analyse and apply principles of accounting and finance in the work environment
* Formulate and assess arguments and foster competence to communicate in varying professional contexts across national and cultural boundaries
* Analyse the business supply chain and project management concepts in view of logistics systems and processes in business
* Analyse and classify markets and marketing opportunities in the internal and external marketing environment of a business
* Illustrate and understand the retail environment and retailing strategies to improve retailing performance and customer satisfaction
* Apply the learnt business administrative theory in real workplace in order to manage time and communicate effectively

Programme Duration
Ordinarily the programme will be covered over a period of two (2) years.

The entire programme must be completed in a maximum period of two (2) years from the date of first registration, which due approval of documented appeals for extensions by the students.

Fees Information
The fees are payable in 2 installments per semester per module. A deposit with registration and final payment must be made before the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2024 fees, please see the separate fees booklet

Articulation Arrangements
Transfer of credits will be dealt with according the NUST regulations and Recognition of Prior Learning. These provide for course-by-course credits as well as credit transfer by volume under certain academic conditions. Maximum credit that can be granted is 50% of the credits for a qualification.

Students who complete the Diploma in Business Process Management (NQF Level 6) successfully will be able to pursue further studies in Business, Logistics or Transport or a related cognate area of learning, at NQF Level 7.

Mode of Delivery
This programme will be offered on a block mode and part-time modes of study.

Requirements for Qualification Award
The Diploma in Business Process Management (NQF Level 6) will be awarded to students credited with a minimum of 268 NQF credits, and who have met the detailed programme/qualification requirements as set out below. In additional students should meet the administrative and financial requirements as spelt out in the NUST general rules and regulations.

The Diploma in Business Process Management (NQF Level 6) has one major cognate area of learning that is developed in increasing complexity across relevant NQF Levels in accordance with NQF Principles as follows:

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PROGRAMME STRUCTURE

CURRICULUM

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Year 1
Semester 1

Course Code	Course Title	Pre-requisite	NQF Level	NQF Credit
SDS010S	Self-Development and Study Skills	None	4	NCB
PLU411S	Principles of English Language Use	None	4	NCB
CUS411S	Computer User Skills	None	4	10
ITM011S	Introduction to Mathematics	None	5	10
BMI511S	Introduction to Business Management	None	5	10
BAC1100	Business Accounting 1A	None	5	10
CML111S	Commercial Law 1A	None	5	12
CAT511C	CATS Practical 1	None	5	10

Semester 2

Course Code	Course Title	Pre-requisite	NQF Level	NQF Credit
BBE612C	Business Ethics	None	6	10
EPR511S	English in Practice	Principles of English Language Use	5	NCB
BAC521C	Business Accounting 1B	None	5	10
ISM11C	Introduction to Supply Chain Management	None	5	10
CML112C	Commercial Law 1B	Commercial Law 1A	5	12
ICT521S	Information Competence	None	5	10
CAT521C	CATS Practical 2	None	5	10

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Total Credits: 62

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Exit with a Certificate in Business Process Management NQF: 5 worth 124 credits

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Year 2
Semester 3

Course Code	Course Title	Pre-requisite	NQF Level	NQF Credit
BAC611C	Business Accounting 2A	Business Accounting 1A	6	12
BRM711C	Retail Management	None	7	12
IME511C	Introduction to Marketing and Its Environment	None	5	12
FLM511C	Fundamentals of Logistics Management	None	5	12
BBS611C	Basic Business Statistics 1A	Introduction to Mathematics	6	12
CAT611C	CATS Practical 3	None	6	12
			Total Credits:	**72**

Semester 4

Course Code	Course Title	Pre-requisite	NQF Level	NQF Credit
BAC612C	Business Accounting 2B	Business Accounting 1B	6	12
OLM612C	Operational Logistics Management	None	6	12
MPS512C	Marketing Principles	None	5	10
EAP511S	English for Academic Purposes	English in Practice	5	14
11C	Leading and Managing Projects	None	7	12
CATS612C	CATS Practical 4	None	6	12
			Total Credits:	**72**

Assessment Strategies

Students will be assessed through formative and summative assessments. These assessments will focus on the achievement of qualification outcomes and take the form of a portfolio of evidence which include reflection sheet/journal, sample or evidence of work done during CATS practical's workplace supervisor performance evaluation sheet, CATS practical report illustrating attainment of learning outcomes, student presentation, site visit or monitoring report by academic supervisor.

The CATS Practical's will be assessed on the basis of the following:
At the workplace assessment is an ongoing process. It will take place every 2 to 6 weeks, depending largely on the department and the learning progress of the Learner. The assessment will be against specific criteria as outlined in the rotation plan. These criteria are clear and transparent expressions of requirements against which successful or unsuccessful performance (i.e., competence) is judged. In other words, assessment criteria serve as a basis against which evidence can be collected as proof that competency has been achieved. To facilitate this process, learners are required to enter details of work done in the activity reports on a weekly basis.

Recommended tools to be used in the rotation plan include:
* Questioning
* Observation on the job
* Obtaining feedback from customers (all people you work with, or for)
* Finished work
* Written exercises/assignments
* Role plays and simulations

The final practical assessment takes place after completion of the rotation plan, and this is generally after 2 years. The final assessment assesses the performance of the learner very broadly. It consists of a final oral exam ("Interview") conducted by representatives from business, NUST and the CATS Office. During this interview learners will be questioned on their experience gained over the 2 year period. This information is obtained largely from the rotation plan entries and the weekly activity reports, explaining the work done per department/function. Therefore, it is very important to keep records as described in the Blue Book of the CATS rotation plan in the companies and the learner must bring the completed records and assessments to the interview. Interviewers will focus on the learner's ability to understand, recognise and identify the interdependence of functions and departments, as well as the general overall presentation.

MODULE DESCRIPTIONS

Core Modules

Self-Development and Study Skills (SDS411C)
This course is designed to help students to improve their learning and understanding, and ultimately their grades. The information is written in a way to help students "see" and "practice" proven study techniques. The course primary focuses on introducing students on the learning techniques. Through this course, students can gain a valuable edge in understanding material, preparing for tests, and ultimately learning. Furthermore, through this course students will be able to develop as a professional person, manage time effectively when studying; know the different learning strategies which can be used to get the best results in exams and tests; and apply the methods that can be used to effectively conduct a literature research.

Principles of English Language Use (PLU411C)
The course aims to instil the correct foundational grammar, and develop the four skills of English second language learning, namely, reading, writing, speaking and listening. The course introduces students to the basic elements of English grammar, academic reading and writing skills. Emphasis is on the production of well written basic sentences, paragraphs and essays. Students' listening skills are honed by way of recorded texts with comprehension activities that included notetaking. Furthermore, the course aims to nurturing independent study strategies through the use of emerging technologies.

Computer User Skills (CUS411C)
Computer User Skills is an introductory computer course designed to enable students to effectively use basic functionalities of a Personal Computer (PC). The purpose of this course is to give students practical knowledge of widely used application software. The course emphasises industry standard software packages which enable students to understand issues related to the use of computers as a tool for solving problems and improving personal and organisational productivity.

Introduction to Mathematics (ITM511C)
The course aims to equip students with an understanding of some basic mathematical calculations in order to solve simple business problems through basic calculations Strategic Marketing management: Analysis, Planning and Decision Making.

Introduction to Business Management (BMS511C)
This course aims to stimulate students to develop a basic understanding of business management, its practices and its techniques. It also allows the student to become familiar with concepts and terminologies that will be useful in many managerial situations. This course focuses on the basic roles, skills and functions of business administration and management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Business Accounting 1A (BAC511C)
To equip students with basic knowledge of financial accounting so as to enable them to understand, distinguish and appreciate various financial transactions that take place in a business environment.

Commercial Law 1A (CML511C)
The course is designed to introduce students to the study of law and to provide and equip them with an in-depth knowledge of the general principles of the law of contract.

CATS Practical 1&2 (CATS511C & CATS512C)
These courses aims to provide students with an opportunity to gain a holistic understanding of the company and its role within the logistics network, including institutional, legal and operational aspects as well as office management, employment relations, the marketing concept and its application within the organisation.

Business Ethics (BBE621C)
This course aims to create awareness of ethical issues in business amongst students and to assist students in making ethical decisions in order to develop good corporate citizenship. The emphasis of this course is on ethical decision-making in a business at individual, organisational and societal levels. It also emphasis how the students can help in transforming good service intentions into a workable plan that exceeds customer expectations and creates loyalty and success.

English in Practice (EPR511C)
The course aims to enhance the learning of advanced grammar aspects in order to improve the language usage skills necessary to communicate effectively and accurately in writing. Students will learn to express and support their opinions effectively and to defend their arguments in an objective manner. In addition, students will develop their reading skills and learn to become critical readers of

academic texts, effectively summarising the main ideas of a text. Students will also develop their oral communication skills by learning how to make basic presentations. The course will develop and enhance independent study through the use of emerging technologies.

Business Accounting 1B (BAC512C)
To give the student basic cost and management accounting knowledge needed for making business decisions in a manufacturing environment.

Introduction to Supply Chain Management (ISM511C)
This course provides an introduction to Supply Chain Management elements. The focus of the programme is to equip the students with knowledge on Supply Chain Elements to a level of understanding to lay the foundation for further studies in Logistics and Supply Chain Management.

Commercial Law 1B (CML521C)
The course is designed to provide and equip students with the ability to apply the principles of the law of contract on specific contracts; to analyse the basic legal principles applicable to negotiable instruments and other methods of payment and to comprehend the principles of intellectual property law.

Information Competence (ICT521C)
The course has the objective of teaching students "to cope with the age of the internet", to search effectively for information to solve given problems and to evaluate obtained information critically. The emphasis of the course lies on contemporary methods of information acquisition, i.e. using search engines on the Internet and Web 2.0 technologies. The growing influence of social networking sites, with their benefits and problems will be studied. However, information gathered from conventional media will also be considered. Students will be required to create and publish information themselves and to communicate information in the form of written reports or classroom presentations.

Business Accounting 2A (BAC611C)
The course is designed to enable the students gaining a perfectly adequate knowledge and understanding of accounting that will enable them to do their jobs much more effectively. It also aims at identifying the main accounting rules, preparing accounts receivable and payable control accounts, preparing a reconciliation between the general ledger and the list of debtors or creditors, adjusting profit as given in the accounts after correction of errors, preparing the financial statements of partnership and close corporation, meaning of the term "company" and differentiating types of shares, calculating selected basic liquidity, efficiency and profitability ratios and preparing a statement of cash flows.

Business Accounting 2B (BAC612C)
This course is structured to equip the student with a background to the business world and to investigate the minimized costing systems in a manufacturing enterprise. It also aims at applying budgeting, application of Cost Volume Profit (CVP) analysis and application of investment environments.

Retail Management (BRM711C)
The course aims to evaluate the retail environment and apply retailing strategies, merchandising and store management techniques to improve and/or attain high levels of retailing performance and customer satisfaction.

Introduction to Marketing and Its Environment (IME511C)
Analyse market and marketing by determining the forces that affect the internal and external Marketing Environment in order to make relevant marketing recommendations.

Fundamentals of Logistics Management (FLM511C)
Demonstrate knowledge of logistics concepts and analyse the total approach involved in the physical movement of goods in the supply chain.

Basic Business Statistics 1A (BBS611C)
This course is aimed at students of management who need to have a good knowledge of Statistics for Management Decision Making. The introductory chapters deal with the properties of raw data for statistical analysis as well as introducing a number of graphical techniques of displaying statistical findings. Probability distributions and Sampling techniques are also covered.

Operational Logistics Management (OLM621C)
This course provides an overview of the operational aspects for logistics management. The focus of the course is to equip the students with fundamentals of inventory and warehousing procedures.

Marketing Principles (MPS512S)
The course tries to clarify the essence of segmenting markets. It also explains the strategies that should be applied as the product goes through the various stages of the Product Life Cycle (PLC).

English for Academic Purposes (EAP511C)
The course aims to equip students with reading, writing and research skills in English necessary to communicate accurately, appropriately and effectively in a variety of academic contexts. In addition, students enrolled in this course will engage collaboratively in on-line activities and project in an effort to improve and expand on their existing technological skills.

Leading and Managing Projects (LMP711C)
This course provides the background necessary to embed students in practical and comprehensive project management in the areas of supply chain, marketing, sports management, logistics, transports and related areas of suppliers, customers and stakeholder's management.

CATS Practical 3&4
This course aims to provide students with an opportunity to get to know the organisation as a whole, they learn to function in various departments and become more flexible by knowing the company as a whole and the links between the departments/functions.

Contact Information

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ICT Training and Testing

The ICT Training and Testing unit provides International Certified IT training courses such as CISCO, CompTIA, Adobe (Graphic Design), PRINCE2 Foundation and Practitioner as well as all Microsoft Certification training on various platforms to the industry. CED is an authorised internal testing centre for Pearson VUE and Certiport.

The unit has a portable lab comprising of 60 computers and can take ICT training to all corners of Namibia and beyond. The ICT Training and Testing course schedules are flexible and can be designed according to clients' availability.

The following courses are also available:
*   Graphic Design and Web Development Certification
*   Information Technology: Technical Support Certification
*   Microsoft office and Technical
*   Microsoft Project (Basic – Advanced)
*   PRINCE2 Foundation & Practitioner
*   CompTIA (CompTIA A+, Security+, Clouds)
*   CISCO (CCNA1 to CCNA3)
*   Prince 2 (Foundation and Practitioner)
*   CISCO (CCNA1)
*   Microsoft Project (Basic – Advanced)

Contact Information

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Soft Skills Courses

In the wake of technological advancement, the Soft Skills unit offer career-focused short courses scheduled throughout the year. The courses are delivered either during the day or in the evenings. Duration varies from 8 to 48 hours. The evening mode enables professionals to attend evening classes without leaving their work during the day.

A variety of courses are offered in the following areas:

* Accounting for non-Accounting (Financial Management)	* Bookkeeping
* Business Innovation Strategy	* Conflict Management
* Business Writing Skills for Office Professionals	* Effective Chairing Meetings
* Emotional Intelligence	* Excellence in Customer Service
* Financial Management for non-Financial Managers	* Frontline Leadership
* Managerial Leadership	* Time Management
* Managing Employees during Uncertainty	* Training of Trainers
* Meeting Management (Meeting Procedures, Minute Taking & Report writing)	* Strategic Leadership skills
* Project Management: Basic level, Intermediate Level and Advance Level	
* Purchasing, Procurement & Inventory Management	
* Skills for Executive Secretaries & PA's	
* Supervisory Management	
* Telephone Courtesy and Customer Services	

Certificates are issued based on certain criteria such as Certificate of Attendance and Certificate of Completion. Besides the standard training products and services, tailor made courses can be developed to address specific needs of our clients in the industry.

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SME Development Unit

The SME unit was established to create tangible connections with entrepreneurs and to broker collaborations between the University and SMEs. The3se connections have grown into networks and clusters of SME engagement enabling businesses to thrive. The offerings of this unit emphasises the necessity of mentorship and coaching that forms an integral part of the training intervention. Various projects have been successfully completed through corporate sponsorships from organisations like the Financial Literacy Initiative, National Disability Council of Namibia, Hans Seidel Foundation, and the Deutsche Gessellschaft für Internationale Zusammenarbeit (GIZ)

* Social Media Marketing (online)
* Advanced Social Media Marketing Masters skills (online)
* Conference and Event Management (online)
* Professional Receptionist Training for SMEs
* Innovation Skills Masterclass
* Business Finance for SMEs (online)
* Tax Training for SMEs (online)
* Public Speaking Masterclass
* Advanced Public Speaking Masterclass
* Facebook Marketing for Real Estate (online)
* Administrative Support training for SMEs
* Communication Skills Training
* Emotional Intelligence (online)
* Customer Care Excellence Training
* Creativity and Innovation
* Sales Training for SMEs (online)

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