



Master of Business Leadership (MBL 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."

Content



Key differentiators: SBL Master of Business Management
and Master of Business Leadership

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

MASTER OF BUSINESS LEADERSHIP (MBL) (NQF9)



Master of Business Leadership (MBL)

Introduction

"A leader is one who knows the way, goes the way and shows the way." – John C Maxwell

When there is competent leadership within organisations, those organisations thrive. The Master of Business Leadership (MBL) provides professional management development at postgraduate level with particular emphasis on the theory as well as the practice of leadership. The programme is geared towards developing the leadership qualities of managers and empowering them to become competent, confident leaders.

What is the MBL?

The MBL is a professional, two-year, postgraduate management development programme, which is offered on a largely distance learning platform. This distributed learning model offers a special learning opportunity and a unique self-development programme to graduates who want to follow management careers in the private and public sectors. Its unique structure incorporates contact with academics and groups and also makes provision for individual work. The multimedia interaction through the virtual learning environment, enhances the learning experience.

The resulting Master's degree equips the student with the skills to make a meaningful contribution in the management of both public and private sector organisations.

Admission Requirements

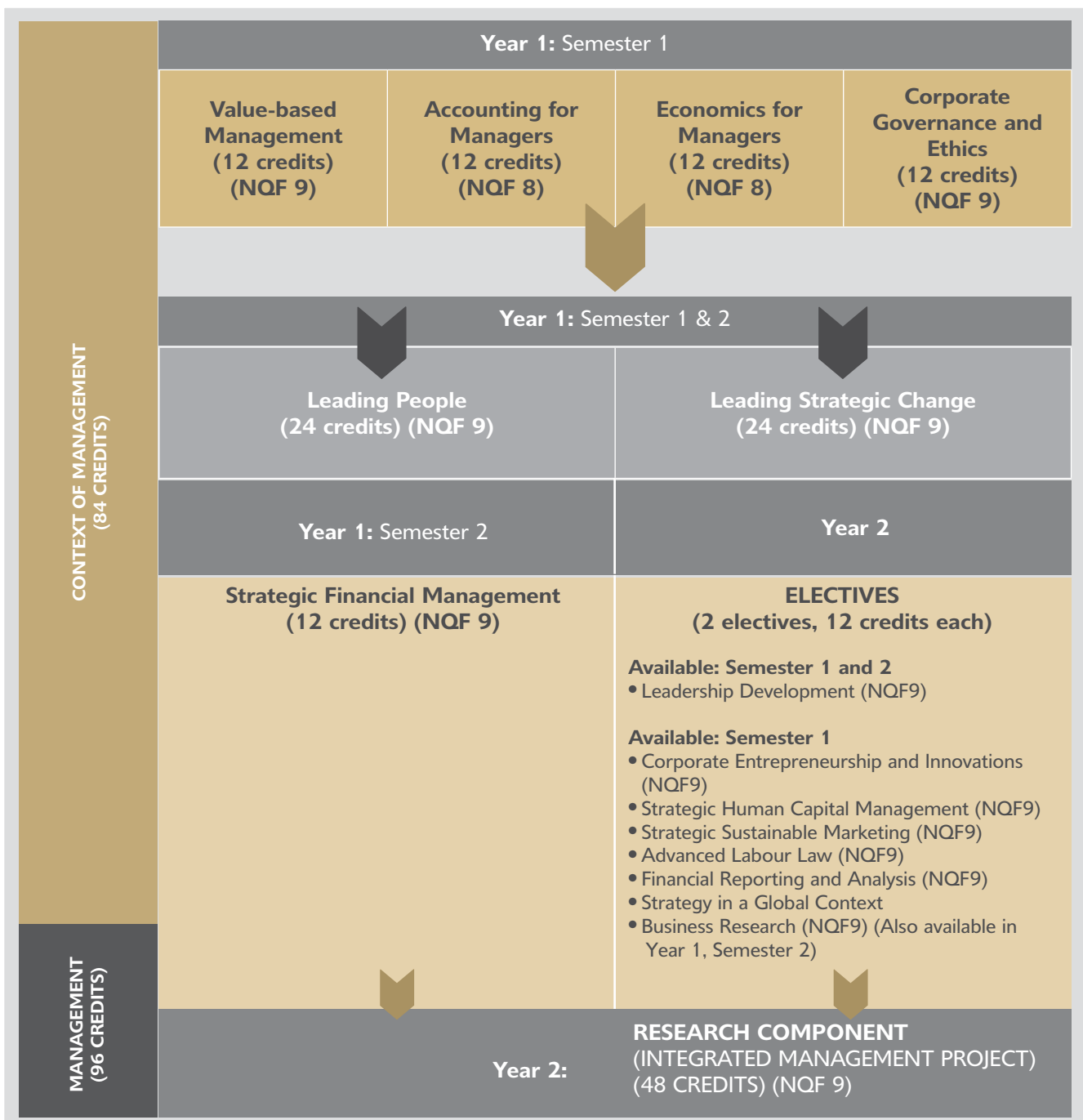
In order to be considered for admission to the MBL programme, candidates must fulfil the following admission requirements as a minimum:

- Hold a Bachelor's degree
- 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
- Have five years' professional/managerial experience
- Submit a letter, of no more than three pages, giving 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.
- 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 MBL structured?

The study period runs over two years and the programme is based on a combination of theoretical and applied content. The first year consists of compulsory core modules. The second year offers students the opportunity to integrate all learning experiences through a research project, as well as a choice of two elective modules available in the first Semester. The Leadership Development module is available in both Semesters in the second year. The Business Research module is also available in Year 1, Semester 2 and it is recommended that students select this module in the first year. Students who successfully completed the Postgraduate Diploma in Business Administration, will be exempted from two modules, being Accounting for Managers and Economics for Managers.



Programme Modules

Year 1: Semester 1

Accounting for Managers (MBL 4807)

Students who complete this module will be able to interpret and evaluate the different 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 (MBL 4801)

Students who complete this module will be able to analyse Economics for Managers with a view to making informed business decisions. 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 (MBL 5901)

Students who complete this module will be able to manage an organisation in a way that will increase the value for the market and the organisation. They 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 sustainability in the organisation.

Corporate Governance and Ethics (MBL 5902)

Students who complete this module will be able to make ethical and sustainable business decisions. They will be able to evaluate business decisions on the basis of their ethicality and sustainability, and make recommendations to organisations about business ethics and corporate governance.

Master of Business Leadership (MBL)

Year 1: Semester 1 and 2

Leading People (MBL 5904)

Students who complete this module will be able to manage themselves, to lead others (teams/groups) and manage organisational dynamics. They will be able to lead the human capital function in the organisation effectively.

Leading Strategic Change (MBL 5905)

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. Students will be able to identify opportunities for strategic innovation, and will be able to make recommendations on strategy implementation.

They will be able to appreciate the role of strategic leadership in crafting and implementing strategies.

Year 1: Semester 2

Strategic Financial Management

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 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.

Year 2

Strategic Leadership Project (Research Report) (MBL 5913)

Students who complete this module will be able to conduct applied research within organisations or industries of their choice and to identify and address opportunities for organisational change. Qualifying students will be able to apply business analytical techniques and theoretical frameworks from a wide range of disciplines to investigate and identify a need for organisational change. Students will be able to use theoretical change management frameworks to propose ways of addressing the need for strategic leadership and change management, and to report their findings in a professional management report. Students will show that they are able to draw on a variety of techniques and functional management disciplines in their investigation and proposed solution.

Electives

Students can choose any TWO of the following electives in their second year, Semester 1. The Leadership Development module is, however, offered in both semesters. An elective is only offered if a minimum of 30 students are registered for the module.

Leadership Development (MBL 5908)

The purpose of this module is to enable students to effectively play a leadership role in managing organisations.

Corporate Entrepreneurship and Innovation (MBL 5911)

Students who complete this module will be able to identify the need and opportunities for entrepreneurial orientation and innovation in organisations operating in increasingly dynamic and competitive global business environments. Students will be able to identify career-related opportunities for entrepreneurship in their organisations. They will also be able to relate the need for an importance of entrepreneurship to corporate settings – conforming to corporate entrepreneurship or intrapreneurship. Students will further be able to demonstrate the relationship between entrepreneurship/intrapreneurship, innovation and strategy in organisations, how to cultivate an entrepreneurial mindset and how to develop an entrepreneurial vision for an organisation. The ability to develop a strategy for entrepreneurship or intrapreneurship is a further purpose of this module.

Strategic Human Capital Management (MBL 5909)

Students who complete this module will be able to manage the human capital function on a strategic level.

Strategic Sustainable Marketing (MBL 5910)

Students who complete this module will have 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 a firm's performance and create sustainable and responsible value.

Strategy in a Global Context (MBL 5907)

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.

Advanced Labour Law (MBL 5906)

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.

Financial Reporting and Analysis (MBL 5928)

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 in the course of their MBL studies.

Master of Business Leadership (MBL)

Business Research (MBL 5912)

Students who complete this module will be able to conduct high-quality business and management research either as practitioners or academics. They will be able to apply a range of research methods and techniques in a practical environment. They will be able to apply the spectrum of research methods including statistical analysis of data and the theory to the analysis of data. Although the module is not compulsory, it is recommended that students enrol for the module as it will assist them when completing the research project. It is also advantageous for those wishing to pursue a doctoral degree.

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.

Study schools

All study schools are held in Midrand and attendance is compulsory. Students are responsible for their own accommodation, travel arrangements and expenses incurred while attending the study school.

Interactive study groups

Each student is allocated to a study group comprising four or more members in a specific geographical area. International students as well as students residing in remote areas will be allocated to 'virtual groups', which will function largely by using electronic media such as the virtual learning environment.

Exemptions

Students must be registered for the MBL 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. This DSAR 4form 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 MBL, 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, members of their group 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. Successful students will be notified by email not later than end of January of the following year.

Kindly visit the SBL website to apply for admission to the MBL: 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 December to mid-January.

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 MBL 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 Leadership, conferred by the University of South Africa.

2017 Fee Structure and Application of Unisa Financial Policies

MBL 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 Fees Office.

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

MBL 1 OPTION 1		
Registration fee	50% of tuition	R58 333
15 May 2017	25% of tuition	R29 167
15 August 2017	25% of tuition	R29 166
Total		R116 666

MBL 1 OPTION 2		
Registration fee	50% of tuition	R52 500
15 May 2017	25% of tuition	R26 250
15 August 2017	25% of tuition	R26 250
Total		R105 000

Option 1: If the student chooses to do the Business Research Elective module in Year 1.

Option 2: If student chooses to do both electives in Year 2.

Disclaimer: The 2017 fees have yet to be approved by the University Council. Applicants can use the provisional schedule of 2017 (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 0221/0226/0243/0312

Email: SBLFinance@unisa.ac.za

Total tuition fees (including registration fee)

Total tuition fees include:

- Study schools
- Tutorial classes
- Access to library
- Ordinary university examinations

Option 1 R116 666 Option 2 R105 000

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).

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.

- 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.

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

Please contact the Fees Office for more information of 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 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 you bank's list of preapproved company beneficiaries)
Reference Your Student Nr + 3000774039

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 + 3000774039

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 + 3000774039

NB: Leave one space between the allocation number (3000774039) and the company name

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.
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

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: sbregistrations@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 of Business Leadership (SBL)

Corner Janadel and Alexandra Avenues, Midrand, 1685

(Only for courier and personal deliveries)