



## *Master of Business Administration (MBA NQF9)*

**Building leaders who go beyond**



## 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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# MBA vs. MBL: What is the difference?

## Introduction

The Unisa Graduate School of Business Leadership (SBL) is the only business school in South Africa that offers both a Master of Business Administration (MBA) and a Master of Business Leadership (MBL). The MBL has a proud legacy, having been introduced in 1965 and since its inception, the SBL awards between 300-400 MBL degrees annually. Following market demand for an MBA, the SBL introduced a brand-new MBA in 2016. It is important to note the key differentiators between the two qualifications in order to make an informed choice about which programme will be best suited to help you achieve your career and personal development goals.

Key Differentiator	MBA	MBL
Purpose	<p><b>Focus:</b> General management</p> <p><b>Graduate attributes:</b> Innovative and dynamic managers that solve complex business problems through critical analysis.</p> <p><b>Philosophy:</b> Foster strategic, innovative and entrepreneurial thinking in a global business context.</p> <p><b>Work experience:</b> At least three years' professional/management experience at middle management level.</p>	<p><b>Focus:</b> Enhance leadership</p> <p><b>Graduate attributes:</b> Innovative, inspiring and visionary organisational leaders who value diversity in a team context.</p> <p><b>Philosophy:</b> Develop transformative personal, group, organisational and strategic leadership capabilities to meet the challenges of the 21<sup>st</sup> century.</p> <p><b>Work experience:</b> At least five years' professional/management experience at senior and executive management level.</p>
Subject focus	<p><b>Fundamentals:</b> General management</p> <p><b>Core:</b> Managing people and resources</p> <p><b>Electives:</b> Streams of specialisation with a greater focus on functional managerial aspects</p>	<p><b>Fundamentals:</b> General management</p> <p><b>Core:</b> Dynamic leadership</p> <p><b>Electives:</b> Streams of specialisation with a greater focus on dynamic leadership aspects</p>
Research component	Integrated management project	Strategic leadership project
Delivery mode	<ul style="list-style-type: none"> <li>• Online-driven</li> <li>• Individual and virtual teams</li> <li>• Tutors</li> </ul>	<ul style="list-style-type: none"> <li>• Blended (contact and online-driven)</li> <li>• Mandatory group participation</li> <li>• Mandatory study schools</li> </ul>
Assessment	Individual	Group and individual

# Master of Business Administration (MBA)

## Introduction

An MBA degree is regarded by many as the ticket to the C-suite. After all, you'd be hard-pressed to find a CEO who doesn't have one. An MBA prepares you for the sometimes intimidating corporate world. More than anything, an MBA is structured to turn a manager into a holistic leader capable of steering an organisation and its people towards success.

## What is the MBA?

The primary purpose of an MBA degree is to prepare you to become an innovative and dynamic manager 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, this qualification will enable you 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 minimum admission requirements:

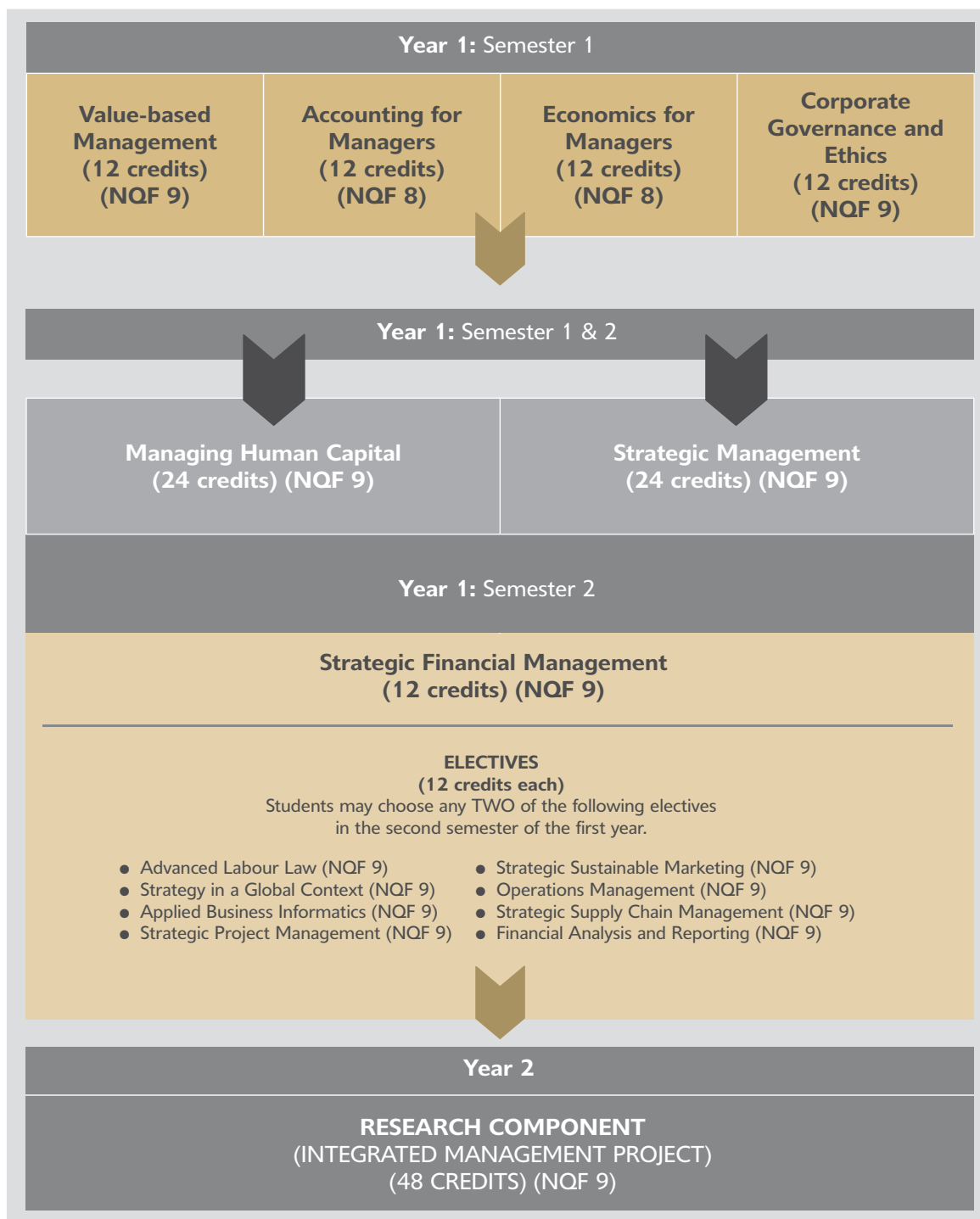
- Hold a Bachelor's Degree
- Hold a Bachelor Honours Degree, or a Postgraduate Diploma (minimum 120 credits), or a 480-credit Bachelor's Degree with a minimum of 96 credits at NQF level 8
- Have three years' managerial/professional experience
- Submit a letter, of no more than three pages, stating reasons for wishing to be admitted to the programme, accompanied by a Curriculum Vitae
- The applicant must be willing to undergo the prescribed selection process and pay the prescribed fee
- After being accepted for the MBA the applicant must successfully complete the SHL Admission Test
- Applicants will be notified regarding the requirements for the SHL test and prescribed fees. These fees are not included in the application fees

The Graduate School of Business Leadership may institute additional selection criteria as it deems necessary.



## How is the MBA structured?

The study period runs over two years and the programme is based on a combination of theoretical and applied content. The first year comprises compulsory core modules, as well as a choice of two electives in the second semester. The second year offers students the opportunity to integrate all learning experience through a research project. Students who successfully completed the Postgraduate Diploma in Business Administration, will be exempted from two modules, being Accounting for Managers and Economics for Managers.



# Master of Business Administration (MBA)

## Programme Modules

### Year 1: Semester 1

#### Accounting for Managers (MBA4807)

Students who complete this module will be able to interpret and evaluate different types of financial reports. Students will be able to 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 (MBA4801)

Students who complete this module will be able to analyse economics for managers with a view to making informed business decisions. This implies that they will be able 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.

#### Value-based Management (MBA5901)

Students who complete this module will be able to manage an organisation in a way that will increase market as well as the organisational value. Qualifying students will be able to identify and categorise the drivers of value, and develop and apply performance measures to manage sustainability in the organisation.

#### Corporate Governance and Ethics (MBA5902)

Students who complete this module will be able 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.

### Year 1: Semester 1 & 2

#### Managing Human Capital (MBA5904)

Students who complete this module will be able to manage the human capital function on a strategic level. They will gain comprehensive and systematic knowledge of: transformation of the current domain of HR; the HR value proposition and strategic HR management. They will also be able to masterfully manage the complexities of strategic HR management. Finally, upon completion of the module, students will be able to collect, analyse and plan according to predetermined HR metrics.

## Strategic Management (MBA5905)

Students who complete this module will be able to integrate the process, content and context in evaluating and developing strategies at the business and corporate level. They will be able to identify opportunities for strategic innovation, and will be able to make recommendations on strategy implementation. They will also be able to appreciate the role of strategic leadership in crafting and implementing strategies.

## Year 1: Semester 2

### Strategic Financial Management (MBA5903)

Students who complete this module will have a knowledge base of the regulatory framework for the preparation and presentation of financial statements. Upon completion, they will also have a firm knowledge base of strategic financial decision-making and management processes; 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.

### Electives

Students can choose any TWO of the following electives. These electives are offered in Year 1, Semester 2. An elective will only be offered if a minimum of 30 students are registered for the module.

### Applied Business Informatics (MBA5908)

Students who complete this module will be equipped with the necessary technical subject knowledge of the components of information systems and how they relate to a modern IT environment. Upon successful completion, students will also 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)

Students who complete this module will be equipped with a comprehensive and systematic knowledge base of strategic project management, including a set of best practices for creating an environment for successful projects. Students will have a contemporary and comprehensive knowledge base on how to develop project management as an organisational practice.

### Financial Reporting and Analysis (MBA5928)

Students who complete this module will have 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.



# Master of Business Administration (MBA)

## Electives (Continued)

### Strategic Supply Chain Management (MBA5927)

Students who complete this module will be empowered with the knowledge, values, attitudes, skills and competencies required to effectively manage and lead complex supply chains in any industry. They will be able to lead and manage individuals and teams and contribute to the effective and sustainable performance of complex supply chains.

### Operations Management (MBA5926)

Students who complete this module will be able to manage the operations of an organisation, whether it is a service or a manufacturing organisation. They 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. Upon completion they will further be able to rigorously analyse business processes and make recommendations on how to improve them.

### Strategic Sustainable Marketing (MBA5910)

Students who complete this module will be equipped with a coherent, contemporary and comprehensive understanding of how the triple bottom line principles of sustainability are becoming an integral part of marketing strategies. They will be able to develop marketing strategies that maximise the organisation's performance and create sustainable and responsible value.

### 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. They will also be able 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. They 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.

## Electives (Continued)

### Advanced Labour Law (MBA5906)

Students who complete this module will acquire a systematic knowledge base and 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.

## Year 2

### Integrated Management Project

Students have to complete their research report in the second year of their studies.

## Assessment

### Formative assessment

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

### Summative assessment

Students must, in one examination period, write examinations in all registered modules, except for where portfolios or take-home examinations are required.

## Exemptions

Students must be registered for the MBA programme before exemptions will be considered. Application for exemptions can be done up to 42 working days from registration. The outcome of the application can be expected within 90 days. Students applying for credits and exemptions for studies passed at other higher education institutions must do so on the prescribed form and in accordance with the rules and procedures for processing applications of exemptions.

The DSAR 4 form is available on myRegistration on the Unisa website.

A maximum of 50% of the credits of a completed qualification may be transferred to another qualification (Higher Education Qualifications Sub-Framework – HEQSF 2013).

## Virtual Learning Environment (VLE)

The SBL seeks to provide a practical learning experience for its students. For the MBA, the SBL has developed a unique educational structure based on online delivery. This method involves, to a large extent, independent study and learning that takes place through a number of delivery methods such as text, video and audio, as well as through interactions in a Virtual Learning Environment (VLE).

The VLE developed by the SBL to create opportunities for interaction between students and lecturers, is known as edsOnline. Students have access to this system 24 hours a day. 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 and the SBL becomes irrelevant.

## Requirements: Virtual Learning Environment (VLE)

For optimal use of the VLE, students are required to have access to a computer and the Internet with Microsoft Office, Adobe Reader, Internet Explorer 7 or higher, Firefox or Safari.

## Language medium

All SBL prescribed material is only available in English. Students will be required to submit assignments and do examinations in English.

## Application for admission

Application for admission must be made from 15 September to 30 November 2016.

Kindly visit the SBL website to apply for admission to the MBA: [www.unisa.ac.za/sbl](http://www.unisa.ac.za/sbl)

All correspondence will be done via email. Please ensure that all details are correctly recorded on the application form. Once admission is approved, student registration will take place from 3 January to 6 February 2017.



## Study material and required textbooks

Students are responsible for the purchasing of their own textbooks. No books will be distributed by the SBL. Study information is only available on the VLE and can be accessed after registration is finalised. Instructions on how to use the VLE system will be communicated to students after registration.

## Concurrent registration

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

## 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 Registrar. 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.

# 2017 Fee Structure and Application of Unisa Financial Policies

## MBA Fees 2017

### Application fees and administration levy

#### R160

Application fees are non-refundable. Paying an application fee does not mean that your application will be successful. The application fee may be paid via electronic fund transfer (EFT), by credit card or cash deposit at your nearest bank. Note that Unisa SBL is a cashless environment.

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

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

MBA 1		
Registration fee	50% of tuition	R46 643
15 May 2017	25% of tuition	R23 321
15 August 2017	25% of tuition	R23 321
<b>Total</b>		<b>R93 285</b>

The above structure excludes the cost of electives.

**Disclaimer:** The 2017 fees have yet to be approved by the University Council. The table above does not take into consideration a 7.69% increase, which will be confirmed once Council approval is received. Applicants can use the provisional schedule of 2016 (above) as a guideline. The fees remain provisional until Council approval later in the year.

The registration fee is payable on/or before registration. No registration will be processed if this registration fee is not settled. A bursar (sponsorship) letter will not be accepted as proof of payment.

For any finance-related enquiries, contact the Finance Office at:

Tel: 011 652 0226/0243/0312  
Email: [SBLfinance@unisa.ac.za](mailto:SBLfinance@unisa.ac.za)

### Total tuition fees (including registration fee)

Total tuition fees include:

- Study schools
- Tutorial classes
- Access to library
- Ordinary university examinations
- Excludes costs of second-year electives

#### R93 285

### Study material

Students should source their prescribed books from Unisa-approved booksellers. The list of booksellers will be available on the SBL website and the SBL Virtual Learning Environment (VLE).

## 2017 Fee Structure (Continued)

### 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.

#### January programme

- Withdrawal **before** the programme commencement date will be refunded in full.
- Withdrawal **after** the programme commencement date but before 15 May 2017 will result in a liability equal to 50% of tuition fees.
- Withdrawal **after** the programme commencement date but before 15 August 2017 will result in a liability equal to 75% of tuition fees.
- Withdrawal **after** the programme commencement date but after 15 August 2017 will result in a liability equal to 100% of tuition fees.

#### June programme

- Withdrawal **before** the programme commencement date will be refunded in full.
- Withdrawal **after** the programme commencement date but before 15 August 2017 will result in a liability equal to 50% of tuition fees.
- Withdrawal **after** the programme commencement date but before 15 March 2018 will result in a liability equal to 75% of tuition fees.
- Withdrawal **after** the programme commencement date but after 15 March 2018 will result in a liability equal to 100% of tuition fees.

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

Please contact the Finance Office for more information on what these costs entail.

### Miscellaneous fees

These include but are not limited to various charges such as supplementary exam fees, re-mark, re-check, mark audit and library fees that 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 and/or cancellations. Students whose accounts are cancelled or blocked will not have access to their statement of results. Unsettled fees will be handed over for collection, and the student will be liable for legal costs of recovery.

### Failure to settle fees in full

Students who failed to settle all outstanding amounts will not be accepted into the next academic year of study, or if the student is in the final year, participate in the graduation.

# Payment Details

## Payment details

Individual Students Only (Unisa student deposits)

- **Cash Deposits**

Beneficiary: Unisa Student Deposits  
Bank: Standard Bank  
Account Nr: 096R  
Branch Code: 010645  
Reference: your student nr + 3000774039

**NB: Leave one space between your student number and the allocation number (3000774039)**

- **Electronic Fund Transfers**

Unisa is listed as a COMPANY beneficiary (select from your bank's list of preapproved company beneficiaries)  
Reference: your student nr + 30000774039

**NB: Leave one space between your student number and the allocation number (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: your student nr + 30000774039

**NB: Leave one space between your student number and the allocation number (3000774039)**

### **Corporate Clients/Bulk Payments**

Beneficiary: Unisa Student Deposits  
Bank: Standard Bank  
Account Nr: 011554622  
Branch Code: 010645  
Reference: company name + 30000774039

**NB: Leave one space between the company name and the allocation number (30000774039)**

Proof of payment for bulk registrations should include a list of students with student numbers and amounts to be allocated per student and should be emailed to [SBLfinance@unisa.ac.za](mailto:SBLfinance@unisa.ac.za)  
This will facilitate quick allocation of payments to the relevant student's account.

## Foreign Students

Beneficiary: Unisa Student Deposits  
Bank: Standard Bank  
Account Nr: 011554622  
Branch Code: 010645  
Swift Code SBZAZAJJ  
Reference your student nr + 3000774039

## myUnisa payments

For existing students: use 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 reference number is used.

## Sponsorship (bursar) letter and tax invoices

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

- A letter of sponsorship wherein the sponsor unequivocally assumes financial liability for the total or stated amount of the tuition fees. On the basis of a sponsorship letter, Unisa SBL will hold the sponsor legally responsible for the amount in the letter if a student terminates his/her relationship with the sponsor. Unisa SBL reserves the right to request a Memorandum of Agreement to obtain the condition above.
- Full trading name of organisation.
- Postal and physical address of organisation.
- VAT Number (if exempt, please indicate).
- Full name, official title and contact details of the account representative.
- Cost or amount for which the organisation is responsible.
- Full name of each student and student number (the national ID number if student number has not been issued).
- Email address where a copy of invoice may be sent to.
- Bursar/sponsorship letter should be on the organisation's official letterhead.





**Graduate School of Business Leadership (SBL)**

University of South Africa

**Client Information Centre**

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**Fax:** +27 11 652 0299 · **Email:** [sbl@unisa.ac.za](mailto:sbl@unisa.ac.za)

**Registrations Office**

**Telephone:** +27 11 652 0290

**Fax:** 086 632 4095

**Email:** [sbregistrations@unisa.ac.za](mailto:sbregistrations@unisa.ac.za)

**Website:** [www.unisa.ac.za/sbl](http://www.unisa.ac.za/sbl)

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

**Physical Address:** Unisa Graduate School of Business Leadership (SBL)

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*(Only for courier and personal deliveries)*