MBA LEARNING OUTCOMES

CORE MODULES

MANL7910 or MANL7920: Analytical Methods (10 credits)

Students will be able to:
- Develop and solve LP models;
- Solve transportation problems;
- Solve probability problems;
- Optimise inventory related problems;
- Analyse basic network problem solving; and
- Optimise queuing problems in the service environment.

MBCA7910 or MBCA7920: Business Conditions Analysis (10 credits)

Students will be able to:
- Create knowledge of the budgetary cycle, the business cycle, the daily practice of fiscal and monetary policy, as well as the policy choices/instruments used by the fiscal and monetary authorities in South Africa;
- Analyse the effect of the foreign sector on the South African economy; and
- Analyse the way changes in local and international economic disturbances work dynamically through the macro-economy.

MBRM7910 or MBRM7920: Business Research Methods (10 credits)

Students will be able to:
- Reflect critically on business research in terms of being dilemma/problem-focused, planning a research project and developing a research proposal;
- Demonstrate insight into the complexities that surround the theoretical framework, ethics and plagiarism and the demarcation of the field of study;
- Discuss the different research methods and to demonstrate knowledge and the ability to apply those methods to the planned research project; and
- Analyse and critically interpret the data.

MLAW7910 or MLAW7920: Corporate governance and Business Law (10 credits)

Students will be able to:
- Define the general principles of business and corporate law;
- Solve applicable legal problems; and
- Integrate the field of law with a system of interdependent systems within the business environment and community.
MCOR7910 or MCOR7920: Corporate Strategy (10 credits)

Students will be able to:
- Demonstrate a broad, in depth understanding of general management and the business/management environment;
- Demonstrate a deep understanding of the interaction between operational and strategic management;
- Solve problems on an executive level, demonstrating critical and creative thinking;
- Apply the general (core) management skills in the chosen area of specialization;
- Demonstrate an in-depth knowledge of the management issues characteristic of the area of specialization and the chosen elective modules.

MBRP7900: Research Project (60 credits)

Students will be able to:
- Demonstrate a broad, in depth understanding of general management and the business/management environment;
- Demonstrate a deep understanding of the interaction between operational and strategic management;
- Identify and solve problems on an executive level, demonstrating critical and creative thinking;
- Apply the general (core) management skills in the chosen area of specialisation;
- Demonstrate an in-depth knowledge of the management issues characteristic of the area of specialisation and the chosen elective modules, and
- Integrate the above plus work experience (prior learning) by means of a research project and an applied research report (work related mini-dissertation).

MFIN7910 or MFIN7920: Financial Management I (10 credits)

Students will be able to:
- Define the fundamental concepts of financial management;
- Integrate the principles of financial management with decision making in all functional areas in a company;
- Apply theoretical knowledge, models and formulas to practical problems and case studies;
- Use ratio analysis as a method to analyse financial statements and performance;
- Differentiate and apply the various methods, techniques and models to analyse investment decisions;
- Evaluate the concept of risk; and
- Analyse the capital structure and appraise its influence on value, risk and growth.

MFIN7930 or MFIN7940: Financial Management II (10 credits)

Students will be able to:
- Comprehend and integrate the critical financial concepts, models and techniques;
- Apply these critical financial concepts, models, techniques and formulas on integrated problems and case studies; and
- Take informed financial and management decisions based upon integrated financial analyses.
MLEA7910 or MLEA7920: Leadership I (8 credits)

Students will be able to:
- Appraise the current leadership models, competencies and behaviours required to lead self and others in a 21st century workplace;
- Assess own strengths and areas of development in relation to the competencies and behaviours required to become an effective leader in the 21st century;
- Create a development plan to increase personal and leadership effectiveness; and
- Build, develop and lead high performance teams.

MLEA7930 or MLEA7940: Leadership II (8 credits)

Students will be able to:
- Construct and create a personalised view of effective organisational leadership;
- Reflect holistically and iteratively on the context, influence, responsibility and consequence of leadership;
- Evaluate the impact of leadership on organisation, community and society;
- Become an effective change agent; and
- Appreciate the need for leadership resilience in the world of business today.

MLIC7910 or MLIC7920: Leading Innovation and change (10 credits)

Students will be able to:
- Comprehend the fundamental changes in the business world and the challenges this poses to management and leadership;
- Analyse the elements of a business model;
- Construct and reposition a business model;
- Evaluate the principles of management and leadership complimenting innovation and change;
- Assess organisational culture within the context of innovation and change;
- Prepare an innovation strategy for a business;
- Construct a customer value proposition applicable to a business model; and
- Construct a best practices change management strategy.

MMSF7910 or MMSF7920: Managing Society and the Future (10 credits)

Students will be able to:
- Explain the forces and inter-relationship between the forces shaping the political economy of SA;
- Analyse the impact of the above forces on the direction of SA’s economy (“measuring the future”); and
  Construct a best practices future directional “management strategy” for SA.
MBEH7910 or MBEH7920: Organisational Behaviour (10 credits)

Students will be able to:
- Analyse the organisation as a system with specific reference to the role of organisation structure, organisation design and organisation culture in organisation behaviour;
- Evaluate the aspects of individual behaviour influencing behaviour within organisations;
- Evaluate the aspects that influence group and team behaviour within organisations; and
- Plan and manage organisational change processes successfully.

MPDV7910 or MPDV7920: Personal Development (5 credits)

Students will be able to:
- Determine their individual strengths and development areas in terms of managerial and leadership competencies, based on the feedback from the Occupational Personality Questionnaire (OPQ) and Myers-Briggs Type Indicator (MBTI);
- Analyse the strengths and possible weaknesses/obstacles in the functioning of their newly formed MBA teams;
- Create work procedures, as well as a code of conduct for their MBA study team in order to enhance the effective functioning of their team; and
- Evaluate the functioning of their MBA study team during follow-up meetings.

MSEN7910 or MSEN7920: Scenario Planning (10 credits)

Students will be able to:
- Explain the theory and application of scenarios in strategic planning;
- Develop a scenario and building methods; and
- Apply scenarios for better decision making.

MMAR7910 or MMAR7920: Strategic Marketing (10 credits)

Students will be able to:
- Distinguish between strategic marketing and marketing management;
- Develop effective marketing strategies and plans;
- Analyse the impact of the external environment upon marketing and organisational strategies; and
- Implement and evaluate a strategic marketing plan.

ELECTIVES

MDMA7910 or MDMA7920: Digital Marketing (10 credits)

Students will be able to:
- Demonstrate knowledge of the scope of digital marketing;
- Identify the fundamentals of digital marketing;
- Demonstrate knowledge of new developments in digital marketing; and
- Develop a digital marketing plan for a firm.
MIBS7910 or MIBS7920: International Business (10 credits)

Students will be able to:

- Identify the key theoretical approaches to international business;
- Analyse the complexities of doing business in foreign markets;
- Analyse the business environment of foreign markets and identify business opportunities; and
- Develop solutions to challenges facing international business managers.

MIPA7910 or MIPA7920: Investment and Portfolio Analysis (10 credits)

Students will be able to:

- Discern the different concepts with regard to investments and securities markets;
- Apply return and risk concepts in the compilation of an investment portfolio;
- Explain the valuation of different investment instruments, e.g. shares and bonds;
- Use fundamental and technical analysis to evaluate investment opportunities;
- Build a portfolio using the most important investment theories, e.g. the Markowitz Portfolio Selection Model, CAPM and APT;
- Formulate an appropriate investment policy;
- Evaluate portfolio performance

MNVC7900: New Venture Creation (20 credits)

Students will be able to:

- Identify and determine what entrepreneurs need to know about the critical driving forces in a new venture success;
- Critically assess how successful entrepreneurs and investors create, find and differentiate profitable and durable opportunities from just “another good idea”, and how opportunities evolve over time;
- Estimate and determine the required financial and non-financial resources available for new ventures, identify the criteria they use to screen and evaluate proposals, their attractiveness and risk, and how to obtain start-up and early growth capital;
- Apply the Venture Opportunity Screening Techniques to an actual start-up idea, and subsequently, be able to develop and assemble a BUSINESS PLAN suitable for guiding start-up, attracting financing and realizing an eventual harvest; and
- Craft and prepare a personal entrepreneurial strategy to identify relevant issues, requirements and trade-offs.

MPRO7910 or MPRO7920: Project Management (10 credits)

Students will be able to:

- Explain the key tools and concepts of project management;
- Apply the principles of project management in every stage of a project’s life cycle; and
- Deliver a project in accordance to agreed schedules, cost and performance standards.
MRSK7910 or MRSK7920: Risk Management (10 credits)

Students will be able to:
- Identify the various aspects of financial risk management and the interplay of these complex business elements;
- Measure market risk, credit risk and operational risk; and
- Manage these risks through prudent intervention and careful planning.

MSER7910 or MSER7920: Services Marketing (10 credits)

Students will be able to:
- Explain the unique challenges of services marketing;
- Design service quality measurements to build customer loyalty;
- Evaluate the effectiveness and efficiency of customer service offerings;
- Describe how customer relationship marketing (CRM) including retention strategies creates an environment that achieves excellence in customer service; and
- Develop solutions to challenges facing customer service providers and service managers.

MENT7910 or MENT7920: Social Entrepreneurship (10 credits)

Students will be able to:
- Define social entrepreneurship and the socio-economic dynamics behind its current advancement;
- Differentiate between various forms/permutations of social entrepreneurship and the role of parties active in the field (corporate social investors, social venturers, social enterprises, social entrepreneurs etc.);
- Analyse the peculiar dynamics and impact of social entrepreneurship within the context of deprived communities;
- Analyse social entrepreneurship as a specific form of entrepreneurship, subject to the dynamics of the broader entrepreneurial field; and
- Compile a business plan including the measuring of social return on investment (SROI) for a concrete social entrepreneurial venture.

MTAX7910 or MTAX7920: South African Income Tax (10 credits)

Students will be able to:
- Calculate the tax liability of an individual SA taxpayer receiving business income, salary income and other income; and
- Advise an individual taxpayer on how to perform basic tax planning in order to pay the minimum taxation.