



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Office of the Registrar

Yearbook - Part 8

Harold Pupkewitz Graduate School of Business

Photo: Arthur C Peuckert | www.impact-visuals.com



2019



PAMIBIA
UNIVERSITY
OF SCIENCE
AND TECHNOLOGY

YEARBOOK 2019

PART 8

HAROLD PUPKEWITZ
GRADUATE SCHOOL
OF BUSINESS

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

NOTE

The ***Yearbook for the Harold Pupkewitz Graduate School of Business*** is valid for 2019 only. Curricula and syllabi may be amended for 2020.

It is obtainable free of charge from:

**The Registrar
Namibia University of Science and Technology (NUST)
Private Bag 13388
Windhoek
NAMIBIA**

Location: 13 Storch Street, Windhoek

Telephone: (+264-61) 207 2008 / 2118

Fax: (+264-61) 207 9118

Website: www.nust.na

E-mail: registrar@nust.na

Although the information contained in this Yearbook has been compiled as accurately as possible, Council and Senate accept no responsibility for any errors and omissions, which may occur. The University retains the right to amend regulations or conditions without prior notice.

Due to the rapidly changing external environment that many programmes operate in, and the University's desire to remain constantly relevant in its offerings, some programmes may be significantly amended after publication of this Yearbook. Please consult our website for the latest versions of our curricula, syllabi and academic regulations.

The fact that particulars of a specific programme, field of study, subject, or course have been included in this Yearbook does not necessarily mean that such a programme, field of study, subject, or course will be offered in the academic year 2019.

© Namibia University of Science and Technology/Office of the Registrar.

CONTACT DETAILS**Central Administration and Lecturers' Offices**

Postal Address: Private Bag 13388, Windhoek, NAMIBIA
Street Address: 13 Storch Street, Windhoek, NAMIBIA
Student post to: Private Bag 13388, Windhoek, NAMIBIA
Website: www.nust.na
Email: registrar@nust.na

CENTRE FOR OPEN AND LIFELONG LEARNING

Postal Address: Private Bag 13388, Windhoek, NAMIBIA
Street Address: 13 Storch Street, Windhoek, NAMIBIA
Tel: 207 2081/2206
Fax: 207 2208
Website: www.nust.na/coll
E-mail: coll@nust.na

TELEPHONE NUMBERS

NUST Switchboard Operator:		207 9111
Office of the Vice Chancellor:	Vice Chancellor	207 2000/1-3
	Deputy Vice Chancellor: Administration and Finance	207 2004/5
	Deputy Vice Chancellor: Academic Affairs	207 2280/1
	Deputy Vice Chancellor: Research and Innovation	207 2181
Office of the Registrar:	Registrar	207 2008/2118
	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
Department of Student Services:	Director	207 2165
	Students Councillor	207 2270
	Cultural Department	207 2070
	Sports Department	207 2298
Students Representative Council:		207 2457
Information & Communications Technology:	Director	207 2275
Library & Information Services:	Library, Enquiries and Loan Counter	207 2022/2621
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

Page

Note	ii
Contact Details.....	iii
Contents.....	iv
Staff	1
Postgraduate Diploma in Management (Phased in 2018)	2
Master of Leadership and Change Management (MLAM) (Revised Programme - Phased in 2016)	6
Master of Leadership and Change Management (MLCM) (Phasing out from 2016).....	12
Master of Business Administration (MBA)	16
Executive Master of Business Administration (EMBA).....	20
Programme Information and Contacts.....	23


HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

Director	: Dr Hylton J Villet , PhD Organisational Communication (OhioU), MA (OhioU), BA (UWC).
Professors	: Prof Frederick Ahwireng-Obeng , PhD Economics, B.Sc. Hons. Agric. Econ. : Prof Neeta Baporikar , D. Sc.: Mgmt. Studies, PhD: Mgmt., UB (Spl), MBA
Associate Professor	: <i>Vacant</i>
Senior Lecturers	: Dr Isaac Randa , PhD (ML Sukhadia), M.Com., B.Com., CTPM (GIBS)
Secretary	: Rebecca Mujazu , Dip: OMT (PoN)
Telephone Number	: 061-207-2850
Fax Number	: 061-207-9850
E-mail Address	: rmujazu@nust.na
Coordinator: Administrative Support	: Dioné Izaks , BA Hons., BA, MDP
Telephone Number	: 061-207-2981
Fax Number	: 061-207-9981
E-mail Address	: dizaks@nust.na
Faculty Officer	: Mercia Richards , MLCM, B.Tech.: OMT
Telephone Number	: 061-207-2964
Fax Number	: 061-207-9964
E-mail Address	: mrichards@nust.na
Manager: Academic Programmes	: James F van Rooi , EMBA, HED, B.Econ.
Telephone Number	: 061-207-2493
Fax Number	: 061-207-9493
E-mail Address	: jvanrooi@nust.na
Manager: Executive Education Training	: <i>Vacant</i>
Telephone Number	: 061-207-2242
Fax Number	: 061-207-9242
Visiting Professors	: Prof Theunis G Pelsler , PhD, M.Com : Dr Strini Pillay , PhD (KZN) : Prof Chetty Rajendera , PhD : Prof Frederick De Waal , CA (SA), M.Com.
Adjunct Lecturers	: Trevor Lake , MBA, B.Sc. Eng. : Jacqui Meyer , LL.M : Dr Frank Mulungu , PhD : Dr Rosemary Sibanda , DBL : Dr Lovemore Matipira , PhD : Dr Chris Magombedze , PhD : Dr Fanny Saruchera , PhD : Dr Samuel Akinsola , PhD : Dr Stewart Kaupa , PhD

POSTGRADUATE DIPLOMA IN MANAGEMENT**08PGDM****NQF Level: 8****NQF Credits: 120****NQF Qualification ID: Q1056****Description**

The Postgraduate Diploma in Management was conceptualised to address the critical need of managing self and others, managing resources and managing the environment. The programme supports the NUST's vision and mission by being a responsive university that creatively meets the needs of students and society through multiple pathways for excellent education and applied research. The Postgraduate Diploma in Management is of strategic importance in the socio-economic development of Namibia and will give a new dimension to the improvement of technical and managerial skills in Namibia. Furthermore, the programme seeks to improve the competitiveness of human capital locally, regionally and internationally by embedding required knowledge, skills and competencies.

This programme is structured to address three key components: managing self and other, managing resources and managing the environment to ensure active participation of Namibians in key strategic decision making positions as expected of the sector by the national development goals.

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 Post Graduate Diplomas.

Admission Criteria

In order to be considered for admission to this programme, prospective students must:

- Hold 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.
- Have at least two years relevant both pre and post qualification managerial experience in the public and/or private sector (i.e. responsibility for the work of a team of employees), or equal relevant setting might be considered at the discretion of the Department/School; or
- Alternatively hold an equivalent qualification with at least 7 years managerial experience may be considered on a case by case at the discretion of the School.
- 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.

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.

Qualification Outcomes

Upon completion of this programme, graduates will be able to:

- demonstrate a deepened sense of self-awareness on both personal and professional strengths and weaknesses, as well as the opportunities for development and growth;
- demonstrate a good grounding in the theory and practice of managing, covering the core functions and disciplines of management with the ability to make the connections between them;
- employ a repertoire of techniques and approaches best suited to their own situation and management context through actively engaging with a wide variety of ideas to enhance professional development;
- evaluate different tools useful in making sustainable business, management or investment decisions in business operations, project execution, and investment planning and control;
- evaluate and apply management theories, techniques and models to solve day-to-day operational related problems;
- plan and conduct a supervised workplace project of an applied nature using coherent and critical principles and theories to demonstrate the ability to work individually and as members of multidisciplinary teams.

Programme Duration

Ordinarily the programme will be covered over a period of one (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 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 2019 Fees, please see the separate fees booklet.

Articulation Arrangements

The Postgraduate Diploma in Management is a terminal course with a single exit route, referred to as the professional route. The qualification can however articulate to further studies in the same, or a related cognate area, at NQF Level 9, given that students take up a research methodology course, enrolled for non-degree purposes to meet one of the admission criteria.

Mode of Delivery

This programme will be offered on part-time mode of study delivered through 2 x 3-day monthly weekend study schools per course.

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 five compulsory courses (worth a total of 75 credits), an elective course (worth 15 credits) and a Workplace Project (worth 30 credits).

In addition, candidates should meet the administrative and financial requirements spelt out in Part 1 of the NUST Yearbook.

PROGRAMME STRUCTURE**CURRICULUM****Year 1****Semester 1**

Course Code	Course Title	Prerequisite	NQF Level	NQF Credits
GMO811S	General Management and Operations	None	8	15
LPM811S	Leadership and People Management	None	8	15
EMP811S	Economics in Management Practice	None	8	15
FFM811S	Finance for Managers	None	8	15

Semester 2

SMG811S	Strategic Marketing Management: Analysis, Planning & Decision Making	None	8	15
WPP821S	Workplace Project	All Semester 1 Courses	8	30

Plus any ONE of the following elective courses:

CRM812S	Customer Care and Relationship Marketing	None	8	15
PLM811S	Project Leadership and Management	None	8	15
ENS821S	Entrepreneurship	None	8	15

Assessment Strategies

Students will be assessed through both continuous formative and 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 assessment methods in line with the institution's rules on assessment of postgraduate programmes. Each course will have a minimum of six assessment events.

In specific courses that will require the administration of tests 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 either 20 % or 40 % in the total course grade; the weighted arithmetic mean value of the remaining assessments will be assigned a weight of 80 % or 60 % where applicable.

In specific courses that will require the administration of examinations such examinations will be conducted according to institutional requirements for conduct of examinations. Where applicable, examinations will carry a weight of either 50 % with subminimum 50 % or 60 % with a sub-minimum of 40 % in the total course grade; the weighted arithmetic mean value of the remaining assessments will be assigned a weight of 50 % or 40 % where applicable.

The overall pass mark of the course taking into account the performance in both the test/Exam and other remaining assessments will be 50 %.

In courses with only CA based assessment the CA mark will represent the final mark.

The Workplace Project will be assessed in accordance with the University's rules for studies at postgraduate level.

The Project must be completed within the prescribed time from date of registration. Failure to do so will result in re-registration.

Quality Assurance

Each course will have one or more examiner and one or more moderator. Moderators will be identified externally. The required minimum qualification of the moderator should be a Master's degree in Business Administration or Management or a related field of study or the person must be a well-respected expert in the field.

The workplace project will be moderated in accordance with the NUST's rules for studies at postgraduate level.

Module Descriptions

Core Modules

General Management and Operations (GMO811S)

This course is designed to provide students with a balanced insight into the management of organisations. The modern day manager needs to have a broad understanding of the various functions within an organisation in order to effectively meet organisational goals and objectives. The course further introduces students to operations management with a focus on how they as managers create value by delivering goods and services effectively and efficiently.

Leadership and People Management (LPM811S)

This course provides students with the opportunity to understand themselves and others better in order to promote team effectiveness in their organisations. This is an essential component of leadership of self and others. Students will have ability to perform Human Resources Management (HRM) related tasks and solve some challenges within the discipline. The course integrates essential theoretical concepts, and provides examples of HRM in practice. It also emphasises the role of human resources and their contribution to organisational performance.

Economics in Management Practice (EMP811S)

This course aims to equip students with the basic principles of Economics and their application to business. Students will understand how the micro and macro-economic environments impact on business decisions for competitiveness, profitability and sustainability.

Finance for Managers (FFM811S)

The aim of this course is to illustrate how the effect 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 organisations. It provides students 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.

Strategic Marketing Management: Analysis, Planning and Decision Making (SMG811S)

This course includes the latest techniques and thinking on strategy development, implementation and evaluation, giving students the essential skills needed to conceive and execute a rational, effective strategy. Marketers everywhere are seeking to raise the visibility of their discipline in terms of contributing to the overall aims and objectives of their organisations. For this to happen it is crucially important for students to understand and be able to carry out the sequence of steps necessary for building and implementing a great strategy.

This course provides the foundations necessary to embed students in strategic marketing in a practical and comprehensive way. This course is intended for students and marketers-to-be who will be moving into positions in which they will be expected to demonstrate increased strategic awareness, for existing marketing managers who want to deliver greater opportunities and for managers from other disciplines who need to work closely with marketing colleagues as members of the cross-functional strategic team.

Workplace Project (WPP821S)

The aim of this course is for the student to deepen practical application of knowledge and skills learnt during the coursework of the Postgraduate program. The student will provide evidence of having met this goal by presenting a portfolio made up of a workplace research project report.

Elective Modules**Customer Care and Relationship Marketing (CRM812S)**

The course aims to examine the entire scope of CRM, customer care and customer service vis-a-vis service quality including strategy, organisation, and marketing and information technology.

The course brings together theory and practice to help the students thoroughly understand the concept/construct of CRM, customer care, and ServQual, thus helping to answer questions such as “What should our business strategy be?”, “How do we translate CRM business strategy into marketing?” etc.

It is 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.

Project Leadership and Management (PLM811S)

The objective is to provide students with strategies, skills and techniques in order to lead and manage national and international projects successfully. This course is based on theoretical underpinnings and practical case studies that will equip students with adequate project knowledge.

Entrepreneurship (ENS821S)

This course is designed to introduce students to the concept of entrepreneurship, a process that can be applied across careers and work settings. It focuses on building entrepreneurial attitudes and behaviours that will lead to creative solutions for economic and self-development.

NQF LEVEL: 9

NQF Credits: 240

NQF Qualification ID: Q0899

Description

The development and implementation of the Master of Leadership and Change Management 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.

The 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).

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 Master 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. responsibility 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 MLCM 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 the programme. 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 2019, 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 MLCM 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 2 x 3-day monthly weekend study schools per course supplemented by action learning sets meetings both during and outside study-school blocks.

Requirements 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 Yearbook of the Namibia University of Science and Technology.

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 MLCM 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 2 x 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 analyses, 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 taking into account 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 MLCM 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 are 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 Table 1 below.

The Master of Leadership and Change Management (new curriculum) will take effect from July 2016. Courses will only be offered based on the revised syllabi in 2016. Students who fail any of the courses on the old curriculum will be required to repeat the failed course based on syllabi of revised corresponding courses as detailed in Table 1 below.

The deadline for completely 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.

Table 1: 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 Communications
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 are phased out completely in 2019:

- ERM941M Employees Relations Management
- MCC951M Managing Communications and Conflict

CURRICULUM (09MLAM)**Year 1****Semester 1**

Course Code	Course Title	Prerequisite	NQF Level	NQF Credit
MSO911S	Managing Self and Organisations	None	9	12
OBC911S	Organisational Behaviour and Communication	None	9	12
ODM911S	Organisation 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 behavior – 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.

Organisation 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 businesses 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 organisations. 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 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. 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 success of a project. The course will enable the student to evaluate critically the unique and multi-elemental nature of projects and to instill 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 (BRMSA) (BRM910M)

The BRMSA 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 Executive Master of Business Administration (EMBA), Master of Business Administration (MBA), Master of Leadership and Change Management (MLCM) 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 & Customer Relations 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 participants will gain a comprehensive understanding of the marketing decisions that African managers in general are faced with.

Entrepreneurship & Innovation (EPI923M)

This is a course 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 work 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-Thesis (TMA911S)

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

NQF Level: 9

NQF Credits: 240

NQF Qualification ID: Q0274

Description

The Master of Leadership and Change Management (MLCM) programme is designed to educate and develop leaders in the public and private sectors, state-owned enterprises and non-governmental organisations to improve the efficiency, productivity and effectiveness of their organisations. This Master's programme adds value by developing skilled, flexible and adaptable leaders to play a pivotal role in organisational change. Graduates of this programme will be able to enhance organisational competitiveness that can lead to value-added economic activity and thereby contribute significantly to Namibia's National Development Programmes and Vision 2030.

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 Master degrees by coursework and thesis or mini-thesis.

Admission Requirements

The requirements for admission to the Master of Leadership and Change Management programme are as follows:

- i. 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;
- ii. At least three (3) years' work experience in a managerial capacity (i.e. responsible for the work of a team of employees);
- iii. Access to a computer and the internet is advisable;
- iv. Competency in English communication in business at post-graduate level demonstrated 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.

Exceptions to the above requirements may be based on the Recognition of Prior Learning (RPL) whereby candidates will be required to demonstrate through rigorous assessments that they possess the necessary competences to succeed in the programme.

An evaluation of the applicant's academic record and a letter of motivation for wishing to enrol for the MLCM will be used for initial short-listing. Candidates on the final shortlist may be invited to a selection panel interview.

Qualification Outcomes

Upon completing this programme, students will be able to:

- demonstrate a deepened 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 in order to improve and sustain organisational performance;
- 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 management techniques, concepts, methodologies and diagnostic tools to a range of strategic and operational issues;
- deal constructively with the dynamics of key stakeholders' expectations and demonstrate the ability to adapt to changing environmental challenges;
- evaluate current research and scholarship in the field of change management with special regard to ethical issues;
- demonstrate an awareness of the imperative for reflection on personal and professional strengths and weaknesses, as well as the ability to identify the opportunities for development and growth;
- communicate and network effectively at a strategic level;
- plan and carry out a substantial piece of original research to internationally-recognised standards involving a high order of skill in analysis and critical evaluation.

Programme Duration

Ordinarily the course-work for the Master of Leadership and Change Management programme will be covered over a period of one and a half (1½) years. Unless the Mini-thesis is completed concurrently with coursework the programme will usually take two (2) years to complete. The entire programme must be completed in a maximum period of four (4) years from the date of first registration, with due approval of documented appeals for extensions by the students.

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 the programme. The fees are payable in 2 installments per semester per module. A deposit with registration and final payment

must be made before the commencement of the examinations/tests at 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 2019 Fees, please see the separate fees booklet.

Mode of Delivery

This programme will be offered on the part-time mode of study delivered by one 3-day weekend study-school in Windhoek every month, supplemented by action learning outside study-school blocks. Typically students will be expected to do readings for each course in the week prior to its study-school, and complete assignments for the course in the fortnight following the study-school. Exams will be scheduled approximately each quarter and will cover all the courses completed immediately prior.

PROGRAMME STRUCTURE

CURRICULUM

Semester 1

Course Code	Course Title	Prerequisite	NQF Level	NQF Credits
PDP921M	Personal Development	None	9	12
ODP931M	Organisation Development	None	9	12
ERM941M	Employee Relations Management	None	9	12
MCC951M	Managing Communications and Conflict	None	9	12
OBE921M	Organisational Behaviour and Ethics	None	9	12

Semester 2

LDP912M	Leadership	None	9	12
BPM932M	Business Process Management	None	9	12
SUS942M	Sustainable Strategy	None	9	12
GVN952M	Governance	None	9	12
RMD922M	Research Methodology	None	9	12

Semester 3

SUD5442	Sustainable Project Management	None	9	12
Any two of the following Elective Courses:				
VCS521M	Marketing and Customer Relationship Management	None	9	12
EPI923M	Entrepreneurship and Innovation	None	9	12
TPM515M	Finance and Accounting	None	9	12

Semester 4

TML911S	Mini-Thesis	Research Methodology	9	84
---------	-------------	----------------------	---	----

Semester 5

TML912X	Mini- Thesis Extension			
---------	------------------------	--	--	--

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, tests and/or examinations.

All the Master of Leadership and Change Management courses will be assessed by Continuous Assessment.

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.

Students will be allowed two assessment attempts with a particular Continuous Assessment (CA) mark only. Failure to achieve an overall pass mark in any of these attempts will automatically render the CA mark not usable for further attempts. Students will subsequently be required to re-register for that particular module.

Module Descriptions

Core Modules

Personal Development Planning (PDP921M)

This course provides students with the opportunity to develop the personal and inter-personal skills needed in their personal, academic and professional spheres. On successful completion of this course students will be able to analyse critically and evaluate the concepts of action learning and reflective practice in the context of their personal development as students, professionals, team leaders and as individuals.

Organisational Behaviour and Ethics (OBE921M)

This course will provide the knowledge, skills and values to undertake an organisational diagnosis of an organisation's supervisory/managerial environment; identify appropriate methodologies for improving organisational and individual performance and be able to gain approval for and implement agreed interventions. Students will learn how managers optimise employees' contribution to creating stakeholder value and sustainable competitive advantage ethically in different operating environments.

Organisational Development (ODP931M)

This course will develop competencies to optimise the productivity, efficiency and effectiveness of organisation systems. Students will learn to evaluate and lead the transformation of organisations through implementing processes that leads to enhanced organisational performance metrics and sustained change.

Employee Relations Management (ERM941M)

This course seeks to instil competencies to evaluate the employee relations environment of an organisation, develop alternative approaches and outcomes and decide on the most appropriate systems and culture to optimise productivity in the organisation. Students will learn to evaluate and manage sources of co-operation and conflict between the actors (State, Employers and Employees) to optimise organisational productivity, efficiency and sustainability and evaluate decisions within the situational frames of reference.

Managing Communications & Conflict (MCC951M)

This course aims to explore the range of communication options available in managing and leading change including options to enhance employee participation, negotiation and managing conflict at individual, team and group levels. Students will learn to evaluate the effects of communication, consultation, negotiation and conflict management systems on organisational productivity and efficiency in the case of individual, teams and group contexts.

Leadership (LDP912M)

This course seeks to enable the development and implementation of innovative solutions to organisational challenges drawing on leadership and management theories and methodologies. Students will learn to make competitive managerial and leadership related decisions using critical and creative thinking.

Research Methodology (RMD922M)

This skills-based course focuses on providing students with in-depth knowledge and understanding of the necessary skills to complete a substantial piece of original research in business and management. It is designed to equip students to carry out research projects independently and/or evaluate research evidence for application in the business environment and/or within any organisation they might find themselves.

Business Process Management (BPM932M)

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 processes 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 change.

Sustainable Strategy (SUS942M)

This course provides the skills to analyse and synthesise information pertaining to creating strategies and at the same time ensuring the sustainability of organisations. Students who complete this course will have the knowledge, skills and values to do a situational analysis; to evaluate the executive environment; to apply a strategic management process; to evaluate an organisation's resources and competitive position; and to recommend and assess a competitive strategy for implementation.

Governance (GVN952M)

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. Students will learn to evaluate and apply appropriate governance control measures to optimise organisational performance and sustainability by integrating social, ethical, financial and environmental practice.

Sustainable Project Management (SUD5442)

This course centres on managing multiple projects/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.

ELECTIVE MODULES**Marketing & Customer Relationships (VCS521M)**

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 are faced with.

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.

Finance & Accounting (TPM515M)

The principal goal of this course is to provide an understanding of financial information as presented in the financial statements and how this information can be used in financial planning and valuation of the enterprise. This course, therefore, will cover the basic financial statements and how these financial statements are used to evaluate the performance of an enterprise for better business decisions.

COMPULSORY MINI-THESIS (TML911S)

This course aims at enabling students to apply their theoretical knowledge and research skills in addressing a research question(s) or problem(s). Students will demonstrate an in-depth knowledge and understanding of a relevant area of business and management theory and practice by conducting research under supervision and produce a comprehensive research report. The mini-thesis will normally be between 20 000 to 30 000 words. There are four types of research projects:

- i. a consultancy project agreed with your organisation focusing on significant strategic issues or a major operational changes within the organisation;
- ii. an entrepreneurial consultancy project where the client could be an individual e.g. a business start-up or an organisation interested in a particular business;
- iii. an action research project where the research is centered around the participant's work in an organisation and studying the impact of their interventions, and finally
- iv. a thesis/mini-thesis focusing on a particular topical issue or market of interest to the participant.

The major purpose of the Master's Research Project is careful application of an appropriate methodology and technologies to a relevant research topic. A Master's Research Project is not required or expected to result in new knowledge creation.

NQF Level: 9

NQF Credits: 240

NQF Qualification ID: Q0483

Description

The Master of Business Administration (MBA) is a postgraduate programme, registered at NQF level 9, and replaces the modular Master of International Business (MIB). This programme aims at developing a critical awareness and an integrated understanding of organisational management amongst students, as well as their 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.

Statutes and Regulations

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

Qualification Outcomes

Upon completing this programme, students will be able to:

- Apply consistently in-depth knowledge and theories of business and management, based on previous work experience and advanced study in critically reflexive, creative and novel ways to address the inherent complex practical and theoretical problems of organisations and businesses;
- Operate independently in a business environment, and take full responsibility and accountability for their work, including leading/initiating processes and systems, as well as applying sound resources management and governance practices;
- Design and implement strategies for systematically and creatively processing and managing organisational information, and make sound judgments in the absence of complete data involving analysis and synthesis;
- Solve complex and unstructured business problems in unpredictable contexts based on an understanding of the relationships of internal and external stakeholders;
- Interact effectively within a multicultural team, make autonomous ethical decisions dealing with emerging complex organisational or professional issues, and contribute to the development of ethical organisational standards;
- Communicate clearly and comprehensively, both orally and in writing, complex and sophisticated business ideas as well as research findings at a high level using a range of formats and media targeting specialist and non-specialist audiences; and
- Plan and carry out a substantial piece of original research to internationally recognised standards aimed at solving real business, organisation and world problems.

Admission Requirements

In order to be considered for admission to this programme, applicants must:

- I. Hold a recognised 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 research component;
- II. Have at least two (2) years appropriate business and managerial experience in a government, corporate, entrepreneurial, or equally relevant setting;
- III. Be employed or self-employed, at the required level, for the duration of the programme;

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. Additionally, 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.

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 enroll 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.

Programme Duration

Ordinarily the course-work for the Master of Business Administration (MBA) programme will be covered over a period of two years.

The entire programme must be completed in a maximum period of four (4) years from the date of registration.

Fees Information

The fees charged for the Master of Business Administration 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 the programme. The fees are payable in 2 instalments per semester. A deposit with registration and final payment must be made before the commencement of the following semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2019 Fees, please see the separate Fees Booklet.

Mode of Delivery

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

PROGRAMME STRUCTURE**CURRICULUM****Semester 1**

Course Code	Course Title	Prerequisite	NQF Level	NQF Credits
ISB910M	Information Systems Management and Business Communication	None	9	12
SHM910M	Strategic Human Resources Management	None	9	12
BEA910M	Business Economic Analysis	None	9	12
FRC910M	Financial Reporting and Control	None	9	12
SOM910M	Service Operations Management	None	9	12

Semester 2

BLE920M	Business Law and Ethics	None	9	12
MCR921S	Marketing and Customer Relationship Management	None	9	12
STM921S	Strategic Management	None	9	12
FMA920M	Financial Management	None	9	12

Any one of the following Elective Courses:

EPI923M	Entrepreneurship and Innovation	None	9	12
BPM911S	Business Process Management	None	9	12
PTM912S	Project Management	None	9	12

Semester 3

BRM910M	Business Research Methods and Statistical Analysis	None	9	12
---------	--	------	---	----

Semester 4

MTH911S	Thesis	Business Research Methods and Statistical Analysis	9	108
---------	--------	--	---	-----

Semester 5

MTH912X	Thesis Extension			
---------	------------------	--	--	--

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 AMBA 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 at 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 are 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, 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 course 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 (1) of the following three (3):

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 processes 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 change.

Project Management (PTM912M)

This course centres on managing multiple projects/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:

Business Research Methods and Statistical Analysis (BRMSA) (BRM910M)

The BRMSA 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 (MTH911S)

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 internationally recognised standards, as well as guiding them to produce scientific papers based on the findings of their research projects.

NQF Level: 9

NQF Credits: 240

NQF Qualification ID: Q0484

Description

The Executive Master of Business Administration (EMBA) is registered at level 9 of the NQF. The programme specifically targets experienced and senior management professionals, or senior business specialists, and builds on the competencies of qualifying degrees at NQF level 8, or equivalent. This Master's programme will provide students with competencies that will enable them to lead innovative business growth and administrative reforms. The programme adds value by capacitating students to demonstrate an integrated, critical awareness and understanding of the management of organisations in an international environment.

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 Master degrees by coursework and thesis or mini-thesis.

Qualification Outcomes

Upon completing this programme, students will be able to:

- Organise and manage activities responsibly and effectively as individuals and as members of a team, group, organisation and community through personal planning and use of appropriate Information and Communication Technologies (ICTs);
- Demonstrate deepened knowledge of the world as a set of socially, psychologically, biologically and physically related systems and the nexus between such social systems and managerial challenges;
- Appraise and apply market based and resource based concepts of strategic management and executive action within their social and legal framework;
- Evaluate and demonstrate social and conceptual leadership capabilities towards innovation and organisational effectiveness;
- Apply advanced leadership and management skills in cultural and ethical responsiveness across a range of social contexts;
- Reason critically and holistically using qualitative and quantitative methods, as well as philosophical enquiry in decision making;
- Develop and implement innovative solutions to organisational challenges, including sustainable growth, by drawing on leadership and management theories and methodologies;
- Plan and carry out a substantial piece of original research to internationally recognised standards involving a high order of skill in analysis and critical evaluation aimed at solving real world problems.

Admission Requirements

In order to be considered for admission to this programme, applicants 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 five (5) years' appropriate managerial experience and is working at senior / executive level or has a successful record in ambitious, growth-oriented entrepreneurship;
- Be employed or self-employed, at the required level, for the duration of the programme.

An evaluation of the applicant's academic record and a personal letter providing reasons for wishing to enrol for the EMBA will be used for selection purposes.

The HP-GSB will introduce additional criteria in compliance with internationally recognised Admission Tests to Graduate Management Education, e.g. GMAT® or computer based tests and interviews with similar predictive attributes concerning the applicant's aptitude. A simplified analytical skill test modelled according to the GMAT® will be used in the selection process. Additionally, 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.

Programme Duration

Ordinarily the course-work for the Executive Master of Business Administration (MBA) programme will be covered over a period of two years. The entire programme must be completed in a maximum period of four (4) years from the date of registration, with due approval of documented appeals for extensions by the students.

Fees Information

The Executive Master of Business Administration programme covers tuition, books, course materials and travelling and subsistence for the two week International residency, but does not include accommodation and transport expenses which the participants will incur for their stay in Windhoek while attending the programme. The fees are payable in 2 instalments per semester. A deposit with registration and final payment must be made before the commencement of the final Tests, 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 2019 Fees, please see the separate Fees Booklet.

Mode of Delivery

This programme will be offered on the part-time mode and will be conducted in short blocks (8-9 days consecutively). Every block release session will be preceded by a phase of self-directed preparation and learning, and succeeded by a phase of deepening the course content through self-directed research and learning activities that will be documented in course related research papers.

PROGRAMME STRUCTURE**CURRICULUM****Semester 1**

Course Code	Course Title	Prerequisite	NQF Level	NQF Credits
GMW910M	General Management and Work Environment	None	9	15
SMC910M	Strategic Management and Corporate Social Responsibility	None	9	15
SMS910M	Strategic Marketing and Sales Management	None	9	15

And any one of the following Elective Courses:

IME910M	International Management and Leadership (Euro-African Context)	None	9	15
IMS910M	International Management and Leadership (SADC Context)	None	9	15

Semester 2

IMA920M	Information Management and Analysis	None	9	15
IPM920M	Innovation and Project Management	None	9	15
FME920M	Financial Management for Executives (EMBA)	None	9	15
LHR920M	Leadership, Communication and Human Resources Management	None	9	15

Semester 3

ETH911S	Thesis	None	9	120
---------	--------	------	---	-----

Semester 4

ETH912X	Thesis Extension			
---------	------------------	--	--	--

NOTE: Instead of a special Research Methodology course, the assessment strategy of the Executive Master of Business Administration is focused on the integration of research and course work by requiring at least one research paper on selected aspects of the course work. Based on those papers, a group coaching research seminar of three times 2 days length, inclusive of research proposal writing, will be offered during semester 3 and 4.

Assessment Strategies

Students will be assessed through continuous assessment based on case analysis and its presentation, project and course content specific papers and other research papers. In addition, a written test is integrated into the continuous assessment of the first course of the programme. Personal authentication of much more than the minimum of 50 % of the credits is ensured by presentations and thesis defence, as well as by the written test connected with the first course of the programme.

The 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). The writing of the applied research papers and the feedback of supervisors will prepare the student for his/her work on the final thesis. To obtain a final pass mark, a student must attain at least 50 % in each course. The assessments will be designed to ensure that the learning outcomes of a particular course are attained. The thesis will be assessed in accordance with the NUST rules for studies at postgraduate level.

Module Descriptions**Core Modules****General Management and Work Environment (GMW910M)**

This course aims to enable the student to analyse cutting edge and present state-of-the-art advanced studies of organisations, their management and changing nature. The second part of the course aims at enhancing lifelong learning skills and personal development to ensure self-direction and originality while contributing to business and society at large.

Strategic Management and Corporate Social Responsibility (SMC910M)

The course aims to enable students to analyse cutting edge and present state-of-the-art advanced studies of strategic management. The second part of the course aims at enabling students to conceptualise and evaluate the integration of corporate strategy and executive management into society, with specific emphasis on corporate social responsibility, the ethical and legal framework of executive management, inclusive of contract and labour law.

Strategic Marketing and Sales Management (SMS910M)

This course aims at enabling students to evaluate and apply the Strategic Marketing concept by developing a unique customer value proposition. Emphasis will also be placed on customer segmentation and positioning, as well as on branding for goods or services, while concepts of sales management will be integrated.

ELECTIVE MODULES

Any one of the following two (2):

International Management and Leadership (Euro-African Context) (IME910M)

The course aims at enabling students to evaluate cutting edge management theory and practice based on the internationalisation of organisations and markets within the bilateral Euro-African context.

International Management and Leadership (SADC Context) (IMS910M)

The course aims at enabling students to evaluate cutting edge management theory and practice based on the internationalisation of organisations and markets within the multilateral SADC context.

Compulsory Modules

Information Management and Analysis (IMA920M)

This course aims at enabling students to demonstrate a deepened understanding of information management processes, systems and technology. Furthermore, analysis and evolution of quantitative and qualitative data and its synthesis towards information and knowledge will be addressed.

Innovation and Project Management (IPM920M)

The course aims at enabling students to evaluate and apply knowledge of innovation, production, service, operations and project management processes, systems and technologies.

Financial Management for Executives (FME920M)

The course aims at enabling students to evaluate different financial management systems based on financial, managerial accounting and configurations related to legal, industry and market environments.

Leadership, Communication and Human Resource Management (LHR920M)

The course aims at enabling the students to evaluate leadership skills, and cutting edge methods of HR development and talent management.

Thesis (ETH911S)

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 internationally recognised standards, as well as guiding them to produce scientific papers based on the findings of their research projects.

ADDITIONAL INFORMATION APPLICABLE TO ALL PROGRAMMES IN THE SCHOOL (MIB, MLCM, MBA, EMBA)**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 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.

The proposed curriculum for the MBA differs significantly from the curriculum of the modular MIB; hence it is not viable to transition students who are currently registered on the MIB to this programme.

Students who are registered on the MBA will also not receive credit recognition for courses on EMBA programme given the difference in purpose and nature of the two programmes.

Accommodation

Students coming to the study-schools and examination periods may arrange accommodation at guest-houses around the campus or in town. The University does have accommodation at its 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 the 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>)
- IV. Computer Laboratories
- 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

(ref. Gen. Rules F 7.1.8)

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 Masters programmes ought to be directed in the first instance to the Faculty Officer and/or the Senior Administrative Officer and Programmes Manager of the Harold Pupkewitz Graduate School of Business:

Ms Mercia Richards

Faculty Officer

Ground Floor, Room G65, Faculty of Health and Applied Sciences (Lower Campus)

Tel: 061-207-2964

Fax: 061-207-9964

E-mail: mrichards@nust.na

Website: www.hpgsb.nust.na

Dioné Izaks

Coordinator Administrative Support

Room 3.48 Sc. & Tech. Building (Lower Campus)

Tel: (+264 61) 207 2981

Fax: (+264 61) 207 9981

Email: dizaks@nust.na

Website: www.hpgsb.nust.na

James F van Rooi

Manager: Academic Programmes

Room 3.58 Sc. & Tech. Building (Lower Campus)

Tel: (+264 61) 207 2493

Fax: (+264 61) 207 9493

Email: jvanrooi@nust.na

Website: www.hpgsb.nust.na