INFORMATION ON THE HONOURS, MASTER’S AND DOCTORAL DEGREES IN BUSINESS MANAGEMENT
# UNIVERSITY OF SOUTH AFRICA

**INFORMATION ON THE HONOURS, MASTER’S AND DOCTORAL DEGREES IN BUSINESS MANAGEMENT**

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More information regarding the general rules for admission to postgraduate studies, and the application and registration processes can be obtained from www.unisa.ac.za
1 INTRODUCTION

The Departments in Business Management (Business Management, Human Resource Management, Marketing Management, and Finance, Risk Management and Banking) are only too aware of the negative influence of the shortage of managerial expertise on economic growth in South Africa. For this reason the Departments are not only presenting seven specialised BCom degrees at undergraduate level but also offer a wide range of postgraduate papers in different fields of management.

In the Honours degree, these courses mainly expose people at higher levels of management to advanced management concepts. In the case of Master’s and Doctoral programmes, the inquisitive student is afforded the opportunity to do research under the guidance of distinguished South African and foreign professors in the field of Business Management. This research, which leads to a MCom, MAdmin, DCom or DAdmin, also makes an important contribution to the field of Business Management.

The Departments offer the following postgraduate qualifications in Business Management:

- The Honours BCom in Business Management
- The Honours BAdmin in Business Management
- The MCom and MAdmin in Business Management
- The DCom and DAdmin in Business Management
2 OBJECTIVE OF THE HONOURS DEGREE IN BUSINESS MANAGEMENT

To help satisfy the need for trained managers, the honours degree in Business Management is subdivided into different areas of specialisation. Subjects that are currently offered are General Management, Purchasing Management, Marketing Management, Financial Management, Human Resources and Industrial Relations Management and Operations Management. Highly specialised papers in Risk Management and International Business, as well as Information Management are also offered.

Please note that 2011 will most likely be the last year of first registration for the current curriculum – a new curriculum and new entry requirements will be introduced with effect from 2012 (Department of Higher Education and Training approval and Council for Higher Education accreditation pending).

3 ADMISSION TO THE STUDY OF THE HONOURS BCom DEGREE IN BUSINESS MANAGEMENT

In order to gain admission to this degree a student must satisfy one of the following conditions:

• Be in possession of a BCom or BCompt degree, or another approved degree in the Economics or Management Sciences and must have passed Business Management III or equivalent

• Be in possession of another degree, but must have passed at least the following BCom courses
  - Accounting I or Accounting IA
  - Economics I
  - Business Management I, II and III

• Have a Certificate in the Theory of Accounting at a recognised University and also have a CA (SA) or qualify for
it, and must also have passed the following:
- Economics I
- Business Management I, II and III

4 ADMISSION TO THE STUDY OF THE HONOURS BAdmin DEGREE IN BUSINESS MANAGEMENT

In order to gain admission to this degree a student must be in possession of the BAdmin degree and must have passed Business Management III or equivalent.

5 SELECTING THE PAPERS FOR THE HONOURS DEGREE IN BUSINESS MANAGEMENT

The curriculum comprises five one-year modules (also called papers). Students have the choice of pursuing one of two options when registering for the BCom Honours in Business Management, namely:

- A general honours degree (see 5.1) or
- A specialised honours degree (see 5.2)

STUDENTS MUST ENSURE THAT THEY HAVE ADEQUATE BACKGROUND KNOWLEDGE OF THE PAPER THEY WISH TO OFFER

* The abbreviated syllabi for the modules of the B Com Hons Business Management is presented in Appendix A (p. 24)
5.1 GENERAL HONOURS DEGREE (05207 ALG)

The papers Strategic Management (STRBESC) and Business Research (CBURESX) are compulsory.

Any three papers may be chosen from any of the seven groups below:

**Group 1:** General Management

- **Paper 1.1:** Strategic Management (STRBESC) *(Compulsory)*
- **Paper 1.2:** The management of organisational change and renewal (ORGREN5)
- **Paper 1.3:** International Business (INTBUSL)
- **Paper 1.4:** Information Management (INFMANA)

**Group 2:** Purchasing Management

- **Paper 2.1:** Supply Chain Management (SCHAINY)

**Group 3:** Marketing Management

- **Paper 3.1:** Advanced strategic marketing issues (STRMAR6)
- **Paper 3.2:** Cybermarketing (CYBMARH)

**Group 4:** Financial Management

- **Paper 4.1:** Advanced problems of business finance (FINVRAJ)
- **Paper 4.2:** Investments: derivatives (INV4802)
- **Paper 4.3:** International financial Management (IFIMANB)
- **Paper 4.4:** Operational risk management (ORM4801)
A student may take one paper prescribed for the Honours BCom degree in Economics, subject to the admission requirements and restrictions for the Honours BCom degree in Economics, or one honours paper in the College of Economic and Management Sciences from another related subject in which the student has passed the final course, with the approval of the Heads of the Schools/Departments concerned.

## 5.2 SPECIALISATION DEGREES

### STUDENTS REGISTERING FOR AN HONOURS BCom DEGREE IN ONE OF THE FOUR AREAS OF BUSINESS MANAGEMENT SPECIALISATION MUST HAVE COMPLETED AT LEAST ONE UNDERGRADUATE MODULE AT THE THIRD LEVEL IN THEIR CHOSEN AREA OF SPECIALISATION

The following four specialisation degrees are offered:
- General Management
- Marketing Management
- Financial Management
- Human Resource Management
A student may choose one specialisation area:

**Group 1:** General Management specialisation (05207 GEN)

- Paper 1.1: Strategic Management (STRBESC) *(Compulsory)*
- Paper 1.2: The Management of organisational change and renewal (ORGRE5) *(Compulsory)*
- Paper 1.3: International Business (INTBUSL) *(Compulsory)*
- Paper 1.4: Business research (CBURESX) *(Compulsory)*

**And any one of the following:**

- Paper 1.5: Information Management (INFMANA)
- Paper 1.6: Project Management (PROJEKH)
- Paper 1.7: Supply chain Management (SCHAINY)
- Paper 1.8: Advanced human resources Management (ADVHRMP)
- Paper 1.9: Advanced strategic marketing issues (STRMAR6)
- Paper 1.10: Advanced problems of business finance (FINVRAJ)
- Paper 1.11: International Financial Management (IFIMANB)

**Group 2:** Marketing Management specialisation (05207 MAR)

- Paper 2.1: Strategic Management (STRBESC) *(Compulsory)*
- Paper 2.2: Advanced strategic marketing issues (STRMAR6) *(Compulsory)*
- Paper 2.3: Consumer psychology (CONPSY9) **(Compulsory)**
- Paper 2.4: Cybermarketing (CYBMARH) *(Compulsory)*

**Students who have not completed the UNISA BCom degree in Business Management with specialisation in Marketing Management and who wish to register for this paper will be required to have been exposed at undergraduate level to consumer psychology, consumer behaviour or customer behaviour.**
Paper 2.5: Business research (CBURESX) (Compulsory)

Group 3: Financial Management specialisation (05207 FIN)

Paper 3.1: Strategic Management (STRBESC) (Compulsory)
Paper 3.2: Business research (CBURESX) (Compulsory)
Paper 3.3: Advanced problems of business finance (FINVRAJ) (Compulsory)

And any two of the following:

Paper 3.4: Investments: derivatives (INV4802)†
Paper 3.5: International Financial Management (IFIMANB)
Paper 3.6: Operational Risk Management (ORM4801)

Group 4: Human Resource Management specialisation (05207 HRM)

Paper 4.1: Strategic Management (STRBESC) (Compulsory)
Paper 4.2: Advanced Human Resources Management (ADVHRMP) (Compulsory)
Paper 4.3: Labour Relations Management (INDUSTA) (Compulsory)

† Advice: Students should enrol for Investments: derivatives (INV4802) only if they are interested in pursuing the Chartered Financial Analyst designation (CFA®) and have a career in stock broking, investment analysis and/or portfolio management in mind.

Details of the CFA designation may be found at www.cfainstitute.org The CFA designation consists of three levels which must be completed.

Students completing their Hons BCom over a two year period are also encouraged to pass Advanced Problems of Business Finance (FINVRAJ) before attempting the paper Investments: Derivatives (INV4802).
Paper 4.4: Organisational and managerial psychology (MOPS0D) (Compulsory)
Paper 4.5: Business research (CBURESX) (Compulsory)

5.3 TRANSITIONAL ARRANGEMENTS

Students who registered under the old syllabus (2001 or before) must complete the general honours degree in Business Management; or should a student wish to register for a specialised degree, an application to this effect must be made to the Head of the Department.

A specialised honours degree in Business Management will not be awarded unless the student has passed all the compulsory papers in that specialised area.

6 FURTHER INFORMATION

Students who require further information or advice on their registration for the Honours BCom degree in Business Management may write to:

The Chairperson
Honours Committee: Department of Business Management
PO Box 392
UNISA
0003

They may also contact one of the following persons at the email address shown below:

Students who have not completed the UNISA BCom degree in Business Management with specialisation in Human Resources Management and who wish to register for this paper will be required to have been exposed at undergraduate level to the following areas: organisational psychology (IOP202R) or equivalent paper; organisational development (IOP305X); personnel psychology (IOP302U) and (IOP3084) or equivalent papers.
GENERAL HONOURS BCom DEGREE IN BUSINESS MANAGEMENT:
Prof M Cant cantmc@unisa.ac.za
Prof P Venter ventep@unisa.ac.za

SPECIALISATION HONOURS BCom DEGREES IN BUSINESS MANAGEMENT:

GENERAL MANAGEMENT
Prof P Venter ventep@unisa.ac.za

MARKETING MANAGEMENT
Mr R Machado machar@unisa.ac.za

FINANCIAL MANAGEMENT
Mr A Bimha bimhaa@unisa.ac.za

HUMAN RESOURCE MANAGEMENT
Prof M Bushney mbushney@unisa.ac.za
Mr C Tshilongamulenzhe tshilmc@unisa.ac.za
Prof M Coetzee coetz@unisa.ac.za
### SECTION B: MASTER’S AND DOCTORAL DEGREES

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1 WELCOME

We would like to take this opportunity to welcome you as a prospective master’s or doctoral student in Business Management. The master’s and doctoral degrees are offered by the School of Management Sciences, including the Departments of Business Management, Human Resources Management, Marketing Management and Financial Management. The purpose of this part of the document is to provide information on the master’s and doctoral offerings, admission requirements, procedures and what you can expect.

2 DETAILS OF THE MASTER’S AND DOCTORAL OFFERINGS IN BUSINESS MANAGEMENT

We offer the following master’s and doctoral qualifications in Business Management:

- MCom (Business Management)
- MAdmin (Business Management)
- DCom (Business Management)
- DAdmin (Business Management)

The MCom and MAdmin consist of a dissertation only and the DCom and DAdmin consist of a thesis only. Hence, no course material will be made available to you and you will not be required to write an examination. This places a huge responsibility on you, the student. You will determine the progress of your studies. You need to be proactive, motivated and knowledgeable not only in your specific field of study, but also, in research methodology.
3 ADMISSION REQUIREMENTS

Master’s degrees in Business Management

To be admitted to the MCom (Business Management) or MAdmin (Business Management) degree, candidates must comply with the following requirements:

- an Honours BCom (Business Management) or Honours BAdmin (Business Management) or a four-year BCom (Business Management) or a four-year BAdmin (Business Management) or an appropriate B Tech degree

OR

BCom (Business Management) (3 years) plus an MBA/MBL

OR

BA, BBA or BSc (Business Management) (3 years) plus Honours BA, BBA or BSC, or four-year BA, BBA or BSc (Business Management)

[These qualifications must have been obtained at internationally accredited universities and Business Management as a major is compulsory.]

- BCom status, which means that you must have studied and passed Economics I, Accounting I, Business Management I, II, III and IV
- Strategic Management at the fourth level is compulsory.
- Your studies at the fourth level must relate to the proposed master’s study (same subject or field of study).

A four-year B degree which includes one year practical experience is not regarded as a four-year degree.

Acceptance of the B Tech degree as a prerequisite to the MCom is conditional, based on academic performance and subjects completed; bridging modules at the fourth level will most likely be required.
Your academic performance at the fourth level must be satisfactory. (We regard an average of above 60 percent as acceptable. You must also have obtained a minimum mark of 60 percent for the subjects relating to your master’s studies).

Your studies on the fourth level must include either a research based module (research report) or a theoretical module on research methodology.

Your studies at the fourth level must have been completed within 8 years of your master’s application.

Compliance with these requirements is not negotiable. Certain additional prerequisites may be laid down. For example, you might be requested to register for particular Honours BCom papers (for non-degree purposes), write a scientific article on the proposed study or receive a reading list and do an oral or written examination.

In addition, to succeed in your master’s studies you must:

- be able to communicate fluently in English, orally and (most importantly) in writing
- demonstrate satisfactory academic writing skills in English
- have a sound knowledge of research methodology.
- have the ability to do independent research, utilising quantitative (statistical) and qualitative research methods
- have access to a university library, stocked with the latest and best books and articles on the subject
- have access to the Internet and able to do Internet literature searches

**Doctoral degrees in Business Management**

The same requirements apply to the doctor’s degree as to the master’s degree in Business Management plus a *research-based* master’s degree. You must have obtained at least 65 percent for your master’s dissertation. If you comply with all the admission
requirements for the master’s degree and have a tutored master’s degree, additional admission requirements will be set for admission to the doctor’s degree in Business Management.

In conclusion, bear in mind that admission to the master’s and doctor’s degrees in Business Management is not automatic, even if you comply with all the admission requirements. Applications are still subject to available expertise and capacity in the particular Department. Hence, every application for the master’s and doctor’s degree in Business Management is subject to a strict screening and selection process.

4 REGISTRATION PROCEDURE

The procedure followed with applications for admission to the master’s and doctor’s degree in Business Management and the departments involved are depicted in diagram 1.

If you intend applying for admission to the master’s or doctor’s degree in Business Management you must firstly contact UNISA Registration for further information and the application form at the following address:

The Registrar
Postgraduate Studies
P O Box 392
UNISA
0003

OR

www.unisa.ac.za

OR

econ@unisa.ac.za

OR

call the UNISA call-centre at (012)429-4111.

All applications must be accompanied by a certified copy of the
qualification (degree) certificate and original academic records of previous studies. The subjects covered and the marks obtained must be clearly specified on the records. Your records must clearly indicate that you have completed the qualification. You must also clearly state on the application form on which specific field of Business Management your proposed dissertation/thesis will focus (e.g. purchasing, human resources, strategic, operations, financial or marketing Management). It would be even better if you could provide a preliminary title.

Diagram 1:  Procedure for master’s and doctor’s degree applications

(Student requests registration form and information & submits application)

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<td>• First screening</td>
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<td>• Verification of qualifications</td>
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<td>• Status of universities checked</td>
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(non-compliance or more info required)

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<td>• Second screening and selection</td>
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<td>• Liaison with subject heads, experts in field of study, head of Department and School and Dean</td>
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<td>• Set further prerequisites</td>
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<td>• Appointment of preliminary supervisor</td>
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| DEAN’S OFFICE |
| • Ratifies decision |
STEP 3
UNISA REGISTRATION
• Informs candidate of outcome

(Feedback to student)

STEP 4
• Student prepares to meet prerequisites, or, communicate with preliminary supervisor to finalise title and write research proposal

It is clear from the above diagram that a time consuming, extensive screening procedure, involving many people is followed, before any candidate is granted admission (or not) to the master’s or doctor’s degrees. If you do not comply with some of the requirements, if the documentation you submit does not provide all the information required or if there is any doubt about your abilities, the process will take even longer and will you consequently wait longer for an outcome.

Once you have received feedback that your application has been accepted and a preliminary supervisor has been appointed you must obtain and study one of the following books:


OR


There are also other similar books available in South Africa which you can purchase. For students living outside South Africa, similar books containing information on how to prepare and write a research proposal and a dissertation or thesis, are available in the international market (e.g. Glatthorn, A & Joyner, R.L. 2005. *Writing*

In addition to the books, the website http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=24971 contains information on and practical examples of previous research proposals for dissertations and theses in Business Management.

Bear in mind that you will have to register every year until you have completed the study and submitted your dissertation/thesis for examination.

One of the first things you as a master’s or doctoral student should do once your application had been accepted is to apply for membership of the UNISA Library or any other good university library in your vicinity. For research based master’s and doctoral studies the frequent and continuous use of the library and the Internet is imperative. Make sure that you consult the most recent sources. For a dissertation and a thesis you are not allowed to use sources older than five years, unless the research involves a historical reflection.

5 THE STUDENT AND THE SUPERVISOR

In research based master’s and doctoral studies close cooperation and a good working relationship is crucial between a student and his or her supervisor. You and your supervisor have certain obligations to ensure a sound relationship, which is necessary to produce an acceptable dissertation or thesis. The role of the supervisor and the student is clearly discussed in the books we have suggested on completing your dissertation/thesis.

6 THE TITLE

It is your responsibility to choose a topic and formulate the title.
The preliminary supervisor will make sure that the title is reflective of what you communicated to him/her about the intended study. The preliminary supervisor will make suggestions of how the title can be improved. Once the title has been finalized with the preliminary supervisor you must inform the Registrar, UNISA, of the title within one year of your first registration.

7 THE RESEARCH PROPOSAL

Once you and your preliminary supervisor have reached agreement on the title you must start preparing your research proposal.

The research proposal contains the planning of the research in a short, systematic way, outlining the ‘what,’ ‘why’ and the ‘how’ of the project. The aim of the proposal is to:

- afford you the opportunity to think critically about the theme, its boundaries and structure
- afford the preliminary supervisor and the Departmental colloquium the opportunity to ascertain whether the planned project is feasible, congruent and of an acceptable academic and scientific standard for the purposes of the specific degree
- give you feedback on the academic standard and quality of the planned research project
- provide a written basis or blueprint for negotiation between you, the supervisor and the organisation(s) in which the research will be conducted.

You must read as widely as possible before attempting to write the research proposal. [Consult the suggested books and the disc available from the School of Management Sciences for further assistance on how to write a research proposal. Also refer to Appendix A in this brochure for a framework of how to compile your research proposal.]

The research proposal must be submitted to the preliminary
supervisor in the prescribed format, neatly typed, with spelling and grammar edited. The content and numbering of the proposal, paragraphs and sentences should be set out logically, the sources correctly cited and the language of an acceptable standard. The Harvard method of citing and indicating the sources in the bibliography and the text should be used. The proposal (and ultimately the dissertation) must also comply with research ethics. We again refer you to the books we have suggested.

Upon submission of your proposal you must arrange an appointment with your preliminary supervisor for feedback. Master or doctoral students have three opportunities to hand in an acceptable research proposal. If a preliminary supervisor and the departmental colloquium are not satisfied with the quality of the proposal after three attempts a recommendation will be made that you be deregistered.

If the research proposal is accepted, the preliminary supervisor will inform the Registrar. You will be finally registered and the preliminary supervisor will be appointed your supervisor. You can then proceed with your dissertation.

In appendix B you will find a checklist for the evaluation of research proposals.

8 THE DISSERTATION/THESIS

[See the books we have suggested for further assistance with the writing of a dissertation and the execution of the research process.]

The research proposal will be renumbered and will become chapter 1 of the dissertation/thesis. As a scientific research publication, the dissertation/thesis must include the following (in the form of chapters):

- an introduction containing the scientific review, usually the first chapter of the dissertation/thesis, (as mentioned above,
the research proposal is usually renumbered and used as the introductory part of the dissertation/thesis).

- a thorough literature review which provides the theoretical background necessary to understand the problem and the research
- a description of the method(s) used during the quantitative/qualitative study, including other resources used
- a report on, and interpretation and discussion of the results
- the formulation of the conclusions, limitations of the research and recommendations
- a list of references of all the sources cited in the manuscript (the list must comply with the technical requirements).

You must submit your chapters one-by-one to your supervisor, and negotiate a date for feedback with him/her. While waiting for feedback from your supervisor you should continue with your research, but, wait for feedback before finalizing the next chapter. This will ensure that you do not repeat the same mistakes and sort out any problems that could impact on the content of the next chapter.

The Bureau of Marketing Research, College of Economic and Management Sciences offers advice on empirical research to postgraduate students in Business Management. Unfortunately, owing to limited capacity this service is not always available. Many students therefore opt to enlist the services of private research/statistical consultants – for the student’s own account. Many students choose this option, particularly if they are weak in this area of quantitative research. These consultants render a complete service, helping students with choosing correct research

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3. A word of warning! Check the credentials of the consultant before you employ them. Make sure that they have assisted other postgraduate students successfully. We cannot accept work of low quality, wrong methodology or statistics. You will not pass the dissertation or thesis if the empirical work, statistical tests and interpretations are not hundred percent correct.
method, the construction of the research instrument (eg a questionnaire), interpreting the results and making sure that the findings of the study comply with scientific requirements. If required, your supervisors will put you in touch with these consultants. Please note that it is expected of you to only consult with external consultants. They will not be allowed to write up the empirical side of your study. The interpretation of the results, possible reasons for phenomenal and recommendations must be your own work.

9 FINALISATION OF A DISSERTATION/THESIS

Your supervisor will have to work through your completed dissertation/thesis – all the chapters together. If he or she is satisfied with the content you must enlist the services of a professional editor to edit the final version of your dissertation/thesis. This is for your own account. You are also expected to write a publishable article on the findings of your study and submit it at your supervisor for feedback. The supervisor’s name (and that of the co-supervisor if applicable) must be indicated as co-author of the article. Permission for the submission of the dissertation/thesis will not be granted unless the editing has been completed, you have keyed in the changes suggested by the editor (to your supervisor’s satisfaction) and an article of an acceptable standard submitted. Once your supervisor gives you the go ahead you must inform the Registrar of your intention to submit your dissertation/thesis. When permission for submission has been granted, you must hand in the required number of copies of the dissertation/thesis, in the required format.

10 EVALUATION OF A DISSERTATION

At least two external experts from other universities will be appointed as examiners in the case of a master’s dissertation. Additional supervisors may be appointed for the evaluation of a doctoral thesis. Appendices C and D provide guidelines on how dissertations and theses, respectively, are evaluated for examination purposes.
The examiners may request you (through your supervisor) to make additional changes to improve your dissertation/thesis. You will receive your results from the Registrar.
APPENDIX A

ABBREVIATED SYLLABI FOR B COM HONS BUSINESS
MANAGEMENT MODULES

PAPER 1.1: STRATEGIC MANAGEMENT (STRBESC)

1 Overview of strategic Management
   (a) The nature and value of strategic Management
   (b) The strategic Management process

2 Strategy formulation
   (a) Formulation of the enterprise mission
   (b) Assessing the external environment
   (c) Evaluating the multinational environment
   (d) Environmental forecasting
   (e) Internal analysis of the enterprise
   (f) Formulating long-term objectives and grand strategies
   (g) Strategy analysis and choice

3 Strategy implementation
   (a) Functional strategies and annual objectives
   (b) Structure, leadership, culture and rewards
   (c) Strategy control and evaluation
   (d) Future trends and research needs

PAPER 1.2: THE MANAGEMENT OF ORGANISATIONAL
CHANGE AND RENEWAL (ORGREN5)

1 The development of management theory
   - The emergence of new organisation forms
   - Networked
   - Flat
   - Flexible
   - Diverse
   - Global

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2 Managing organisational capabilities
   · Team structures
   · Work force management
   · Incentive schemes
   · Conflict resolution structures
   · Cross border integration mechanisms

3 Managing individual skills
   · Teamwork
   · Negotiation and conflict handling skills
   · Managing diversity inside the organisation
   · Cross cultural management

4 Managing the environment
   · Forming alliances
   · Organisational learning and learning organisations
   · Boundary management
   · Managing shareholder relationships
   · Local responsiveness

5 Leadership challenges
   · Leading in the “new” organisation

PAPER 1.3: INTERNATIONAL BUSINESS (INTBUSL)

Note: This paper is offered only in English

1 An overview of international management issues
2 Trends and structures in international management relations
3 The international business environment
4 Evaluation and selection of trading countries
5 International marketing Management
6 International Financial Management
7 International Human Resources Management
8 International Business strategies
The control process in an international context
Strategic alliances
Strategic issues in Southern Africa

PAPER 1.4: INFORMATION MANAGEMENT (INFMANA)

Part 1: Introduction
1 Strategic planning
2 Analytical tools

Part 2: Management information system strategy
3 What are management information systems?
4 Strategy planning for management information systems
5 The management information systems strategic planning toolkit
6 Frameworks for integrating information systems strategies with business strategies
7 Competitive advantage to be gained from management information systems

Part 3: Implementation
8 Information system resource structures
9 End-user computing
10 Information systems management and hybrid managers
11 Information value and information systems management investment
12 Selection and acquisition

Part 4: Security and legal issues
13 Managing management information system security
14 Information law
Part 5: New developments
15 General
16 Information technology

PAPER 2.1: SUPPLY CHAIN MANAGEMENT (SCAINY)

Part 1: The procurement and sourcing process
1 Introduction to purchasing and supply Management
2 Purchasing as a boundary-spanning function
3 Supply chain management
4 Information systems and technology in purchasing and supply chain management

Part 2: Management of purchasing and supply management
5 Purchasing organisation
6 Purchasing policy and procedures
7 Performance measurement and evaluation

Part 3: Strategic supply Management
8 Procurement and sourcing strategy development
9 Insourcing/outsourcing
10 Supplier evaluation and selection
11 Supplier quality management
12 Management of supply chain relationships
13 Global sourcing

Part 4: Approaches to managing the procurement and sourcing process
14 Purchasing tools and techniques
15 Cost/price analysis
16 Negotiations
17 Managing contracts

Part 5: Activities in the supply chain
18 Inventory management for purchases
19 Purchasing and transportation
Part 6: Future challenges and trends
20 Future challenges and trends in supply management

PAPER 3.1: ADVANCED STRATEGIC MARKETING ISSUES (STRMAR6)
1 Definition and orientation
2 Functional marketing Management
3 Strategic marketing Management
   (a) Evaluating the inputs of the marketing environment
   (b) Planning the marketing strategy
   (c) Implementing the marketing strategy
   (d) Controlling the marketing strategy

Paper 3.2: CYBERMARKETING (CYBMARH)
1 Marketing and the Internet
2 The marketing environment
3 Researching the market on the Internet
4 MKIS
5 Segmentation
6 Global Marketing
7 Promotions online
8 Selling online

PAPER 4.1: ADVANCED PROBLEMS OF BUSINESS FINANCE (FINVRAJ)
1 The financial function of the enterprise
2 Financial forecasting, planning and control
3 Measurement of risk and return
4 The valuation problem
5 Sources and forms of capital
6 Cost of capital
7 Financial structure
8 Investment decisions
9 Dividend policy
10 Management of current assets
11 Growth and expansion
12 Reorganisation
PAPER 4.2: INVESTMENTS: DERIVATIVES (INV4802)

1. Risk and the financial environment
2. The principles of asset and liability management in financial institutions
3. The identification and measurement of financial risk
4. The management of financial risk
5. Futures contracts, futures markets and pricing and the use of futures in the management of financial risk
6. Swops, pricing and uses of swop transactions
7. Options, pricing and the use of options for the management of financial risk
8. The use of other financial instruments for the management of financial risk

PAPER 4.3: INTERNATIONAL FINANCIAL MANAGEMENT (IFIMANB)

1. Environment of international financial Management
2. Exchange rate behaviour
3. Exchange rate risk management
4. Short-term asset and liability management
5. Long-term asset and liability management

PAPER 4.4: OPERATIONAL RISK MANAGEMENT (ORM4801)

1. Overview of operational risk management
2. Principles of operational risk management
3. Operational risk management framework and model
4. Operational risk management process
5. Operational risk management and the enterprise

PAPER 5.1: ADVANCED HUMAN RESOURCES MANAGEMENT (ADVHRMP)

Part I: Strategic human resources Management (SHRM): a new way of managing?

1. The nature, origins and implications of SHRM
2 Linking organisational and human resource strategies
3 SHRM in a global context

Part II: Managing performance
4 Performance management strategies
5 Training and development strategies

Part III: Managing structures
6 Organisational structuring and restructuring
7 Beyond organisational structure: the end of classical forms
8 Employment relations

Part IV: Managing learning
9 Learning organisations
10 Promoting learning in organisations
11 Managing the process of training and development

Part V: Manage change
12 Change management strategies and assumptions
13 Change management choices and outcomes
14 The role of culture in organisational performance
15 The possibilities of culture change
Part VI: Managing meaning
16 Some key difficulties
17 SHRM - the redefining of people and organisations

PAPER 5.2: LABOUR RELATIONS MANAGEMENT (INDUSTA)

Part I: Strategic labour relations management
1 Linking the organisational and labour relations strategies
2 Labour relations as a field of study
3 The management of conflict, group dynamics and workforce diversity

Part II: The labour relations management environment
4 The process of environmental scanning
5 Internal environmental factors that influence labour relations management
6 External environmental factors that influence labour relations management
7 The legal framework governing labour relations management

Part III: Labour relations management at organisational level: from strategy to policy
8 The labour relations management policy
9 Communication and worker participation
10 Collective bargaining and negotiation
11 Labour relations structures and procedures
12 Strike management
13 Control of the quality of labour relations management

PAPER 6.1: OPERATIONS MANAGEMENT (ADPRODE)
1 Production inventory systems
2 Decision-making systems
3 Forecasting systems
4 Capacity planning
5 Product and service design
6 Facilities layout
7 Aggregate planning
8 Inventory management
9 Material requirements planning
10 Scheduling
11 Project management
12 Queuing theory
13 Quality assurance

Paper 6.2: Project Management (PROJEKH)
1 Organisational structures
2 Organising and staffing the project team
3 Project management functions
4 Time management and conflicts
5 Variables for project success
6 Working with project executives
7 Project planning
8 PERT/CPM and project graphics
9 Pricing and estimating
10 Cost control
11 Trade-off analysis
12 Project management information systems
13 Project proposals

Paper 7.1: Business research (CBURESX)
1. Conceptualise the research problem and establish research objectives.
2. Design a research plan and proposal.
3. Develop a sample plan and research instrument.
4. Manage and administer fieldwork and collect, edit and capture data.
5. Analyse data statistically.
APPENDIX B

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APPENDIX C

FRAMEWORK FOR WRITING RESEARCH PROPOSALS

1 PROPOSED TITLE

2 INTRODUCTION

A brief explanation to clarify the proposed title

3 BACKGROUND

Realisation of problem from own experience, sources consulted (various authoritative books and articles – must be used to indicate theoretical substantiation and foundation), conversations with academic and practice experts about their opinions.

Contribution of the study (importance of the research), for example:

- Who (people, groups, communities, institutions) will benefit from the study?
- What changes or improvements could be expected?
- What savings could result from the study?
- In what way will the subject field benefit from this study?

4 PROBLEM STATEMENT

The problem statement must clearly flow from the background. The problem statement should be seen as the nucleus around which the entire study revolves. It must therefore be clearly substantiated and elaborated on in the proposal and ultimate study. It must be evident from the problem statement that the problem is real and important and that it requires urgent attention. The last sentence in this paragraph should read as follows:
‘The reason why this study is being undertaken is to …………………………….’

You can also formulate a hypothesis in the problem statement

5 PURPOSE OF STUDY

You must formulate the following clearly and concisely:

- the primary objective
- the secondary objectives (in line with the theoretical chapters)

6 RESEARCH METHOD AND METHODOLOGY

Clearly explain how the objective and sub-objectives will be achieved, what research population will form part of the study and what research methods you intend using. The following should form part of this section.

Literature study

Explain the following:

- the purpose of the literature study
- the sources available in South Africa. (If not what you intend doing to ensure that you obtain sufficient and relevant sources?)
- the extent of the available literature in order to complete the study successfully.

Empirical research

Explain the following:

- the purpose of the empirical research
- the way you intend conducting it
- questionnaires, interviews, postal survey, case studies, etc.

**Research population**

You must precisely identify and explain the groups that will be involved in the empirical research. Also outline and explain meticulously the samples (if whole population is not involved) and the way the sample will be selected.

**Expected problems with research**

A comprehensive pre-study (which is compulsory before the research proposal is written), will clearly give you an idea of any limitations and expected problems that might be experienced in the research. Clearly explain this.

7 **PRELIMINARY CHAPTER OUTLINE**

Outline the chapter titles and explain precisely what you intend covering in each chapter.

8 **LIST OF REFERENCES**

Compile a detailed and complete list of all the sources which you have consulted in your pre-study. It **is essential that you use the correct format**.
APPENDIX D

CHECKLIST FOR THE EVALUATION OF RESEARCH PROPOSALS

1 TITLE
- Does the title briefly but clearly reflect the essence of the study?
- Is the use of language correct and of an acceptable standard?
- Is the topic contemporary?
- Will the study make a contribution?
- Is it original (not previously researched)?
- Will the study provide new insight into a particular problem or field?
- Is the topic in line with the researcher’s interest?

2 PREPARATION FOR THE RESEARCH PROPOSAL

Sources
- Have you consulted enough sources to really understand and have insight in the problem? (20 – 30 sources for a dissertation and 30-40 sources for a thesis)
- Are enough sources available on the topic?
- How contemporary and appropriate are the sources you have consulted? (Sources older than 5 years are not acceptable. Sources used must be in line with objectives of the study)
- Are the people you had discussions with really experts in the field?
Expected contribution of study

- How many other people besides you are excited about your study?
- What contribution will you make to resolve an important issue in the country?
- To what extent will you be regarded as an expert in this area in the country?

Problem statement

- Is it briefly but clearly formulated?
- Does it make sense and is the problem really substantive?
- Does it demarcate your study and indicate clearly what will be done in the rest of the study?
- Can you really test your preliminary hypothesis?

Objectives of study

- Does the primary objective cover the whole study?
- Do you secondary objectives contribute to the reaching the primary objective?
- Will it be possible and feasible to realise the primary objective?
- Are your objectives realistic?

Research methods and techniques

- Is the proposed study perhaps too wide or too limited?
- Is your proposed research methodology realistic and feasible ("doable")?
- Will you be able to implement the research method?
- Are you sure about the research method?
- Is the research method the correct one for the chosen topic?
- How will you process the data?
- How responsive do you think the chosen population or sample will be in assisting you?
- Will the finalization of the study be possible in a reasonable time?
- Have you spelt out the problems that you anticipate in your research and how do you intend to overcome them?

Chapter outline
- Are the chapters appropriate to the topic?
- Do the chapters cover all the objectives?
- Are they logically arranged and will they lead to the final conclusion and recommendations?

Originality and innovativeness
- Does your proposal reflect originality and innovativeness?
APPENDIX E

GUIDELINES ON THE EXAMINATION OF A DISSERTATION

In the master’s degree (Business Management) you must prove your ability to independent research, show that you have mastered a specific subject or field of study and demonstrate the potential to contribute to new insights in the field of study. Hence, the broad outline is used to evaluate the dissertation. Although weights are indicated for the different dimensions of the dissertation you can fail the dissertation if one of the categories (e.g. research methodology) is not acceptable.

1 Topic, objective and problem statement (Weight: 10)

Topic:
- Is it appropriate and properly demarcated?

Problem statement and objective:
- Is this clearly and meaningfully stated?
- Does the student show insight into and knowledge of the problem? (Must clearly reflected in the rest of the study)
- Is the objective of the study realised? (Are the findings clearly related to the objectives?)

2 Research methodology and scientific processing (Weight: 15)

Research methodology:
- Is it clearly described?
- Is the method that is used scientifically acceptable?
- Does the student show knowledge of and insight into scientific research methods and techniques?
Scientific processing: Does the student demonstrate the ability to
- outline information systematically and logically?
- argue and interpret information scientifically?
- report on research in an academic way?
- weigh up and synthesize different views and theories?

3 Literature study (Weight: 15)

Does the student show in depth knowledge of related literature?

4 Content (Weight: 35)

- Is the length and the scope of the study acceptable (150-200 pages)?
- Is the chapter layout logical and balanced?
- Does the content reflect an in-depth knowledge of the research area?
- Is the content always relevant?
- Is the content in line with the topic and the objective?

5 Summary, conclusion and recommendations (Weight: 15)

Summary and conclusion:

- Is the final summary meaningful and the essence of the study clearly reflected?
- Is the relative meaning or essence of the study explained?
- Are the conclusions in line with the objective?
- Are the conclusions based on scientific findings?

Recommendations:

- Are the recommendations in line with the objectives of the study?
- Do the recommendations relate to the hypothesis?
6 Language, style, technical compilation, care and completion (Weight: 10)

Language and style:

- Is the writing style acceptable?
- Is the student able to express him/herself clearly?
- Has the dissertation been edited by a professional editor?

Technical compilation, care and completion:

- Are the following acceptable:
  Title page, preface, readability (letter type, typing format, spacing), reference technique used in the text, footnotes, graphs, figures, illustrations, the bibliography, summary, annexures, correct spelling and grammar?
APPENDIX F

GUIDELINES ON THE EXAMINATION OF A THESIS

In the doctoral degree in Business Management you must prove your ability to conduct independent research, and show that you have mastered a specific subject or field of study and that you have made an original contribution to the expansion of knowledge and new insights in the study field. Hence the following broad outline provided below is used to evaluate the thesis. (Although weights are indicated for the different dimensions of the thesis you could fail the thesis if one of the categories [e.g. research methodology] is not acceptable).

1  Topic, objective, hypothesis and problem statement  
   (Weight: 10)

   Topic:
   -  Actuality
   -  Is it appropriate and properly demarcated?

   Problem statement, hypothesis and objective:

   -  Is this clearly and meaningfully stated in the introduction?
   -  Does the student show insight into and knowledge of the problem?  
     (Must clearly be reflected in the rest of the study)
   -  Is the objective of the study realised?  
     (Are the findings clearly related to the objective(s)?)
   -  Is the hypothesis tested?

2  Research methodology, scientific processing and substantiations of statements  
   (Weight: 15)

   Research methodology:

   -  Is it clearly described?
   -  Is the method that is used scientifically acceptable?
- Does the student show knowledge of and insight into scientific research methods and techniques?

Scientific processing: Does the student demonstrate the ability to
- outline information systematically and logically?
- argue and interpret information scientifically?
- do independent scientific research?
- report on research in an academic way?

Substantiation of statements:
- Are different views and theories weighed and synthesized and the student's own view developed?
- Are the statements substantiated and proved by means of critical discussion, arguments and own research?

3 Literature study (Weight: 10)
- Does the student show in depth knowledge of related literature?
- Have all available and appropriate scientific sources been consulted?
- Is there a balance in the use of the sources (books, journals, new sources and primary sources)?

4 Content (Weight: 25)
- Are the length and the scope of the study acceptable (300-400 pages)
- Is the chapter layout logical and in balance?
- Does the content reflect an in depth knowledge of the research area?
- Is the content always relevant?
- Is the content in line with the topic and the objective?
5 Summary, conclusion and recommendations  
(Weight: 15)

Summary and conclusion:

- Is the final summary meaningful and the essence of the study clearly reflected?
- Is the relative meaning or essence of the study reflected?
- Are the conclusions in line with the objectives?
- Are the conclusions based on scientific findings?

Recommendations:

- Are recommendations in line with the objectives of the study?
- Do the recommendations relate to the hypothesis?

6 Contribution of the study  
(Weight: 15)

- Does the study make an original contribution to the knowledge of and insight into the field of study and the specific problem area?
- Does the student show originality in terms of finding of new facts?
- Will it contribute to the reader’s knowledge of the field of study?
- Does it indicate an exceptional ability on the part of the student to work and do independent research?
- Does it indicate signs of independent, original and critical thinking?
- Are there possibilities for publishing parts of or the whole study?
7 Language, style, technical compilation, care and completion (Weight: 10)

Language and style:

- Is the writing style acceptable?
- Is the student able to express him/herself clearly?
- Has the thesis been edited by a professional editor?

Technical compilation, care and completion:

- Are the following acceptable?
- Title page, preface, readability (letter type, typing format, spacing), reference techniques in the text, footnotes, graphs, figures, illustrations, the bibliography, summary, annexures, correct spelling and grammar.