

MBA Degree Programme



Vision

To be the leading African business school of choice offering internationally recognised leadership and management education.

Mission

Preparing today's leaders for tomorrow's challenges through the provision of affordable quality education and knowledge.

Training and developing dynamic, ethical leaders for Africa and globally, who value diversity and are educated to enhance human prosperity on the African continent and globally.

Effectively utilising Open Distance Learning (ODL) to deliver quality business education in Africa.

To continuously engage in cutting-edge research to produce new knowledge in the fields of management and leadership.

Values

We care deeply about the future of Africa and its people.

We value integrity and ethics in all we do.

We are professionally dedicated to the service of our internal and external stakeholders.

We value continuous learning and change to be relevant in a dynamic global environment.

We are committed to offer affordable quality education.

Philosophy

"Innovative, socially responsible, ethically engaged and globally informed."

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MASTER OF BUSINESS ADMINISTRATION (MBA) (NQF9)

Introduction

This course is intended for any person with an Honours Degree or Postgraduate Diploma and aims to introduce the student to the more advanced building blocks of management. A wide range of topics are covered within the period of two years. Topics cover a range of managerial knowledge including human relations, marketing, accounting, finance, operations, information management, supply chain management and business research. The programme explores different managerial perspectives and encourages the development of key skills.

What is the MBA?

The primary purpose of this MBA degree is to prepare students to become innovative and dynamic managers in a broad range of organisations, including entrepreneurial organisations as well as private and public institutions. Furthermore, the purpose is to foster strategic, innovative and entrepreneurial thinking in a global business context. Finally, the qualification will enable students to solve complex business problems through critical analysis of a dynamic and global business environment.

Admission Requirements

In order to be considered for admission to the MBA programme, candidates must fulfil the following admission requirements as a minimum:

- Hold a Bachelor Honours Degree, or a Postgraduate Diploma, or a 480-credit Bachelor's Degree with a minimum of 96 credits at NQF level 8.
- Be proficient in the English language and may be required to do a language proficiency test.
- Submit a letter, of no more than three pages, giving reasons for wishing to be admitted to the programme.



How is the MBA structured?

NQF level	Module name	Compulsory/Optional Module	Semester/Year Module			
1st Year Semester 1						
8	Economics for managers	Compulsory	Semester			
8	Accounting for managers	Compulsory	Semester			
9	Value-based management	Compulsory	Semester			
9	Corporate governance and ethics	Compulsory	Semester			
1st Year: Semester 1 & 2						
9	Managing human capital	Compulsory	Year			
9	Strategic management	Compulsory	Year			
		1st Year: Semester 2				
9	Strategic financial management	Compulsory	Semester			
	1st year Semester 2 OR 2nd year Semester 1 (Choose any TWO of the following eight electives)					
9	Applied business informatics	Elective	Semester			
9	Strategic project management	Elective	Semester			
9	Financial reporting and analysis	Elective	Semester			
9	Strategic supply chain management	Elective	Semester			
9	Operations management	Elective	Semester			
9	Strategic sustainable marketing	Elective	Semester			
9	Strategy in a global context	Elective	Semester			
9	Advanced labour law	Elective	Semester			
2nd Year						
9	Integrated management project (research report)	Compulsory	Year			

The student will register for six modules in the first semester of which two are year modules. In the second semester the student will register for three subjects of which two will be electives. The student will complete a research module in the second year. The two electives can either be taken in the second semester of the first year or the first semester of the second year. Students who have successfully completed the Postgraduate Diploma in Business Administration (PGD) at the UNISA Graduate School of Business Leadership (SBL) will be exempted from the two modules being Accounting for Managers and Economics Managers. Students are expected to make satisfactory progress in order for them to be allowed to proceed with their studies.

MASTER OF BUSINESS ADMINISTRATION (MBA)

Programme Modules

Accounting for Managers (PBA4807)

Students who complete this module will have the knowledge, skills, values and attitudes to interpret and evaluate different types of financial reports; read and analyse financial statements; understand the capital budgeting process; evaluate a company's management of working capital; evaluate costing and product pricing decisions; and evaluate the budgeting process of an organisation.

Economics for Managers (PBA4801)

Students who complete this module will have the knowledge, skills, values and attitudes to analyse economics for managers with a view to making informed business decisions. This implies that they will be enabled to explain economic phenomena that influence business organisations; predict the effect of changes in economic variables; analyse the impact of economic changes on specific business organisations; and revise business decisions by monitoring changes in economic phenomena.

Managing Human Capital (MBA5904)

The purpose of this module is to enable students to manage the human capital function on a strategic level. Students are able to demonstrate a comprehensive and systematic knowledge base of the following transformation and the current position of the domain of human resource management, the HR value proposition from a systems perspective and strategic human resource management. Students will further be able to manage the complexities of the strategic HR management masterfully. Finally, they will be able to collect, analyse and plan according to predetermined HR metrics.

Strategic Management (MBA5905)

The purpose of the learning in this module is to enable students to integrate the process, content and context in evaluating and developing strategies at the business and corporate level. Qualifying students will be able to identify opportunities for strategic innovation, and will be able to make recommendations on strategy implementation. These students will also be able to appreciate the role of strategic leadership in crafting and implementing strategies.

Value-based Management (MBA5901)

The purpose of the learning in this module is to enable graduate students to manage the organisation in a way that will increase the value for the market and the organisation. Qualifying students will be able to identify and categorise the drivers of value in an organisation. Lastly, qualifying students will be able to develop and apply performance measures to manage for sustainability in the organisation.

Strategic Financial Management (MBA5903)

Students will have a knowledge base of the regulatory framework for the preparation and presentation of financial statements, as well as the strategic financial decision and management processes in an organisation and how it supports the business and corporate financial management processes. Ultimately students will be conversant with the skills and competencies required by a Chief Financial Officer in a contemporary organisation.

Corporate Governance and Ethics (MBA5902)

The purpose of the learning in this module is to enable students to make ethical and sustainable business decisions. Students will be able to evaluate business decisions on the basis of their ethicality and sustainability, and will be able to make recommendations to organisations about business ethics and corporate governance.

Integrated Management Project (MBA5929)

The purpose of this module is to enable students to plan and conduct a rigorous research study in the business environment of a selected organisation at the Master's degree level. For this purpose the student will be required to integrate the knowledge, skills and competencies acquired in preceding modules in the context of the global economy. Furthermore, this should be demonstrated by being able to critique various dynamics affecting the global economy.

Electives

Students can choose any TWO of the following electives. These electives can either be taken in the second semester of the first year OR in the first semester of the second year.

Applied Business Informatics (MBA5908)

The purpose of the learning in this module is twofold: firstly, to equip students with the necessary technical subject knowledge of the components and their relationships in a modern IT environment; and secondly, upon successful completion, students will be able to critically analyse a given IT environment and define the necessary metrics in order to measure the value added by the ICTs to the organisation. Through analyses and measurements, recommendations for improvements will be made and students should be able to construct an implementation plan for the new environment, based on their recommendations.

Strategic Project Management (MBA5909)

The purpose of this module is to equip students with a comprehensive and systematic knowledge base of strategic project management, including a set of best practices within organisations for creating an environment for successful projects. The module provides students with a contemporary and comprehensive knowledge base on how to develop project management as an organisational practice.

Financial Reporting and Analysis (MBA5928)

Students will gain a coherent understanding of financial reporting and good corporate governance and will have a comprehensive and systematic knowledge base and skills that will enable them to make informed strategic business decisions based on the information contained in the financial reports and to interpret the analysed information. Students will further understand and be able to apply the regulatory framework for the preparation and presentation of financial statements. Lastly, students will be able to interpret and critically analyse corporate financial statements and reports, reflecting on the limitations of both published accounts and standard analytical techniques in the course of their MBA studies.

MASTER OF BUSINESS ADMINISTRATION (MBA)

Electives (Continued)

Strategic Supply Chain Management (MBA5927)

The purpose of the learning in this module is to provide students with competencies in order to function effectively in senior and executive management positions. More specifically, the purpose of the module is to empower students to gain the knowledge, values, attitudes, skills and competencies required to effectively manage and lead complex supply chains in any industry sector. Students are able to lead and manage individuals and teams and contribute to the effective and sustainable performance of complex supply chains.

Operations Management (MBA5926)

The purpose of the learning in this module is to enable students to manage the operations of an organisation, whether it is a service or a manufacturing organisation. Students will be able to make recommendations to organisations on how to improve productivity, increase responsiveness, provide more choice to the customer, and deliver higher quality standards of products or services. The purpose of learning in this module is also to enable students to rigorously analyse business processes and to make recommendations on how to improve them.

Strategic Sustainable Marketing (MBA5910)

The purpose of the learning is to equip students with a coherent, contemporary and comprehensive understanding of how the triple bottom line principles of sustainability are becoming an integral part of marketing strategies. The aim of the module is to develop students' ability to develop marketing strategies that maximise the organisation's performance and create sustainable and responsible value.

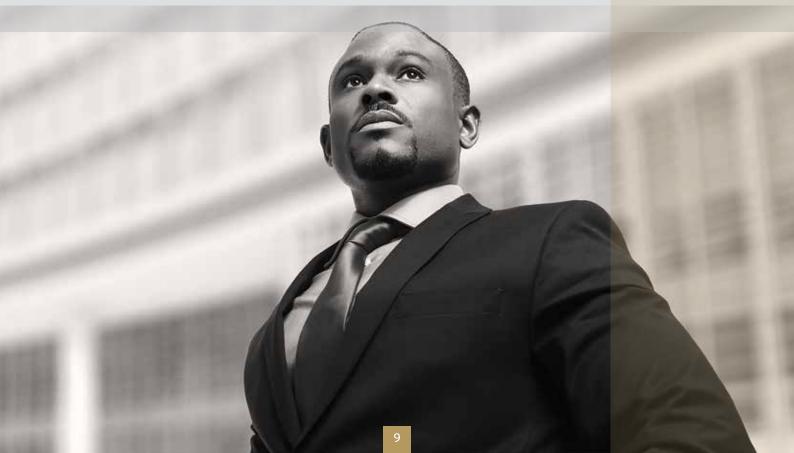
Students will acquire the knowledge and skills to:

- interpret and critically analyse the role of sustainable marketing strategies in creating sustainable value
- identify, analyse and evaluate challenges, risks and opportunities relating to business environment and socioecological issues
- apply contemporary knowledge on how to segment and target sustainable markets and position sustainable products
- develop and implement sustainability marketing mix to create value
- demonstrate a comprehensive understanding of limitations of conventional measurements of marketing performance and of contemporary issues relating to performance measurements of sustainable marketing

Strategy in a Global Context (MBA5907)

Students will be able to gain a coherent understanding of the global business environment and will acquire a comprehensive and systematic knowledge base and skills that will enable them to make informed strategic business decisions in a complex and dynamic global business environment, and to take advantage of international business opportunities that arise from changing global market needs, as well as the globalisation of markets and the globalisation of production. Students will be able to appreciate the role of global leadership in the global business environment, and demonstrate their ability to decide on and develop strategies to compete successfully in increasingly competitive and dynamic global markets.





MASTER OF BUSINESS ADMINISTRATION (MBA)

Electives (Continued)

Advanced Labour Law (MBA5906)

The purpose of this learning is to provide students with a systematic knowledge base and a comprehensive understanding of the practical implications and implementation of labour law and the law of contract applicable to the employment relationship. This will ensure that students are well equipped with the competencies to manage employment relations, both individually and collectively.

A systematic knowledge base of dispute resolution procedures applicable in the employment relationship and their practical use and implementation, will enable students to effectively manage dispute resolution processes such as arbitration and mediation.

Students will gain a comprehensive practical knowledge base of the implications of labour law and the various obligations that arise from this for both employer and employee, from the stage before hiring all the way through to the termination of the employment contract and beyond.

2nd Year

Integrated Management Project (Research Report) (and two electives if not taken in the second semester of the first year).

Formative Assessment

Assessment of students' competence will be based on an integrated assessment approach, comprising a variety of activities in each module.

Summative Assessment

Alternative assessment methods (e.g. venue based or take-home examinations) will be used to assess the student's competence, with the exception of the integrated management project, which requires the completion of a research report.



Distance Learning System

Study material, contact with the SBL, academics and fellow students are provided through this system, 24 hours a day. Assignments are submitted electronically. Students will work on common projects, share ideas, information and understanding, and create new ideas or solutions. Using the system means that distance between students, members of their group and the SBL becomes irrelevant.

Advantages of the distance learning system over conventional printed materials:

- It improves access to the programme
- It teaches students more about business in conjunction with the latest computer technology
- Students acquire knowledge about technology and how to utilise it in the different business environments
- It allows for efficient communication
- It is an environmentally-friendly system

Requirements: Distance Learning System

Students are required to have access to a computer and the Internet with Microsoft Office, Adobe Reader, Internet Explorer, Internet Explorer 7 or higher, Firefox or Safari.

In the interest of speed of contact, quality of delivery, and of developing a truly computer literate manager, all students are strongly encouraged to make use of the SBL distance learning system.

Language Medium

Prescribed material is available in English. Students should submit assignments and complete examinations in English.

Application for Admission

Application for admission must be made from September each year. Successful students will be notified by email not later than the end of January of the following year.

Adequate progress and re-registration

For the duration of the student's study he/she must re-register annually before the stipulated date. Re-registration at the SBL may be refused in any year on the grounds of inadequate progress and poor performance.

Concurrent registration

Concurrent registration at two or more universities is not permitted without the permission of all universities.

Programme Starting Dates

This programme will commence in January each year.

Completion of Qualification

Students will have a maximum of three years to complete the MBA degree curriculum successfully. A student may apply for one additional year of study to the Registar. After this time the student will be removed from the SBL system. Upon completion of the programme, a student will receive the Master of Business Administration, conferred by the University of South Africa.



2016 FEE STRUCTURE AND APPLICATION OF UNISA FINANCIAL POLICIES

Fees Office:

Tel: 011 652 0221/0226/0243/0312

Email: SBLFinance@unisa.ac.za

Student fees are broken down into the following:

- 1. Application fee
- 2. Acceptance deposit
- 3. Tuition fees
- 4. Additional fees for students residing outside of SA and outside of Africa
- 5. Miscellaneous fees

Application fees:

R160 is payable for application.

Notes:

Please note that application fees are non-refundable. Paying an application fee does not mean that your application will be successful.

The application fee may be paid by electronic fund transfer (EFT)/credit card or cash deposit at your nearest bank. Please note that Unisa SBL is a cashless environment.

Bursars (sponsors) can request tax invoices or pro-forma fees once a copy of the bursary (sponsorship) award letter has been forwarded to the Fees Office.

Total provisional tuition fees need to be settled at the following intervals:

MBA 1				
On registration	50% of tuition	R 41 377		
15 May 2016	25% of tuition	R 20 688		
15 August 2016	25% of tuition	R 20 690		
TOTAL		R 82 755		

MBA 2				
On registration	50% of tuition	R 31 095		
15 May 2016	25% of tuition	R 15 548		
15 August 2016	25% of tuition	R 15 548		
TOTAL		R 62 191		

Acceptance/registration fees:

MBA 1 (2016) R 41 377 MBA 2 (2017) R 31 095

Notes:

The acceptance fee is payable on/or before registration. No registration will be processed if this registration fee is not settled. Kindly note the bursar (sponsorship) letter is not sufficient for registration.

Total Tuition Fees (including the acceptance fee):

Tuition fees cover the following: study schools, tutorials, library access and ordinary university examinations.

Please note that the 2016 fees have yet to be approved by the University Council. Applicants can use the provisional schedule of 2016 fees as a guideline. The fees remain provisional until Council approval later in the year.

2016 FEE STRUCTURE (continued)

Study Material

Students should source their prescribed books from Unisa-approved booksellers.

Withdrawal from Programme

Subject to Section 12(2) of the Consumer Protection Act, a cancellation fee is payable as follows:

Registered students who wish to withdraw from any SBL programme or offering for any reason must do so in writing to the Programme Administrator. Failure to do so will result in the student being liable for the full tuition fees of the programme.

Notes:

Withdrawal **before** the programme commencement date will be refunded in full.

Withdrawal **after** the programme commencement date **but before 15 May** will result in a liability equal to 50% of tuition fees. Withdrawal **after** the programme commencement date **but before 15 August** will result in a liability equal to 75% of tuition fees. Withdrawal **after** the programme commencement date **but after 15 August** will result in a liability equal to 100% of tuition fees.

Additional fees for students residing outside of SA and outside of Africa (foreign levies):

Please contact the Fees Office for these costs.

Miscellaneous Fees:

Please contact the Fees Office for these costs.

These include but are not limited to various charges such as supplementary exam fees, re-mark, re-check, mark audit and library fees, and could be levied during the course of the academic year. Such charges often appear late in the year, it is therefore the student's responsibility to check for these charges to avoid financial penalties.

Financial blocks and cancellations:

Unsettled accounts are subject to financial blocks or/and cancellations. Accounts that are cancelled or blocked will not have access to results on the SBL's electronic delivery system. Unsettled fees will be handed over for collection, and the student will be liable for legal costs of recovery. This has the potential of adversely affecting the delinquent student's credit profile.

Failure to settle fees in full:

Should a student fail to settle all outstanding amounts the student risks the following financial penalties:

- He/she will be unable to access his/her statement of results.
- He/she will not be allowed to form part of the graduation.
- He/she will not be accepted into the next academic year of study.
- He/she runs a risk of being handed over to a third party for collection of outstanding amounts.

PAYMENT DETAILS

1. Individual Students Only (Unisa Student Deposits)

Cash Deposits

Beneficiary Unisa Student Deposits

Bank Standard Bank

Account Nr 096R Branch Code 010645

Reference Student nr 3000774039

NB: Leave one space open between student number and allocation

Electronic Fund Transfers

Unisa is listed as a COMPANY beneficiary (select from your bank's list of preapproved company beneficiaries)

Reference Student nr 3000774039

Credit Card Payments – (Credit cards are restricted to Visa and MasterCard. Credit card payments are accepted if you pay
or register in person at Unisa SBL in Midrand)

The preferred method of payment for national or international students is via the Unisa website. The web payment link is as follows:

https://registration.unisa.ac.za/info/payment/index.html

Reference Student nr 3000774039

2. Corporate Clients/Bulk Payments

Beneficiary Unisa

Bank Standard Bank Account Nr 011554622 Branch Code 010645

Reference 3000774039 Company Name

NB: For bulk payments: the proof of payment, a list of students with student numbers and amounts to be allocated per student should be e-mailed to **SBLfinance@unisa.ac.za** This will facilitate quick allocation of payments to the relevant students' accounts.

3. Foreign Students

Beneficiary Unisa
Bank Standard Bank
Account Nr 011554622
Branch Code 010645
Swift Code Sbzazajj

Reference Student nr 3000774039

4. myUnisa payments

For existing students: follow the payment link by logging onto your myUnisa platform.

https://my.unisa.ac.za/portal

To facilitate quick and correct allocation of payments to student accounts, please ensure that the correct referencing is used.

Sponsorship (bursar) letter and tax invoices

To facilitate preparation, companies sponsoring students must provide a bursar/sponsorship letter in order to be furnished with a tax invoice. The bursar/sponsorship letter must include the following information:

- A. A letter of sponsorship wherein the sponsor unequivocally assumes financial liability for the total or stated amount of the cost of studying. On the basis of a sponsorship letter, Unisa SBL will hold the sponsor legally responsible for the amount in the letter even if a cohort terminates his/her relationship with the sponsor. Unisa/SBL reserves the right to require a **Memorandum of Agreement** to obtain the condition above.
- B. Full trading name of organisation
- C. Postal address of organisation
- D. VAT Number (if exempted, please indicate)
- E. Full name and official title of account representative
- F. Cost or amount for which the organisation is responsible
- G. Full name of each student and student number (the national ID number if student number has not been issued)
- H. Fax number or email address where a copy of invoice may be sent to
- I. Bursar/Sponsorship letter should be on the company's official letterhead

MBA Application for Admission January 2016

For Office Use Only

Submit completed form of MBA Applications: Unisa Courier or personal delive Corner Janadel and Alexa NB: Read this before concepted this form of the NB and the second of the See 25 A-H on the new Programme fees are payoration of the No application cancepted in the Surname, initials, title (eg. 2. (i) Full names	Graduate School of Busteries must be made to the andra Avenues, Midrand, inpleting the form. Form WITH A BLACK PER ext page able as set out in the browse been finalised, the studer in the finalised unless the standard process of the student in th	iness Leadershiphe physical addr 1685. IN AND WRITE ochure (NO VAT at will be liable fo	(SBL), Press: MBA IN BLOG PAYABL pr payme	O Box 392, A Application CK LETTERS E) nt of all fees	Unisa, 0003 s, Unisa SBI and will not	L, A) liability
(ii) Preferred name								
3. Maiden name and/or pr	evious surnames							
	st be submitted if surname	on certificate or	D differs)					
4. Date of birth		D D	J diners)		Male		Female	
5. Identity number				Pa	assport No.			
6. Physical disabilities	(i) None	(ii) Other (sp	ecify)					
7. Contact details	Tel (h)	()						
8. Email address: 9. Physical address	Cellphone Fax	() () Po:	stal addres	SS				
Contact No. (office hour	Postal Code				Posta	al Code		
10. Employer								
11. Job title								
12. Country of your postal	address (if not SA)							
13. Home language								
Your replies to questions 14	4-1 / are required for statis	tical purposes onl	У					
14. Nationality								
15. Population group								
16. Occupation								
17. Economic sector	and a color at 1 letter are an ex-			C. de cate		V	l NI	
18. Have you registered pr			or Turther	stuay!		Yes	No	
19. Highest qualification(s)	attained (piease enclose p	1001)						
Institution(s) (eg Unisa, UP, NCP)	Degree(s)/diploma(s) (eg BA, BA HONS, HED)	Year(s) (eg 94-96		Stud numb			completed, ate year(s)	



- 20. Qualification code (supplied for your convenience): 97837
- 21. You will be registered for all first MBA modules unless otherwise stated in your acceptance letter.
- 22. Details of payment (cheques should be made payable to Unisa)

The preferred method of payment for national or international students is via the Unisa website. The web payment link is as follows:

https://registration.unisa.ac.za/info/payment/index.html

23. By signing this form, in accordance with the rules set out in myRegistration brochure, I hereby licence the University of South Africa to reproduce, in any manner or form, and disseminate for archival, teaching and research purposes a dissertation or thesis, or any part of it, that I may complete for the degree for which I am registering. (Exemption from this licence may, under special circumstances, be requested in an accompanying letter.)

FOR OFFICE USE ONLY

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FOR OFFICE USE ONLY

YES NO

Application for exemption

Syllabi submitted

Exemption granted

Modules exempted

- 24. Declaration and undertaking: I declare that all the particulars furnished by me are true and correct, and I undertake to comply with the rules, regulations and decisions of the University, and any amendments thereto, and have note of advice which may be applicable to applicants in general and/or to the field of study for which I am registered.
- 25. Please include the following documents with the completed and signed application form. Failure to submit these documents with your application form will result in your application not being processed.

Please note that the application fee is non-refundable.

- A. R160 application fee.
- B. Complete history of employment career (on a separate page, use the following guidelines and list all your full-time positions, starting with the most recent)
 - · Firm/employer
 - · Nature of business
 - · Date of assumption and termination of service
 - · Applicant's job title (eg Managing Director)
 - · Your duties
- C. A two-page double-spaced document motivating why you want to obtain an MBA degree. You have to certify that this motivation is your own work and prepared solely by you for the application process.
- D. A recommendation letter from your employer which supports your application selection and acknowledging your study obligations, using the guidelines below.
 - · Name of employer
 - · Job title (eg Managing Director)
 - $\cdot \ Company$
 - · Address
 - · Recommendation
 - $\cdot \ Acknowledgement$
 - · Signature

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- E. Original documentary proof of at least three years' appropriate managerial work experience (eg a letter from your employer on an official letterhead), indicating your period of service or a certificate of service. If you operate your own business, the statement can be made by your auditor, accountant, attorney or partner.
- F. Also include certified copies of bachelor's degree(s) and certificate(s).
- G. A certified copy of your transcript, indicating the symbol or percentage obtained for each paper. (A transcript is a declaration issued and signed by the Registrar of a University, indicating all papers passed or failed (with percentages/symbols), and indicating whether or not the qualification was completed.) Foreign qualifications must be evaluated by SAOA before being sent to the SBL.
- H. Certified copy of Identity Document or Passport. (Copy of driver's licence is NOT acceptable.)
- **26.** Your signature on the application for selection form implies that:
 - · The required documents are included with the application for admission
 - You declare that you will obey the rules of the university
 - · You accept that the programme will be presented in English
- 27. A limited number of students are selected every year and it may happen that a person who meets all the above-mentioned requirements does not gain admission in a particular year.
- **28.** You will be notified regarding your acceptance by the end of February 2016.
- 29. NB: No faxed application forms and documents will be accepted. Misrepresentation on the form can result in immediate dismissal from the programme.

How did you hear about this programme?	
ave read and understand the financial policy pertaining to m	v enrolment in this programme, and accept that I am responsible for payment of the required fees stipulated.

APPLICANT'S SIGNATURE	DATE
ADMISSION APPROVED	DATE
FOR OFFICE USE ONLY	DAIE

Your personal information collected will be used solely for application purposes for the relevant programme offered by the UNISA Graduate School of Leadership. Your personal information will not be shared with any third party for direct marketing purposes.





Graduate School of Business Leadership (SBL)

University of South Africa

Client Information Centre

Telephone: +27 11 652 0214/0000 **Fax:** +27 11 652 0299 · **Email:** sbl@unisa.ac.za

Registrations Office

Telephone: +27 11 652 0290

Fax: 086 632 4095

Email: sblregistrations@unisa.ac.za
Website: www.unisa.ac.za/sbl

Postal Address: Unisa Graduate School of Business Leadership · PO Box 392, Unisa, 0003

Physical Address: Unisa Graduate School ofBusiness Leadership (SBL) Corner Janadel and Alexandra Avenues, Midrand, 1685 (Only for courier and personal deliveries)