COLLEGE OF BUSINESS AND ECONOMICS

RULES AND REGULATIONS
POSTGRADUATE QUALIFICATIONS

2020

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EXECUTIVE DIRECTOR: STUDENT AFFAIRS
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Visit the website: http://www.uj.ac.za, Student Finance Division

APK
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APB
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SWC
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Residence Fees
APK
https://www.uj.ac.za/study@UJ/Student-Finance/Pages/default.aspx
APB
https://www.uj.ac.za/study@UJ/Student-Finance/Pages/default.aspx
SWC
https://www.uj.ac.za/study@UJ/Student-Finance/Pages/default.aspx
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APK  
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(011) 559 1370 (Internal)

APB  
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**Residence**

APK  
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APB  
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(011) 559-3022 (Junior Male)  
(011) 559-2065 (Senior Students - 24 years and older)  
(011) 559-1040 (How to apply for off-campus residence)

APB  
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(011) 559-2065 (Senior Students – 24 years and older)

**DFC**  
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**SWC**  
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APB  
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SECTION B: SPECIFIC REGULATIONS FOR THE COLLEGE OF BUSINESS AND ECONOMICS

CBE.1 ACADEMIC REGULATIONS
The College regulations must be read together with the Academic Regulations of the University of Johannesburg. The UJ Academic Regulations are available online on the UJ website.

CBE.2 RULES OF ACCESS
The offering of any programme at a particular campus is subject to viability and adequate student numbers.

The University reserves the right to limit student numbers per programme. It could happen that an applicant satisfies the minimum selection criteria, but that no space is available on the programme.

Prospective students, who wish to apply for exemption on the basis of post-school qualifications, must complete such applications before registration.

CBE.3 ADMISSION
English has been regarded as the Language of Teaching and Learning. Applicants are required to meet the minimum APS as well as the minimum criteria for specific subjects.

Applicants that meet the minimum criteria are not guaranteed automatic admission or registration.

CBE.4 DURATION OF POSTGRADUATE DEGREES
Duration of programmes if registered full time:

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Minimum Credits</th>
<th>Minimum Duration</th>
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<tr>
<td>PG Diploma</td>
<td>120</td>
<td>1 year</td>
<td>2 years</td>
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<tr>
<td>Honours Degree</td>
<td>120</td>
<td>1 year</td>
<td>2 years</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>180</td>
<td>1 year</td>
<td>2 years</td>
</tr>
<tr>
<td>Doctoral Degree</td>
<td>360</td>
<td>2 years</td>
<td>4 years</td>
</tr>
</tbody>
</table>

One year can be added for part time studies.

CBE.5 REGISTRATION AND CANCELLATION OF STUDIES
Students may not attend lectures or any contact sessions in a module, receive study material or supervision, have access to any electronic study material or sources or be assessed in a module if they are not registered students at the
University for the relevant module or programme for the relevant academic year.

1. Students register for an academic programme as contained in the University’s Programme Qualification Mix (PQM) and also in the College Rules and Regulations, or for an institution-approved continuing education programme.

2. Continuing students register for a programme subject to the regulations that applied at the time of first registration for that particular programme, provided that:
   (a) if the regulations are amended, students who commenced their studies under the previous regulations and who have not interrupted their studies and are compliant with all the other rules that were applicable at the time of their first registration provided that they complete their studies within the maximum period allowed, may complete their studies according to the previous regulations;
   (b) if the new regulations are beneficial to them, students may complete their studies under these new regulations;
   (c) the Board of College may set special transitional arrangements, approved by Senate, in respect of programmes where a change has been approved, and determine a date on which new regulations will be phased in and previous regulations phased out.

3. Students in contact programmes who interrupt their studies are required to apply for special permission from the relevant Faculty/College Officer to continue their studies. Continuation of studies may be subject to conditions.
   (a) Outstanding modules including Service Learning will result in registration the next year.
   (b) The Head of College Administration in consultation and with the permission of the relevant HOD may in exceptional circumstances allow students to continue their studies according to conditions that may be determined.

4. When regulations are amended, Senate may formulate transitional regulations for students to complete a specific programme according to the new regulations.

5. Applicants who are admitted for a particular academic year must register for that year according to the registration dates as determined by the University.

6. The Management Executive Committee (MEC) may, by notice to the applicants and students, bring the closing date for registration for a programme forward to remain within the enrolment cap for the programme.

7. An applicant or student who does not register for a programme before the cap is reached forfeits the right to register for the programme for the particular academic year.

8. Fees are determined by the University and are payable annually upon registration. (Refer to the UJ online website for fees of fully online programmes.)

9. After registration, students are obliged to pay the outstanding fees due on or before the dates stipulated by the University. The deadlines for fee payment are included in the UJ Fee Booklet.
10. Students who have cancelled their studies or who have registered and not taken up their studies remain liable for their fees in accordance with the UJ Fee Booklet.

11. Students are not allowed to register outside the prescribed and approved registration periods unless the Management Executive Committee (MEC) formally extends the registration period. Students who register late may be liable for the payment of a late registration fee in accordance with the Student Fees Policy and decisions taken by the MEC in this regard.

12. Students sign a formal agreement with the University in electronic format when they register online. Students who do not register online must complete, sign and submit a hard copy of the agreement. In the case of all minors, their parents or guardians must also sign and submit a hard copy of the agreement.

13. Students must adhere to the policies, rules and regulations of the University and undertake to pay the prescribed fees by signing the official registration form and the formal agreement with the University.

14. The registration of students is valid for the applicable registration period only and lapses on expiry of this period.

15. Students may not register simultaneously for two programmes at the University, or for a programme or module at another university, concurrently with their registration at the University without prior written consent of the Executive Dean of the relevant faculty or college and the relevant authority of the other university.

16. At least 50% of all the required modules (including all exit level modules) that a student must successfully complete for an undergraduate qualification to be awarded or conferred must be completed at the University to obtain this qualification certification. Only in exceptional cases, may the Executive Dean in consultation with the Registrar grant permission to complete an exit level module at another higher education institution.

17. Senate may determine the minimum number of students who should register for a programme or a module for it to be offered on a particular campus and/or in a particular year.

18. A student may not register for more than the prescribed number of modules per academic year/semester as:
   (a) approved by the Board of College and Senate;
   (b) reflected in the College Rules and Regulations and curriculum; and
   (c) specified per year level.
   The Executive Dean of the college may approve a maximum of two additional semester modules or one, year module per academic year.

19. Faculty/College Boards may determine the maximum number of students who may register for a programme or module in accordance with the University’s Enrolment Management Plan or in order to ensure quality teaching.

20. Registration takes place in accordance with the Programme Qualification Mix (PQM) and related Higher Education Management Information System (HEMIS) business rules approved by the Department of Higher Education and Training (DHET).
21. The University does not guarantee that students (including those with a disability/impairment) who register for a qualification and successfully complete that qualification will be registered with a professional board/council or be successful in obtaining employment.

22. Students must update any changes in their names, surname or any other personal details on uLink.

23. No assessment result obtained by a student is official if the student was not registered for the relevant module when the result concerned was obtained.

**REGISTRATION FOR FULLY ONLINE PROGRAMMES**

1. Once a student is admitted to a fully online programme, he/she registers at no fee for that programme. The next step is to register for one or more modules according to one of the registration dates specified on the online website. All module registrations must be accompanied by full payment for the module. Students register only for modules offered during the specific study period selected.

2. For subsequent study periods, students will register for further modules, in terms of the requirements of the programme being followed and the registration dates specified in the Online Website. Programme requirements may specify compulsory, elective and prerequisite modules, which must be passed prior to proceeding to higher level modules.

3. Guidance as to the registration process and programme requirements will be available from the Call Centre.

4. Students are required to renew their registration for a fully online programme in accordance with the Academic Calendar for online programmes.

5. Online students agree to the terms and conditions of the online digital access and policy at registration.

6. Students who are admitted for a fully online programme and who failed to register for that fully online programme within the calendar year applied for will forfeit the right to register for the following calendar year. However, if the student was admitted for the fully online programme within the last four months of a calendar year, the admittance will be carried over to the following calendar year.

7. Fully online students are required to comply with the University’s Academic Regulations in terms of attendance as applicable. Attendance in fully online programmes is measured in the following ways:
   
   (a) the frequency and duration that the student spends online;
   (b) the extent of participation in fully online discussions;
   (c) the timeous submission of tasks and assignments;
   (d) data-gathering allowing for advanced data analytics to foster improved teaching and learning

8. Students are required to complete tasks as specified for the module/s for which they are registered.
REGISTRATION FOR POSTGRADUATE DIPLOMA AND HONOURS PROGRAMMES

1. Admission to postgraduate diploma and honours programme: relevant bachelor's degree, advanced diploma, or an equivalent qualification on NQF Level 7 in the same or relevant field of study as determined by the relevant Faculty/College Board.

2. In addition to institutional requirements, programme-specific admission requirements are determined by the relevant Faculty/College Board, approved by Senate and contained in the relevant Faculty/College Rules and Regulations.

3. Before admission to the programme, the Executive Dean or his/her delegated authority may, in consultation with the relevant Head of Department, determine further conditions to be satisfied by prospective students either before or during the programme.

4. The Head of Department may, where applicable, initiate the University’s Policy and procedures on RPL to award academic status equivalent to that of the prerequisite qualification to applicants in order to allow them access to the programme as determined by the relevant Faculty/College Board and approved by Senate.

5. The University reserves the right not to admit applicants to a particular programme in accordance with programme-specific selection and other relevant criteria. Applicants who have applied for admission and have been refused despite meeting the minimum admission criteria may request written reasons for such refusal from the Head of Department.

6. Meeting the Faculty/College’s minimum requirements for a particular programme does not necessarily guarantee admission to that programme. Specific selection criteria may be applied within the required Enrolment Management Plan as the University has a specific number of places available as approved by the DHET.

7. Applicants register for the programme subject to confirmation that they have met the minimum admission requirements and have been selected.

8. Renewal or suspension of registration of students is based on the promotion requirements as determined by the relevant Faculty/College Board, approved by Senate and contained in the relevant Faculty/College Rules and Regulations.

REGISTRATION FOR MASTER’S PROGRAMMES

1. The minimum admission requirement for a master’s programme is a qualification at NQF Level 8; an honours qualification, a four-year 480 NQF credit bachelor’s qualification (with a minimum of 96 credits at NQF Level 8), or a postgraduate diploma, in the same or a relevant field of study or discipline. The relevant field of study or discipline is determined by the relevant Faculty/College Board, approved by the Senate Higher Degrees Committee and ratified by Senate.

2. Applicants apply for admission and, if successful, register for a research master’s programme, a coursework master’s programme or a professional master’s programme.
3. Online applicants apply for admission not later than the programme-specific closing dates listed on the UJ Online Website, and, if successful, register for a coursework master’s programme as offered in the available online programmes. All applications must be made online and must include all required documentation.

4. Additional admission and selection requirements may be determined by the relevant Faculty/College Board, approved by Senate and contained in the relevant Faculty/College Rules and Regulations.

5. In the case of interdisciplinary master’s programmes, additional admission requirements may be set by the two or more relevant interdisciplinary fields/departments/faculties, approved by Senate and contained in the relevant Faculty/College Rules and Regulations.

6. The success of an international application depends on both the confirmation of academic acceptance and the obtaining of the necessary statutory documentation.

7. The Head of Department may, where applicable, initiate the University’s Policy and Procedure on RPL to award academic status equivalent to that of an honours degree or a four-year 480 NQF credit bachelor’s qualification at NQF Level 8 or postgraduate diploma to applicants in order to allow them access to a master’s programme as determined by the relevant Faculty/College Board, approved by Senate and contained in the relevant Faculty/College Rules and Regulations.

8. The University reserves the right not to admit applicants to a particular master’s programme in accordance with programme-specific selection criteria and other relevant criteria such as:
   (a) the limitations of enrolments per programme;
   (b) capping of admissions in terms of the University’s approved enrolment plan or professional regulatory requirements;
   (c) the inability to identify an appropriate supervisor within the University.

9. Applicants whose application for admission has been refused despite meeting the minimum admission requirements may request written reasons for such refusal from the relevant Head of Department.

10. Registration is done in accordance with dates set by the University.

11. Renewal of registration for a minor dissertation or dissertation takes place during the first semester of the academic year as contained in the University’s Year Programme.

12. Failure to submit the minor dissertation or dissertation research proposal within the time frame specified in the Higher Degrees Policy may result in cancellation of registration.

13. Interruption of study may be granted by the Vice-Dean responsible for postgraduate studies for legitimate reasons, as reflected in the Higher Degrees Administration: Structure and Processes.

14. Allowance is made for a possible pre-registration period during which a student will have limited access to university resources such as the library. This is done in accordance with the relevant Faculty/College Rules and Regulations.
(a) The pre-registration period may extend from a minimum of three months to a maximum of twelve months. Where the pre-registration period carries over to a following academic year, the student must re-register. Pre-registration will be accommodated on the student administration system in either the first semester or the second semester of the academic year.

(b) Pre-registration is only available according to the published registration dates set for the programme. Students who fail to meet the pre-registration requirements will not be given a second chance.

(c) In order to qualify for formal registration, the student must have complied with all the conditions for progression set and recorded by the Faculty/College, in time to register in accordance with the times set by the University.

15. Students register for a master’s programme full time or part time in accordance with the specific requirements of the programme as contained in the relevant Faculty/College Rules and Regulations as approved by Senate, and with due regard to the PQM as approved by the DHET.

16. The minimum duration of a master’s programme is one academic year. Residency less than the prescribed minimum study period may not be granted.

17. The maximum period of registration for a master’s programme is two years’ full time or three years part time. Further registration may be granted by the relevant Vice-Dean responsible for postgraduate studies in accordance with the University's Higher Degrees Policy and the Higher Degrees Administration: Structures and Processes.

18. The approval of applicants’ research proposals, supervisors, study fields and provisional and/or final titles of minor dissertations or dissertations takes place in accordance with the University’s Higher Degrees Policy, the Higher Degrees Administration: Structures and Processes and Faculty/College-specific regulations as determined by the relevant Faculty/College Board, approved by Senate and contained in the relevant Faculty/College Rules and Regulations.

19. Any amendment to a project or research title is done in accordance with Faculty/College-specific requirements. The amendment is approved by the relevant Faculty/College Board or Faculty/College higher degrees’ committee and noted by the Senate Higher Degree Committee (SHDC). A change in project title at any stage does not constitute valid grounds for the extension of registration, residency or formal duration of study.

20. The renewal of students’ registration for a master’s programme is subject to satisfactory progress in accordance with the University’s Higher Degrees Policy and the Higher Degrees: Administration: Structures and Processes, Faculty/College-specific requirements and, where applicable, professional regulatory requirements, with due regard also to the University’s Enrolment Management Plan and subsequent throughput interventions.

21. If students’ progress is unsatisfactory, the Faculty/College Board may decide to terminate their registration for the master’s programme.
REGISTRATION FOR DOCTORAL DEGREES

1. For admission to a doctoral programme, applicants must have successfully completed a relevant master's programme in the same or relevant field of study or discipline as determined by the relevant Faculty/College Board, approved by the SHDC, ratified by Senate and contained in the relevant Faculty/College Rules and Regulations.

2. The extent to which applicants meet admission requirements is assessed by the relevant Head of Department, in consultation with the prospective supervisors, in accordance with the admission requirements for the particular doctoral programme determined by the Faculty/College Board, approved by Senate and contained in the relevant Faculty/College Rules and Regulations. The Head of Department, in consultation with the relevant Vice-Dean responsible for postgraduate studies may set additional admission requirements, as approved by the relevant Faculty/College higher degrees committee, for a particular student.

3. In the case of interdisciplinary doctoral programmes, additional admission requirements may be set by the two or more relevant interdisciplinary fields, departments or faculties, approved by Senate and contained in the relevant Faculty/College Rules and Regulations.

4. The relevant Head of Department (where applicable) may initiate the University's Policy on RPL to award academic status equivalent to that of a master's degree to enable applicants to gain access to a doctoral programme. Each individual case is considered by the relevant Faculty/College Board, submitted to the Senate Higher Degrees Committee (SHDC) for consideration and approved by Senate.

5. The University reserves the right not to admit applicants to a particular doctoral programme in accordance with the programme-specific selection criteria and other relevant criteria or if the department lacks adequate supervision capacity. Compliance with minimum admission requirements does not constitute automatic right of admission to the programme.

6. The success of an international application depends on both the confirmation of academic acceptance and the obtaining of the necessary statutory documentation and state approval.

7. Applicants who have applied for admission and have been refused despite meeting the minimum admission requirements may request written reasons for such refusal from the relevant Head of Department or Vice-Dean responsible for postgraduate studies.

8. Applicants register for the relevant doctoral programme in accordance with the registration dates set by the University, Faculty/College-specific procedure and in terms of the requirements of the Higher Degrees Policy and the Higher Degrees Administration: Structure and Processes.

9. Renewal of registration takes place during the first semester of the academic year.

10. Failure to submit the research proposal within the specified time frame may result in cancellation of registration.

11. The Vice-Dean responsible for postgraduate studies may grant a student permission to put his/her study in abeyance for legitimate reasons, as

12. Allowance is made for a possible pre-registration period during which a student will have limited access to university resources such as the library. This is done in accordance with the relevant Faculty/College Rules and Regulations.

(a) The pre-registration period may extend from a minimum of three months to a maximum of twelve months. Where the pre-registration period carries over to a following academic year, the student must re-register. Pre-registration will be accommodated on the student administration system in either the first semester or the second semester of the academic year.

(b) Pre-registration is only available according to the published registration dates set for the programme. Students who fail to meet the pre-registration requirements will not be given a second chance.

(c) In order to qualify for formal registration, the student must have complied with all the conditions for progression set and recorded by the Faculty/College, in time to register in accordance with the times set by the University.

13. Students register for the doctoral programme full time or part time in accordance with the specific requirements of the programme as contained in the relevant Faculty/College Rules and Regulations, as approved by Senate, and with due regard to the approval of the DHET, as accredited by the CHE (HEQC) and registered by SAQA.

14. The minimum duration of a doctoral programme is two academic years (part time or full time). Residency less than the prescribed minimum period is not granted.

15. The maximum period of registration for a doctoral programme is four years full time or five years part time. Further registration may be granted by the relevant Vice-Dean responsible for postgraduate studies in accordance with the University’s Higher Degrees Policy and the Higher Degrees Administration: Structures and Processes.

16. The approval of students’ research proposals, supervisors, study fields and provisional or final titles of theses is in accordance with the University’s Higher Degrees and Postgraduate Studies Policy and Faculty/College-specific regulations determined by the relevant Faculty/College Board, approved by Senate as recommended by the SHDC.

17. Any amendment to the title of a thesis is in accordance with Faculty/College-specific requirements, and such amendment is approved by the relevant Faculty/College Board or Faculty/College committee with delegated authority, and noted by the SHDC. A change in project title at any stage does not constitute valid grounds for the extension of registration or residency/formal duration of study.

18. Scholarship development at doctoral level may consist of at least the following formative and integrated assessment opportunities, as determined by the Faculty/College Board, approved by Senate and contained in the Faculty/College Rules and Regulations:

(a) regular discourse engagement with the supervisor(s), as contained in the Faculty/College-specific guidelines for doctoral programmes; and
(b) two doctoral seminars during the course of the programme: one to present and defend the research proposal and one to present the results of the research project and simultaneously to justify the originality of the thesis.

19. The renewal of students’ registration for a doctoral programme is subject to their satisfactory progress in accordance with the Higher Degrees Policy, Higher Degrees Administration: Structures and Processes, Faculty/College-specific requirements and, where applicable, professional regulatory requirements.

20. In the event of students’ progress being unsatisfactory, the relevant Faculty/College Board recommends to the SHDC that their registration for the doctoral programme be terminated. The decision of the SHDC is final.

21. Interruption (a study break which does not count against a student when calculating the period within which the study must be completed) may be granted in exceptional circumstance, for a maximum of twelve months, and only once during the period of study.

**CBE.6 CANCELLATION OF STUDIES OR CERTAIN MODULES**

6.1 Students cancel their studies in a particular programme or module by official notification on a prescribed form and in accordance with the prescribed procedure thereof before the date determined by the University. This form is submitted to the relevant Faculty/College officer for processing.

6.2 Students who fail to notify the University officially before the prescribed dates will forfeit any claim to the reimbursement of money paid to the University.

6.3 Cancellation of studies in a semester module(s) or a year module(s) within the 21-calendar day period before the beginning of the assessment opportunity will be regarded as absent from the assessment opportunity. Cancellation of studies in a continuous evaluation year module within the 42-calendar day period before the beginning of the assessment opportunities will be regarded as absent from the assessment opportunity.

6.4 Online students who cancel their registration before the end of the first week of the module (by midnight of the Sunday South African time), are entitled to a refund of 90% of the module fee; or to a credit of 90% of the module fee. Students who cancel their registration before the end of the second week of the module are entitled to a 50% credit or 50% refund of the module fee. Credit into the student’s account will be given automatically; a refund will be paid on submission of a written application on the appropriate form. Students who fail to notify the University officially of cancellation of a module after the end of the second week are not entitled to any reimbursement or credit of the module fee.

6.5 Upon total cancellation of studies or cancellation of certain modules, the rebate on residence fees is calculated according to a sliding scale based on the actual days in residence.

- **Cancellation on or before 14 February:**
  Total remission of tuition fees with the exception of the registration fee and ICT levy.

- **Cancellation after 14 February:**
  Rebate is calculated as mentioned in (b) below.
6.6 Students wishing to cancel a module must do so in writing at the Faculty/College concerned. (Please consult the UJ Fees booklet for the exact date of cancellation).

First semester modules:
- Cancellation on or before 14 February: No fees payable.
- Cancellation on or before the last working day of March: 50% credit is granted.
- Cancellation after the last day of March: No credit.

Second semester modules:
- Cancellation on or before 31 July: No fees payable.
- Cancellation after 31 July: No credit is granted.

Year modules:
- Cancellation on or before 14 February: No fees payable.
- Cancellation on or before the last working day of March: 75% credit is granted.
- Cancellation on or before 31 July: 50% credit is granted.
- Cancellation after 31 July: No credit is granted.

6.7 Class attendance for contact programmes
1. Students have the responsibility to attend all classes unless they have a legitimate reason, and where appropriate, the necessary evidence thereof, for being absent.
2. Students might be required at any time to account for their irregular attendance, either by personal explanation to their lecturer or by a written statement from a guardian or another authority.
3. In borderline academic result cases, information on class attendance is taken into account by faculties.
4. Students are expected to attend a minimum of 80% of tutorials.
5. Faculties might have rules regarding the compulsory attendance of practical, laboratory and clinical classes as contained in the College Rules and Regulations.

CBE.7 CREDIT AND PROMOTION REQUIREMENTS
7.1 Students may receive credit only once for an interchangeable module in any programme at the equivalent NQF level and with the same number or higher NQF credits.

7.2 A module passed at a particular NQF level may not serve as an equivalent for a module at a higher NQF level.

7.3 Students retain credit for exemption and/or renewal of registration purposes for a module passed for a period not exceeding seven years, provided that there are no material changes to the curriculum content in this period and provided further that there has been no change in the statutory body regulating the relevant qualification. This retention is also subject to the
programme-specific requirements contained in the Faculty/College Rules and Regulations. Exceptions may be allowed by the Executive Dean in consultation with the Head of Department.

7.4 Students who have temporarily discontinued their studies and who have passed a module whose content has in the meantime undergone substantial changes may be refused admission to a module for which this module is a prerequisite.

7.5 Students who have failed a module twice will not be allowed to continue their studies in the same module at the University, except with the permission of the Executive Dean or his delegated authority on recommendation of the relevant Head of Department after consultation with the Lecturer, or on recommendation of the Faculty/College’s examination or assessment committee.

7.6 Students who have not been promoted to the following year of study for any two years of study will not be permitted to continue with that programme and will academically be excluded except with the special permission of the Executive Dean. The Executive Dean may stipulate conditions for students to continue with their studies.

7.7 Unsatisfactory attendance of lectures, participation in an electronic learning environment, tutorials and practical’s (where applicable) is taken into consideration when decisions are made regarding the academic exclusion of students.

CBE.8 ASSESSMENT

Any form of dishonesty, including plagiarism, in relation to any assessment event in any programme, will be dealt with in accordance with the University’s disciplinary code and/or criminal law.

8.1 REQUIREMENTS FOR ALL MODULES

1. When a traditional examination is used as a last summative assessment opportunity (exam), a minimum final period/semester or year mark of 40%, submission of a minimum of 80% of all assignments (where applicable and indicated in the learning guide) and attendance of a minimum of 80% of tutorial classes (where applicable and indicated in the learning guide) is required for undergraduate and postgraduate and coursework master’s students to gain access to the last assessment opportunity (exam). Each assessment opportunity carries a predetermined weight in accordance with the OUTCOMES. The uniqueness of the subject is taken into account in determining the weighting. This predetermined weighting will be communicated to students.

2. The final period/semester/year/module mark and the mark of the last summative assessment opportunity (exam) constitute 50% each towards the calculation of the final mark. Any deviation from this must be approved by the Board of College and will be communicated to the students in the relevant study guides. It is also included with each module in this yearbook.
3. Any assessment requirements higher than those indicated above are determined by the Board of College, approved by Senate and contained in the College Rules and Regulations.

4. When a traditional examination (non-continuous assessment) is used as a last assessment, a sub-minimum of 40% for the last assessment opportunity examination (EM) and a final mark (FM) of 50% is required to pass the module.

5. A student passes a module with distinction if the final mark (FM) is 75% or more.

6. The scheduling of the last summative assessment opportunities (exam) occurs according to the fixed timetable for last assessment opportunities (exam). The onus is on the student to complete the last summative assessment (exam) on the date, at the time and in the venue specified.

7. The judgement of the Departmental and/or College Assessment Committee is final.

8.2 SUPPLEMENTARY SUMMATIVE ASSESSMENT OPPORTUNITIES

1. Supplementary summative assessment opportunities are automatically granted to a student for those modules where:
   a) the student failed a module but obtained a final mark of at least 40%; or
   b) the student failed the module but obtained a final period/semester/year/module mark of at least 60%.

2. Supplementary summative assessment opportunities for postgraduate modules are granted by the programme manager, in consultation with the Head of Department, and the assessors.

3. The scheduling of supplementary summative assessment opportunities occurs according to the fixed timetable for supplementary summative assessment opportunities. The onus is on the student to complete the supplementary summative assessment on the date, at the time and in the venue specified.

4. The supplementary summative assessment opportunity is based on all the outcomes of the specific module and the duration must be the same as that of the last summative assessment opportunity except in the case of an oral assessment.

5. When a supplementary summative assessment is written the final period/semester/year/module mark is taken into account when calculating the final mark for the module. Any deviation from this must be approved by the Board of College.

6. When a supplementary summative assessment is written, the final mark is capped at 50%. This rule does not apply to continuous assessment modules.

7. Students are personally responsible for ascertaining whether they qualify for a supplementary summative assessment opportunity and for acquainting themselves with the details of the timetable and venue.
8. Students’ entitlement to a supplementary summative assessment opportunity lapses if they fail to use the opportunity.

9. Students may not be granted another supplementary summative assessment opportunity if they have used and failed a previous one except if the Executive Dean of the Faculty/College in which the qualification resides and in consultation with the Executive Dean of the Faculty/College in which the particular modules reside, waive one or more of the conditions (a) or (b) under point 1 of paragraph 8.4.

8.3 SPECIAL SUMMATIVE ASSESSMENT OPPORTUNITIES

1. Special summative assessment opportunities are considered by the Faculty/College in which the programme/qualification resides, for students who, in the event of illness, for compassionate reasons, on religious grounds or for similar legitimate reasons, were prevented from attending an assessment opportunity. Students may be granted a special assessment opportunity if they apply for it within seven calendar days after the original date of the relevant assessment opportunity. The Executive Dean or the Vice Dean, in consultation with the relevant Head of Department, considers all applications and decides whether or not to grant the special assessment opportunity.

Valid reasons include the following:
   a) acceptable medical certificates; or
   b) prior application (with confirmation from the Sports Bureau or Cultural Office) for participating in provincial, national or international sports or cultural events; or
   c) compassionate reasons such as the death or serious illness of a close family member or friend (documentary evidence is required and must be submitted); or
   d) prior application in respect of assessments conducted on dates and times that clash with religious obligations as certified by the responsible authorities of the religion indicated on the particular student’s registration form for that particular year; or
   e) other excuses deemed acceptable by the Executive Dean in consultation with the Head of Department.

2. The Board of College determines the procedure for and manner of such application in accordance with University procedure. The application procedure must be contained in a relevant programme-specific information or learning guide.

3. The scheduling of special summative assessment opportunities occurs according to the fixed timetable for supplementary summative assessment opportunities. The onus is on the student to complete the special summative assessment on the date, at the time and in the venue specified.

4. Students’ entitlement to a special summative assessment opportunity lapses if they fail to use the opportunity.

5. No capping of a final mark is applicable in the case of a special summative assessment opportunity.
8.4 SPECIAL SUPPLEMENTARY SUMMATIVE ASSESSMENT OPPORTUNITIES

1. The Assessment Committee or a senior administrative officer in which the qualification resides may grant a student a special supplementary assessment opportunity (exam) if the student requires not more than the equivalent of two semester modules or one, year module for the completion of the relevant qualification, provided that the student:
   a) was registered for the relevant module in the current academic year; and
   b) was admitted to, and participated in the last summative assessment opportunity (exam) in the relevant module; and
   c) has complied with all the experiential or practical requirements prescribed for the qualification (where applicable); and
   d) was not granted a supplementary last assessment opportunity (exam) in the relevant module during the current academic year.

The Executive Dean where the qualification resides may, in exceptional circumstances and in consultation with the Executive Dean where the particular modules reside, waive one or more of the conditions specified in (c) or (d).

2. The scheduling of a special supplementary summative assessment opportunity occurs according to the fixed timetable for special supplementary summative assessment opportunities. The onus is on the student to complete the supplementary summative assessment on the date, at the time and in the venue specified.

3. The special supplementary summative assessment opportunity is based on all the outcomes of the specific module and the duration must be the same as that of the last summative assessment opportunity except in the case of an oral assessment.

4. When a special supplementary summative assessment is written the final period/semester/year/module mark is taken into account when calculating the final mark for the module. Any deviation from this must be approved by the Board of College.

5. When a special supplementary summative assessment is written, the final mark is capped at 50%.

6. Students are personally responsible for ascertaining whether they qualify for a special supplementary summative assessment opportunity and for acquainting themselves with the details of the timetable and venue.

7. Students’ entitlement to a special supplementary summative assessment opportunity lapses if they fail to use the opportunity.

8.5 APPEAL OF FINAL MARKS

1. After the final mark (FM) for a module is made known, students:
   a) who failed the module with a final mark (FM) of at least 40%; or
   b) whose last summative assessment opportunity (examination mark) (EM) is at least 15% lower than their final period/semester/year/module mark; or
   c) who passed a module without distinction, but whose final period/semester/year/module mark or last assessment opportunity (examination mark) (EM) was a distinction; may apply to the lecturer who
awarded the marks in the final period/semester/year/module mark or last assessment opportunity (examination) for an explanation of the final mark obtained.

i. Requests for the explanation of the award of final marks of the first semester’s final summative assessment opportunity must be made within 10 days after classes commenced for the second semester. In the case of a final second semester assessment opportunity requests must be made three days prior to commencement of classes for the first semester. No assessment material (for example answer scripts or portfolios) or copies of it may be provided to students after such explanatory discussion if such material would not otherwise have been returned to the student.

ii. If, after the explanation has been provided as described in 2. above, students are still dissatisfied with the award of marks, they may appeal to the Executive Dean. Executive deans may, at their own discretion decide to appoint an external arbiter to re-assess the final and/or last summative assessment opportunity’s answer script of the student. A fee, as determined by the University, is payable for the assessment by arbitration. The decision of the Executive Dean is final.

iii. The fee is refunded if the arbiter alters results from a fail to a pass or from a pass without distinction to a pass with distinction. In all other cases the fee is forfeited to the University.

8.6 EXPLANATION OF GLOBAL RESULT CODES

After completion of the last summative assessment opportunity session, students will receive a global result code regarding the overall performance for the semester/year. The following table explains the result codes given to students after the last summative assessment (examinations).

<table>
<thead>
<tr>
<th>CODE</th>
<th>DESCRIPTION</th>
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</table>
| P8 | DEGREE/DIP/CERT CUM LAUDE  
Congratulations! Degree/Diploma obtained with distinction. |
| P7 | OBTAINED DEGREE/DIPLOMA/CERT  
Congratulations! Obtained degree/diploma. |
| P6 | DEGREE/DIPL/CERT COND SSA EXAMS  
The completion of your qualification depends on the result of the supplementary assessment. |
| P5 | MAY CONTINUE STUDIES  
You may continue studies. |
| P4 | MAY CONTINUE STUDIES  
Congratulations! You have been promoted to enrol for modules on the next year of your qualification. |
| PH | POTENTIAL GRADUATE  
Awaiting outcome of dissertation/thesis result. |
| EE | REFER TO FACULTY POLICY  
Proceed on condition that satisfactory progress is made in the |
<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
</table>
| E4   | **PROCEED: PASS ALL COURSES NOV(P) (Postgraduate)**  
Warning: Proceed on condition that all modules must be passed during November assessment. Failing to comply may lead to academic exclusion from CBE. |
| E5   | **PROCEED: PASS ALL COURSES JUNE(P) (Postgraduate)**  
Warning: Proceed on condition that all modules must be passed during June assessment. Failing to comply may lead to academic exclusion from CBE. |
| E6   | **UNSATISFACTORY PROGRESS DISS/THESIS (Postgraduate)**  
Your application for extension of studies was approved until end October of the new academic year to complete your qualification, failing which you may not be allowed further registration in the College. |
| E7   | **DISS/THESIS NOT COMPLETED IN TIME (Postgraduate)**  
You have used the maximum time allowed to complete your degree. To be considered for further registration, you need to apply for study extension. Contact your supervisor/coordinator urgently. |
| 7F   | **NO RE-ADMISSION FOR SEM 1 (Postgraduate)**  
You have been academically excluded from CBE due to inadequate academic performance in Sem 2. You can appeal this decision.  
(Enquire at the Administration office about dates) |
| DF   | **NO RE-ADMISSION FOR SEM 2 (Postgraduate)**  
You have been academically excluded from CBE due to inadequate academic performance in Sem 1. You can appeal this decision.  
(Enquire at the Administration office about dates) |
| 6F / 9F | **POSTGRADUATE APPEAL SUCCESSFUL – SEMESTER 1 / SEMESTER 2** |
| 8F / 0F | **POSTGRADUATE APPEAL UNSUCCESSFUL – SEMESTER 1 / SEMESTER 2** |
| FT   | **RESULTS OUTSTANDING/RESULTS NOT FINALISED**  
Your global result code depends on the outcome of your supplementary/special assessment result. |
| F5   | **CONTINUATION CONDITIONAL – DEAN**  
Final warning. If you do not submit within the next six months you may not be allowed further registration in the College. |
| L2   | **CONDITIONS NOT MET – NO READMISSION**  
When a student appealed an academic exclusion and the appeal was successful, there are conditions that the student has to meet such as that the student have to pass all modules registered for in the next semester and the student is not allowed to cancel any modules. If the student did not meet these conditions an L2 will be allocated and the student will be excluded academically. The student cannot appeal again. |
| SV   | **APPOINTMENT WITH HOD REGARDING CONTINUATION OF STUDIES** |
SR STU-DY INTERRUPTED- NO APPROVAL
Studies have been interrupted without notifying the University or applying for a study break. If the minimum study time for the qualification was exceeded, re-admission might be declined.

WD WELL DONE!

FD DEFERMENT/STUDY ABEYANCE
Your application for interruption of studies has been approved

XA EXTENSION OF STUDIES APPROVED
Your application for extension of studies has been approved

VA MAY CONTINUE WITH PROPOSAL (Postgraduate)
You may continue with the development of your proposal.

VN PROPOSAL NOT APPROVED (Postgraduate)
Proposal for dissertation/thesis has not been approved. You may not continue with your registration.

VY PROPOSAL SUCCESSFUL (Postgraduate)
Proposal for dissertation/thesis has been approved. You may continue with your registration for Masters/Doctoral degree.

CBE.9 APPEALS AGAINST ACADEMIC EXCLUSION

1. Students from the College of Business and Economics (CBE) may lodge an appeal against their academic discontinuation once [i.e. receiving an F7 (undergraduate) or 7F (postgraduate) at the end of the year, or an BF (undergraduate) or DF (postgraduate) in the middle of the year] online on the UJ website. Specific dates when a submission could be made will be publicised by the CBE, to facilitate the appeals process.

2. Applicants who want to appeal must follow the prescribed administrative procedure by submitting their motivation and supporting documents when completing the appeals template online on the UJ website.

3. The College’s Appeals Committee will consider the appeals and may refuse or allow readmission. The decision is made by the College Appeals Committee and not by an individual, therefore the decision is final and an appeal upon an appeal cannot be lodge.

4. If a student was readmitted, the student has to take up studies directly afterwards. A student cannot take a gap year after a successful appeal before commencing with studies.

5. Students will be notified of the outcome of the appeal via SMS, therefore students should ensure that their most recent contact detail is on the UJ system.

6. Students who transfer to another faculty retain their academic record related to their previous registration for any other programme/s.

7. When the College Appeals Committee allows re-admission under circumstances where a student had submitted incorrect information and documentation material to an appeal, or had omitted to provide information or documentation
material to an appeal, the College Appeals Committee may reverse its decision
and the registration of the student may be cancelled.

CBE.10 OBTAINING A QUALIFICATION

Students obtain a qualification if they have passed every module prescribed for a
programme and have successfully completed service or work-integrated learning
where applicable. It is the student’s responsibility to ensure all prescribed modules,
service or work-integrated learning are completed.

A qualification is awarded or conferred with distinction if the requirements below are
met:

a) Duration:
   i. Students must complete a postgraduate diploma or an honours qualification,
      within one year if registered full time and within two years if registered part time.
   ii. Students must complete a master’s qualification within the maximum period
        allowed for the master’s programme.

b) Average final mark for the qualification:
   i. Students must achieve an average final mark for a postgraduate diploma or an
      honours qualification, of at least 75% calculated by weighting the final marks for all
      the modules comprising the qualification in accordance with the NQF credit values
      allocated to the modules.
   ii. Students for a master’s qualification by dissertation must achieve a final mark of at
       least 75% for the dissertation.
   iii. Students for a master’s qualification by coursework must achieve an average final
        mark for the qualification of at least 75% calculated by weighting the average final
        marks for all the coursework modules and the final mark for the minor dissertation
        in accordance with the credit values allocated to all the coursework modules and the
        minor dissertation respectively (for example, if the credit value of the minor
        dissertation represents 40% of the total credit value of the qualification, the average
        final mark for the qualification will be weighted in the proportion of 40% for the minor
        dissertation and 60% for all the coursework modules).
   iv. Decimal marks may be rounded upwards or downwards in accordance with the
decision taken by the College Assessment Committee concerned.

c) Special conditions:
   i. A student must never have failed a module as a first attempt in the
      relevant programme.
   ii. A student must have obtained a minimum mark of 65% in every
       prescribed module at NQF LEVEL: 8 for Honours Degrees and
       Postgraduate Diplomas and NQF LEVEL: 9 for Master’s Degrees and in
       the case of a master’s qualification by coursework, in the minor
       dissertation as well.
   iii. Students must have been registered for the full curriculum as prescribed
       for each academic year on a full-time or part-time basis, as the case may
       be.
   iv. If students are transferred from another Higher Education Institution in the
       same qualification to UJ the same requirements as stated above shall
       apply.
v. If students change programmes within UJ only the modules related to the new programme will be taken into consideration in calculating whether the qualification is obtained with distinction.

CBE.11 RECOGNITION OF PRIOR LEARNING (RPL)

Application for admission to study at the University

1. Prospective students must apply for admission to programmes not later than the determined programme specific closing dates as stipulated on the official UJ website. An annually determined application fee is payable for paper applications. Online applications are free.

2. Admission is subject to selection in accordance with programme-specific admission requirements determined by the Board of College, as well as minimum requirements set for transfer students, approved by Senate and contained in the relevant College Rules and Regulations.

3. The University has the right to revoke or amend the admission status of an applicant, and cancel or refuse the registration of an applicant or student who provided incorrect information and documentation material to an application for admission or re-admission, or who omitted to provide information or documentation material to an application for admission or re-admission.

4. No notice regarding an applicant’s admission status is official and binding on the University, unless it has been sent by email to an applicant from the University’s server or uploaded by the University to the online Student Portal application status page.

5. Admission is also subject to
   a) the University’s Enrolment Management Plan approved by the Department of Higher Education and Training, the Senate and Boards of College;
   b) caps for elective modules as approved;
   c) professional regulatory requirements where programmes are regulated by external regulatory boards/councils;
   d) requirements related to the student equity profile; and
   e) Senate-approved selection, placement and admission tests.

For full Rules and Regulations please refer to the Academic Rules and Regulations of the University of Johannesburg. A list of relevant acts/policies/documents are available on ULink: https://ulink.uj.ac.za/pages/regulations.php

CBE.12 NQF LEVEL: OF POSTGRADUATE QUALIFICATIONS

NQF LEVEL: (National Qualifications Framework)

<table>
<thead>
<tr>
<th>NQF LEVEL</th>
<th>Qualification type</th>
<th>Minimum total credits</th>
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<td>10</td>
<td>Doctoral Degree</td>
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<tr>
<td></td>
<td>Doctoral Degree (Professional)</td>
<td>(Min. credits at level 10: 360)</td>
</tr>
</tbody>
</table>
9 Master's Degree
  Master's Degree (Professional) 180
    (Min. credits at level 9: 120)

8 Bachelor of Arts Honours Degrees / Bachelor of Commerce Honours Degrees 120
    (Min. credits at level 8: 120)

  Postgraduate Diploma 120
    (Min. credits at level 8: 120)


CBE.13 POSTGRADUATE QUALIFICATIONS OFFERED IN THE COLLEGE OF BUSINESS AND ECONOMICS

BACHELOR OF ARTS HONOURS (BAHons)

All Bachelor of Arts Honours degrees listed below are offered full and/or part time. (Consult with the relevant Department)

<table>
<thead>
<tr>
<th>QUALIFICATION NAME</th>
<th>CODE</th>
<th>OFFERED BY</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Management</td>
<td>(H1AH2Q)</td>
<td>School of Management</td>
<td>49</td>
</tr>
<tr>
<td>Industrial Psychology</td>
<td>(H1AIQP)</td>
<td>School of Management</td>
<td>52</td>
</tr>
<tr>
<td>Public Management and Governance</td>
<td>(H1APGQ)</td>
<td>School of Public Management, Governance and Public Policy</td>
<td>54</td>
</tr>
<tr>
<td>Tourism Development</td>
<td>(H1ATDQ)</td>
<td>School of Tourism and Hospitality</td>
<td>55</td>
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</table>

BACHELOR OF COMMERCE HONOURS (BComHons)

All Bachelor of Commerce Honours degrees listed below are offered full and/or part time. (Consult with the relevant Department)

<table>
<thead>
<tr>
<th>QUALIFICATION NAME</th>
<th>CODE</th>
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<th>PAGE</th>
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</thead>
<tbody>
<tr>
<td>Bachelor of Accounting Honours (CA)</td>
<td>H3BA7Q</td>
<td>School of Accounting</td>
<td>57</td>
</tr>
<tr>
<td>Econometrics</td>
<td>H3M17Q</td>
<td>School of Economics</td>
<td>58</td>
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<tr>
<td>Economics</td>
<td>H3N14Q</td>
<td>School of Economics</td>
<td>60</td>
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<tr>
<td>Financial Management</td>
<td>H3FP7Q</td>
<td>School of Accounting</td>
<td>62</td>
</tr>
<tr>
<td>Financial Planning</td>
<td>H3FP7Q</td>
<td>School of Management</td>
<td>63</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>H1CH2Q</td>
<td>School of Management</td>
<td>65</td>
</tr>
<tr>
<td>Industrial Psychology</td>
<td>H1CIPQ</td>
<td>School of Management</td>
<td>67</td>
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<tr>
<td>Information Management</td>
<td>H1CI2Q</td>
<td>School of Consumer</td>
<td>70</td>
</tr>
<tr>
<td>QUALIFICATION NAME</td>
<td>CODE</td>
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<tr>
<td>Information Technology Management</td>
<td>H1CITQ</td>
<td>School of Consumer Intelligence and Information Systems</td>
<td>72</td>
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<tr>
<td>Internal Auditing</td>
<td>H3I17Q</td>
<td>School of Accounting</td>
<td>74</td>
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<tr>
<td>Investment Management</td>
<td>H3IM7Q</td>
<td>School of Management</td>
<td>75</td>
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<tr>
<td>Logistics Management</td>
<td>H1CL2Q</td>
<td>School of Management</td>
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<tr>
<td>Marketing Management</td>
<td>H34MMQ</td>
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<tr>
<td>Property Valuation and Management</td>
<td>H3P14Q</td>
<td>School of Management</td>
<td>82</td>
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<tr>
<td>Quantitative Finance</td>
<td>H3Q15Q</td>
<td>School of Management</td>
<td>84</td>
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<tr>
<td>Strategic Management</td>
<td>H1CSM2</td>
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<td>85</td>
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<tr>
<td>Taxation</td>
<td>H3T17Q</td>
<td>School of Accounting</td>
<td>87</td>
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<tr>
<td>Transport Economics</td>
<td>H1CT2Q</td>
<td>School of Management</td>
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### POSTGRADUATE DIPLOMAS (PGDip)

All Postgraduate Diplomas listed below are offered full and/or part time. (Consult with the relevant Department)

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<tr>
<td>Accounting Science</td>
<td>E3AS7Q</td>
<td>School of Accounting</td>
<td>100</td>
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<tr>
<td>Estate Planning</td>
<td>E3EP6Q</td>
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<td>101</td>
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<tr>
<td>Financial Management</td>
<td>E3FM8Q</td>
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<td>102</td>
</tr>
<tr>
<td>Public Policy and African Studies</td>
<td>E34PPQ</td>
<td>School of Public Management, Governance and Public Policy</td>
<td>103</td>
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</table>

### MASTER OF ARTS (MA)

All Master of Arts degrees listed below are offered full and/or part time. (Consult with the relevant Department)

<table>
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<tr>
<td>MA (Industrial Psychology) (Research)</td>
<td>M1AIPQ</td>
<td>School of Management</td>
<td>138</td>
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<tr>
<td>Public Management and Governance (Course work)</td>
<td>M1AP1Q</td>
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## MASTER OF COMMERCE (MCom)

All Master of Commerce degrees listed below are offered full and/or part time. (Consult with the relevant Department)

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<tr>
<td>Auditing (Research)</td>
<td>M3RD3Q</td>
<td>School of Accounting</td>
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<tr>
<td>Business Management (Coursework)</td>
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<td>Competition and Economic Regulation (Coursework)</td>
<td>M3CR8Q</td>
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<td>Computer Auditing (Coursework)</td>
<td>M3CC7Q</td>
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<td>Development Economics (Coursework)</td>
<td>M3CN3Q</td>
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<tr>
<td>Econometrics (Research)</td>
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<tr>
<td>Economics (Research)</td>
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<tr>
<td>Employment Relations (Research)</td>
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<td>Finance (Coursework)</td>
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<td>Industrial Psychology (Professional) (Coursework)</td>
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<td>Industrial Psychology (Research) Dissertation</td>
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<td>Information Technology Management (Research)</td>
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<td>International Accounting (Coursework)</td>
<td>M3CA7Q</td>
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<td>Investment Management (Research)</td>
<td>M3RI3Q</td>
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<td>Local Economic Development (Professional) (Coursework)</td>
<td>M3CL5Q</td>
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<tr>
<td>Quantitative Finance (Research)</td>
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<tr>
<td>Qualification Name</td>
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<tr>
<td>South Africa and International Taxation (Coursework)</td>
<td>M3CT7Q</td>
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<tr>
<td>South Africa and International Taxation (Research)</td>
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<tr>
<td>Strategic Human Resource Management (Course work)</td>
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<td>Strategic Management (Research)</td>
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<tr>
<td>Transport Economics (Research)</td>
<td>M1CTEQ</td>
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</table>

**MASTER OF PHILOSOHY (MPhil)**

All Master of Philosophy degrees listed below are offered full and/or part time. (Consult with the relevant Department)

<table>
<thead>
<tr>
<th>Qualification Name</th>
<th>Code</th>
<th>Offered By</th>
<th>Page</th>
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</thead>
<tbody>
<tr>
<td>Business Management (Research)</td>
<td>M1PBMQ</td>
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<td>117</td>
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<tr>
<td>Employment Relations (Research)</td>
<td>M1PERQ</td>
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<tr>
<td>Human Resource Development (Research)</td>
<td>M1PHDQ</td>
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<td>Human Resource Management (Research)</td>
<td>M1PHMQ</td>
<td>School of Management</td>
<td>132</td>
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<tr>
<td>Industrial Policy (Coursework)</td>
<td>M3CP4Q</td>
<td>School of Economics</td>
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<tr>
<td>Industrial Psychology (Coursework) Professional</td>
<td>M1PIPQ</td>
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<tr>
<td>Information Management (Research)</td>
<td>M1PIMQ</td>
<td>School of Consumer Intelligence and Information Systems</td>
<td>139</td>
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<td>Leadership Coaching (Coursework)</td>
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<td>Leadership in Emerging Economies (Coursework)</td>
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<td>Logistics Management (Research)</td>
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<td>Personal and Professional Leadership (Coursework)</td>
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<tr>
<td>Transport Economics (Research)</td>
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**Masters**

All Masters degrees listed below are offered full and/or part time. (Consult with the relevant Department)

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<tbody>
<tr>
<td>Master of Business Administration</td>
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<td>Johannesburg Business School</td>
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<tr>
<td>QUALIFICATION NAME</td>
<td>CODE</td>
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<td>PAGE</td>
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</tr>
<tr>
<td>Master of Public Management and Governance (Online)</td>
<td>M1PMGP</td>
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<tr>
<td>(Coursework) (Not offered in 2020)</td>
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<tr>
<td>Master of Tourism and Hospitality Management (Research)</td>
<td>M14001</td>
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</table>

**DOCTORATE OF PHILOSOPHY (PhD)**

All Doctoral degrees listed below are offered full and/or part time. (Consult with the relevant Department)

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<tbody>
<tr>
<td>Accounting</td>
<td>P3PA3Q</td>
<td>School of Accounting</td>
<td>177</td>
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<tr>
<td>Accounting with specialisation in Accounting and Finance</td>
<td>P3PA9Q</td>
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<tr>
<td>Auditing</td>
<td>P3PD3Q</td>
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<td>Econometrics</td>
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<td>Economics</td>
<td>P3PN3Q</td>
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<tr>
<td>Economics with specialisation in Industrial Development</td>
<td>P3PN8Q</td>
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<tr>
<td>Economics with specialisation in Innovation</td>
<td>P34PNQ</td>
<td>School of Economics</td>
<td>185</td>
</tr>
<tr>
<td>Economics with specialisation in Local Economic Development</td>
<td>P3PN9Q</td>
<td>School of Economics</td>
<td>187</td>
</tr>
<tr>
<td>Employment Relations</td>
<td>P1DERQ</td>
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<tr>
<td>Finance</td>
<td>P3PF1Q</td>
<td>School of Management</td>
<td>189</td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>P1DHDQ</td>
<td>School of Management</td>
<td>190</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>P1DHMQ</td>
<td>School of Management</td>
<td>191</td>
</tr>
<tr>
<td>Industrial Psychology</td>
<td>P1DIPQ</td>
<td>School of Management</td>
<td>192</td>
</tr>
<tr>
<td>Information Management</td>
<td>P1DIMQ</td>
<td>School of Consumer Intelligence and Information Systems</td>
<td>193</td>
</tr>
<tr>
<td>Information Technology Management</td>
<td>P1ITMQ</td>
<td>School of Consumer Intelligence and Information Systems</td>
<td>194</td>
</tr>
<tr>
<td>Leadership</td>
<td>P1DLEQ</td>
<td>School of Management</td>
<td>194</td>
</tr>
<tr>
<td>Logistics Management</td>
<td>P1DLMQ</td>
<td>School of Management</td>
<td>195</td>
</tr>
<tr>
<td>Marketing Management</td>
<td>P1DMMQ</td>
<td>School of Consumer Intelligence and Information Systems</td>
<td>197</td>
</tr>
<tr>
<td>Course Title</td>
<td>Code</td>
<td>School</td>
<td>Page</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
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<td>---------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Public Management and Governance</td>
<td>P1DPMQ</td>
<td>School of Public Management, Governance and Public Policy</td>
<td>198</td>
</tr>
<tr>
<td>Public Management and Governance with specialisation in Innovation</td>
<td>P34PNQ</td>
<td>School of Public Management, Governance and Public Policy</td>
<td>199</td>
</tr>
<tr>
<td>Strategic Human Resource Management</td>
<td>P34SMQ</td>
<td>School of Management</td>
<td>201</td>
</tr>
<tr>
<td>Taxation</td>
<td>P3PT3Q</td>
<td>School of Accounting</td>
<td>202</td>
</tr>
<tr>
<td>Tourism and Hospitality</td>
<td>P1THPQ</td>
<td>School or Tourism and Hospitality</td>
<td>203</td>
</tr>
<tr>
<td>Transport Economics</td>
<td>P1DTEQ</td>
<td>School of Management</td>
<td>204</td>
</tr>
</tbody>
</table>
SECTION C  FIELDS OF STUDY

CBE.14 BACHELOR OF ARTS HONOURS (BAHONS) CURRICULA

- Human Resource Management
- Industrial Psychology
- Public Management and Governance
- Tourism Development

CLOSING DATE FOR APPLICATIONS: Last Friday in October at 12:00 for study in the following year.

Information is obtainable from the relevant department. Preparatory study and an entrance examination may be required by the relevant Department.

CBE.15 BAHONS (HUMAN RESOURCE MANAGEMENT) (H1AH2Q)

NQF LEVEL: 8  NUMBER OF CREDITS: 128

PURPOSE
The purpose of this qualification is to develop the applied competence of the student in mastering, analysis, interpretation and understanding of Human Resource Management principles and research in organisational context, focusing on new tendencies in the study field. The students should be able to reflect on their decisions and applications and to assess the effect thereof in the holistic context of organisational practices and principles. The qualification prepares students for further study and/or career in the field of Human Resource Management.

RULES OF ACCESS
A potential student should be in possession of a BA qualification on NQF level 7 with Industrial Psychology or Human Resource Management as major modules on NQF level 7. A module in analytical techniques or statistical methods on NQF level 7 is strongly recommended. Access to the Internet and Computer literacy is compulsory. An average of 65% will allow a potential student to apply for the honours course. Selection is at the discretion of the Department.

FULL-TIME CURRICULUM

| YEAR MODULE |
|-----------------|---------|-------------|
| MODULE NAME                      | MODULE CODE | NQF CREDITS |
| Research Project: Human Resource Management | HRM8X17     | 32          |
| 1 Year module                  | 32 Credits  |             |

SEMESTER MODULES
## FIRST YEAR

### YEAR MODULE

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Project: Human Resource Management</td>
<td>HRM8X17</td>
<td>32</td>
<td>1 Year module</td>
<td>32 Credits</td>
<td></td>
</tr>
</tbody>
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### PART-TIME CURRICULUM

**FIRST SEMESTER**

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Management: The Field</td>
<td>HRM8X02</td>
<td>12</td>
<td>Leadership Development</td>
<td>HRM8X21</td>
<td>12</td>
</tr>
<tr>
<td>Organisational Leadership</td>
<td>HRM8X20</td>
<td>12</td>
<td>Strategic Human Resource Management and Change</td>
<td>HRM8X18</td>
<td>12</td>
</tr>
<tr>
<td>Performance Management</td>
<td>HRM8X14</td>
<td>12</td>
<td>Financial Management for Non-Financial Managers</td>
<td>HRM8X01</td>
<td>12</td>
</tr>
</tbody>
</table>

3 Semester modules: 36 Credits

**SECOND SEMESTER**

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Management: The Field</td>
<td>HRM8X02</td>
<td>12</td>
<td>Leadership Development</td>
<td>HRM8X21</td>
<td>12</td>
</tr>
<tr>
<td>Organisational Leadership</td>
<td>HRM8X20</td>
<td>12</td>
<td>Strategic Human Resource Management and Change</td>
<td>HRM8X18</td>
<td>12</td>
</tr>
<tr>
<td>Performance Management</td>
<td>HRM8X14</td>
<td>12</td>
<td>Financial Management for Non-Financial Managers</td>
<td>HRM8X01</td>
<td>12</td>
</tr>
</tbody>
</table>

3 Semester modules: 36 Credits

**Electives** - Choose ONE of the following areas of study*

**AREA OF STUDY: HUMAN RESOURCE MANAGEMENT**

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Management</td>
<td>HRM8X19</td>
<td>12</td>
<td>Diversity Management</td>
<td>HRM8X08</td>
<td>12</td>
</tr>
</tbody>
</table>

**AREA OF STUDY: HUMAN RESOURCE DEVELOPMENT**

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and Development</td>
<td>HRM8X16</td>
<td>12</td>
<td>Learning and Development</td>
<td>HRM8X12</td>
<td>12</td>
</tr>
</tbody>
</table>

**AREA OF STUDY: EMPLOYMENT RELATIONS**

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Labour Law for Commerce</td>
<td>HRM8X22</td>
<td>12</td>
<td>Employment Relations Management</td>
<td>HRM8X09</td>
<td>12</td>
</tr>
</tbody>
</table>

*Students are required to choose between any three areas of study. They should enrol for that area of study’s electives in the first and second semester.*
<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
<td>NQF CREDITS</td>
</tr>
<tr>
<td>Human Resource Management: The Field</td>
<td>HRM8X02</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>1 Semester module</td>
<td>12 Credits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECOND YEAR</th>
<th>SEMESTER MODULES</th>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULAR NAME</td>
<td>MODULE CODE</td>
<td>NQF CREDITS</td>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Organisational Leadership</td>
<td>HRM8X20</td>
<td>12</td>
<td>Leadership Development</td>
</tr>
<tr>
<td>Performance Management</td>
<td>HRM8X14</td>
<td>12</td>
<td>Financial Management For Non-Financial Managers</td>
</tr>
<tr>
<td></td>
<td>2 Semester modules</td>
<td>24 Credits</td>
<td></td>
</tr>
</tbody>
</table>

Electives - Choose ONE of the following areas of study*

**AREA OF STUDY: HUMAN RESOURCE MANAGEMENT**

- Talent Management | HRM8X19 | 12 | Diversity Management | HRM8X08 | 12 |

**AREA OF STUDY: HUMAN RESOURCE DEVELOPMENT**

- Design and Development | HRM8X16 | 12 | Learning and Development | HRM8X12 | 12 |

**AREA OF STUDY: EMPLOYMENT RELATIONS**

- Advanced Labour Law for Commerce | HRM8X22 | 12 | Employment Relations Management | HRM8X09 | 12 |

*Students are required to choose one of the three electives. They should enrol for that area of study’s electives in the first and second semester.
PURPOSE
The purpose of this qualification is to develop the applied competence of the student in analysing, interpreting and understanding industrial psychology principles and methods. It further develops the intellectual, research and professional skills of the student. The qualification prepares students to meaningfully contribute to organisations’ human resource acquisition, utilisation and development interventions. An industrial psychology honours graduate will be able to apply for post-honours training and internship programmes in psychometrics. Completion of such training and an internship will enable them to register as psychometrists with the Professional Board for Psychology of the Health Professions Council of South Africa (HPCSA).

RULES OF ACCESS
A potential student should be in possession of an acceptable Baccalaureus degree qualification on NQF level 7 with Industrial Psychology as a major module (i.e. Industrial Psychology 1, 2, and 3), or the equivalent thereof. An average of 70% for all Industrial Psychology modules will allow a potential student to apply for the honours programme. Applicants will undergo an assessment as part of the selection process. The top ranked applicants will be selected to register for the BAHons (Industrial Psychology) degree in accordance to the University’s Enrolment Plan. Exposure to a formal research module at undergraduate level is essential. Exposure to a formal module(s) in Human Resource Management and/or Psychology and/or Business Management will be a recommendation.

Since only a limited number of students can be accommodated annually, applicants will be subjected to a selection process. The Dean of the College of Business and Economics may refuse a student admission to the honours qualification if he/she is of the opinion that the student’s academic background is inadequate.

FULL-TIME CURRICULUM

<table>
<thead>
<tr>
<th>YEAR MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Industrial Psychology Research Project</td>
</tr>
<tr>
<td>Industrial Practice Psychology</td>
</tr>
<tr>
<td>2 Year module</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER MODULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Contemporary Issues in Organisation and Career Psychology</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>Industrial Psychological Testing and Assessment</td>
</tr>
<tr>
<td>Organisational Wellness</td>
</tr>
<tr>
<td>Research Design and Analysis: Quantitative Research</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

**PART-TIME CURRICULUM**

<table>
<thead>
<tr>
<th><strong>FIRST YEAR</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YEAR MODULE</strong></td>
</tr>
<tr>
<td>Industrial Psychology Practice</td>
</tr>
<tr>
<td>1 Year module</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>SECOND YEAR</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YEAR MODULE</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>SEMESTER MODULES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>---------------------------------</td>
</tr>
<tr>
<td>Industrial Psychological Testing and Assessment</td>
</tr>
<tr>
<td>Research Design and Analysis: Quantitative Research</td>
</tr>
<tr>
<td>2 Semester modules</td>
</tr>
</tbody>
</table>

**FIRST YEAR**

<table>
<thead>
<tr>
<th><strong>SECOND YEAR</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YEAR MODULE</strong></td>
</tr>
</tbody>
</table>
The purpose of this qualification is to equip graduates with a major in public management, public administration and public governance and mid-career public and development managers already in possession of a BA (Public Management and Governance), BA (Public Management and Development) and BA (Public Administration and Management) degree with public policy and management competencies at Honours level in order to establish and enhance good governance at local, provincial, national and regional public and development sectors.

RULES OF ACCESS
Any student with a bachelor’s degree with Public Administration or equivalent qualification with a major module in Public Administration/ Public Management/ Public Governance (including a BTech degree, or Advanced Diploma, majoring in Public Administration/ Public Management/ Public Governance) with an acceptable study record (average of 65% in Public Administration / Public Management / Public Governance) will be admitted to the BA (Public Management and Governance) Honours programme.

For students with a bachelor’s degree other than a degree in Public Administration/Public Management/Public Governance/Development Studies with Public Governance/Public Administration as a major the requirements are: students must have passed PMG 3 A, B, C & D with an average of 65%.

FULL-TIME CURRICULUM
The honours curriculum consists of five modules of which two are compulsory and the remaining three must be selected from a list of four modules. Each module accounts for 20 credits except for the Research Essay which accounts for 40 credits.
## SEMESTER MODULES

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDIT S</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDIT S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Management and Governance: Methodology</td>
<td>PMG8X02</td>
<td>20</td>
<td>Public Management and Governance: Research Essay</td>
<td>PMG8X01</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>1 Semester</td>
<td>20 Credits</td>
<td></td>
<td>1 Semester</td>
<td>40 Credits</td>
</tr>
<tr>
<td>Electives - Choose THREE of the following:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>An Honours module from a related discipline in the College of Business and Economics with the approval by the heads of the relevant departments</td>
<td></td>
<td></td>
<td>An Honours module from a related discipline in the College of Business and Economics with the approval by the heads of the relevant departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Public Human Resource Management</td>
<td>PMG8X04</td>
<td>20</td>
<td>Advanced Public Policy Management</td>
<td>PMG8X03</td>
<td>20</td>
</tr>
<tr>
<td>Capita Selecta: Theoretical Perspectives</td>
<td>PMG8X06</td>
<td>20</td>
<td>Advanced Public Financial Management</td>
<td>PMG8X05</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3 Elective Modules</td>
<td></td>
<td>60 Credits</td>
<td></td>
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</tr>
</tbody>
</table>

### CBE.18  BAHONS (TOURISM DEVELOPMENT)  (H1ATDQ)

**NQF LEVEL: 8**  **NUMBER OF CREDITS: 120**

**PURPOSE**

The purpose of this qualification is to develop the ability of the student to question, analyse and interpret tourism development issues within a global context. This purpose is achieved through the delivery of tuition and a research-based project where the student shows evidence of research and the ability to reflect on tourism development issues.

**RULES OF ACCESS**

Candidates in possession of any relevant Baccalaureus degree on NQF level 7 with an average of 60% for appropriate subject knowledge are considered.
<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology, Research and Planning</td>
<td>TDM8X02</td>
<td>30</td>
</tr>
<tr>
<td>1 Year module</td>
<td></td>
<td>30 Credits</td>
</tr>
</tbody>
</table>

**Semester Modules**

<table>
<thead>
<tr>
<th>First Semester</th>
<th>Second Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module Name</td>
<td>Module Code</td>
</tr>
<tr>
<td>Sport Tourism</td>
<td>TDM8X03</td>
</tr>
<tr>
<td>Tourism Marketing</td>
<td>TDM8X05</td>
</tr>
<tr>
<td>Tourism Development</td>
<td>TDM8X04</td>
</tr>
<tr>
<td>Cultural and Heritage Tourism</td>
<td>TDM8X01</td>
</tr>
<tr>
<td>2 Modules</td>
<td>44 Credits</td>
</tr>
</tbody>
</table>

56
CBE.19  BACHELOR OF COMMERCE HONOURS (BCOMHONS) AND BACHELOR OF HONOURS CURRICULA

- Bachelor of Accounting (CA)
- Econometrics
- Economics
- Financial Management
- Financial Planning
- Human Resource Management
- Industrial Psychology
- Information Management
- Information Technology Management
- Internal Auditing
- Investment Management
- Logistics Management
- Marketing Management
- Property Valuation and Management
- Quantitative Finance
- Strategic Management
- Taxation
- Transport Economics

CLOSING DATE FOR ALL BCOM HONOURS APPLICATIONS:
- Last day of October annually for study in the following year.

Information is obtainable from the relevant school. Preparatory study and an entrance examination may be required by the relevant Department.

CBE.20  BACHELOR OF ACCOUNTING HONOURS (CA) (H3BA7Q)

NQF LEVEL: 8  NUMBER OF CREDITS: 150

PURPOSE
The purpose of this qualification is to provide knowledge, skills and applied competence in the fields of Accounting, Auditing, Financial Management and Taxation to students who plan to qualify as Chartered Accountants so that they will meet the requirements as determined by the accounting profession. The programme is aligned with the competency framework and curriculum requirements of the South African Institute of Chartered Accountants (SAICA). Students who qualify with this qualification will be allowed to register for SAICA’s Initial Test of Competency Exam to qualify as a Chartered Accountant. The programme provides students with the required skills and technical competence to be employed as professionals in the areas of Accounting, Auditing, Financial Management and Taxation. In addition, this qualification will provide students with research skills and knowledge in Accounting and Accounting related fields.

RULES OF ACCESS
A potential student must be in possession of a Bachelor of Accounting Science degree or a BCom (Accounting) degree accredited by the South African Institute of Chartered Accountants (SAICA) (New NQF Level 7/ Old NQF Level 6). Potential
students must have passed all four modules (Accounting, Auditing, Financial Management and Taxation) on NQF 7 in their final year of their degree in the same year. Final selection requirements, based on academic performance, will from time to time be set by the department.

FULL-TIME CURRICULUM

<table>
<thead>
<tr>
<th>YEAR MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Advanced Auditing (CA)</td>
</tr>
<tr>
<td>Advanced Financial Accounting (CA)</td>
</tr>
<tr>
<td>Advanced Financial Management (CA)</td>
</tr>
<tr>
<td>Advanced Taxation (CA)</td>
</tr>
<tr>
<td>Applied Research: Chartered Accountancy</td>
</tr>
<tr>
<td>5 Year modules</td>
</tr>
</tbody>
</table>

Please note: All five modules must be passed in the same academic year for successful completion of this qualification.

Students are allowed to repeat the Postgraduate Diploma programme once, provided that they obtained a minimum average for the first attempt which is set by the Department.

CBE.21 BCOMHONS (ECONOMETRICS) (H3M17Q)

NQF LEVEL: 8

PURPOSE

The purpose of this qualification is to develop the applied competence of the student on an advanced level in the analysis, interpretation and application of economic principles and methods. This programme will prepare students to reflect on their own economic applications to assess the effect thereof in the holistic context of Economics and Econometrics. Lastly, it will prepare them for further study in Economics and Econometrics as a science.

RULES OF ACCESS

A potential student must be in possession of a Bachelor’s degree, with an average of 65% for Economics 3 on NQF level 7 and an average of 65% for either
Econometrics 3 on NQF level 7 or Mathematics 3 on NQF level 7 or Statistics 3 on NQF level 7, to be considered for entrance into the honours programme.

A potential student in possession of a Bachelor’s degree in Economics with an average of 60-64% for Econometrics 3 (NQF level 7) and average of 65% for Economics 3 (NQF level 7), may be considered for entrance into Econometrics depending on the number of places available for the qualification.

Only the applicants who successfully completed the compulsory entrance module in mathematics will be considered for final admission to the honours programme depending on space availability.

Students that have completed a Bridging Programme in Economics are not allowed to articulate into the honours programme.

The School of Economics reserves the right to alter the entrance requirements.

FULL-TIME/PART-TIME CURRICULUM

This curriculum consists of five compulsory core modules, a compulsory research project and three electives from the list.

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Research project: Economics</td>
<td>RPN8X00</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>1 Year module</td>
<td></td>
<td>30 Credits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
<td><strong>SECOND SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Econometrics 4A</td>
<td>ECM8X01</td>
</tr>
<tr>
<td>Microeconomics 4</td>
<td>MIE8X01</td>
</tr>
<tr>
<td>Quantitative Economics 4</td>
<td>QTE8X01</td>
</tr>
<tr>
<td>3 Semester modules</td>
<td></td>
</tr>
</tbody>
</table>

Electives - Choose THREE of the following:

<table>
<thead>
<tr>
<th><strong>MODULE NAME</strong></th>
<th><strong>MODULE CODE</strong></th>
<th><strong>NQF CREDITS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Monetary Theory A</td>
<td>MTE8X01</td>
<td>11</td>
</tr>
<tr>
<td>Monetary Policy B</td>
<td>MTE8X02</td>
<td>11</td>
</tr>
<tr>
<td>Financial Economics A</td>
<td>FNN8X01</td>
<td>11</td>
</tr>
<tr>
<td>Financial Economics B</td>
<td>FNN8X02</td>
<td>11</td>
</tr>
</tbody>
</table>
Any 3 semester modules 33 Credits

* Students are advised to choose electives in a balanced way in terms of spreading it over the two semesters.

CBE.22  BCOMHONS (ECONOMICS)  (H3N14Q)
NQF LEVEL: 8  NUMBER OF CREDITS: 120

PURPOSE
The purpose of this qualification is to develop the applied competence of the student on an advanced level in the analysis, interpretation and application of economic principles and methods. This programme will prepare students to reflect on their own economical applications to assess the effect thereof in the holistic context of Economics as a social science. Lastly, it will prepare them for further study in Economics as a science.

RULES OF ACCESS
A potential student must be in possession of a Bachelor's degree in Economics or an Advanced Diploma in Economics, with an average of 65% for Economics 3 (NQF level 7) and an average of 65% for either Econometrics 3 (NQF level 7) or Statistics 3 (NQF level 7), to be considered for entrance into the honours programme.

A potential student in possession of a Bachelor's degree in Economics or an Advanced Diploma in Economics, with an average of 60-64% for Economics 3 (NQF level 7) and / or without Econometrics 3 (NQF level 7) or Mathematics 3 (NQF level 7) or Statistics 3 (NQF level 7), may be considered for entrance into Economics depending on the number of places available for the qualification.

Only the applicants who successfully completed the compulsory entrance module in mathematics will be considered for final admission to the honours programme depending on space availability.
The department requires the completion of a bridging programme should students not comply with the rules of access regarding the specific subject knowledge. The School of Economics reserves the right to alter the entrance requirements.

**FULL-TIME/PART-TIME CURRICULUM**

This curriculum consists of four compulsory core modules, a compulsory research project and four electives from the list.

<table>
<thead>
<tr>
<th>YEAR MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Research project: Economics</td>
</tr>
<tr>
<td>1 Year module</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Applied Econometrics</td>
</tr>
<tr>
<td>Mathematical Economics 4</td>
</tr>
<tr>
<td>Microeconomics 4</td>
</tr>
<tr>
<td>3 Semester modules</td>
</tr>
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</table>

Electives - Choose FOUR of the following*

<table>
<thead>
<tr>
<th><strong>MODULE NAME</strong></th>
<th><strong>MODULE CODE</strong></th>
<th><strong>NQF CREDITS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Economics A</td>
<td>FNN8X01</td>
<td>11</td>
</tr>
<tr>
<td>Monetary Theory A</td>
<td>MTE8X01</td>
<td>11</td>
</tr>
<tr>
<td>Economic Issues in Developing Countries</td>
<td>EDC8X02</td>
<td>11</td>
</tr>
<tr>
<td>Environmental Economics</td>
<td>ENE8X02</td>
<td>11</td>
</tr>
<tr>
<td>International Trade: Theory and Policy Issues</td>
<td>ITP8X02</td>
<td>11</td>
</tr>
</tbody>
</table>
Any 4 semester modules | 44 Credits

* Students are advised to choose electives in a balanced way in terms of spreading it over the two semesters.

CBE.23  BCOMHONS (FINANCIAL MANAGEMENT) (H3F18Q)
NQF LEVEL: 8  NUMBER OF CREDITS: 150

PURPOSE
The purpose of this qualification is to provide students with the necessary knowledge to undertake highly-skilled professional work in the disciplines of management accounting and finance. The programme is comprised of a broad-based curriculum to prepare the postgraduate student for a wide range of finance-related specialities. The programme emphasises application, analysis and evaluation within each topic area as well as the application of integrity and ethics in a professional environment. Mastering of the curriculum will provide students with the skills to synthesize complex management, financial, performance and risk principles in order to drive and add value to the entities that employ them. The successful student will gain an overall financial and business perspective which will provide them with a competitive advantage for employment. In addition, the student will be prepared for further studies in the field by developing research and reporting skills through the completion of a supervised research project in the field of financial management.

The qualification is aligned with the competency framework and curriculum requirements of the Chartered Institute of Management Accountants (CIMA). Students that complete the BComHons (Financial Management) will be prepared to write the CIMA professional qualification exams that lead into an Associate Chartered Management Accountant / Chartered General Management Accountant (ACMA/CGMA) designation.

RULES OF ACCESS
A potential student must be in possession of a Bachelor of Commerce qualification and should have obtained a final mark of at least 65% for both Accounting and Financial Management (Finance as well as Cost and Management Accounting) assessed at a NQF level 7. Students will further be subjected to a selection process as set and applied by the Department. Students will be allowed a maximum registration period of two years.
FULL-TIME CURRICULUM

YEAR MODULES

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Strategy</td>
<td>FIS8X00</td>
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</tr>
<tr>
<td>Management Accounting Strategy</td>
<td>MAA8X00</td>
<td>30</td>
</tr>
<tr>
<td>Management Accounting Case Study</td>
<td>MAC8X00</td>
<td>30</td>
</tr>
<tr>
<td>Performance and Risk Strategy</td>
<td>PER8X00</td>
<td>30</td>
</tr>
<tr>
<td>Research Project: Financial Management</td>
<td>RPM8X00</td>
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</tr>
</tbody>
</table>

5 Year modules 150 Credits

CBE.24 BCOMHONS (FINANCIAL PLANNING) (H3FP7Q)

NQF LEVEL: 8 NUMBER OF CREDITS: 120

PURPOSE
The purpose of this qualification is to develop applied competence and deepen the student's expertise in the analysis, interpretation and application of financial planning principles and research capacity in the economic environment at an advanced level. Learners are also prepared for a career in the practice of financial planning and further learning in researched based postgraduate study in this field by developing research and reporting skills. The students should be able to reflect on their decisions and applications to assess the effect thereof in the holistic context of financial planning as a practice at an advanced level.

RULES OF ACCESS
A potential student must be in possession of an appropriate Bachelor's degree or advanced diploma with a minimum average of 65% obtained in the final year modules and should have appropriate knowledge of Financial Planning (assessed at a NQF level 7).

The department may require the completion of a bridging programme should students not comply with the rules of access regarding the specific subject knowledge in Financial Planning.

Final admission requirements will from time to time be set by the department.

FULL-TIME CURRICULUM

FIRST YEAR

YEAR MODULE

| Research Project: Financial Planning | RFP8X00 | 30 |

1 Year module 30 Credits

SEMESTER MODULES

63
### PART-TIME CURRICULUM

#### FIRST YEAR

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Income Tax Planning</td>
</tr>
<tr>
<td>Insurance and Risk Management</td>
</tr>
<tr>
<td>Investment Planning</td>
</tr>
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<td><strong>3 Semester modules</strong></td>
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#### SECOND YEAR

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Project: Financial Planning</td>
</tr>
<tr>
<td><strong>1 Year Module</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Insurance and Risk Management</td>
</tr>
<tr>
<td><strong>1 Module</strong></td>
</tr>
</tbody>
</table>
PURPOSE
The purpose of this qualification is to develop the applied competence of the student in mastering, analysis, interpretation and understanding of Human Resource Management principles and research in organisational context, focusing on new tendencies in the study field. The students should be able to reflect on their decisions and applications and to assess the effect thereof in the holistic context of organisational practices and principles. The qualification prepares students for further study and/or career in the field of Human Resource Management.

RULES OF ACCESS
A potential student should be in possession of a BCom qualification on NQF level 7 with Industrial Psychology or Human Resource Management as major modules on NQF level 7. A module in analytical techniques or statistical methods on NQF level 7 is strongly recommended. Access to the Internet and Computer literacy is compulsory. An average of 65% will allow a potential student to apply for the honours course. Selection is at the discretion of the Department.

FULL-TIME CURRICULUM

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
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<tbody>
<tr>
<td>Research Project: Human Resource Management</td>
<td>HRM8X17</td>
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<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Human Resource Management: The Field</td>
</tr>
<tr>
<td>Organisational Leadership</td>
</tr>
<tr>
<td>Performance Management</td>
</tr>
</tbody>
</table>
**Electives - Choose ONE of the following areas of study:**

<table>
<thead>
<tr>
<th>AREA OF STUDY: HUMAN RESOURCE MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AREA OF STUDY: HUMAN RESOURCE DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and Development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AREA OF STUDY: EMPLOYMENT RELATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Labour Law for Commerce</td>
</tr>
</tbody>
</table>

*Students are required to choose between any three areas of study. They should enrol for that area of study’s electives in the first and second semester.

**PART-TIME CURRICULUM**

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YEAR MODULE</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Research Project: Human Resource Management</td>
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</table>

1 Year module 32 Credits

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
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</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Human Resource Management : The Field</td>
<td>HRM8X02</td>
</tr>
</tbody>
</table>

1 Semester module 12 Credits 1 Semester module 12 Credits
### SECOND YEAR
#### SEMESTER MODULES

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Leadership</td>
<td>HRM8X20</td>
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<td>Leadership Development</td>
<td>HRM8X21</td>
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</tr>
<tr>
<td>Performance Management</td>
<td>HRM8X14</td>
<td>12</td>
<td>Financial Management for Non-Financial Managers</td>
<td>HRM8X01</td>
<td>12</td>
</tr>
<tr>
<td>2 Semester modules</td>
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<td>24 Credits</td>
<td>2 Semester modules</td>
<td></td>
<td>24 Credits</td>
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</table>

**Electives - Choose ONE of the following areas of study:**

#### AREA OF STUDY: HUMAN RESOURCE MANAGEMENT

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Cred</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Cred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Management</td>
<td>HRM8X19</td>
<td>12</td>
<td>Diversity Management</td>
<td>HRM8X08</td>
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</table>

#### AREA OF STUDY: HUMAN RESOURCE DEVELOPMENT

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Cred</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Cred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and Development</td>
<td>HRM8X16</td>
<td>12</td>
<td>Learning and Development</td>
<td>HRM8X12</td>
<td>12</td>
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</table>

#### AREA OF STUDY: EMPLOYMENT RELATIONS

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Cred</th>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Cred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Labour Law for Commerce</td>
<td>HRM8X22</td>
<td>12</td>
<td>Employment Relations Management</td>
<td>HRM8X09</td>
<td>12</td>
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</tbody>
</table>

* Students are required to choose between any three areas of study. They should enrol for that area of study’s electives in the first and second semester.

### CBE.26 BCOMHONS (INDUSTRIAL PSYCHOLOGY) (H1CIPQ)

**NQF LEVEL: 8**

**NUMBER OF CREDITS: 160**

#### PURPOSE

The purpose of this qualification is to develop the applied competence of the student in analysing, interpreting and understanding industrial psychology principles and methods. It further develops the intellectual, research and professional skills of the student. The qualification prepares students to meaningfully contribute to organisations’ human resource acquisition, utilisation and development interventions. An industrial psychology honours graduate will be able to apply for post-honours training and internship programmes in psychometrics. Completion of such training and an internship will enable them to register as psychometrists with the Professional Board for Psychology of the Health Professions Council of South Africa.
Africa (HPCSA). The qualification also prepares students for further study in Industrial Psychology.

RULES OF ACCESS
A potential student should be in possession of an acceptable Baccalaureus degree qualification on NQF level 7 with Industrial Psychology as a major module (i.e. Industrial Psychology1, 2 and 3), or the equivalent thereof. An average of 70% for all Industrial Psychology modules will allow a potential student to apply for the honours programme. Applicants will undergo an assessment as part of the selection process. The top ranked applicants will be selected to register for the BComHons (Industrial Psychology) degree in accordance to the University’s Enrolment Plan. Exposure to a formal research module at undergraduate level is essential. Exposure to a formal module(s) in Human Resource Management and/or Psychology and/or Business Management will be a recommendation.

Since only a limited number of students can be accommodated annually, applicants will be subjected to a selection process. The Dean of the College of Business and Economics may refuse a student admission to the honours qualification if he/she is of the opinion that the student’s academic background is inadequate.

FULL-TIME CURRICULUM

<table>
<thead>
<tr>
<th>YEAR MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Industrial Psychology: Research Project</td>
</tr>
<tr>
<td>Industrial Psychology Practice</td>
</tr>
<tr>
<td><strong>2 Year module</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER MODULE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Contemporary Issues in Organisation and Career Psychology</td>
</tr>
<tr>
<td>Industrial Psychological Testing and Assessment</td>
</tr>
<tr>
<td>Organisational Wellness</td>
</tr>
<tr>
<td>Research Design and Analysis: Quantitative Research</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>4 Semester modules</strong></td>
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</table>

**PART-TIME CURRICULUM**

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
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</thead>
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<table>
<thead>
<tr>
<th>YEAR MODULE</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Psychology Practice</td>
<td>IPS8X04</td>
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</tr>
<tr>
<td><strong>1 Year module</strong></td>
<td><strong>36 Credits</strong></td>
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</table>

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
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<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Industrial Psychological Testing and Assessment</td>
<td>IPS8X03</td>
</tr>
<tr>
<td>Research Design and Analysis: Quantitative Research</td>
<td>IPS8X08</td>
</tr>
<tr>
<td><strong>2 Semester modules</strong></td>
<td><strong>24 Credits</strong></td>
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<table>
<thead>
<tr>
<th>SECOND YEAR</th>
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<table>
<thead>
<tr>
<th>YEAR MODULE</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
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</thead>
<tbody>
<tr>
<td>Industrial Psychology Research Project</td>
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<table>
<thead>
<tr>
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<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
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</table>
CBE.27 BCOMHONS (INFORMATION MANAGEMENT) (H1C12Q)

NQF LEVEL: 8 NUMBER OF CREDITS: 142

PURPOSE
The purpose of this qualification is to develop applied skills in the mastering, analysis, interpreting and applying of the characteristics of Information and Knowledge Management, as used in a career or for further studies in the field of Information and Knowledge Management. Students will be able to assess management decisions or applications through the influence of the holistic framework of management.

RULES OF ACCESS
Candidates in possession of an acceptable Bachelor degree qualification on NQF LEVEL: 7 with appropriate subject knowledge are considered. An average of 65% in the final year undergraduate Information and Knowledge Management modules will allow a potential student to apply for the honours programme. It is recommended that students who are employed full time must register for this programme on part-time basis.

FULL-TIME CURRICULUM

| YEAR MODULES |
| MODULAR NAME | MODULE CODE | NQF CREDITS |
| Research Project in Information and Knowledge Management * | IMA8X11 | 30 |
| 1 Year module | 30 Credits |

<p>| SEMESTER MODULE |
| FIRST SEMESTER | SECOND SEMESTER |
| MODULAR NAME | MODULE CODE | NQF CREDITS | MODULAR NAME | MODULE CODE | NQF CREDITS |
| Electronic Records Management | IMA8X02 | 16 | Business Intelligence | IMA8X01 | 16 |</p>
<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Information Systems</td>
<td>IMA8X07</td>
<td>16</td>
<td>Competitive Intelligence</td>
<td>IMA8X12</td>
</tr>
<tr>
<td>Strategic Information Management</td>
<td>IMA8X09</td>
<td>16</td>
<td>Knowledge Management</td>
<td>IMA8X06</td>
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<tr>
<td>Web and Intranet Management</td>
<td>IMA8X10</td>
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<tr>
<td>4 Semester modules</td>
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<td>64 Credits</td>
<td>3 Semester modules</td>
<td>48 Credits</td>
</tr>
</tbody>
</table>

* Students are required to have a half year mark of at least 40% to proceed to the second semester.

**PART-TIME CURRICULUM**

<table>
<thead>
<tr>
<th>Year Module</th>
<th>Module Code</th>
<th>NQF Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Project in Information and Knowledge Management *</td>
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<table>
<thead>
<tr>
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<th>Module Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Research Project</td>
<td>IMA8X11</td>
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<table>
<thead>
<tr>
<th>Semester Modules</th>
<th>Module Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td>First Semester</td>
<td>IMA8X02</td>
<td>16</td>
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<tr>
<td></td>
<td>IMA8X07</td>
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<td></td>
<td>2 Semester modules</td>
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<tr>
<td>Second Semester</td>
<td>IMA8X01</td>
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<td></td>
<td></td>
<td>1 Semester module</td>
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</tbody>
</table>

*Students are required to have a half year mark of at least 40% to proceed to the second semester.*
# Strategic Information Management

**NQF LEVEL:** 8  
**NUMBER OF CREDITS:** 176

**PURPOSE**
The purpose of the qualification is to develop the applied competence of the learner in analysing, interpreting and applying information technology (IT) management principles and methods. It further develops the intellectual, research and professional skills of the learner. The qualification prepares learners to meaningfully participate in the management of information technology in organisations and as such contributing to the economic growth of the organisation.

**RULES OF ACCESS**
A BCom (IT Management) or BCom (Informatics) degree from UJ or equivalent degree from any other university. An average of 65% in the final year undergraduate Information Systems modules will allow a potential student to apply for the honours programme. Candidates with any other BCom degree could apply for admission and will be evaluated by the Departmental Academic Board. Examples of other degrees that would be considered are BCom (Informatics) or BCom (Business Information Systems). RPL will be applied in accordance with the UJ RPL policy.

**FULL-TIME CURRICULUM**

<table>
<thead>
<tr>
<th>YEAR MODULES</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Research Project: Information Technology Management</td>
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* Students are required to have a half year mark of at least 40% to proceed to the second semester.*
<table>
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<tbody>
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<td>Information Security Governance</td>
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<tr>
<td>Information Technology Architectures</td>
<td>IT8X02</td>
<td>16</td>
<td>Advanced Management of Information Technology Projects</td>
<td>ITM8X01</td>
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<tr>
<td>Information Technology Research Methodology</td>
<td>ITM8X03</td>
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<td>Knowledge Management</td>
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<tr>
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<td>Strategic IT Management</td>
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4 Semester modules 64 Credits 5 Semester modules 80 Credits

PART-TIME CURRICULUM

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**SECOND YEAR YEAR MODULE**

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<td>Information Technology Architectures</td>
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**SEASON MODULES**

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</tr>
<tr>
<td>New Development in Information Technology</td>
<td>ITM8X06</td>
<td>16</td>
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</tbody>
</table>

CBE.29  BCOMHONS (INTERNAL AUDITING)  (H3I17Q)

**PURPOSE**

The purpose of this module is to develop intellectual and practical skills in the analysis, interpretation and application of advanced accounting, governance and control and internal auditing principles. This programme will prepare students to identify and solve advanced accounting governance and control and internal auditing problems in practice. Lastly this programme will prepare students for further studies in accounting and internal auditing as a science.

**RULES OF ACCESS**

A potential student must be in possession of a BCom or an Advanced Diploma and should have passed Accounting, Governance and Internal Auditing at an NQF level 7. A potential student must have an average aggregate mark in excess of 60% for all final year subjects, and 60% for auditing related subjects. Final selection requirements, based on academic performance, will from time to time be set by the department. The department may require the completion of a bridging programme should students not comply with the rules of access regarding the specific module knowledge in Accounting, Governance and Internal Auditing.
FULL-TIME CURRICULUM

### YEAR MODULES

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
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<tr>
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<tr>
<td>Advanced Internal Auditing</td>
<td>AIA8X00</td>
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<tr>
<td>Applied Research: Internal Auditing</td>
<td>ARU8X00</td>
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</tbody>
</table>

3 Year modules 90 Credits

### SEMESTER MODULES

**FIRST SEMESTER**

<table>
<thead>
<tr>
<th>MODULE NAME</th>
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<tbody>
<tr>
<td>Advanced Organisational Governance</td>
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<tr>
<td>Research Methodology: Internal Auditing</td>
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2 Semester modules 25 Credits

**SECOND SEMESTER**

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
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<tbody>
<tr>
<td>Management and Assurance of Information Technology</td>
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</table>

1 Semester module 15 Credits

**CBE.30 BCOMHONS (INVESTMENT MANAGEMENT) (H3IM7Q)**

NQF LEVEL: 8  NUMBER OF CREDITS: 120

**PURPOSE**

The purpose of this qualification is to strengthen the student’s knowledge of the discipline of investment valuation and portfolio management. The programme is comprised of a broad-based curriculum to prepare the student for a wide range of investment-related specialities. The curriculum includes eight topic areas ranging from equity investment, interest-bearing investment to portfolio management and retirement finance. Mastering of the curriculum will provide students with the ability to synthesize complex investment principles and apply financial instruments in a professional manner. Fundamental knowledge of global investment principles will be gained enabling the qualifying student to work in today’s world of professional investing. The programme emphasizes competence, integrity, and application of ethics in a professional environment. The successful student will gain a global investment perspective and an in-depth understanding of the global marketplace which will provide them with a competitive advantage for employment.
RULES OF ACCESS
A potential student must be in possession of an appropriate Bachelor’s degree or advanced diploma with a minimum average of 65% obtained in the final year modules and should have appropriate knowledge of Investment Management (assessed at a NQF level 7).

The department may require the completion of a bridging programme should students not comply with the rules of access regarding the specific subject knowledge in Investment Management.

Final admission requirements will from time to time be set by the department.

Prior to commencement of the honours programme, students will be required to attend a compulsory preparatory workshop. Students will also be required to attend compulsory library research training which will be arranged and provided by library services.

FULL-TIME CURRICULUM

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
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</thead>
<tbody>
<tr>
<td>Research Project: Investment Management</td>
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<tr>
<td>1 Year module</td>
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</table>

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
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</tr>
<tr>
<td>Equity Investment Analysis</td>
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<tr>
<td>Financial Engineering</td>
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<tr>
<td>Financial Risk Management</td>
</tr>
<tr>
<td>Quantitative Investment Analysis</td>
</tr>
<tr>
<td>4 Semester modules</td>
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</tbody>
</table>
PURPOSE
The purpose of this qualification is to develop intellectual competencies and practical skills in the acquisition, interpretation, understanding and application of logistics management principles. The student should be able to take strategic decisions in the context of a logistics organisation, or the logistics function of a company, and to assess any internal or external decision impacting logistics management. The student should also be able to reflect on his/her managerial decisions and applications to assess the effect thereof in the holistic context of logistics management. The student should be introduced to supervised research.

RULES OF ACCESS
Access will be provided to the student who is in possession of a Bachelor of Commerce (BCom) qualification on NQF level 7 that includes Logistics as a major. An applicant that completed a BTech degree / Advanced Diploma should have a 65% final year average (only considering NQF Level 7 modules) and an applicant that completed a BCom degree should have a final year average of 60% (only considering NQF Level 7 modules). All applications will be subjected to a further selection process and space availability. Preference will be given to the top candidates when space availability is limited.

FULL-TIME CURRICULUM

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
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<tbody>
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</table>

<p>| SEMESTER MODULES | | |
|------------------|------------------|
| FIRST SEMESTER | SECOND SEMESTER |
| MODULE NAME | MODULE CODE | NQF CREDITS | MODULE NAME | MODULE CODE | NQF CREDITS |
| Contemporary Issues in Logistics Management | CIL8X01 | 12 | Supply Chain Management | LMA8X02 | 12 |
| Logistics Decision Support Systems | LMA8X03 | 12 | Logistics Project Management | LMA8X05 | 12 |
| Electives - Choose THREE of the following: | | | Electives - Choose THREE of the following: | | |
| Introduction to Aviation and Regulation | TRE8X13 | 12 | Airlines and Airports | TRE8X14 | 12 |</p>
<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
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<th>Module Name</th>
<th>Module Code</th>
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<tbody>
<tr>
<td>Introduction to Shipping and Maritime Regulation</td>
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<td>12</td>
<td>Road Transport Costing and Distribution</td>
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<tr>
<td>Road Freight Transport Management</td>
<td>TRE8X09</td>
<td>12</td>
<td>Shipping and Harbours</td>
<td>TRE8X12</td>
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<td>Quantitative Management Techniques in Logistics</td>
<td>LMA8X06</td>
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<td>Demand Planning</td>
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<td>12</td>
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<td>Humanitarian Logistics Framework</td>
<td>LMA8X07</td>
<td>12</td>
<td>Humanitarian Logistics Response</td>
<td>LMA8X08</td>
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<tr>
<td>Rail Transport Management</td>
<td>TRE8X07</td>
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<td>Rail Transport Issues</td>
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**PART-TIME CURRICULUM**

**FIRST YEAR**

**YEAR MODULE**

Research Project: Logistics Management  
LMA8X12  
30  
1 Year module  32 Credits

**SEMESTER MODULES**

**FIRST SEMESTER**  
**SECOND SEMESTER**

<table>
<thead>
<tr>
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<th>Module Name</th>
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<tbody>
<tr>
<td>Contemporary Issues in Logistics Management</td>
<td>CIL8X01</td>
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<td>Supply Chain Management</td>
<td>LMA8X02</td>
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<tr>
<td>Logistics Decision Support Systems</td>
<td>LMA8X03</td>
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<td>Logistics Project Management</td>
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**SECOND YEAR**

**SEMESTER MODULES**

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**CBE.32 BCOMHONS (MARKETING MANAGEMENT) (H34MMQ)**

**NQF LEVEL: 8**

**NUMBER OF CREDITS: 130**

**PURPOSE**

The purpose of the programme is for the student to develop applied competencies in the mastering, analysis, interpretation and application of marketing management principles in an ethical and socially responsible manner in order to prepare them for a career in the marketing field, as well as to provide a basis for further learning. Students should be able to reflect on managerial decisions and applications to assess the effect thereof in the holistic context of management in practice. The qualification enables students to enter the marketing field in positions such as brand managers, market researchers, client and account managers, relationship managers, as well as marketing consultants.

**RULES OF ACCESS**

Access will be provided to students in possession of a BCom, BTech, Advanced Diploma in Retailing, Advanced Diploma in Marketing, or an equivalent Marketing Management qualification on NQF level 7 with majors in Marketing Management (including a Strategic Marketing Management or Retail equivalent module) and Marketing Research. A student must have attained a minimum of 65% in his/her Marketing Management (including a Strategic Marketing Management or Retail equivalent module) and Marketing Research majors at NQF level 7 and Accounting.
and/or Financial Management, Analytical Techniques and/or Quantitative Techniques and Marketing or related module must form part of the undergraduate qualification. Students who have a BCom qualification, but who do not have Marketing Management at NQF level 7, must first complete the Level 7 undergraduate modules in Marketing Management and pass it with a final mark of at least 65%. A student who obtained a BA (Marketing Communication) needs to comply with the BCom (Marketing Management) undergraduate degree requirements. A potential student must have adequate English language proficiency by passing a literacy test. Selection may include an interview.

PROGRAMME OUTCOMES
- Select and apply theories and principles of marketing management to different contexts in order to support effective decision-making;
- Utilise various information systems and resources to make and reflect on managerial decisions and their application, and to assess the effect thereof in the holistic context of marketing management;
- Use a range of skills to identify, analyse, communicate and address complex marketing management problems in South Africa, Africa and the global context, in an ethical, culturally sensitive and professional manner; and
- Plan and execute research in marketing management, by gathering, analysing, synthesising and interpreting the relevant information correctly and reflecting on research undertaken.

FULL-TIME CURRICULUM

| FIRST YEAR |
| YEAR MODULE |
| Specialised Marketing Research | MMA8X20 | 46 |
| 1 Year module | 46 Credits |

| SEMESTER MODULES |
| FIRST SEMESTER | SECOND SEMESTER |
| MODULE NAME | MODULE CODE | NQF CREDITS | MODULE NAME | MODULE CODE | NQF CREDITS |
| Contemporary Marketing Management Issues | MMA8X15 | 12 | Advanced Strategic Marketing Management | MMA8X14 | 12 |
| Services Marketing | MMA8X17 | 12 | Customer Relationship Management | MMA8X18 | 12 |
| Strategic Digital Marketing | MMA8X11 | 12 | Practical Marketing | MMA8X19 | 12 |
| Strategic Brand Marketing | MMA8X13 | 12 | | | |
# PART-TIME CURRICULUM

## FIRST YEAR
### YEAR MODULE

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Code</th>
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<tbody>
<tr>
<td>Specialised Marketing Research</td>
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1 Year module  46 Credits

## SEMESTER MODULES

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<th>Code</th>
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<tbody>
<tr>
<td>Contemporary Marketing Management Issues</td>
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</tr>
<tr>
<td>Advanced Strategic Marketing Management</td>
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<td>2</td>
<td>12</td>
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</table>

1 Semester modules  12 Credits

## SECOND YEAR
### SEMESTER MODULES

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<th>Module Name</th>
<th>Code</th>
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<tbody>
<tr>
<td>Services Marketing</td>
<td>MMA8X17</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Customer Relationship Management</td>
<td>MMA8X18</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Strategic Brand Management</td>
<td>MMA8X13</td>
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<td>12</td>
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<tr>
<td>Practical Marketing</td>
<td>MMA8X19</td>
<td>2</td>
<td>12</td>
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<tr>
<td>Strategic Digital Marketing</td>
<td>MMA8X11</td>
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</table>

3 Semester modules  36 Credits

2 Semester modules  24 Credits
CBE.33 BCOMHONS (PROPERTY VALUATION AND MANAGEMENT) (H3P14Q)

NQF LEVEL: 8
NUMBER OF CREDITS: 120

PURPOSE
The purpose of this qualification is to strengthen students’ knowledge and comprehension in the disciplines of property valuation and management. The programme comprises a broad-based curriculum to prepare the postgraduate student for a wide range of property-related specialities. The curriculum includes topic areas ranging from property valuation and property law, to property finance and property management. The programme emphasises application, analysis and evaluation within each topic area as well as the application of integrity and ethics in a professional environment. Mastering of the curriculum will provide students with the skills to combine complex valuation, management, financial and legal principles in order to add value to the entities that employ them. The successful student will gain an overall property valuation and property management perspective which will provide them with a competitive advantage for employment and prepare them for further studies in this field.

RULES OF ACCESS
A potential student must be in possession of an appropriate Bachelor’s degree or another relevant qualification assessed at NQF level 7 with a minimum average of 65% obtained in the final year modules.

The department may require the completion of a bridging programme should students not comply with the rules of access regarding the specific subject knowledge in Property Valuation and Management.

Final admission requirements will from time to time be set by the department.

FULL-TIME CURRICULUM

<table>
<thead>
<tr>
<th>YEAR MODULES</th>
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**PART-TIME CURRICULUM**

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**SECOND YEAR**

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**SEMESTER MODULES**

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### CBE.34  BCOMHONS (QUANTITATIVE FINANCE)  (H3Q15Q)

**NQF LEVEL: 8**  
**NUMBER OF CREDITS: 120**

#### PURPOSE
The purpose of this qualification is to provide students with the required theoretical and practical training needed to understand and implement mathematical financial models. The programme is a vital qualification needed for entry into professional practice or management positions in the quantitative finance services industry. The curriculum covered in the programme provides an in-depth groundwork for further learning and specialisation within financial engineering field and advanced quantitative finance. The provision of self-reflexive, scientifically trained professionals for the South African financial services industry builds our national, intellectual and economic infrastructure.

#### RULES OF ACCESS
An appropriate Bachelor’s degree with a minimum average of 65%, obtained in the final year modules. Students are required to have completed the following as part of their undergraduate degree:
- Mathematics (specifically calculus) and/or Statistics at a NQF level 5 and 6.

#### FULL-TIME CURRICULUM

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| 1 Year module | 30 Credits |

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85

Introduction to Derivative Securities | IDS8X01 | 10 | Interest Rate Modelling | IRM8X02 | 12

Numerical Methods in Finance | NMF8X01 | 12

Risk Measurement 1 | RMO8X01 | 10 | Risk Measurement 2 | RMT8X02 | 10

South African Financial Instruments and Markets | SAF8X01 | 12

Stochastic Process for Finance – Discrete | SPD8X02 | 12 | Stochastic Process for Finance – Continuous | SPC8X02 | 12

| 5 Semester modules | 56 Credits | 3 Semester modules | 34 Credits |

CBE.35 BCOMMHONS (STRATEGIC MANAGEMENT) (H1CSM2)

NQF LEVEL: 8 NUMBER OF CREDITS: 126

PURPOSE
The purpose of the qualification is to provide students with a deepened knowledge and understanding in constructing and implementing organisational strategies in a complex adaptive social environment. They should further be able to conduct and report on research in the discipline of strategic management practices to develop and implement organisational strategies.

RULES OF ACCESS
A potential student should be in possession of a NQF level 7 qualification (Bachelor’s degree or Advanced Diploma) majoring in a Business Management field of study. An average of 65% for the above mentioned qualification is a pre-requisite and is recommended. Applicants must also complete the B Com Hons (Strategic Management) evaluation form obtainable directly from the Department of Business Management. In addition to the UJ application and Departmental evaluation form ALL applicants must do a psychometric test after which students will be informed about admission to the programme.
## FULL-TIME CURRICULUM

### YEAR MODULE

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<td>Research Methodology: Strategic Management</td>
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<td>Strategic Management</td>
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<td>Strategic Business Simulation</td>
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**3 Semester modules** 48 Credits

### PART-TIME CURRICULUM

#### SEMESTER MODULES

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<td>Strategy and Complexity</td>
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**2 Semester modules** 32 Credits

### SECOND YEAR

#### YEAR MODULE

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**1 Year module** 30 Credits

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**CBE.36 BCOMHONS (TAXATION) (H3T17Q)**  
NQF LEVEL: 8  
NUMBER OF CREDITS: 130

**PURPOSE**  
The purpose of this module is to develop intellectual and professional skills in the analysis, interpretation and application of advanced accounting, governance and taxation principles. This programme will prepare students to identify and solve advanced accounting, governance and taxation problems in practice. Lastly, this programme will prepare students for further studies in accounting and taxation as a science.

**RULES OF ACCESS**  
A potential student must be in possession of a BCom or an Advanced Diploma and should have passed Accounting, Taxation and Organisational Governance at an NQF level 7. A potential student must have an average aggregate mark in excess of 65% for all final year subjects, and 60% for taxation related subjects. Final selection requirements, based on academic performance, will from time to time be set by the department. The department may require the completion of a bridging programme should students not comply with the rules of access regarding the specific module knowledge in Accounting, Taxation and Organisational Governance.

**FULL-TIME CURRICULUM**

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<tr>
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### CBE.37 BCOMHONS (TRANSPORT ECONOMICS) (H1CT2Q)

**NQF LEVEL: 8**

**NUMBER OF CREDITS: 150**

### PURPOSE

The purpose of this qualification is to develop intellectual competencies and practical skills in the acquisition, interpretation, understanding and application of transport economic, management and regulatory principles. The student should be able to take strategic decisions in the context of a transport organisation, or the transport function of a company, and to assess public sector policy decisions impacting on transport as a sector. The student should also be able to reflect on his/her managerial decisions and applications to assess the effect thereof in the holistic context of transport management and regulation. Students should be introduced to supervised research.

### RULES OF ACCESS

Access will be provided to the student who is in possession of a Bachelor of Commerce (BCom) qualification on NQF LEVEL 7 that includes Transport as a major. An applicant that completed a BTech degree / Advanced Diploma should have a 65% final year average (only considering NQF Level 7 modules) and an applicant that completed a BCom degree should have a final year average of 60% (only considering NQF Level 7 modules). All applications will be subjected to a further selection process and space availability. Preference will be given to the top candidates when space availability is limited.

### FULL-TIME CURRICULUM

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<tr>
<td>Contemporary Issues in Logistics Management</td>
</tr>
<tr>
<td>Introduction to Aviation and Regulation</td>
</tr>
<tr>
<td>Introduction to Shipping and Maritime Regulation</td>
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<tr>
<td>Rail Transport Management</td>
</tr>
<tr>
<td>Road Freight Transport Management</td>
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<tr>
<td>Humanitarian Logistics Framework</td>
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<td>Logistics Decision Support Systems</td>
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**PART-TIME CURRICULUM**

**FIRST YEAR**

**YEAR MODULE**

Research Project: Transport Management                                   | TRE8X15 | 30 |

1 Year module                                                                | 30 Credits |

**SEMESTER MODULES**

**FIRST SEMESTER** | **SECOND SEMESTER**

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CBE.39 POSTGRADUATE DIPLOMA (PGDIP) CURRICULA

* Accounting Science
* Estate Planning
* Financial Management
* Public Policy and African Studies

CLOSING DATE FOR ALL POSTGRADUATE DIPLOMA APPLICATIONS:
* Last day of October annually for study in the following year

Information is obtainable from the relevant School
Preparatory study and an entrance examination may be required by the relevant Department

CBE.40 PGDIP (ACCOUNTING SCIENCE) (E3AS7Q)

NQF LEVEL: 8  NUMBER OF CREDITS: 120

PURPOSE
The purpose of this qualification is to provide knowledge, skills and applied competence in the fields of Accounting, Auditing, Financial Management and Taxation to students who plan to qualify as Chartered Accountants so that they will meet the requirements as determined by the accounting profession.

The qualification is aligned with the competency framework and curriculum requirements of the South African Institute of Chartered Accountants (SAICA). Students who qualify with the PGDip (Accounting Science) will be allowed to register for SAICA’s Initial Test of Competency Exam to qualify as a Chartered Accountant. The programme provides students with the required skills and technical competence to be employed as professionals in the areas of Accounting, Auditing, Financial Management and Taxation.

RULES OF ACCESS
A potential student must be in possession of a Bachelor of Accounting degree or a BCom (Accounting) degree as accredited by the South African Institute of Chartered Accountants (SAICA) on NQF Level 7. Potential students must have passed all four modules (Accounting, Auditing, Financial management and Taxation) on NQF 7 in their final year of their degree in the same year. The department may require the completion of a bridging programme should students not comply with the rules of access regarding to a specific module. Final selection requirements will from time to time be set by the department. Students are allowed to repeat the Postgraduate Diploma programme once, provided that they obtained a minimum average for the first attempt which is set by the Department.
FULL-TIME CURRICULUM*

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* This qualification will only give access to a Masters qualification after completion of a Bridging Programme in Research Methodology.

** Please note: All four modules must be passed in the same academic year for successful completion of this qualification.

CBE.41 PGDIP (ESTATE PLANNING) (E3EP6Q)

NQF LEVEL: 8
NUMBER OF CREDITS: 120

PURPOSE
The purpose of this qualification is to enable working professionals in the financial planning industry to undertake advanced reflection and development by means of current thinking, practice and literature review in Estate Planning.

The qualification demands a high level of theoretical engagement and intellectual independence, as well as the ability to relate knowledge to a range of contexts in estate planning, trusts, taxation of trust and administration of estates in order to undertake professional or highly-skilled work in Estate Planning.

The qualification is comprised of a focused curriculum to prepare the student for a career in Estate Planning. The curriculum includes three topic areas ranging from estate planning, administration of estates and trusts as well as the taxation of trusts. Mastering of the curriculum will provide students with the ability to evaluate and apply complex estate planning principles in a holistic financial planning process, when implementing advice or at the administration of an estate at death. In-depth understanding of estate planning and trust principles will be gained enabling the qualifying student to work in today’s professional world of financial planning. The programme emphasises competence, integrity, and application of ethics in a
professional environment. The successful student will gain a holistic estate planning perspective and an in-depth understanding of estate planning which will provide them with a competitive advantage for employment in the financial planning industry.

RULES OF ACCESS
A NQF level 7 qualification with a financial planning module at NQF level 7 or a NQF level 7 qualification with relevant financial planning experience.

Meeting recommended minimum admission requirements does not guarantee acceptance into the programme as all students will be subjected to a selection process as determined by the Department of Finance and Investment Management. In addition to the minimum admission requirements as outlined above, prospective students may be required to write a skill’s assessment to ensure that they meet the minimum skills requirement for the Postgraduate Diploma in Estate Planning.

FULL-TIME CURRICULUM

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CBE.42 PGDIP (FINANCIAL MANAGEMENT) (E3FM8Q)
NQF LEVEL: 8
NUMBER OF CREDITS: 120

PURPOSE
The purpose of this qualification is to provide students with the necessary knowledge to undertake highly-skilled professional work in the disciplines of management accounting and finance. The programme is comprised of a broad-based curriculum to prepare the postgraduate student for a wide range of finance-related specialities. The programme emphasises application, analysis and evaluation within each topic area as well as the application of integrity and ethics in a professional environment. Mastering of the curriculum will provide students with the skills to synthesize complex management, financial, performance and risk principles in order to drive and add value to the entities that employ them. The successful student will gain an overall financial and business perspective which will provide them with a competitive advantage for employment.

The qualification is aligned with the competency framework and curriculum requirements of the Chartered Institute of Management Accountants (CIMA). Students that complete the PGDip (Financial Management) will be prepared to write
the CIMA professional qualification exams that lead on to an Associate Chartered Management Accountant / Chartered General Management Accountant (ACMA/CGMA) designation.

RULES OF ACCESS
A potential student must be in possession of a Bachelor of Commerce qualification or an Advanced Diploma in Financial Management and should have obtained a final mark of at least 55% for both Accounting and Financial Management (Finance as well as Cost and Management Accounting) assessed at NQF level 7. The department may require the completion of a bridging programme should students not comply with the rules of access regarding the pre-requisite subjects. Students will further be subjected to a selection process as set and applied by the Department. Students will be allowed a maximum registration period of two years.

FULL-TIME CURRICULUM*

<table>
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<tr>
<th>FIRST YEAR</th>
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<tbody>
<tr>
<td>YEAR MODULES</td>
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<tr>
<td>MODULE NAME</td>
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<tr>
<td>Financial Strategy</td>
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<td>Performance and Risk Strategy</td>
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* This qualification will only give access to a Masters qualification after completion of a Bridging Programme in Research Methodology.

CBE.43 PGDIP (PUBLIC POLICY AND AFRICAN STUDIES) (E34PPQ)

NQF LEVEL: 8 NUMBER OF CREDITS: 120

PURPOSE
The purpose of this qualification is to assist future leaders to develop and formulate public policy within the African context, and to equip students to find solutions to public policy problems on the African continent. The programme will allow students to develop a public policy toolkit of analytical approaches that will enable them to explore the intricacies of social problems in Africa; understand how public decisions are made; devise thoughtful responses to serious problems and navigate through the challenges that arise when solutions are implemented. The programme will equip both aspiring and current public service professionals as well as civil society leaders with the tools to analyse policy, lead and manage organisations and teams.

RULES OF ACCESS
Student’s entry point into the School of Leadership depends upon either the successful completion of the School of Leadership certificate programme (60%
overall requirement) in Research Methodology and one elective on NQF level 8 or 60% in an undergraduate degree in Political Science, International Relations or a related field on NQF level 7.

**PART-TIME CURRICULUM**

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
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<tr>
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<td>Electives - Choose TWO of the following:* (when a particular first year module is taken, the matching second year module is compulsory)</td>
<td>Strategic Diplomacy A</td>
<td>SDP8X01</td>
<td>17</td>
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<tr>
<td></td>
<td>Industrial Policy A</td>
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<td>Transitional Justice A</td>
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<td>3 Year Modules</td>
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## CBE.44 ALPHABETICAL LIST OF MODULE CODES, MODULE NAME AND PREREQUISITES OF POSTGRADUATE DIPLOMA MODULES

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<td>PERFORMANCE AND RISK STRATEGY</td>
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CBE.45 MASTER OF ARTS (MA) CURRICULA

* Public Management and Governance (Coursework)
* Public Management and Governance (Research)

CLOSING DATE FOR ALL MA APPLICATIONS: 30 October annually for study in the following year.

CBE.46 MA (PUBLIC MANAGEMENT AND GOVERNANCE) COURSEWORK (M1AP1Q)

NQF LEVEL: 9
NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to provide students with specialised knowledge and insights into the nature of policy formulation, implementation and evaluation as a higher order management function and the nature of African governance, as instruments to improve developmental policy service delivery outcomes and good governance in practice. The programme therefore also provides students with the necessary intellectual and practical tools and skills to efficiently and effectively improve these outcomes.

RULES OF ACCESS
• For Stream A, Stream B and Stream C: A potential student should be in possession of an appropriate degree or RPL recognition for the degree AND a minimum average of 65% for a Bachelor's Honours in Public Management and Governance or Public Administration, with a minimum level of competency on NQF LEVEL 8. Appropriate administrative and managerial work exposure of three years, preferably in the public sector, as deemed adequate and appropriate by the Director of the School of Public Management and Governance and Public Policy (SPMGP). A selection process will be followed.

• Prospective master’s students who have a BA honours degree in Public Management and Governance and who may want to proceed and articulate from the honours degree in Public Management and Governance and who lack three years of practical experience in the public sector will have to contact the Director of the SPMGP before registration to obtain written permission to complete the required four modules as well as a six month internship in a public sector setting (module 11) during the first year of study. This prescribed internship programme must be agreed on between the Director of the SPMGP and the organisation hosting the intern. A complete report will be required that will be presented as an additional requirement for the fulfilment of the degree requirements.

• For Stream D: A potential student should be in possession of an appropriate three year degree or RPL recognition for the degree AND a minimum average of 65% for the Postgraduate Diploma in Public Policy and African Studies with the minimum level of competency on NQF LEVEL 8. Appropriate political policy, administrative and managerial work exposure of three years in the public sector as deemed adequate and appropriate by the Director of the SPMGP. A selection process will be followed. Permission can be obtained from the Director of the SPMGP to enrol for a module in Stream A, B or C.
PART-TIME CURRICULUM
The coursework Master’s qualification comprises of one compulsory (a Research Methodology module) and three elective modules to be completed as well as a compulsory minor dissertation. The modules comprise of 20 credits each (per stream). The compulsory minor dissertation is in the form of a research project that comprises of 90 credits. Full-time students are allowed a maximum of two years to complete the full study programme and part-time students three years. Not all streams or modules may be presented each year.

The offering of modules will depend on the availability of lecturing staff.

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**STREAM D: ADVANCED AFRICAN STUDIES (Offered in 2020)**

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**SECOND YEAR**

**SEMESTER MODULES**

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<tr>
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CBE.47 MA (PUBLIC MANAGEMENT AND GOVERNANCE) RESEARCH (M7044Q)

NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, dissertation and report the results for academic submission.

RULES OF ACCESS
An honours degree in Public Governance, Public Administration or Public Management and Development or a similar recognised qualification with 65% for all modules and 65% in the research component (at honours level). In certain instances, the General Regulations with reference to the MPhil degree may be applied by the dean in consultation with the head of the Department of Public Management and Governance in order to admit a student to the programme. The student must confer in advance with the head of the Department of Public Management and Governance about the feasibility of the intended study.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations of the University for MA Programmes.

DURATION OF STUDIES
The maximum period of registration for the master’s degree is one year full-time or two years part-time.

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Dissertation: Public Management And Governance *</td>
<td>PMG9X13</td>
</tr>
</tbody>
</table>

1 Module 90 Credits 1 Module 90 Credits

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
## CBE.48 MASTER OF COMMERCE (MCOM) / MASTER OF PHILOSOPHY (MPHIL) CURRICULA

* Accounting  
* Auditing  
* Business Management  
* Competition and Economic Regulation  
* Computer Auditing  
* Development Economics  
* Econometrics  
* Economics  
* Employment Relations  
* Finance  
* Financial Economics  
* Financial Management  
* Human Resource Development  
* Human Resource Management  
* Industrial Policy  
* Industrial Psychology  
* Information Management  
* Information Technology Management  
* International Accounting  
* Investment Management  
* Leadership Coaching  
* Leadership in Emerging Economies  
* Local Economic Development  
* Logistics Management  
* Marketing Management  
* Personal and Professional Leadership  
* Quantitative Finance  
* South African and International Taxation  
* Strategic Human Resource Management  
* Strategic Management  
* Transport Economics

### CLOSING DATE FOR ALL MCOM/MPHIL APPLICATIONS:
- Last day of October annually for study commencing in the following year except where stated otherwise.

### CLOSING DATE FOR REGISTRATIONS:
- End of February for study commencing in the year following the year of application

More information is obtainable from the relevant Department

## CBE.49 MCOM (ACCOUNTING) RESEARCH (M3RA3Q)

**NQF LEVEL:** 9  
**NUMBER OF CREDITS:** 180

### PURPOSE
The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of accounting
principles in the financial accounting field. A qualifying student should show evidence of independent and original scientific work through the master's dissertation.

RULES OF ACCESS
A potential student must be in possession of an honours qualification or a postgraduate diploma in Accounting on New NQF level 8. Alternatively, any other four-year qualification on NQF level 8 and related accounting experience, which is considered relevant and sufficient by the Department of Accountancy. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills, research and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Dissertation: Accounting *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.50 MCOM (AUDITING) RESEARCH (M3RD3Q)
NQF LEVEL: 9
NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of auditing principles in the auditing field. A qualifying student should show evidence of independent and original scientific work through the master's dissertation.

RULES OF ACCESS
A potential student must be in possession of an honours qualification or a postgraduate diploma in a related auditing field on NQF LEVEL 8. Alternatively, any other four-year qualification on NQF LEVEL 8 and related practical auditing experience which is considered relevant and sufficient by the Department of
Accountancy. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills, research and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM

The Academic Regulations for master's qualifications are also applicable.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Dissertation: Auditing *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.51 MCOM (BUSINESS MANAGEMENT) COURSEWORK (M1CB1Q)

NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE

The purpose of this qualification is to develop intellectual competencies and practical skills in the mastering, analysis, interpretation and application of basic and advanced management principles in the different functional units of the business organisation, and be able to reflect on their managerial decisions and applications and to assess the effect thereof in the holistic context of management as a practice.

RULES OF ACCESS

A potential student should be in possession of a BCom Honours qualification, or an equivalent four-year qualification with honours status, (excluding BTech) with a minimum level of competency on NQF LEVEL 8. A potential student should have obtained a 65% average for the Honours or equivalent degree. Individual specialist areas may have different requirements. A potential student should have at least 2 years industry experience. Students must have adequate English language proficiency by passing a literacy test.
**DURATION OF STUDIES**
MCom (Business Management) is a part-time programme and students attend lectures for two years. The research is initiated in the second year of studies and completed by the end of year three.

**CURRICULUM**
a) Elective modules are compulsory  
b) Only one of the elective set of modules can be chosen  
c) If students don’t pass modules in year one, the modules can be repeated in year two.  
d) A minor dissertation on an approved topic. Refer to the Academic Regulations booklet for applicable regulations on Master’s qualifications.

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Applied Macro Economics</td>
<td>BMA9X03</td>
</tr>
<tr>
<td>Contemporary Management</td>
<td>BMA9X01</td>
</tr>
<tr>
<td>Management Accounting</td>
<td>BMA9X02</td>
</tr>
<tr>
<td>Labour Relations</td>
<td>BMA9X07</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>4 Modules</td>
<td>32 Credits</td>
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</table>
## SECOND YEAR

### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
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</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>ONE OF THE FOLLOWING SETS OF MODULES (ACCORDING TO THE CHOSEN SPECIALISATION AREA)</td>
<td></td>
</tr>
<tr>
<td>APPLIED INFORMATION SYSTEMS</td>
<td></td>
</tr>
<tr>
<td>IT Governance</td>
<td>BMI9X03</td>
</tr>
<tr>
<td>IT Portfolio and Programme Management</td>
<td>BMI9X02</td>
</tr>
<tr>
<td>IT Systems Development and Maturity Models</td>
<td>BMI9X04</td>
</tr>
<tr>
<td>BUSINESS MANAGEMENT</td>
<td></td>
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<tr>
<td>Entrepreneurship</td>
<td>BMB9X03</td>
</tr>
<tr>
<td>Principles of Corporate Finance</td>
<td>BMB9X04</td>
</tr>
<tr>
<td>International Perspectives</td>
<td>BMB9X02</td>
</tr>
<tr>
<td>INFORMATION AND KNOWLEDGE MANAGEMENT</td>
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<tr>
<td>Competitive Intelligence</td>
<td>BMK9X03</td>
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<tr>
<td>Strategic Information Management</td>
<td>BMK9X01</td>
</tr>
<tr>
<td>Web Management</td>
<td>BMK9X04</td>
</tr>
<tr>
<td>MARKETING MANAGEMENT</td>
<td></td>
</tr>
<tr>
<td>Advanced Marketing Research</td>
<td>BMM9X02</td>
</tr>
<tr>
<td>Contemporary Marketing B</td>
<td>BMM9X04</td>
</tr>
<tr>
<td>Customer Management</td>
<td>BMM9X01</td>
</tr>
<tr>
<td>TRANSPORT AND SUPPLY CHAIN MANAGEMENT</td>
<td></td>
</tr>
</tbody>
</table>

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| Strategic Sourcing – A Supply Chain Perspective | BML9X02 | 8 |
| Supply Chain Process Management and Performance Measurement | BML9X04 | 8 |
| Supply Chain Strategy and Design Considerations | BML9X01 | 8 |

<table>
<thead>
<tr>
<th>Modules</th>
<th>Credits</th>
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<tbody>
<tr>
<td>3</td>
<td>24</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ONE OF THE FOLLOWING MINOR DISSERTATION AS PER SPECIALISATION AREA* and **</th>
<th>ONE OF THE FOLLOWING MINOR DISSERTATION AS PER SPECIALISATION AREA* and **</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor Dissertation: Information Technology</td>
<td>BMI9X06</td>
</tr>
<tr>
<td>Minor Dissertation: Business Management</td>
<td>BMB9X06</td>
</tr>
<tr>
<td>Minor Dissertation: Knowledge Management</td>
<td>BMK9X06</td>
</tr>
<tr>
<td>Minor Dissertation: Marketing Management</td>
<td>BMM9X06</td>
</tr>
<tr>
<td>Minor Dissertation: Logistics Management</td>
<td>BML9X06</td>
</tr>
</tbody>
</table>

* A minimum registration of two semesters and for every semester thereafter until the minor dissertation is completed.

**RESEARCH TIME: 50%**

**As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their minor dissertation to also submit an article for the possibility of publication.
PURPOSE
The purpose of this qualification is to develop applied competence in the mastering, interpretation, reflecting on and application of business management principles. Through the masters’ dissertation a qualifying student show evidence of scientific research and an ability to reflect thereon in the holistic context of business management. The student should obtain a focused competence depending on the topic of the dissertation. The student should show evidence of independent and original scientific work. Students will also display competence in the application of relevant research methodology and the proper written communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications, and to assess the effect thereof in the holistic context of business management. The qualification can also be obtained by means of successfully writing research-based articles. For this option, the student need to demonstrate the ability to write research-based articles. This option is subject to approval by the department.

RULES OF ACCESS
A student who is in possession of an Honours qualification on NQF level 8 or equivalent, in any subfield of Business Management, may apply for admission to this qualification. A student must have obtained an average of at least 65% for their NQF level 8 qualification. The Dean of the College of Business and Economics may refuse a student admission to the master’s qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
<td>NQF CREDITS</td>
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<tr>
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<td>90</td>
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<tr>
<td>1 Module</td>
<td>90 Credits</td>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
PURPOSE
The purpose of this qualification is to equip students with the specialist knowledge and skills required to undertake rigorous economic analysis in competition and regulatory matters, contributing to the sub-field of applied economics. Successful students will be able to use these skills to analyse firm behaviour in competition cases for the competition authorities and in the private sector. This includes mergers, abuse of dominance and cartel cases across a range of industries. Students will be able to evaluate the potential harm of anticompetitive behaviour to consumers, industrial sectors and the economy as a whole. Students will further engage with important regulatory matters such as tariff setting and investment decisions in regulated industries such as telecommunications, banking, energy and transportation, which have far reaching economic implications. Students will put into practice theoretical economic concepts related to competition and regulatory economics and undertake discipline specific research.

RULES OF ACCESS
A potential student must be in possession of:
- An Honours degree in Economics at NQF level 8; or
- An Honours Degree or equivalent qualification in Arts, Business, Commerce, Management or Science at NQF level 8 majoring in Economics.
- Selection is based on academic merit and the availability of places and hence, may entail the use of additional criteria/requirements; and
- Final admission requirements will, from time to time, be adjusted by the department/ College to account for any University/national higher education requirements or amendments.

FULL-TIME CURRICULUM* / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Microeconomic Issues in Competition and Economic Regulation</td>
<td>MIC9X01</td>
</tr>
<tr>
<td>Macroeconomic Issues in Competition and Economic Regulation</td>
<td>MCE9X01</td>
</tr>
<tr>
<td>Financial Analysis for Competition and Economic</td>
<td>FCE9X02</td>
</tr>
</tbody>
</table>
Regulation

Minor Dissertation: Competition and Economic Regulation ***

<table>
<thead>
<tr>
<th>Module</th>
<th>Credits</th>
<th>Minor Dissertation: Competition and Economic Regulation ***</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Modules</td>
<td>50 Credits + 90 Credits for Research</td>
<td>4 Modules</td>
<td>40 Credits + 90 Credits for Research</td>
</tr>
</tbody>
</table>

**RESEARCH TIME: 50%**

*FULL TIME STUDIES*
Full time students must register for all modules offered in each semester.

**PART TIME STUDIES:**
Part time students have to register for a minimum of 50 NQF credits in year 1 per semester. Part time students can only register for the Minor Dissertation: Competition and Economic Regulation in year 2 for both semesters.

*** As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

**CBE.54 MCOM (COMPUTER AUDITING) COURSEWORK (M3CC7Q)**

NQF LEVEL: 9
NUMBER OF CREDITS: 180

**PURPOSE**
The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of computer auditing principles in the computer auditing field. A qualifying student should show evidence of independent and original scientific work through a limited scope dissertation.

**RULES OF ACCESS**
A potential student should possess an NQF level 8 qualification or a postgraduate diploma in a related computer auditing field. Alternatively, any other four-year qualification on NQF level 8 and related practical auditing experience which is considered relevant and sufficient by the Department of Accountancy. Preparatory study and an entrance examination may be required by the Department of Accountancy. A selection process will be followed.

**PART-TIME CURRICULUM**
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.
### FIRST YEAR

#### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>IT Risk and Risk Management</td>
<td>IRM9X01</td>
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</tbody>
</table>

1 Module 35 Credits

2 Modules 50 Credits

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#### SECOND YEAR – PART TIME

#### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
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</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Audit and IT Compliance</td>
<td>AIT9X03</td>
</tr>
<tr>
<td>Limited scope dissertation: Computer Auditing</td>
<td>LSC9X01</td>
</tr>
</tbody>
</table>

2 Modules 65 Credits

1 Module 30 Credits

**RESEARCH TIME:** 33.3%

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**CBE.55 MCOM (DEVELOPMENT ECONOMICS)**

**(M3CN3Q)**

**PURPOSE**

The purpose of this qualification is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of developmental economic principles and methods. This programme will prepare
students to reflect on their own economic applications to assess the effect thereof in the holistic context of Economics as social science. A qualifying student should show evidence of independent and original work.

RULES OF ACCESS
A potential student should possess an honours qualification in Economics or Econometrics on NQF LEVEL 8 with an average mark as determined by the School of Economics. Alternatively, any other four-year qualification with honours status on New NQF LEVEL 8 with an average mark obtained determined by the School of Economics and related Micro- and Macroeconomics and Applied Econometrics experience which is considered relevant and sufficient by the School of Economics will be considered. Preparatory study and an entrance examination may be required by the School of Economics.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>SEMESTER MODULES</th>
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<tbody>
<tr>
<td></td>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Macroeconomic Issues in Development</td>
<td>MAD9X02</td>
</tr>
<tr>
<td>Microeconomic Issues in Development</td>
<td>MID9X02</td>
</tr>
<tr>
<td>Labour Market Issues</td>
<td>LMI9X01</td>
</tr>
<tr>
<td>Topics in Political Economy of Development</td>
<td>PED9X01</td>
</tr>
<tr>
<td>Topics in Poverty and Inequality</td>
<td>POI9X01</td>
</tr>
<tr>
<td>Topics in Trade, Industrial and Competition Policy</td>
<td>TIP9X01</td>
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<tr>
<td>Local Economic Development</td>
<td>LED9X01</td>
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<td>2 Modules</td>
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SECOND YEAR

FIRST SEMESTER

<table>
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<tr>
<th>MODULE NAME</th>
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<th>NQF CREDITS</th>
<th>NQF LEVEL</th>
<th>NUMBER OF CREDITS</th>
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</thead>
<tbody>
<tr>
<td>Research Methodology: Economics</td>
<td>RMN9X01</td>
<td>10</td>
<td>9</td>
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<td>Minor Dissertation: Economics*</td>
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<tr>
<td></td>
<td>2 Modules</td>
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SECOND SEMESTER

<table>
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<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
<th>NQF LEVEL</th>
<th>NUMBER OF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor Dissertation: Economics*</td>
<td>MDN9X02*</td>
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<td>9</td>
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<tr>
<td></td>
<td>1 Module</td>
<td>90 credits for Research</td>
<td>90</td>
<td>0</td>
</tr>
</tbody>
</table>

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

RESEARCH TIME: 50%

CBE.56 MCOM (ECONOMETRICS) RESEARCH (M3RM3Q)

PURPOSE
The purpose of this qualification is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of econometric methods. This programme will prepare students to reflect on their own economic applications by using econometric techniques either to perform empirical checks on specific economic models, or as tools for forecasting and policy evaluation. A qualifying student should show evidence of independent and original work.

RULES OF ACCESS
A potential student must be in possession of a cognate qualification on NQF Level 8/Old NQF level 7, which is deemed applicable by the School of Economics. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with school-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the school. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions. For a detailed account of how assessment of applications is conducted, please visit:
FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
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</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Dissertation: Econometrics</td>
<td>DEM9X01</td>
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<tr>
<td>1 Module</td>
<td>180 Credits</td>
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</tbody>
</table>

RESEARCH TIME: 100%

As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication*

**CBE.57 MCOM (ECONOMICS) RESEARCH (M3RN3Q)**

**PURPOSE**
The purpose of this qualification is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of economic principles and methods. This programme will prepare students to reflect on their own economical applications to assess the effect thereof in the holistic context of Economics as social science. A qualifying student should show evidence of independent and original work.

**RULES OF ACCESS**
A potential student must be in possession of a cognate qualification on NQF Level 8/Old NQF level 7, which is deemed applicable by the School of Economics. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with school-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the school. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions. For a detailed account of how assessment of applications is conducted, please visit: [https://www.uj.ac.za/faculties/cbe/economics-and-econometrics/Pages/Courses-and-Programmes.aspx](https://www.uj.ac.za/faculties/cbe/economics-and-econometrics/Pages/Courses-and-Programmes.aspx).

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The Academic Regulations for master’s qualifications are also applicable.
## SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
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</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Dissertation: Economics *</td>
<td>DEN9X01</td>
</tr>
<tr>
<td>1 Module</td>
<td>180 Credits</td>
</tr>
</tbody>
</table>

**RESEARCH TIME: 100%**

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

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### CBE.58 MCOM (EMPLOYMENT RELATIONS) RESEARCH (M1CERQ)

**NQF LEVEL: 9**

**NUMBER OF CREDITS: 180**

**PURPOSE**

The purpose of this qualification is to develop the intellectual and professional skills that provide the student with the opportunity to show evidence of independent and original scientific work. This qualification will further provide the student with the opportunity to display competence in the application of related research methodology, and the research process and findings.

**RULES OF ACCESS**

The student who is in possession of a BCom Honours qualification on NQF level 7/8 may apply. A student must have obtained an average of at least 65% for their Honours degree. The Dean of the College of Business and Economics may refuse a student admission to the Master’s qualification if of the opinion that the student’s academic background is inadequate.

Student number constraints necessitate rigorous selection process including psychometric assessments and interviews.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**

Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.
**SEASON MODULES**

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF LEVEL</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
<td>Dissertation: Employment Relations *</td>
<td>EMP9XD1</td>
<td>180</td>
<td>180</td>
</tr>
<tr>
<td></td>
<td>1 Module</td>
<td>180 Credits</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SECOND SEMESTER</strong></td>
<td>Dissertation: Employment Relations *</td>
<td>EMP9XD2</td>
<td>180</td>
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<td>1 Module</td>
<td>180 Credits</td>
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</tbody>
</table>

**RESEARCH TIME:** 100%

*As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.*

**CBE.59 MPHIL (EMPLOYMENT RELATIONS) RESEARCH (M1PERQ)**

**NQF LEVEL:** 9  
**NUMBER OF CREDITS:** 180

**PURPOSE**
The purpose of this qualification is to develop the intellectual and professional skills that provide the student with the opportunity to show evidence of independent and original scientific work. This qualification will further provide the student with the opportunity to display competence in the application of related research methodology, and the research process and findings.

**RULES OF ACCESS**
Student access will be provided to the student who is in possession of an Honours qualification on NQF Level 7/8 in the Social Sciences. A student must have obtained an average of at least 65% for their Honours degree. The Dean of the College of Business and Economics may refuse a student admission to the Master’s qualification if of the opinion that the student’s academic background is inadequate.

Student number constraints necessitate a rigorous selection process including psychometric assessments and interviews.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.
### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Dissertation: Employment Relations *</td>
<td>EMP9XD1</td>
</tr>
<tr>
<td>1 Module</td>
<td>180 Credits</td>
</tr>
</tbody>
</table>

**RESEARCH TIME:** 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

### CBE.60  MCOM (FINANCE) COURSEWORK (M3CF8Q)

**NQF LEVEL:** 9  
**NUMBER OF CREDITS:** 180

**PURPOSE**
The purpose of this qualification is to develop applied competence in the mastering, interpretation, reflecting on and application of principles in the broader field of finance. Through the minor dissertation, a qualifying student shows evidence of scientific research, application of scientific research methodologies and an ability to reflect thereon in the holistic context of finance.

**RULES OF ACCESS**
A potential student should possess a financially oriented Bachelor of Commerce Honours qualification on NQF LEVEL 8 with Financial Management at an NQF LEVEL 8. Alternatively, a student should possess any other four-year qualification on NQF LEVEL 8 with a strong Finance focus and/or have financial experience which is considered relevant and sufficient by the selection committee. Students without prior academic research experience may be required to complete a bridging programme in research methodology. For acceptance into the programme, an interview, preparatory study, an entrance course and examination may be required by the School of Accounting. Successful applicants must prepare a research proposal in consultation with a member of staff allocated to them. This proposal must be presented to a panel convened for this purpose. Once a decision has been made that the proposal has been accepted, the student will be allowed to proceed with the research component of the programme. The panel must specifically approve the field of study, the research topic, methodology and problem statement before the candidate may register for the minor dissertation.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.
### FIRST YEAR

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Research Methodology in Finance</td>
<td>ARF9X00</td>
<td>16</td>
</tr>
</tbody>
</table>

1 Year module

16 Credits

### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Developments in Finance</td>
<td>DEF9X04</td>
</tr>
<tr>
<td>Empirical Finance</td>
<td>EMF9X04</td>
</tr>
<tr>
<td>Strategic Management Accounting</td>
<td>SMA9X04</td>
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</tbody>
</table>

3 Modules 37 Credits 3 Modules 37 Credits

### SECOND YEAR

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Minor dissertation: Finance</td>
<td>MDF9X01</td>
</tr>
</tbody>
</table>

1 Module 90 Credits 1 Module 90 Credits

### RESEARCH TIME:

50%

### CBE.61 MCOM (FINANCIAL ECONOMICS) COURSEWORK (M3CFEQ)

NQF LEVEL: 9

NUMBER OF CREDITS: 180

### PURPOSE

The purpose of this qualification is to develop intellectual competencies and practical skills in the mastering, analysis, interpretation and application of advanced financial principles in the context of the international economy, and be able to reflect on the associated managerial decisions, through quantitative analysis and to assess the effect thereof in the holistic financial context.

The qualification will provide qualifying students with the opportunity to further study at New NQF level 10 on a doctoral degree programme in Economics.
RULES OF ACCESS
A potential student should possess an honours qualification in Economics, Econometrics, Statistics and/or Mathematics on NQF level 8. Alternatively, any other four-year qualification on NQF level 8 and related Mathematical and/or Statistical and Applied Econometrical experiences which is considered relevant and sufficient by the School of Economics. Preparatory study and an entrance examination may be required by the School of Economics.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>YEAR MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Financial Economics</td>
<td>FEN9X00</td>
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<tr>
<td>Quantitative Analysis</td>
<td>QTA9X00</td>
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<td>2 Year modules</td>
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<table>
<thead>
<tr>
<th>SECOND YEAR</th>
<th>YEAR MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
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<tr>
<td>Research Design: Financial Economics</td>
<td>DEN9X00</td>
</tr>
<tr>
<td>1 Year module</td>
<td></td>
</tr>
</tbody>
</table>

| SEMESTER MODULES |
| FIRST SEMESTER | SECOND SEMESTER |
| MODULE NAME | MODULE CODE | NQF CREDITS | MODULE NAME | MODULE CODE | NQF CREDITS |
| 1 Module | 90 Credits | 1 Module | 90 Credits |

RESEARCH TIME: 50%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
PURPOSE
The purpose of this qualification is to develop applied competence in the mastering, interpretation, reflecting on and application of principles in the broader field of finance. Through the master’s dissertation, a qualifying student shows evidence of scientific research, application of scientific research methodologies and an ability to reflect thereon in the holistic context of finance.

RULES OF ACCESS
A potential student must be in possession of a financially oriented Bachelor of Commerce Honours qualification or equivalent on NQF level 8, with at least Financial Management at third year level. Alternatively, a student should possess any other four-year qualification with a strong Finance focus on NQF level 8 and/or have related financially oriented experience which is deemed applicable by the selection committee. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department (pre-registration). Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills, research and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions. The research proposal should be presented to a panel convened by the Department of Accountancy for this purpose.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

| SEMESTER MODULES |
|------------------|------------------|
| **FIRST SEMESTER** | **SECOND SEMESTER** |
| **MODULE NAME** | **MODULE CODE** | **NQF CREDITS** | **MODULE NAME** | **MODULE CODE** | **NQF CREDITS** |
| 1 Module | 180 Credits | 1 Module | 180 Credits |

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
PURPOSE
The purpose of this qualification is to develop applied competencies and practical skills in the acquisition, interpretation and reflection on, related Research Methodology, and proper written and/or oral communication of the research process and findings. The aim is also to ensure the students are capable of planning and conducting Human Resource Development related research with sound reflection on research findings. Students should show evidence of independent scientific work. A student produces a dissertation upon completion of the qualification.

RULES OF ACCESS
An appropriate Honours degree in the broad field of Human Resource Management:
a) Human Resource Management; or
b) Industrial Psychology; or
c) Human Resource Development; or
d) Employment Relations.

An average of at least 65% for the Honours degree. An Honours module in Research Methodology (NQF level 8) undertaken with a score of at least 60%.

Student number constraints necessitate a selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
PURPOSE
The purpose of this qualification is to develop the intellectual and professional skills that provide them with the opportunity to show evidence of independent scientific work in Human Resource Management. This qualification will further provide the students with the opportunity to display competence in the application of related Research Methodology, and the proper written and/or oral communication of the research process and findings, and to reflect on the research process and findings.

RULES OF ACCESS
An appropriate Honours degree in Commerce in the broad field of Human Resource Management:
   a) Human Resource Management; or
   b) Industrial Psychology; or
   c) Human Resource Development; or
   d) Employment Relations.

An average of at least 65% for the Honours degree. An honours module in Research Methodology (NQF level 8) with a score of at least 60%.

Student number constraints necessitate a selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
PURPOSE
The purpose of this qualification is to develop the intellectual and professional skills that provide the student with the opportunity to show evidence of independent and original scientific work in Human Resource Management. This qualification will further provide the student with the opportunity to display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings, and to reflect on the research process and findings.

RULES OF ACCESS
An appropriate Honours degree in the broader field of Human Resource Management applicable for access to a Master's degree. The student must have completed an Honours module of Research Methodology (NQF level 8) undertaken as part of a degree. Student number constraints may necessitate a selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master's qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
The purpose of this qualification is to develop the students’ intellectual competencies, intellectual independence and practical skills in the acquisition, analysis, interpretation and application of appropriate industrial policies to support the structural transformation of the economies of the continent. The programme consists of core modules offering an in-depth coverage of a broad range of issues pertaining to industrial development policies, strategies and management in Africa, and allowing students to test the practical application of the knowledge imparted, participate in analysing case studies, conducting field visits, and prepare individual technical reports on the various themes covered. Mastering of the curriculum will provide students with the ability to be able to reflect critically on theory of industrial policy and its application. They will be able to deal with complex issues both systematically and creatively, design and critically appraise research, make sound judgments using data and information using the econometric techniques learned and communicate their conclusions clearly to specialist and non-specialist audiences.

RULES OF ACCESS
A potential student should possess an honours qualification in Economics or Econometrics on NQF LEVEL 8 with an average mark as determined by the School of Economics. Alternatively, any other four-year qualification on NQF LEVEL 8 with an average mark as determined by the School of Economics and related Micro- and Macroeconomic and Applied Econometric experience which is considered relevant and sufficient by the School of Economics will be considered. Preparatory study and entrance examination may be required by the School of Economics.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.
<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topics in Trade, Industrial and Competition Policy</td>
<td>TIP9X01</td>
<td>10</td>
<td>Minor Dissertation: Industrial Policy</td>
<td>MDI9X02</td>
<td>60</td>
</tr>
<tr>
<td>Minor Dissertation: Industrial Policy</td>
<td>MDI9X01</td>
<td>60</td>
<td>Minor Dissertation: Industrial Policy</td>
<td>MDI9X02</td>
<td>60</td>
</tr>
<tr>
<td>Electives - Choose ONE of the following</td>
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<td></td>
<td></td>
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<tr>
<td>Applied Econometric Techniques</td>
<td>AMT9X01</td>
<td>20</td>
<td>Advanced Practice of Industrial Policy</td>
<td>API9X01</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>2 Modules</td>
<td>20 Credits + 60 Credits for Research</td>
<td>2 Modules</td>
<td>10 Credits + 60 Credits for Research</td>
<td></td>
</tr>
</tbody>
</table>

RESEARCH TIME: 33.3%
PURPOSE
The purpose of this qualification is to develop applied competence at an advanced level, specifically in the analysis, interpretation and application of industrial psychology principles and methods. The student should furthermore be able to identify, contextualise, and/or interpret industrial psychological theories and research. During the course of study, the students will further develop their written and oral communication skills and demonstrate competence in independently undertaking and concluding advanced and original scientific research. The qualification may allow access to an internship which may eventually lead to registration as an Industrial Psychologist with the Professional Board for Psychology of the Health Professions Council of South Africa (HPCSA).

RULES OF ACCESS
Students who are in possession of an Honours qualification in Industrial Psychology (NQF level 8), with an average of 65% for the Honours programme and who have passed a module in Research Methodology at the NQF level 8, are eligible to apply for the Master’s in Industrial Psychology. Eligible applicants are subjected to a selection process as numbers are restricted.

FULL-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications. The qualification is currently not offered on a part-time basis.

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Advanced Industrial Psychology Practice</td>
</tr>
<tr>
<td>Advanced Industrial Psychology Research</td>
</tr>
<tr>
<td>Advanced Industrial Psychology Theory</td>
</tr>
<tr>
<td>3 Year modules</td>
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<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Minor Dissertation: Industrial Psychology *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 50%
* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.68 MPHIL (INDUSTRIAL PSYCHOLOGY) PROFESSIONAL (COURSEWORK) (M1PIPQ)
NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop applied competence at an advanced level, specifically in the analysis, interpretation and application of industrial psychology principles and methods. The student should furthermore be able to identify, contextualise, and/or interpret industrial psychological theories and research. During the course of study the students will further develop their written and oral communication skills and demonstrate competence in independently undertaking and concluding advanced and original scientific research. The qualification may allow access to an internship which may eventually lead to registration as an Industrial Psychologist with the Professional Board for Psychology of the Health Professions Council of South Africa (HPCSA).

RULES OF ACCESS
Students who are in possession of an Honours qualification in Industrial Psychology (NQF level 8), with an average of 65% for the Honours programme and who have passed a module in Research Methodology at NQF level 8, are eligible to apply for the Master’s in Industrial Psychology. Eligible applicants are subjected to a selection process as numbers are restricted.

FULL-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications. The qualification is currently not offered on a part-time basis.

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Advanced Industrial Psychology Practice</td>
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<tr>
<td></td>
<td>Advanced Industrial Psychology Research</td>
<td>IPS9X02</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Advanced Industrial Psychology Theory</td>
<td>IPS9X03</td>
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<tr>
<td></td>
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<table>
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<tr>
<th>SEMESTER MODULES</th>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Minor Dissertation: Industrial</td>
<td>IPS9XM1</td>
<td>60</td>
</tr>
</tbody>
</table>
RESEARCH TIME: 50%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their minor dissertation to also submit an article for the possibility of publication.

CBE.69 MCOM (INDUSTRIAL PSYCHOLOGY) RESEARCH (M1CIDQ)

NQF LEVEL: 9
NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop the intellectual and professional skills to provide evidence of the ability to independently produce scientific work at an acceptable level. This will require competence in the application of related research methodology, the ability to conduct and complete an approved research study, the oral and written competence to present results and findings, and the academic and personal maturity to critically reflect on all aspects of the study. The qualification will not lead to registration as an Industrial Psychologist with the Professional Board for Psychology of the Health Professions Council of South Africa (HPCSA).

RULES OF ACCESS
Access will be granted to students who are in possession of an Honours qualification in Industrial Psychology or the equivalent thereof, which is evaluated as NQF level 8, and who has passed a module in Research methodology at NQF level 8 with a minimum of 65% average are eligible to apply. Acceptance is subjected to a selection process.

Since only a limited number of students can be accommodated annually, applications will be subjected to a selection process. The Dean of the College of Business and Economics may refuse a student admission to the Master’s qualification if he/she is of the opinion that the student's academic background is inadequate.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations Booklet for applicable regulations on master’s qualifications. Students have the option of completing their Masters 1 year fulltime or 2 years part-time.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Dissertation: Industrial</td>
</tr>
</tbody>
</table>
RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.70 MA (INDUSTRIAL PSYCHOLOGY) RESEARCH (M1AIPQ)

NQF LEVEL: 9  NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop the intellectual and professional skills to provide evidence of the ability to independently produce scientific work at an acceptable level. This will require competence in the application of related research methodology, the ability to conduct and complete an approved research study, the oral and written competence to present results and findings, and the academic and personal maturity to critically reflect on all aspects of the study. The qualification will not lead to registration as an Industrial Psychologist with the Professional Board for Psychology of the Health Professions Council of South Africa (HPCSA).

RULES OF ACCESS
Access will be granted to students who are in possession of an Honours qualification in Industrial Psychology or the equivalent thereof, which is evaluated as NQF level 8, and who has passed a module in Research methodology at NQF level 8 with a minimum of 65% average are eligible to apply. Acceptance is subjected to a selection process. Since only a limited number of students can be accommodated annually, applications will be subjected to a selection process. The Dean of the College of Business and Economics may refuse a student admission to the Master's qualification if he/she is of the opinion that the student's academic background is inadequate.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations Booklet for applicable regulations on master’s qualifications. Students have the option of completing their Masters over 1 year fulltime or over 2 years part-time.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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<tbody>
<tr>
<td>FIRST SEMESTER</td>
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<tr>
<td>MODULE NAME</td>
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</tbody>
</table>

138
RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.71 MPHIL (INFORMATION MANAGEMENT) RESEARCH (M1PIMQ)

NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students would also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications to assess the effect thereof in the holistic context of the information industry.

RULES OF ACCESS
Student access will be provided to the student who is in possession of any relevant Honours degree on NQF LEVEL 7/8 with an average of at least 65% for the honours degree. The Dean of the College of Business and Economics may refuse a student admission to the master’s qualification if of the opinion that the student's academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations Booklet for applicable regulations on master's qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Dissertation: Information Management *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>
RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.72 MCOM (INFORMATION TECHNOLOGY MANAGEMENT) RESEARCH (MCO010)
NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop the applied competence of the student on an advanced (executive) level in the mastering, analysis, interpretation and understanding of IT Management principles and methods. Through a Masters dissertation, the student will show evidence of scientific research and the ability to reflect thereon in the holistic context of IT Management. The programme will assist in the continuing professional development of experience and senior managers and leaders will be enhanced for both South African delegates and, increasingly, promote the development of IT Management skills for students and executive delegates within both local and international context.

On completion of the programme, students will be able to demonstrate competence in:
- a) research writing and creative thinking skills in IT Management,
- b) display competence in the application of related research methodology,
- c) take strategic decisions in the context of IT Management,
- d) reflect on managerial decisions and applications to assess the effect thereof in the holistic context of IT Management.

RULES OF ACCESS
A BCom Honours (IT Management) degree or equivalent degree on NQF level 8 with an average of at least 60% for the honours degree.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Dissertation: IT Management *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

| SECOND SEMESTER  |
| MODULE NAME      | MODULE CODE | NQF CREDITS |
| Dissertation: IT Management * | ITM1VB8 | 180 |
| 1 Module         | 180 Credits |

RESEARCH TIME: 100%
* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.73 MCOM (INTERNATIONAL ACCOUNTING) COURSEWORK (M3CA7Q)

NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop applied specialised competence in the mastering, interpretation, understanding, analysis and application of accounting principles in the financial accounting field. Through a limited scope dissertation, a qualifying student should show evidence of independent and original scientific work.

RULES OF ACCESS
A potential student should possess an honours qualification or a postgraduate diploma in Accounting or a Financial Management related qualification on NQF level 8. Alternatively, any other four-year qualification on NQF level 8 and related accounting experience, which is considered relevant and sufficient by the Department of Accountancy. Preparatory study and an entrance examination may be required by the Department of Accountancy. A selection process will be followed.

PART-TIME CURRICULUM

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
<td><strong>SECOND SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Accounting Theory</td>
<td>ACT9X03</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Module</td>
<td>35 Credits</td>
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</table>

<table>
<thead>
<tr>
<th>SECOND YEAR</th>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
<td><strong>SECOND SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Limited scope dissertation: International Accounting</td>
<td>LSA9X01</td>
</tr>
</tbody>
</table>
The purpose of this qualification is to develop applied competence in the mastering, interpretation, reflecting on and application of principles in the broader field of finance. Through the master's dissertation, a qualifying student shows evidence of scientific research, application of scientific research methodologies and an ability to reflect thereon in the holistic context of finance.

RULES OF ACCESS
A potential student must be in possession of an Investment Management oriented Bachelors of Commerce Honours or Postgraduate Diploma qualification on NQF level 8 Alternatively a student should possess any other four-year qualification on NQF level 8 and have related investment oriented experience which is deemed applicable by the Department of Finance and Investment Management. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions. The research proposal should be presented to a panel convened by the Department of Finance and Investment Management for this purpose.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The Academic Regulations for master's qualifications are applicable.

<table>
<thead>
<tr>
<th>Specialised Industries and Practices</th>
<th>NQF</th>
<th>CREDITS</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SIP9X03</td>
<td>35</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2 Modules 65 Credits 1 Module 30 Credits

RESEARCH TIME: 33.3%

CBE.74 MCOM (INVESTMENT MANAGEMENT) RESEARCH (M3RI3Q)

NQF LEVEL: 9 NUMBER OF CREDITS: 180

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissertation: Investment Management *</td>
<td>DIM9X01</td>
<td>180</td>
<td>Dissertation: Investment Management *</td>
<td>DIM9X02</td>
<td>180</td>
</tr>
<tr>
<td>1 Module</td>
<td>180 Credits</td>
<td></td>
<td>1 Module</td>
<td>180 Credits</td>
<td></td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%
* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

**CBE.75  MPHIL (LEADERSHIP COACHING) COURSEWORK (M1PLCQ)**

NQF LEVEL: 9  
NUMBER OF CREDITS: 180

**PURPOSE**

The purpose of this qualification is to develop at an advanced level the applied competence of the student in providing professional leadership coaching interventions. This will be done by developing the competences of contracting, assessing needs, constructing development plans, delivering individual and team coaching sessions and the evaluation of the impact of different coaching interventions through a Number of Modules/Credits. Through a minor dissertation, the student will show evidence of scientific research and the ability to reflect on the holistic context of leadership coaching. The programme will further provide a personal development experience in becoming a competent and professional leadership coach meeting ethical guidelines and professional standards.

**RULES OF ACCESS**

A relevant Honours degree in psychology, industrial/organisational psychology, human resources management, leadership, management and other degrees where the focus was either on human behaviour or leadership/management. Student number constraints may necessitate a selection process consisting of selection interviews, psychometric testing and a research exercise.

**PART-TIME CURRICULUM**

The maximum period of registration for the degree is two years, full time and three years part time. A student must have an approved research proposal by the end of the first year, and conduct their research leading to the minor dissertation in the subsequent year(s).

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>YEAR MODULES</strong></td>
<td></td>
</tr>
<tr>
<td>Theories of Leadership Coaching</td>
<td>LCO9X01</td>
</tr>
<tr>
<td>Leadership Development – Theory and Practice</td>
<td>LCO9X02</td>
</tr>
<tr>
<td>Research Methodology: Leadership Coaching</td>
<td>LCO9X03</td>
</tr>
<tr>
<td>Practical Coaching Competencies 1</td>
<td>LCO9X04</td>
</tr>
<tr>
<td>Competence Assessment in Leadership Coaching <em>(Non Psychology Background Students)</em></td>
<td>LCO9X07</td>
</tr>
<tr>
<td></td>
<td>5 Year modules</td>
</tr>
</tbody>
</table>

| SECOND YEAR |  |

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143
<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Minor Dissertation: Leadership Coaching *</td>
<td>LCO9XM1</td>
</tr>
<tr>
<td>1 Module</td>
<td>90 Credits</td>
</tr>
</tbody>
</table>

**RESEARCH TIME: 50%**

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their minor dissertation to also submit an article for the possibility of publication.

**CBE.76 MPHIL (LEADERSHIP IN EMERGING ECONOMIES) (COURSEWORK) (M1PEEQ)**

**PURPOSE**
The purpose of this qualification is to develop at an advanced level the applied competence of the student in the analysis, interpretation and understanding of leadership within an emerging economy context, with a differentiated focus on specific sectors in these economies. The qualification will enable senior managers and leaders to master the critical leadership skills required by the specific sectors in which they have to manage and lead in emerging economies.

**RULES OF ACCESS**
An appropriate honours degree or its equivalent qualification at NQF level 8 applicable for access to a Master’s degree. Student number constraints may necessitate a selection process consisting of selection interviews and psychometric testing and a research proposal exercise.

**DURATION OF STUDIES**
The maximum period of registration for the degree is two year’s full time and three year’s part time. A student must have an approved research proposal by the end of the first year, and conduct their research leading to the minor-dissertation in the subsequent year(s).

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
Refer to Academic Regulations booklet for applicable regulations on master’s qualifications.
## FIRST YEAR

### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Leadership Challenges in Emerging Economies</td>
<td>LEC001</td>
</tr>
<tr>
<td>Personal and Professional Leadership</td>
<td>LEC002</td>
</tr>
<tr>
<td>Research Methodology: Leadership</td>
<td>LEC004</td>
</tr>
<tr>
<td><strong>3 Modules</strong></td>
<td><strong>54 Credits</strong></td>
</tr>
</tbody>
</table>

**Electives - Choose ONE of the following:**

- Entrepreneurial Leadership: LEC014, 18
- Public Sector Leadership: LEC006, 18

**2 Modules** 36 Credits

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## SECOND YEAR

### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Minor Dissertation: Leadership in Emerging Economies</td>
<td>LEC005</td>
</tr>
<tr>
<td><strong>1 Module</strong></td>
<td><strong>45 Credits</strong></td>
</tr>
</tbody>
</table>

The student must commence with his/her research in at least the first semester of the second year already.

**RESEARCH TIME: 50%**
* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their minor dissertation to also submit an article for the possibility of publication.

**PURPOSE**

The purpose of this qualification is to develop an advanced level of knowledge, skills and applied competence in the field of Local Economic Development (LED). The programme is specifically designed to meet the requirements of the LED profession and is aimed at students who plan to qualify as Certified LED professionals. This professional Master’s degree prepares students to reflect on the practice of LED. Through the research component, students will contribute towards the development of knowledge at an advanced level and prepare them for specialised professional employment.

**RULES OF ACCESS**

The minimum admission requirement is a cognate Bachelor Honours Degree or a Postgraduate Diploma. Alternatively, any other four-year qualification on NQF LEVEL 8 and related Micro- and Macroeconomics and or related experience which is considered relevant and sufficient by the School of Economics. A preparatory study and an entrance examination may be required by the UJ School of Economics.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
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</thead>
<tbody>
<tr>
<td>SEMESTER MODULES</td>
</tr>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Globalisation and Local Regional Development</td>
</tr>
<tr>
<td>Research Methodology: Economics</td>
</tr>
<tr>
<td>Systems Thinking in Local and Regional Economic Development</td>
</tr>
</tbody>
</table>

CBE.77 MCOM (LOCAL ECONOMIC DEVELOPMENT) (PROFESSIONAL) COURSEWORK (M3CL5Q)

NQF LEVEL: 9 NUMBER OF CREDITS: 180
<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poverty and Inequality</td>
<td>PAI9X01</td>
<td>10</td>
<td>RPL9X01</td>
<td>RPL9X02</td>
<td>45</td>
</tr>
<tr>
<td>Technical Research Project: Local Economic Development</td>
<td>RPL9X01</td>
<td>15</td>
<td>Technical Research Project: Local Economic Development</td>
<td>RPL9X02</td>
<td>45</td>
</tr>
<tr>
<td>Strategic Planning for Local and Regional Economic Development</td>
<td>SPL9X01</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**RESEARCH TIME: 33.3%**

**CBE.78 MCOM (LOGISTICS MANAGEMENT) RESEARCH (M1CLMQ)**

**NQF LEVEL: 9**

**PURPOSE**

The purpose of this qualification is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding and application of logistics management principles. The student should further develop research writing and creative thinking skills in the logistics field and be able to reflect on acquired skills. The student should be able to take strategic decisions in the context of a logistics organisation, or logistics function of a company, and to assess any internal or external decision impacting the logistics function and/or profession. The student should be able to reflect on his/her managerial decisions and applications to assess the effect thereof in the holistic context of logistics management.
RULES OF ACCESS
A BComHons (Logistics Management) degree or equivalent qualification on NQF LEVEL 8 with an average of at least 60% for the qualification.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations Booklet for applicable regulations on master’s qualifications.

| SEMESTER MODULES |
|------------------|------------------|
| FIRST SEMESTER   | SECOND SEMESTER  |
| MODULE NAME      | MODULE NAME      |
| NQF LEVEL        | CREDITS          | NQF LEVEL        | CREDITS          |
| Dissertation:   | Dissertation:   |
| Logistics        | Logistics        |
| Management *    | Management *    |
| LMA9XD1          | LMA9XD2          |
| 180              | 180              |

1 Module 180 Credits 1 Module 180 Credits

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.79 MPHIL (LOGISTICS MANAGEMENT) RESEARCH (M1PLMQ)
NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding and application of logistics management principles. The student should further develop research writing and creative thinking skills in the logistics field and be able to reflect on acquired skills. The student should be able to take strategic decisions in the context of a logistics organisation, or logistics function of a company, and to assess any internal or external decision impacting the logistics function and/or profession. The student should be able to reflect on his/her managerial decisions and applications to assess the effect thereof in the holistic context of logistics management.

RULES OF ACCESS
A BCom Hons (Logistics Management) degree or equivalent qualification on NQF LEVEL 8 with an average of at least 60% for the qualification.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations Booklet for applicable regulations on master’s qualifications.
<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Dissertation: Logistics Management *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

**RESEARCH TIME:** 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

**CBE.80 MCOM (MARKETING MANAGEMENT) RESEARCH**

(M1CMMQ)

**NQF LEVEL:** 9  **NUMBER OF CREDITS:** 180

**PURPOSE**

The purpose of this qualification is to develop applied competencies and practical skills in the acquisition, interpretation reflecting on and application of marketing management principles. The student should obtain a focused competence depending on the topic of the dissertation. The student should show evidence of independent and original scientific work. Students will also display competence in the application of relevant research methodology and the proper written communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications, and to assess the effect thereof in the holistic context of marketing management.

On completion of the programme, students will be able to demonstrate competence in:

- research writing and creative thinking skills in Marketing Management,
- display competence in the application of related research methodology,
- reflect on managerial decisions and applications to assess the effect thereof in the holistic context of Marketing Management.

**RULES OF ACCESS**

A student who is in possession of a BComHons (Marketing Management) or its equivalent on NQF level 8 in a related field. A minimum overall average of 60% and a minimum of 60% for research methodology at NQF 8 level is required to apply for admission to this qualification. Student number constraints may limit the number of intake for the next year and necessitate a selection process consisting of selection interviews and a research proposal exercise. The Dean of the College of Business and Economics may refuse a student admission to the master’s qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.
**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**

Refer to the Academic Regulations booklet for applicable regulations on master's qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
<td><strong>NQF CREDITS</strong></td>
</tr>
<tr>
<td>Dissertation: Marketing Management *</td>
<td>MMA9XD1</td>
<td>180</td>
</tr>
<tr>
<td>1 Module</td>
<td>180 Credits</td>
<td>1 Module</td>
</tr>
</tbody>
</table>

**RESEARCH TIME:** 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

**CBE.81:MPHIL (PERSONAL AND PROFESSIONAL LEADERSHIP) COURSEWORK**

**COURSEWORK (M1PPP1)**

| **NQF LEVEL:** 9 | **NUMBER OF CREDITS:** 200 |

**PURPOSE**

The purpose of this qualification is to develop applied competencies and practical skills in the acquisition, interpretation and understanding of the different dimensions of leadership on an individual and within an organisational context. Further to this the minor dissertation must provide clear evidence of the student’s ability to conceive, plan, conduct and report on a well-defined scientific research project related to personal and professional leadership.

**RULES OF ACCESS**

An appropriate Honours degree or its equivalent applicable for access to a Master’s degree. Student number constraints may necessitate a selection process consisting of selection interviews and psychometric testing and a research proposal exercise.

**DURATION OF STUDIES**

The maximum period of registration for the degree is two years full time and three years part time. A student must have an approved research proposal by the end of the first year, and conduct their research leading to the minor-dissertation in the subsequent year(s).

**PART-TIME CURRICULUM**

Refer to the Academic Regulations booklet for applicable regulations on Master’s qualifications.
### FIRST YEAR

#### SEMESTER MODULES

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
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<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Intrapersonal Leadership</td>
<td>PPL9X09</td>
</tr>
<tr>
<td>Professional Leadership</td>
<td>PPL9X10</td>
</tr>
<tr>
<td>Research Methodology</td>
<td>PPL9X11</td>
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<tr>
<td><strong>3 Modules</strong></td>
<td><strong>36 Credits</strong></td>
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### SECOND YEAR

#### YEAR MODULE

<table>
<thead>
<tr>
<th><strong>MODULE NAME</strong></th>
<th><strong>MODULE CODE</strong></th>
<th><strong>NQF CREDITS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual and Group Facilitation</td>
<td>PPL9X08</td>
<td>38</td>
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#### SEMESTER MODULES*

<table>
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<tbody>
<tr>
<td><strong>MODULE NAME</strong></td>
<td><strong>MODULE CODE</strong></td>
</tr>
<tr>
<td>Individual and Organisational Wellness</td>
<td>PPL9X07</td>
</tr>
<tr>
<td>Minor Dissertation: Personal and Professional Leadership *</td>
<td>PPL9XR1</td>
</tr>
<tr>
<td><strong>2 Modules 12 Credits + 90 for Research</strong></td>
<td><strong>1 Module 90 Credits</strong></td>
</tr>
</tbody>
</table>

*The student must commence with his/her research in at least the first semester of the second year.

**RESEARCH TIME: 45%**

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
PURPOSE
The purpose of this qualification is to develop applied competence in the interpretation, reflection and application of principles in the broader field of quantitative finance. Through the master’s dissertation, a qualifying student shows evidence of scientific research, application of scientific research methodologies and an ability to reflect thereon in the holistic context of quantitative finance.

RULES OF ACCESS
A potential student must be in possession of a Quantitative Finance oriented Bachelor of Commerce Honours qualification on NQF LEVEL 8 or alternatively a student should possess any other qualification on NQF LEVEL 8 and have related quantitative finance oriented experience which is deemed applicable by the Department of Finance and Investment Management;

Selection to the master’s research programme is subject to the successful defense of a research proposal. The research proposal should be presented to a panel convened by the Department of Finance and Investment Management for this purpose. The Department of Finance and Investment Management must specifically approve the field of study, the research topic, methodology and problem statement before the candidate may register;

Selection is based on academic merit and the availability of places and hence may entail the use of additional criteria/requirements; and

Final admission requirements will from time to time be set by the department.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on Master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Dissertation: Quantitative Finance *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
CBE.83 MCOM (SOUTH AFRICAN AND INTERNATIONAL TAXATION) COURSEWORK (M3CT7Q)

NQF LEVEL: 9
NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of taxation principles in the taxation field. Through a limited scope dissertation, a qualifying student should show evidence of independent and original scientific work.

RULES OF ACCESS
A potential student should possess an honours qualification or a postgraduate diploma in Accounting or a Tax related qualification on NQF level 8. Alternatively, any other four-year qualification with honours status on NQF level 8 and related taxation experience which is considered relevant and sufficient by the Department of Accountancy. Preparatory study and an entrance examination may be required by the Department of Accountancy. A selection process will be followed.

PART-TIME CURRICULUM
Refer to the Academic Regulations booklet for applicable regulations on Master’s qualifications.

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td></td>
<td>MODULE NAME</td>
</tr>
<tr>
<td></td>
<td>South African Tax Principles</td>
</tr>
<tr>
<td></td>
<td>Research Methodology: South African and International Taxation</td>
</tr>
<tr>
<td></td>
<td>1 Module</td>
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<table>
<thead>
<tr>
<th>SECOND YEAR</th>
<th>SEMESTER MODULES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FIRST SEMESTER</td>
</tr>
<tr>
<td></td>
<td>MODULE NAME</td>
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</tbody>
</table>
Limited scope dissertation: South African and International Taxation

<table>
<thead>
<tr>
<th>Module</th>
<th>Code</th>
<th>Creds</th>
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<tbody>
<tr>
<td>LST9X01</td>
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Limited scope dissertation: South African and International Taxation

<table>
<thead>
<tr>
<th>Module</th>
<th>Code</th>
<th>Creds</th>
</tr>
</thead>
<tbody>
<tr>
<td>LST9X02</td>
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International Taxation

<table>
<thead>
<tr>
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<th>Code</th>
<th>Creds</th>
</tr>
</thead>
<tbody>
<tr>
<td>INT9X03</td>
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</tbody>
</table>

2 Modules 35 Credits + 60 for Research

1 Module 60 Credits for Research

RESEARCH TIME: 33.3%

CBE.84 MCOM (SOUTH AFRICAN AND INTERNATIONAL TAXATION) RESEARCH (M3RT3Q)

NQF LEVEL: 9

NUMBER OF CREDITS: 180

PURPOSE

The purpose of this qualification is to develop applied specialised competencies in mastering, interpretation, understanding, analysis and application of taxation principles in the taxation field. A qualifying student should show evidence of independent and original scientific work through the master’s dissertation.

RULES OF ACCESS

A potential student must be in possession of an honours qualification or a postgraduate diploma in Accounting or Tax on NQF level 8. Alternatively, any other four-year qualification on NQF level 8 and related accounting or tax experience, which is considered relevant and sufficient by the Department of Accountancy. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills, research and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM

Refer to the Academic Regulations booklet for applicable regulations on Master’s qualifications.

| SEMESTER MODULES |
|------------------|------------------|
|                  | FIRST SEMESTER   | SECOND SEMESTER |
| MODULE NAME      | MODULE CODE      | NQF CREDITS     | MODULE NAME      | MODULE CODE      | NQF CREDITS     |
| Dissertation:   | DSIT9X1          | 180             | Dissertation:   | DSIT9X2          | 180             |
| South African    |                  |                 | South African   |                  |                 |
| and International|                  |                 | and International|                |                 |
RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

**CBE.85** MCOM (STRATEGIC HUMAN RESOURCE MANAGEMENT) COURSEWORK (M34SMQ)

NQF LEVEL: 9  
NUMBER OF CREDITS: 180

**PURPOSE**
The purpose of this qualification is to develop the applied competence of the student on an advanced (executive) level in the mastering, analysis, interpretation and understanding of performance, change and organisational development principles and methods. The qualification puts the student in a position to register as Personnel Practitioner with the South African Board of Personnel Practice. It also equips the student to work as a Human Resource Manager or Organisational Development Specialist on an advanced level in organisations. The qualification will further enable students to work as consultants in their own businesses as well as in consulting business ventures.

**RULES OF ACCESS**
An appropriate honours degree in the broader field of Human Resource Management applicable for access to a Master’s degree with a minimum of 65% average. The student must have completed an honours module of Research Methodology (NQF level 8) undertaken as part of a qualification. The selection process may consist of selection interviews, psychometric testing and a research proposal exercise, amongst other requirements.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
Refer to the Academic Regulations booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>First Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER MODULES</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Qualitative and Quantitative Data Management</td>
</tr>
</tbody>
</table>
**RESEARCH TIME: 50%**

90 Credits in total on completion of minor dissertation (If not completed in first year, registration in second year per semester until minor dissertation is completed).

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their minor dissertation to also submit an article for the possibility of publication.

---

**CBE.86 MCOM (STRATEGIC MANAGEMENT) RESEARCH (M1CSMQ)**

**NQF LEVEL: 9**

**NUMBER OF CREDITS: 180**

**PURPOSE**

The purpose of this qualification is to develop applied competencies and practical skills in the acquisition, interpretation, understanding and application of strategic and general management principles. The qualification develops the research and conceptual skills of the student in the strategic and general management field. A qualifying student should show evidence of scientific research and the ability to report thereon. The student should be able to reflect his/her research decisions and applications, and to assess the effect thereof in the holistic context of strategic and general management.
RULES OF ACCESS
A student who is in possession of a BCom Honours qualification in Strategic Management on NQF LEVEL 8 may apply for admission to this qualification. The student must obtain an average of at least 65% for their Honours degree. The Dean of the College of Business and Economics may refuse a student admission to the master’s qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
A dissertation on an approved topic. Refer to the Academic Regulations booklet for applicable regulations on Master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Dissertations: Strategic Management *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

CBE.87 MCOM (TRANSPORT ECONOMICS) RESEARCH (M1CTEQ)

NQF LEVEL: 9 NUMBER OF CREDITS: 180

PURPOSE
The purpose of this qualification is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding and application of transport economic, management and regulatory principles. The student should further develop research, writing and creative thinking skills in transport economics. The student should be able to take strategic decisions in the context of the transport sector, and to assess public sector policy, and other, decisions impacting this sector. The student should also be able to reflect on managerial decisions and applications to assess the effect thereof in the holistic context of transport economics, management and regulation and his/her research skills.

RULES OF ACCESS
A BComHons (Transport Economics) degree or equivalent qualification on NQF level 8 with an average of at least 60% for the qualification.
**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
Refer to the Academic Regulations Booklet for applicable regulations on master’s qualifications.

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Dissertation: Transport Economics *</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

**RESEARCH TIME: 100%**

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.

**CBE.88 MPHIL (TRANSPORT ECONOMICS) RESEARCH (M1PTEQ)**

**NQF LEVEL: 9**

**NUMBER OF CREDITS: 180**

**PURPOSE**
The purpose of this qualification is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding and application of transport economic, management and regulatory principles. The student should further develop research, writing and creative thinking skills in transport economics. The student should be able to take strategic decisions in the context of the transport sector, and to assess public sector policy, and other, decisions impacting this sector. The student should also be able to reflect on managerial decisions and applications to assess the effect thereof in the holistic context of transport economics, management and regulation and his/her research skills.

**RULES OF ACCESS**
A BComHons (Transport Economics) degree or equivalent qualification on NQF level 8 with an average of at least 60% for the qualification.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
Refer to the Academic Regulations Booklet for applicable regulations on master’s qualifications.
<table>
<thead>
<tr>
<th>Dissertation: Transport Economics *</th>
<th>TRE9XD1</th>
<th>180</th>
<th>Dissertation: Transport Economics *</th>
<th>TRE9XD2</th>
<th>180</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Module</td>
<td>180</td>
<td>180</td>
<td>1 Module</td>
<td>180</td>
<td>180</td>
</tr>
</tbody>
</table>

**RESEARCH TIME: 100%**

* As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
CBE.89 MASTERS CURRICULA

* Masters of Business Administration (Coursework)
* Public Management and Governance (Coursework) (Online) (Not offered in 2020)
* Tourism and Hospitality Management (Research)

CLOSING DATE FOR ALL MASTERS APPLICATIONS:
- Last day of October annually for study commencing in the following year except where stated otherwise.

CLOSING DATE FOR REGISTRATIONS:
- End of February for study commencing in the year following the year of application.

More information is obtainable from the relevant Department.

CBE.90 MASTERS OF BUSINESS ADMINISTRATION
(MBA34Q)

NQF LEVEL: 9  NUMBER OF CREDITS: 190

PURPOSE
The purpose of the Master of Business Administration (MBA) is to develop the capabilities and skills of current and potential managers and business people to deal effectively with the challenges of managing and leading organisations to grow their organisations sustainably. It is the intention of the programme to transform incoming students and equip them with the high order knowledge and skills required to grow small and medium sized businesses and be so doing create jobs in the economy.

RULES OF ACCESS
Access will be provided to the student who is in possession of:
- Honours Degree in a relevant field (NQF Level 8) with an overall average of 60%; or
- PGDip in Management, PGDip in Business Management, PGDip in Business Administration or related NQF Level 8 qualifications with an overall average of 60%; or
- A cognate Bachelor's Degree equivalent at NQF level 8; or
- A three-year degree plus a PGDip (NQF level 8).
- Acceptable GMAT score or an acceptable UJ Admission Test (Psychometric Tests) score;
- Mathematics: A level of competence equivalent to the requirements of the NSC is advisable;
- SAQA Accreditation (international applicants only). SAQA Help desk: +27 12 431-5070 or go to: [http://www.saqa.org.za](http://www.saqa.org.za)
- Proof of English language proficiency (for students who have not studied at tertiary level in English);
- A minimum of 5 years work experience at an appropriate managerial level; and
- Advanced computer skills.
Students not meeting the above requirements can apply through the Recognised Prior Learning (RPL) route. The JBS selection committee will review all RPL prior to the acceptance of an applicant.

### PART-TIME CURRICULUM

**FIRST YEAR**

<table>
<thead>
<tr>
<th>YEAR MODULE</th>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
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<tbody>
<tr>
<td>Contemporary Management</td>
<td>CON9X00</td>
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<tr>
<td>1 Year module</td>
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</table>

**SEMESTER MODULES**

<table>
<thead>
<tr>
<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Accounting and Financial Management</td>
<td>AFM9X01</td>
</tr>
<tr>
<td>Competitive Strategy: Winning in the Market Place</td>
<td>CSM9X01</td>
</tr>
<tr>
<td>ICT Driven Decision-Making in the 4th Industrial Revolution</td>
<td>ICT9X01</td>
</tr>
<tr>
<td>Orientation and Teamwork</td>
<td>OAT9X01</td>
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<tr>
<td>People Management</td>
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<td>5 Modules</td>
<td>40 Credits</td>
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**SECOND YEAR**

<table>
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<tr>
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<th>MODULE NAME</th>
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</thead>
<tbody>
<tr>
<td>Capstone Consultancy Project</td>
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<td>50</td>
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<tr>
<td>1 Year module</td>
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</table>

**SEMESTER MODULES**

<table>
<thead>
<tr>
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<th>SECOND SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>Business in Society and Ethics</td>
<td>BSE9X01</td>
</tr>
<tr>
<td>International Elective A</td>
<td>IEA9X01</td>
</tr>
<tr>
<td>Leadership in the Growing Business</td>
<td>LGB9X01</td>
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<tr>
<td>Electives – Choose THREE of the following:</td>
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<tr>
<td>--------------------------------------------</td>
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<tr>
<td>Contemporary Issues in Small Business Development</td>
<td>CBD9X01</td>
</tr>
<tr>
<td>Contemporary Issues in Business Leadership</td>
<td>CBL9X01</td>
</tr>
<tr>
<td>Contemporary Issues in Digital Marketing</td>
<td>CDM9X01</td>
</tr>
<tr>
<td>Contemporary Issues in Digitalising Operations</td>
<td>CDO9X01</td>
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<tr>
<td>Contemporary Issues in International Business</td>
<td>CIB9X01</td>
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<tr>
<td>Contemporary Issues in Costing and Pricing Models</td>
<td>CPM9X01</td>
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<tr>
<td>Contemporary Accountancy</td>
<td>COA9X01</td>
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<td>Consumer Intelligence</td>
<td>COI9X01</td>
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<td>Economic Growth and Development Perspectives for International Enterprises</td>
<td>EGP9X01</td>
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<td>Engineering Management</td>
<td>EGM9X01</td>
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<tr>
<td>Entrepreneurship and Start-ups</td>
<td>ESU9X01</td>
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<tr>
<td>Global Investments</td>
<td>GLI9X01</td>
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<td>International Elective B</td>
<td>IEB9X01</td>
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<tr>
<td>International Elective C</td>
<td>IEC9X01</td>
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<tr>
<td>Management Accounting for Decision Making</td>
<td>MAM9X01</td>
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<tr>
<td>Managerial Policy Perspectives in Public Governance</td>
<td>MPG9X01</td>
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<tr>
<td>Strategic IT</td>
<td>STI9X01</td>
</tr>
<tr>
<td>Sustainable Transportation Strategy</td>
<td>STS9X01</td>
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<tr>
<td>Trans-modernism and Tourism Innovations in</td>
<td>TMI9X01</td>
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</tbody>
</table>
All fully online programmes use the “carousel model” of enrolment using six cohorts of enrolment. This model enables six student intakes per year. The model has been designed to allow for students to start in any given term.

PURPOSE
The purpose of this qualification is to equip students with specialised knowledge and insights to develop in-depth knowledge in a complex area of study through independent research, to demonstrate specialised leadership, self-reflexivity and adaptability, to develop analytical and management competencies at master’s level to perform advanced and professional tasks in the public sector, to gain abstract knowledge into either policy evaluation as a higher order management function or sustainability management, to synthesise information autonomously in these specialised fields in order to become leaders who can handle contradictions and evaluate highly complex problems independently, to write high-level texts and to apply research methods and techniques to solve problems which need scientific solutions. Upon completion of this programme students should be able to reach the specific intended outcomes so as to strengthen intellectual knowledge, develop research skills in the subject area, develop workplace relevant research skills and provide a normative basis in line with internationally accepted dimensions of good research methodologies for this level of study. The modules will, inter alia, explore global and continental sustainability, good governance and public management as catalysts for sustainable development, dealing with vulnerable communities and driving local economic development, and specialised knowledge of monitoring and evaluation through policy evaluation theories, models, systems and processes.

RULES OF ACCESS
A potential student should be in possession of a Bachelor Honours Degree or a similar recognised qualification (An appropriate Postgraduate Diploma, or a 480 credit Bachelor’s Degree) with a minimum of 120 credits and with a minimum level of competency on Level 8. A potential student should have obtained a 65% average for the Honours degree or the Postgraduate Diploma or an equivalent qualification. A potential student should have at least five years of mid-level managerial working experience in a public sector environment. A selection process will be followed.
### CURRICULUM

<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Methodology of Public Management and Governance and Research Proposal A (Fixed-start for 8 coursework modules)</td>
<td>RMPACP1</td>
<td>15</td>
</tr>
<tr>
<td>Research Methodology of Public Management and Governance and Research Proposal B (Fixed-finish for 8 coursework modules)</td>
<td>RMPBCP1</td>
<td>15</td>
</tr>
<tr>
<td>Africa and Sustainability: Governance Frameworks and Applications A</td>
<td>ANSACP1</td>
<td>10</td>
</tr>
<tr>
<td>Africa and Sustainability: Governance Frameworks and Applications B</td>
<td>ANSBCP1</td>
<td>10</td>
</tr>
<tr>
<td>Good Governance and Sustainability in Africa A</td>
<td>GGSACP1</td>
<td>10</td>
</tr>
<tr>
<td>Good Governance and Sustainability in Africa B</td>
<td>GGSBCP1</td>
<td>10</td>
</tr>
<tr>
<td>Policy Evaluation Theories, Models, Systems and Processes A</td>
<td>PETACP1</td>
<td>10</td>
</tr>
<tr>
<td>Policy Evaluation Theories, Models, Systems and Processes B</td>
<td>PETBCP1</td>
<td>10</td>
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<tr>
<td>Minor Dissertation A</td>
<td>MIDACP2</td>
<td></td>
</tr>
<tr>
<td>Minor Dissertation B</td>
<td>MIDBCP2</td>
<td>90</td>
</tr>
<tr>
<td>Minor Dissertation C</td>
<td>MIDCCP2</td>
<td></td>
</tr>
<tr>
<td>Minor Dissertation D</td>
<td>MIDDCCP2</td>
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</tr>
<tr>
<td><strong>8 modules plus Minor Dissertation</strong></td>
<td><strong>180 Credits</strong></td>
<td></td>
</tr>
</tbody>
</table>

**RESEARCH TIME:** 50%

### CBE.92 MASTER OF TOURISM AND HOSPITALITY MANAGEMENT (RESEARCH) (M14001)

**NQF LEVEL:** 9 **NUMBER OF CREDITS:** 180

**PURPOSE**
The purpose of this qualification is to develop the ability of the student to question, analyse and interpret tourism and hospitality management issues within a global context with a focus on industry specific sectors. This purpose is achieved through the delivery of a research-based dissertation at the Masters Level where the student will show evidence of scientific research and the ability to reflect in the context of...
tourism and hospitality management. The programme therefore assists in the continuing professional development of managers and leaders in tourism and hospitality management.

RULES OF ACCESS
The minimum admission requirement is a BTech (Tourism Management) or a BTech (Hospitality Management) or an equivalent qualification at NQF level 8 in the field of tourism and hospitality with a minimum of 65%. In addition, the student must be able to develop a research proposal for the intended research project. The selection and allocation of postgraduate students depends on the availability of supervisors.

The selection of Master’s students will be done in accordance with rules and regulations of the Higher Degrees Committee of the University of Johannesburg as stipulated for inter-disciplinary programs.

The School of Tourism and Hospitality (STH) Research Committee may prescribe a module or modules, at NQF LEVEL 8 or 9 as a supportive measure to successfully complete the qualification. This applies when the STH Research Committee concludes that the student’s knowledge of research needs to be updated or when the research topic extends to issues insufficiently covered at the graduate level.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The Master’s (Tourism and Hospitality Management) is a research-based qualification at NQF LEVEL 9, leading to a dissertation. Research projects address tourism and hospitality industry specific problems under the supervision of a STH tourism and hospitality management expert. Time spent with supervisors or in syndicate groups is estimated at 20% of the duration of the qualification, and independent self-study of standard texts and references and writing the dissertation at 80%. Master’s Full time (maximum time 2 years) or Master’s Part time (maximum time 3 years).

<table>
<thead>
<tr>
<th>SEMESTER MODULES</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
</tr>
<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Dissertation: Tourism and Hospitality Management</td>
</tr>
<tr>
<td>1 Module</td>
</tr>
</tbody>
</table>

RESEARCH TIME: 100%

As one of the requirements for the awarding of a Degree, Research Masters’ students are required upon submission of their dissertation to also submit an article for the possibility of publication.
<table>
<thead>
<tr>
<th>MODULE CODE</th>
<th>MODULE NAME</th>
<th>PRE-REQUISITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFM9X01</td>
<td>ACCOUNTING &amp; FINANCIAL MANAGEMENT</td>
<td></td>
</tr>
<tr>
<td>ACT9X03</td>
<td>ACCOUNTING THEORY</td>
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<tr>
<td>AEC9X01</td>
<td>ADVANCED ECONOMICS OF COMPETITION AND REGULATION</td>
<td></td>
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<tr>
<td>IPS9X01</td>
<td>ADVANCED INDUSTRIAL PSYCHOLOGY PRACTICE</td>
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<tr>
<td>IPS9X02</td>
<td>ADVANCED INDUSTRIAL PSYCHOLOGY RESEARCH</td>
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</tr>
<tr>
<td>IPS9X03</td>
<td>ADVANCED INDUSTRIAL PSYCHOLOGY THEORY</td>
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<tr>
<td>BMK9X02</td>
<td>ADVANCED KNOWLEDGE MANAGEMENT</td>
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<td>BMM9X02</td>
<td>ADVANCED MARKETING RESEARCH</td>
<td>BMM9X03</td>
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<td>PMG9X11</td>
<td>ADVANCED MUNICIPAL FINANCIAL MANAGEMENT</td>
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<td>PMG9X09</td>
<td>ADVANCED MUNICIPAL PROJECT MANAGEMENT AND PERFORMANCE APPRAISAL</td>
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<td>API9X01</td>
<td>ADVANCED PRACTICE OF INDUSTRIAL POLICY</td>
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| PMG9X24     | CAPITA SELECTA: CONTEMPORARY GOVERNANCE ISSUES ON THE AFRICAN CONTINENT | 
| CCP9X02     | CAPSTONE CONSULTANCY PROJECT | 
| CTG9X02     | COMPANIES, TRUST AND CAPITAL GAINS TAX | 
| LCO9X07     | COMPETENCE ASSESSMENT IN LEADERSHIP COACHING | NON PSYCHOLOGY BACKGROUND STUDENTS |
| BMK9X03     | COMPETITIVE INTELLIGENCE | BMK9X02 |
| CPS9X03     | COMPETITIVE STRATEGY | 
| CSM9X01     | COMPETITIVE STRATEGY: WINNING IN THE MARKET PLACE | 
| COI9X01     | CONSUMER INTELLIGENCE | 
| COA9X01     | CONTEMPORARY ACCOUNTANCY | 
| CBL9X01     | CONTEMPORARY ISSUES IN BUSINESS LEADERSHIP | 
| CPM9X01     | CONTEMPORARY ISSUES IN COST AND PRICING MODULES | 
| CDM9X01     | CONTEMPORARY ISSUES IN DIGITAL MARKETING | 
| CDO9X01     | CONTEMPORARY ISSUES IN DIGITALISING OPERATIONS | 
| CIB9X01     | CONTEMPORARY ISSUES IN INTERNATIONAL BUSINESS | 
| CBD9X01     | CONTEMPORARY ISSUES IN SMALL BUSINESS DEVELOPMENT | 
| BMA9X01     | CONTEMPORARY MANAGEMENT | 
| CON9X00     | CONTEMPORARY MANAGEMENT | 
| BMM9X03     | CONTEMPORARY MARKETING A | 
| BMM9X04     | CONTEMPORARY MARKETING B | BMM9X03 |
| CRF9X03     | CORPORATE FINANCE | 

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CBE.94 DOCTOR OF PHILOSOPHY (PhD) CURRICULA

* Accounting
* Accounting with specialisation in Accounting and Finance
* Auditing
* Business Management
* Econometrics
* Economics
* Economics with specialisation in Industrial Development
* Economics with specialisation in Innovation
* Economics with specialisation in Local Economic Development
* Employment Relations
* Finance
* Human Resource Development
* Human Resource Management
* Industrial Psychology
* Information Management
* Information Technology Management
* Leadership
* Logistics Management
* Marketing Management
* Public Management and Governance
* Public Management and Governance with specialisation in Innovation
* Strategic Human Resource Management
* Taxation
* Tourism and Hospitality
* Transport Economics

CLOSING DATE FOR ALL PHD APPLICATIONS:
- Last day of October annually for study in the following year except where stated otherwise.

CLOSING DATE FOR ALL PHD REGISTRATIONS:
- End of February for study commencing in the year of application

CBE.95 PhD (ACCOUNTING) (P3PA3Q)

NQF LEVEL: 10 NUMBER OF CREDITS: 360

PURPOSE
The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of accounting principles in the financial accounting field. A qualifying candidate should show evidence of original and independent scientific work.

RULES OF ACCESS
A candidate who is in possession of an accounting orientated master's qualification on NQF level 9 may apply for admission to this qualification. Alternatively, any other related qualification with a programme-specific minimum level of competency on NQF level 9, and related experience which is considered relevant and sufficient by the Department of Accountancy. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-
specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<td>Thesis: Accounting *</td>
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<td>1 Module 360 Credits</td>
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RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

CBE.96 PhD (ACCOUNTING: WITH SPECIALISATION IN ACCOUNTING AND FINANCE) (P3PA9Q)

NQF LEVEL: 10 NUMBER OF CREDITS: 360

PURPOSE
The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of accounting principles in the financial accounting field. A qualifying candidate should show evidence of original and independent scientific work.

RULES OF ACCESS
A candidate who is in possession of an accounting orientated master's qualification on NQF Level 9 may apply for admission to this qualification. Alternatively, any other related qualification with a programme-specific minimum level of competency on NQF Level 9, and related experience which is considered relevant and sufficient by the Department of Accountancy. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development,
and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full-time students, and a minimum period of two years and a maximum period of five years for part-time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

CBE.97 PhD (AUDITING) (P3PD3Q)

NQF LEVEL: 10  NUMBER OF CREDITS: 360

PURPOSE

The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of auditing principles in the auditing field. A qualifying candidate should show evidence of original and independent scientific work. Prospective students must prepare a research proposal in consultation with a member of staff of the Department of Accountancy so allocated to them. This proposal must be presented to a panel convened for this purpose. Once a decision has been made that the proposal has been accepted, the prospective student will be allowed to register for the degree.

RULES OF ACCESS

A candidate who is in possession of an Auditing or Computer Auditing orientated master’s qualification on NQF LEVEL 9 may apply for admission to this qualification. Alternatively, any other related qualification with a programme-specific minimum level of competency on NQF LEVEL 9, and related experience which is considered relevant and sufficient by the Department Accountancy. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at
skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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**RESEARCH TIME:** 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

**CBE.98 PhD (BUSINESS MANAGEMENT) (P1DBMQ)**

**PURPOSE**

**THESIS (TRADITIONAL FORMAT OR ARTICLE-BASED FORMAT)**

**PURPOSE (Traditional format and article-based format)**

The purpose of this qualification is to develop applied and highly specialised competencies and practical skills in the acquisition, interpretation, comprehension and application of business management principles. This qualification also intends to make original contributions to the field. Through the doctoral thesis, in which the qualification culminates, a qualifying student would show evidence of independent and original scientific work. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students would also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications, to assess the effect thereof in the holistic context of business management.

**RULES OF ACCESS (TRADITIONAL FORMAT)**

A student who is in possession of a Master’s qualification in Business Management or Masters in Business Administration (MBA) (on NQF level 9), with a minimum of 65% or higher may apply for admission to this format. The student must have completed a module in Research Methodology (on NQF level 8 or 9) undertaken as
part of a postgraduate qualification with an average of 60% or higher. Student number constraints may limit the number of intake for the next year and necessitates a selection process consisting of selection interviews and a research proposal exercise. Finalisation of registration for the programme (and/or continued registration) is subject to the applicants complying with School/departmental specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the School/department. Possible examples or preparatory work are pre-reading, literature reviews, concept development and successful completion of short courses aimed and/or knowledge developments. Candidates may also be required to successfully defend their research proposals at special School/departmental session. The Dean of the College of Business and Economics may refuse a student admission to the Doctoral qualification if he or she is of the opinion that the student's academic background is insufficient for the proposed studies.

RULES OF ACCESS (ARTICLE-BASED FORMAT)

A student who is in possession of a Master's qualification in Business Management or Masters in Business Management (MBA) (on NQF level 9) with a minimum of 75% or higher may apply for admission to this format. However, if the average is between 70% and 75% and the student is still considered to be able to conduct research involving a collection of articles then a motivation needs to be provided by the School/Department's Higher Degrees Committee. In addition, the student must have completed a module of Research Methodology (on NQF level 8 or 9) as part of a postgraduate qualification with an average of 60% or higher. Student number constraints may limit the number of intake for the next year and necessitates a selection process consisting of selection interviews and a research proposal exercise. Finalisation of registration for the programme (and/or continued registration) is subject to the applicants complying with School/departmental specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the School/department. Possible examples or preparatory work are pre-reading, literature reviews, concept development and successful completion of short courses aimed and/or knowledge developments. Candidates may also be required to successfully defend their research proposals at special School/departmental session. The Dean of the College of Business and Economics may refuse a student admission to the Doctoral qualification if he or she is of the opinion that the students’ academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM/ PART-TIME CURRICULUM (TRADITIONAL FORMAT AND ARTICLE-BASED FORMAT)

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. Refer to the Academic Regulations Booklet for other applicable regulations on doctorate qualifications.
RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

** A requirement for awarding this qualification, includes that student will submit at least three journal articles accepted in credible journals for publication.

CBE.99 PhD (ECONOMETRICS) (P3PM3Q)
NQF LEVEL: 10 NUMBER OF CREDITS: 360

PURPOSE
The purpose of this qualification is to develop advanced competencies in the mastering, interpretation, understanding, analysis and application of econometric techniques. A qualifying candidate should show evidence of original and independent scientific work. Prospective students must prepare a research proposal in consultation with a member of staff of the School of Economics and Econometrics. Once a decision has been made that the proposal has been accepted, the prospective student will be allowed to register for the degree.

RULES OF ACCESS
A candidate who is in possession of a master’s qualification on NQF Level 9 may apply for admission to this qualification. Alternatively, any other related qualification with a programme-specific minimum level of competency on NQF Level 9, and related experience which is considered relevant and sufficient by the School of Economics. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with school-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the school. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions. For a detailed account of how assessment of applications is conducted, please visit: https://www.uj.ac.za/faculties/cbe/economics-and-econometrics/Documents/CBE-School-of-economics-internal-criteria-for-PhD.pdf
**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

A thesis on an approved topic has to be successfully completed. In order to complete the research component students are required to defend their methodologies and empirical findings in a presentation to College members.

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**RESEARCH TIME: 100%**

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

**CBE.100 PhD (ECONOMICS) (P3PN3Q)**

**NQF LEVEL: 10**

**NUMBER OF CREDITS: 360**

**PURPOSE**

The purpose of this qualification is to develop advanced competencies in the mastering, interpretation, understanding, analysis and application of economic models. A qualifying candidate should show evidence of original and independent scientific work. Prospective students must prepare a research proposal in consultation with a member of staff of the School of Economics and Econometrics. Once a decision has been made that the proposal has been accepted, the prospective student will be allowed to register for the degree.

**RULES OF ACCESS**

A candidate who is in possession of a master’s qualification on NQF Level 9 may apply for admission to this qualification. Alternatively, any other related qualification with a programme- specific minimum level of competency on NQF Level 9, and related experience which is considered relevant and sufficient by the School of Economics. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with school-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the school. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions. For a detailed account of how assessment of applications is conducted, please visit:
FULL-TIME CURRICULUM / PART-TIME CURRICULUM

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

A thesis on an approved topic has to be successfully completed. In order to complete the research component students are required to defend their methodologies and empirical findings in a presentation to College members.

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<th>SEMESTER MODULES</th>
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<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td><strong>MODULE NAME</strong></td>
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<tr>
<td>1 Module</td>
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</tbody>
</table>

RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

CBE.101 PhD (ECONOMICS: WITH SPECILALISATION IN INDUSTRIAL DEVELOPMENT) (P3PN8Q)

NQF LEVEL: 10 NUMBER OF CREDITS: 360

PURPOSE

The purpose of this qualification is to develop advanced competencies in the mastering, interpretation, understanding, analysis and application of economic models. A qualifying candidate should show evidence of original and independent scientific work. Prospective students must prepare a research proposal in consultation with a member of staff of the School of Economics and Econometrics. Once a decision has been made that the proposal has been accepted, the prospective student will be allowed to register for the degree.

RULES OF ACCESS

A candidate who is in possession of a master’s qualification on NQF level 9 may apply for admission to this qualification. Alternatively, any other related qualification with a programme-specific minimum level of competency on NQF level 9, and related experience which is considered relevant and sufficient by the Department Economics and Econometrics. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development,
and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions. For more information regarding the selection process, please go to: [https://www.uj.ac.za/faculties/cbe/economics-and-econometrics/Pages/Courses-and-Programmes.aspx](https://www.uj.ac.za/faculties/cbe/economics-and-econometrics/Pages/Courses-and-Programmes.aspx)

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

A thesis on an approved topic has to be successfully completed. In order to complete the research component students are required to defend their methodologies and empirical findings in a presentation to College members.

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<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td><strong>MODULE NAME</strong></td>
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<tr>
<td>Thesis: Industrial Development</td>
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<tr>
<td>1 Module</td>
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</tbody>
</table>

**RESEARCH TIME:** 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

**CBE.102 PHD (ECONOMICS) WITH SPECIALISATION IN INNOVATION (P34PNQ)**

**NQF LEVEL:** 10  
**NUMBER OF CREDITS:** 360

**PURPOSE**

The purpose of this qualification is to develop intellectual and specialised competencies as well as practical skills in the acquisition, interpretation, understanding, analysis and application of innovation principles within the public policy domain. In addition, the candidate is further capacitated on an advanced level in terms of research, analysis, interpretation and understanding of the field of innovation studies.

**RULES OF ACCESS (TRADITIONAL FORMAT)**

The Programme Selection Committee will consider applicants in terms of the possession of a relevant Master’s qualification (NQF Level 9), relevance of prior experience, internal supervision constraints, the outcome of selection interviews, as well as evaluations and defences of draft research proposals.
Final registration or continued pre-registration is subject to the applicants complying with preparatory work including pre-reading, literature reviews, concept development and successful completion of additional knowledge development prescriptions.

The Dean: College of Business and Economics may refuse an applicant’s admission to the Doctoral qualification if of the opinion that requirements have not been met.

**RULES OF ACCESS (ARTICLE-BASED FORMAT)**
An applicant who is in possession of a relevant Master’s qualification (NQF Level 9) with an average of at least 75% and related experience may apply for admission to an article-based thesis format. Should applicants’ average range from 70% to 75%, the Programme Selection Committee need to motivate admission into the article-based thesis format in writing for approval by the College Higher Degrees Committee.

Final registration or continued pre-registration is subject to the applicants complying with preparatory work including pre-reading, literature reviews, concept development and successful completion of additional knowledge development prescriptions.

The Dean: College of Business and Economics may refuse an applicant’s admission to the Doctoral qualification if of the opinion that requirements have not been met.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM (TRADITIONAL AND ARTICLE-BASED FORMAT)**
Full-time students must complete the qualification, grounded on an approved topic, over a minimum of two years and a maximum of four years. Part-time students must complete the qualification, grounded on an approved topic over a minimum of two years and a maximum of five years. The Academic Regulations Booklet contains further regulations on doctorate qualifications.

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<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td><strong>Module</strong></td>
</tr>
<tr>
<td>Article: Innovation (Economics) **</td>
</tr>
<tr>
<td>1 Module</td>
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</tbody>
</table>

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.
** A requirement for awarding this qualification, includes that student will submit at least three journal articles accepted in credible journals for publication.

**RESEARCH TIME:** 100%

**CBE.103 PhD (ECONOMICS) WITH SPECIALISATION IN LOCAL ECONOMIC DEVELOPMENT (P3PN9Q)**

**NQF LEVEL: 10**

**NUMBER OF CREDITS: 360**

**PURPOSE**
The purpose of the PhD (Local Economic Development) (LED) is to develop an ability to conceptualise new research initiatives and create new knowledge or practice in the field of local economic development. The programme will provide candidates with high-level research capabilities and who make a significant and original academic contribution in the field of local economic development.

**RULES OF ACCESS**
The Programme Coordinator (LED) in consultation with the Director: CENLED and the Director: School of Economics will consider applications from applicants that are in possession of a relevant Master’s qualification (NQF Level 9), relevance of prior experience, internal supervision constraints, the outcome of selection interviews, as well as evaluations and defences of draft research proposals (where applicable) will be evaluated.

Final registration or continued pre-registration is subject to the applicants complying with preparatory work including pre-reading, literature reviews, concept development and successful completion of additional knowledge development prescriptions.

The Dean: College of Business and Economics may refuse an applicant’s admission to the Doctoral qualification if of the opinion that requirements have not been met.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

**SEMICSTER MODULES**

<table>
<thead>
<tr>
<th>First Semester</th>
<th>Second Semester</th>
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<tbody>
<tr>
<td><strong>Module</strong></td>
<td><strong>Module</strong></td>
</tr>
<tr>
<td><strong>Name</strong></td>
<td><strong>Code</strong></td>
</tr>
<tr>
<td>Thesis: Local Economic Development *</td>
<td>TLD10X1</td>
</tr>
<tr>
<td>1 Module</td>
<td>360 credits</td>
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</tbody>
</table>
* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

**RESEARCH TIME:** 100%

**CBE.104 PhD (EMPLOYMENT RELATIONS) (P1DERQ)**

**NQF LEVEL:** 10  **NUMBER OF CREDITS:** 360

**PURPOSE**

The purpose of this qualification is to develop the intellectual and professional skills of the student. A qualifying student should show evidence of independent and original work in the thesis. The thesis would constitute a distinctive contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students should also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. Students should also be able to reflect on their research findings critically.

**RULES OF ACCESS**

The student who is in possession of a university-based Master's qualification on NQF LEVEL 9 in the Social Sciences may apply for access. The Dean of the College of Business and Economics may refuse a student admission to the Master’s qualification if of the opinion that the student's academic background is insufficient.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td><strong>MODULE NAME</strong></td>
</tr>
<tr>
<td>Thesis: Employment Relations *</td>
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<tr>
<td>1 Module</td>
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</table>

**RESEARCH TIME:** 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.
PURPOSE
The purpose of this qualification is to develop applied competencies and practical skills in the mastering, interpretation, understanding and application of a topic in the broader field of finance. Through the doctoral thesis, a qualifying student would show evidence of independent and original scientific work. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying candidates would also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings.

RULES OF ACCESS
A candidate who is in possession of a financially orientated master’s qualification on NQF Level 9 may apply for admission to this qualification. Alternatively, any other related qualification with a programme-specific minimum level of competency on NQF Level 9, and finance related experience which is considered relevant and sufficient by the selection committee. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department (pre-registration). Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

| SEMESTER MODULES |
|------------------|------------------|------------------|
| FIRST SEMESTER   | SECOND SEMESTER  |
| MODULE NAME      | MODULE CODE      | NQF CREDITS      |
| Thesis: Finance * | TFI10X1          | 360              |
| 1 Module        | 360 Credits      |                  |

|               | MODULE NAME      | MODULE CODE      | NQF CREDITS      |
| Thesis: Finance * | TFI10X2          | 360              |
| 1 Module        | 360 Credits      |                  |

RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.
PURPOSE
The purpose of this qualification is to develop the intellectual and professional skills of the student. A qualifying student should show evidence of independent and original scientific work in the field of Human Resource Development in the thesis. The thesis would constitute a distinctive contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students should also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. Students should also be able to reflect on their research findings.

RULES OF ACCESS
An appropriate Master's degree applicable for access to a PhD degree. The student must have completed an honours module of Research Methodology (NQF Level 8 or 9) undertaken as part of a degree. Students are obliged to attend and pass a module on Research Methodology as offered by the Department. Student number constraints may necessitate a selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<td><strong>FIRST SEMESTER</strong></td>
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<table>
<thead>
<tr>
<th>MODULE NAME</th>
<th>MODULE CODE</th>
<th>NQF CREDITS</th>
<th>MODULE NAME</th>
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<th>NQF CREDITS</th>
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<tbody>
<tr>
<td>1 Module 360 Credits</td>
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<td>1 Module 360 Credits</td>
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RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.
CBE.107  PhD (HUMAN RESOURCE MANAGEMENT)  
(P1DHMQ) 

NQF LEVEL: 10  
NUMBER OF CREDITS: 360

PURPOSE
The purpose of this qualification is to develop intellectual and professional skills of the student. A qualifying student would show evidence of independent and original scientific in the field of Human Resource Management work. The thesis would constitute a distinctive contribution to knowledge of and insight into the module discipline as well as the field of research. Qualifying students would also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. Students should be able to reflect on the research process and findings critically.

RULES OF ACCESS
An appropriate Master's degree applicable for access to a PhD degree. The student must have completed an honours module of Research Methodology (NQF Level 8) undertaken as part of a degree. Students are obliged to attend and pass a module on Research Methodology as offered by the Department. Student number constraints may necessitate a selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

CLOSING DATE FOR APPLICATIONS: 30 September annually for study in the following year.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

| SEMESTER MODULES |
|-------------------|-------------------|
| FIRST SEMESTER    | SECOND SEMESTER   |
| MODULE NAME       | MODULE CODE       | NQF CREDITS | MODULE NAME       | MODULE CODE       | NQF CREDITS |
| Thesis:           | HRM10X1           | 360         | Thesis:           | HRM10X2           | 360         |
| Human Resource    |                   |             | Human Resource    |                   |             |
| Management *      |                   |             | Management *      |                   |             |
| 1 Module          | 360 Credits       |             | 1 Module          | 360 Credits       |             |

RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.
**PURPOSE**
The purpose of this qualification is to combine the science of psychology with practice that focuses on the scientific study of the work place – including both the organisations, their employees and the community. Industrial Psychologists are also scientist practitioners and aim to change behaviour in the work place through utilising scientific methods, tools and intervention in order to maximize employee, organisational and work effectiveness. You will be required to independently conduct a relevant, unique and original research study, to address a specific research problem in the form of a doctoral thesis on an advanced academic level. Finally, the successful synthesis between theory and research findings should result in a significant contribution to the body of knowledge, field of Industrial Psychology, with practical recommendations that are specifically aimed at the research problem addressed.

**RULES OF ACCESS**
A potential student should possess an appropriate Industrial Psychology Master’s degree applicable for access to a PhD degree, with an average of at least 65%. The student must have completed a module in statistical methods or analytical techniques at an undergraduate level (NQF Level 7) and an honours module of Research Methodology (NQF level 8) undertaken as part of a degree. An online-Research Methodology module can be arranged by the Department at additional cost. Acceptance is subjected to selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<td><strong>Electives - Choose ONE of the following:</strong></td>
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<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td>MODULE NAME</td>
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<tr>
<td><em>Article: Industrial Psychology</em></td>
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<tr>
<td>Thesis: Industrial Psychology</td>
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<td>1 Module</td>
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*Subject to the recommendation by the Department and approval by the College.*
A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

** A requirement for awarding this qualification, includes that student will submit at least three journal articles accepted in credible journals for publication.

RESEARCH TIME: 100%

CBE.109 PhD (INFORMATION MANAGEMENT) (P1DIMQ)
NQF LEVEL: 10 NUMBER OF CREDITS: 360

PURPOSE
The purpose of this qualification is to show through the doctoral thesis, in which the qualification finally culminates, evidence of independent and original scientific work. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students would display applied competence in research methodology, and the proper written and/or oral communication in the research process and findings. The student should be able to reflect on his/her research decisions and applications to assess the effect thereof in the holistic context of research in the information industry.

RULES OF ACCESS
Student access will be provided to the student who is in possession of any relevant master’s degree on NQF LEVEL 9 with a minimum of 65% average. The Dean of the College of Business and Economics may refuse a student admission to the doctoral qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td>MODULE NAME</td>
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<tr>
<td>Thesis: Information Management *</td>
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<td>1 Module</td>
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RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.
The purpose of this qualification is to show through the doctoral thesis in which the qualification culminates, evidence of independent and original scientific work. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students would display applied competence in research methodology, and the proper written and/or oral communication in the research process and findings. The student should be able to reflect on his/her research decisions and applications to assess the effect thereof in the holistic context of research in the information technology management industry.

RULES OF ACCESS
Student access will be provided to the student who is in possession of any relevant master’s degree on NQF level 9 with a 65% average. The Dean of the College of Business and Economics may refuse a student admission to the doctoral qualification if he/she is of the opinion that the student’s academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<td><strong>FIRST SEMESTER</strong></td>
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<td>MODULE NAME</td>
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<tr>
<td>Thesis: Information Technology Management *</td>
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<td>1 Module</td>
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RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

The purpose of this qualification is to provide candidates with an in-depth understanding of concepts and theories under pinning the theoretical and practical
aspects of PPL, as well as with original and independent scientific research skills to contribute towards the expansion of the PPL knowledge base. Upon successful completion of all the requirements, you will acquire:

a) Original and independent scientific research skills to contribute to the expansion of the PPL knowledge base.

RULES OF ACCESS
An appropriate Master's degree applicable for access to a PhD degree. The student must have completed an honours module of Research Methodology (NQF LEVEL 8) undertaken as part of a degree. An online- Research Methodology module can be arranged by the Department at additional cost. Student number constraints may necessitate a selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

| SEMESTER MODULES |
|-------------------|-------------------|
| **FIRST SEMESTER** | **SECOND SEMESTER** |
| **MODULE NAME** | **MODULE CODE** | **NQF CREDITS** | **MODULE NAME** | **MODULE CODE** | **NQF CREDITS** |
| Thesis: Leadership * | LEA10X1 | 360 | Thesis: Leadership * | LEA10X2 | 360 |
| 1 Module | 360 Credits | 1 Module | 360 Credits |

RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

CBE.112 PhD (LOGISTICS MANAGEMENT) (P1DLMQ)

PURPOSE
The purpose of this qualification is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding, analysis and application of logistics management principles. The student should develop research, writing and creative thinking skills in the logistics management field. The student should be able to take strategic decisions in the context of a logistics organisation, or the logistics function of a company, and to analyse and assess any internal or external decision impacting the logistics function and/or profession. The student should also be able to reflect on his/her managerial decisions and applications to analyse and assess the effect thereof in the holistic context of logistics management. The thesis should constitute a reflection of knowledge and insight into the logistics management field. This qualification intends to make original contributions to the field of logistics management.
RULES OF ACCESS (TRADITIONAL FORMAT)
A student who is in possession of a Master’s qualification in Logistics Management (on NQF level 9), with a minimum of 65% or higher may apply for admission to this format. The student must have completed a module in Research Methodology (on NQF level 8 or 9) as part of a postgraduate qualification with an average of 60% or higher. Student number constraints may limit the number of intake for the next year and necessitates a selection process consisting of selection interviews and a research proposal exercise. Finalisation of registration for the programme (and/or continued registration) is subject to the applicants complying with School/departmental specific requirement. Such requirements usually include preparatory work leading up to a research proposal that is approved by the School/department. Possible examples or preparatory work are pre-reading, literature reviews, concept development and successful completion of short courses aimed and/or knowledge developments. Candidates may also be required to successfully defend their research proposals at special School/departmental sessions. The Dean of the College of Business and Economics may refuse a student admission to the Doctoral qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.

RULES OF ACCESS (ARTICLE-BASED FORMAT)
A student who is in possession of a Master’s qualification in Logistics Management (on NQF level 9) with a minimum of 75% or higher may apply for admission to this format. However, if the average is between 70% and 75% and the student is still considered to be able to conduct research involving a collection of articles then a motivation needs to be provided by the School/Department’s Higher Degrees Committee. In addition, the student must have completed a module of Research Methodology (on NQF level 8 or 9) as part of a postgraduate qualification with an average of 60% or higher. Student number constraints may limit the number of intake for the next year and necessitates a selection process consisting of selection interviews and a research proposal exercise. Finalisation of registration for the programme (and/or continued registration) is subject to the applicants complying with School/departmental specific requirement. Such requirements usually include preparatory work leading up to a research proposal that is approved by the School/department. Possible examples or preparatory work are pre-reading, literature reviews, concept development and successful completion of short courses aimed and/or knowledge developments. Candidates may also be required to successfully defend their research proposals at special School/departmental session. The Dean of the College of Business and Economics may refuse a student admission to the Doctoral qualification if of the opinion that the students’ academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
TRADITIONAL AND ARTICLE BASED FORMAT
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. Refer to the Academic Regulations Booklet for other applicable regulations on doctorate qualifications.
### SEMESTER MODULES

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<th>FIRST SEMESTER</th>
<th>SECOND SEMESTER</th>
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<tbody>
<tr>
<td><strong>Electives - Choose ONE of the following:</strong></td>
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<td><strong>Electives - Choose ONE of the following:</strong></td>
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<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
<td>NQF CREDITS</td>
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<tr>
<td><strong>Article:</strong> Logistics Management</td>
<td>LMA10A1</td>
<td>360</td>
</tr>
<tr>
<td><em>Thesis:</em>* Logistics Management</td>
<td>LMA10X1</td>
<td>360</td>
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<tr>
<td>1 Module</td>
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<td>360 Credits</td>
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* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

** A requirement for awarding this qualification, includes that student will submit at least three journal articles accepted in credible journals for publication.

**RESEARCH TIME: 100%**

| CBE.113  | PhD (MARKETING MANAGEMENT)  | (P1DMMQ) | NQF LEVEL: 10 | NUMBER OF CREDITS: 360 |

**PURPOSE**

The purpose of this qualification is to develop applied and highly specialised competencies and practical skills in the acquisition, interpretation, comprehension and application of marketing management principles. Through the doctoral thesis, in which the qualification culminates, a qualifying student would show evidence of independent and original scientific work. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students would also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications, to assess the effect thereof in the holistic context of marketing management.

On completion of the programme, students will be able to demonstrate competence in:

- research writing and creative thinking skills in Marketing Management,
- display competence in the application of related research methodology,
- take strategic decisions in the context of Marketing Management,
- reflect on managerial decisions and applications to assess the effect thereof in the holistic context of Marketing Management.
RULES OF ACCESS
A student who is in possession of a university based Master's qualification in Marketing Management with a minimum of 65% or higher on NQF LEVEL: 9 may apply for admission to this qualification. The student must have completed an honours module of Research Methodology (NQF LEVEL 8 or 9) undertaken as part of a postgraduate degree with an average of 60% or higher. Student number constraints may limit the number of intake for the next year and necessitate a selection process consisting of selection interviews and a research proposal exercise. The Dean of the College of Business and Economics may refuse a student admission to the Doctoral qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<th>SEMESTER MODULES</th>
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<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td>MODULE NAME</td>
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<td>1 Module</td>
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RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

CBE.114 PhD (PUBLIC MANAGEMENT AND GOVERNANCE) (P1DPMQ)

NQF LEVEL: 10

PURPOSE
The purpose of this qualification is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, conduct a thesis demonstrating an original contribution to the field of study/discipline, to demonstrate the competencies required for evaluation in order to report the results for academic submission.

RULES OF ACCESS
A student who is in possession of a Master's qualification in Public Management and Governance on NQF LEVEL 9 may apply for admission to this qualification. The Dean of the College of Business and Economics may refuse a student admission to the doctoral qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.
FULL-TIME CURRICULUM / PART-TIME CURRICULUM

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

The doctoral study programme comprises a thesis written under supervision that makes an original contribution to the field of Public Management and Governance on a topic selected in consultation with the head of the Department of Public Governance. A doctoral defence (of either the proposal or the thesis) is required in accordance with the regulations of the College of Business and Economics. An article ready for publication on the thesis content or related field is required. The student must confer in advance with the head of the Department of Public Governance about the feasibility of the intended study.

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<th>SEMESTER MODULES</th>
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<tbody>
<tr>
<td>FIRST SEMESTER</td>
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<tr>
<td>MODULE NAME</td>
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<tr>
<td>Thesis: Public Management and Governance *</td>
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<tr>
<td>1 Module</td>
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<tr>
<td>Thesis: Public Management and Governance *</td>
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</tbody>
</table>

RESEARCH TIME: 100%

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

CBE.115 PhD (PUBLIC MANAGEMENT AND GOVERNANCE) WITH SPECIALISATION IN INNOVATION (P34PNQ)

NQF LEVEL: 10 | NUMBER OF CREDITS: 360

PURPOSE
The purpose of this qualification is to develop intellectual and specialised competencies as well as practical skills in the acquisition, interpretation, understanding, analysis and application of innovation principles within the public policy domain. In addition, the candidate is further capacitated on an advanced level in terms of research, analysis, interpretation and understanding of the field of innovation studies.

RULES OF ACCESS (TRADITIONAL FORMAT)
The Programme Selection Committee will consider applicants in terms of the possession of a relevant Master’s qualification (NQF Level 9), relevance of prior
experience, internal supervision constraints, the outcome of selection interviews, as well as evaluations and defences of draft research proposals.

Final registration or continued pre-registration is subject to the applicants complying with preparatory work including pre-reading, literature reviews, concept development and successful completion of additional knowledge development prescriptions.

The Dean: College of Business and Economics may refuse an applicant’s admission to the Doctoral qualification if of the opinion that requirements have not been met.

RULES OF ACCESS (ARTICLE-BASED FORMAT)
An applicant who is in possession of a relevant Master’s qualification (NQF Level 9) with an average of at least 75% and related experience may apply for admission to an article-based thesis format. Should applicants’ average range from 70% to 75%, the Programme Selection Committee need to motivate admission into the article-based thesis format in writing for approval by the College Higher Degrees Committee.

Final registration or continued pre-registration is subject to the applicants complying with preparatory work including pre-reading, literature reviews, concept development and successful completion of additional knowledge development prescriptions.

The Dean: College of Business and Economics may refuse an applicant’s admission to the Doctoral qualification if of the opinion that requirements have not been met.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM (TRADITIONAL AND ARTICLE-BASED FORMAT)

Full-time students must complete the qualification, grounded on an approved topic, over a minimum of two years and a maximum of four years. Part-time students must complete the qualification, grounded on an approved topic over a minimum of two years and a maximum of five years. The Academic Regulations Booklet contains further regulations on doctorate qualifications.

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<th>SEMESTER MODULES</th>
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<td><strong>Electives – Choose ONE of the following:</strong></td>
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<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td>MODULE NAME</td>
</tr>
<tr>
<td>Article: Innovation (Public Management and Governance) **</td>
</tr>
<tr>
<td>Thesis: Innovation (Public Management and Governance)</td>
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</tbody>
</table>
The purpose of this qualification is to develop the advanced competence of the student in designing and developing organisational interventions and procedures. The qualification will make it possible for students to fulfil a leadership role and adopt a critical and scientific approach towards performance and change.

This is a structured research programme with research-based assignments and the application of research in practice, as the basis for the completion of the thesis.

RULES OF ACCESS
An appropriate Master's degree applicable for access to a PhD degree. The student must have completed an honours module of Research Methodology (NQF LEVEL 8 or 9) undertaken as part of a degree. Students are obliged to attend and pass a module on Research Methodology as offered by the Department. Student number constraints may necessitate a selection process consisting of selection interviews, psychometric testing and a research proposal exercise.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.
**RESEARCH TIME: 100%**

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

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**CBE.117 PhD (TAXATION) (P3PT3Q)**

**NQF LEVEL: 10**

**NUMBER OF CREDITS: 360**

**PURPOSE**

The purpose of this qualification is to develop applied specialised competencies in the mastering, interpretation, understanding, analysis and application of taxation principles in the financial and commercial sector. A qualifying candidate should show evidence of original and independent scientific work.

**RULES OF ACCESS**

A candidate who is in possession of a taxation orientated master’s qualification on NQF LEVEL 9 may apply for admission to this qualification. Alternatively any other related qualification with a programme-specific minimum level of competency on NQF LEVEL 9, and related experience which is considered relevant and sufficient by the Department of Accountancy. Finalisation of registration for the programme (and/or continued registration) is subject to applicants complying with departmental-specific requirements. Such requirements usually include preparatory work leading up to a research proposal that is approved by the department. Possible examples of preparatory work are pre-reading, literature reviews, concept development, and successful completion of short courses aimed at skills and/or knowledge development. Candidates may also be required to successfully defend their research proposals at special discussion sessions.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM**

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

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<th>SEMESTER MODULES</th>
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<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td><strong>MODULE NAME</strong></td>
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<tr>
<td>Thesis: Taxation *</td>
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<td>1 Module</td>
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</table>

**RESEARCH TIME: 100%**

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.
CBE.118 PhD (TOURISM AND HOSPITALITY)  (P1THPQ)
NQF LEVEL: 10  NUMBER OF CREDITS: 360

PURPOSE
The purpose of this qualification is to develop the applied competence of the postgraduate student on an advanced level in research, analysis, interpretation and understanding of Tourism and Hospitality. Through a doctoral dissertation or doctoral by articles, the student will show evidence of independent research through quantitative or qualitative methods or a combination of both. This will contribute towards solving complex problems in society for the sustainability of the Tourism and Hospitality industries. The programme will assist in the continuing academic and professional development of postgraduate students.

RULES OF ACCESS
A minimum of 65% average for MTech / Masters on NQF Level 8/9 in Tourism or Hospitality or any other associated field is the selection criteria determined by the Department. A portfolio of evidence needs to be submitted for evaluation and approved by the departmental research and higher degrees committee.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM
The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. The Academic Regulations for doctoral qualifications are also applicable.

<table>
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<tr>
<th>SEMESTER MODULES</th>
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<tr>
<td>MODULE NAME</td>
<td>MODULE CODE</td>
</tr>
<tr>
<td>*Article:</td>
<td>THP10A1</td>
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<tr>
<td>Tourism and</td>
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<td>Hospitality</td>
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<td>Thesis:</td>
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<tr>
<td>Tourism and</td>
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<td>Hospitality</td>
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<td>Credits</td>
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*Subject to the recommendation by the Department and approval by the College

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

** A requirement for awarding this qualification, includes that student will submit at least three journal articles accepted in credible journals for publication.

RESEARCH TIME: 100%
PURPOSE
The purpose of this qualification is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding, analysis and application of transport economic, management and regulatory principles. The student should develop research, writing and creative thinking skills in the transport economics field. The student should be able to take strategic decisions in the context of the transport sector, and to analyse and assess any internal or external decision impacting on this sector. The student should also be able to reflect on his/her managerial decisions and applications to analyse and assess the effect thereof in the holistic context of transport economics, management and regulation. The thesis should constitute a reflection of knowledge and insight into the transport economics field. This qualification intends to make original contributions to the field of transport economics.

RULES OF ACCESS (TRADITIONAL FORMAT)
A student who is in possession of a Master’s qualification in Transport Economics (on NQF level 9), with a minimum of 65% or higher may apply for admission to this format. The student must have completed a module in Research Methodology (on NQF level 8 or 9) as part of a postgraduate qualification with an average of 60% or higher. Student number constraints may limit the number of intake for the next year and necessitates a selection process consisting of selection interviews and a research proposal exercise. Finalisation of registration for the programme (and/or continued registration) is subject to the applicants complying with School/departmental specific requirement. Such requirements usually include preparatory work leading up to a research proposal that is approved by the School/department. Possible examples or preparatory work are pre-reading, literature reviews, concept development and successful completion of short courses aimed and/or knowledge developments. Candidates may also be required to successfully defend their research proposals at special School/departmental sessions. The Dean of the College of Business and Economics may refuse a student admission to the Doctoral qualification if of the opinion that the student’s academic background is insufficient for the proposed studies.

RULES OF ACCESS (ARTICLE-BASED FORMAT)
A student who is in possession of a Master’s qualification in Transport Economics (on NQF level 9) with a minimum of 75% or higher may apply for admission to this format. However, if the average is between 70% and 75% and the student is still considered to be able to conduct research involving a collection of articles then a motivation needs to be provided by the School/Department's Higher Degrees Committee. In addition, the student must have completed a module of Research Methodology (on NQF level 8 or 9) as part of a postgraduate qualification with an average of 60% or higher. Student number constraints may limit the number of intake for the next year and necessitates a selection process consisting of selection interviews and a research proposal exercise. Finalisation of registration for the programme (and/or continued registration) is subject to the applicants complying with School/departmental specific requirement. Such requirements usually include preparatory work leading up to a research proposal that is approved by the School/department. Possible examples or preparatory work are pre-reading, literature reviews, concept development and successful completion of short courses aimed and/or knowledge developments. Candidates may also be required to successfully defend their research proposals at special School/departmental sessions.
The Dean of the College of Business and Economics may refuse a student admission to the Doctoral qualification if of the opinion that the students’ academic background is insufficient for the proposed studies.

**FULL-TIME CURRICULUM / PART-TIME CURRICULUM (TRADITIONAL FORMAT AND ARTICLE-BASED FORMAT)**

The qualification is to be completed over a minimum period of two years and a maximum period of four years for full time students, and a minimum period of two years and a maximum period of five years for part time students, on an approved topic. Refer to the Academic Regulations Booklet for other applicable regulations on doctorate qualifications.

<table>
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<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>NQF Credits</th>
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</table>

* A requirement for awarding this qualification, includes that students will, with the submission of their traditional thesis, submit an article for possible publication.

** A requirement for awarding this qualification, includes that student will submit at least three journal articles accepted in credible journals for publication.

** Subject to the recommendation by the School and/or Department and approval by CBE.

**RESEARCH TIME: 100%**
### CBE.120 ALPHABETICAL LIST OF MODULE CODES AND MODULE NAMES OF DOCTORAL DEGREE MODULES

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<tr>
<th>MODULE CODE</th>
<th>MODULE NAME</th>
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<td>IPS10A1</td>
<td>ARTICLE: INDUSTRIAL PSYCHOLOGY</td>
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<td>INA10X1</td>
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<td>INA10X2</td>
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<td>PMA10X1</td>
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<td>ARTICLE: TOURISM AND HOSPITALITY</td>
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<td>TRE10A1</td>
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<td>LEA10X1</td>
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<td>SHR10X1</td>
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<td>SHR10X2</td>
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<td>TTA10X1</td>
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<td>TTA10X2</td>
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<td>THP10X1</td>
<td>THESIS: TOURISM AND HOSPITALITY</td>
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<tr>
<td>TRE10X1</td>
<td>THESIS: TRANSPORT ECONOMICS</td>
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SECTION D: CALCULATION CRITERIA, PURPOSE AND OUTCOMES OF MODULES IN HONOURS DEGREES

CBE.121 ACCOUNTING

ACCOUNTING 4 (ACC8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to deepen the expertise and theoretical knowledge of accounting principles obtained through undergraduate studies. The focus is to develop comprehensive and systematic knowledge and intellectual independent skills to be able to prepare, present, disclose and analyse comprehensive financial statements based on International Financial Reporting Standards (IFRS).

OUTCOMES
Students should be able to:
- critically analyse and interpret the accounting concepts of the framework;
- demonstrate an understanding of the presentation of financial statements;
- demonstrate an understanding of the concepts surrounding integrated reporting;
- analyse and interpret financial statements;
- identify and apply the following accounting risks: identification risk; recognition risk; measurement risk; classification risk; presentation and disclosure risk; consolidation risk and de-recognition risk; and
- demonstrate an understanding of the following accounting topics: Associates and joint ventures; business combinations; financial instruments; leases; revenue recognition; share-based payments; statements of cash flows and other reporting that accompanies the financial statements.

CBE.122 ADVANCED AUDITING

ADVANCED AUDITING (CA) (ADA8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.
PURPOSE
The purpose of this module is to build on the audit knowledge obtained through undergraduate studies and combines all the topics previously studied to create a cohesive knowledge and insight of the Auditing discipline. Students will not only gain the cognitive knowledge on auditing concepts and principles but will develop the skills to apply these to problems in an auditing and business context.

The module meets the curriculum requirements of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Auditing.

OUTCOMES
Students should be able to:
- interpret correctly the fundamental principles of Governance and Control;
- demonstrate an understanding of the regulatory environment by explaining the principles and requirements in relation to the Code of Corporate Practices and Conduct of the King III Report on Corporate Governance for South Africa ("King");
- demonstrate an understanding of the legislative environment by explaining the principles and requirements in relation to the Companies Act;
- exhibit a comprehensive and systematic knowledge of the concept of business ethics; managing ethics and institutionalising ethics and critically analyse and evaluate these concepts;
- exhibit a comprehensive and systematic knowledge of the background to internal audit, regulatory environment and the scope of internal auditors and critically analyse and evaluate these concepts;
- demonstrate a comprehensive and systematic knowledge of business risks; the likelihood and impact of business risks; the management of risks faced by the business and the risk management process. Also, critically analyse and evaluate these concepts; and
- apply a comprehensive and systematic knowledge of internal controls and critically analyse and evaluate the concept of internal controls.

CBE.123 ADVANCED FINANCIAL ACCOUNTING

ADVANCED FINANCIAL ACCOUNTING (CA) (AFA8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to build on the Financial Accounting knowledge obtained through undergraduate studies and encompasses general purpose external financial reporting by business entities.

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The purpose of this module is to develop students' competence in the preparation and presentation of high quality, useful financial information. It includes the need for students to apply lateral thinking to specific scenarios in the current business environment, to assess the reliability of the source information, and to interpret and apply the framework and appropriate standards to provide useful financial information.

The module meets the curriculum requirements of the Competency Framework of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Financial Accounting.

OUTCOMES
Students should be able to:
- interpret correctly the fundamental principles of Governance and Control;
- demonstrate an understanding of the regulatory environment by explaining the principles and requirements in relation to the Code of Corporate Practices and Conduct of the King III Report on Corporate Governance for South Africa (“King”);
- demonstrate an understanding of the legislative environment by explaining the principles and requirements in relation to the Companies Act;
- exhibit a comprehensive and systematic knowledge of the concept of business ethics; managing ethics and institutionalising ethics and critically analyse and evaluate these concepts;
- exhibit a comprehensive and systematic knowledge of the background to internal audit, regulatory environment and the scope of internal auditors and critically analyse and evaluate these concepts;
- demonstrate a comprehensive and systematic knowledge of business risks; the likelihood and impact of business risks; the management of risks faced by the business and the risk management process. Also, critically analyse and evaluate these concepts; and
- apply a comprehensive and systematic knowledge of internal controls and critically analyse and evaluate the concept of internal controls.

CBE.124 ADVANCED FINANCIAL MANAGEMENT

ADVANCED FINANCIAL MANAGEMENT (CA) (AFM8X00)
NQF LEVEL: 8 NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to build on the financial management knowledge obtained through undergraduate studies and integrates the topics previously studied for application in practical scenarios. The module is concerned with the provision of information to management to assist them in decision-making for planning and
control. Students will not only gain knowledge about the principles and techniques used but will also develop analytical and critical abilities to analyse financial information and test decision outcomes for their sensitivity to alternative possibilities and results.

The purpose of the Management Accounting section of the module is for students to gain an understanding of costing concepts and their application in the design, implementation and operation of costing systems; to develop the ability to devise appropriate indicators of performance, to measure and evaluate management performance and provide information for management control; and to develop the ability to identify relevant information and provide information for decision-making and system design.

In the Financial Management section of the module students will gain an understanding of the investment, financing and dividend decisions relating to the enterprise and its activities, within the context of its environment and will develop the ability to make recommendations designed to manage the entity responsibly through effective use of financial resources and in accordance with the strategic objectives of the firm. Further the model covers markets, specifically the finance and treasury sides.

The module meets the curriculum requirements of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Financial Management.

OUTCOMES
Students should be able to:
- demonstrate an understanding of costing systems and cost management, apply cost management techniques and advise on issues for decision-making;
- apply the principles of budgeting and standard costing;
- apply performance measurement and transfer pricing principles;
- analyse financial statements and interpret this information for decision-making purposes;
- demonstrate an understanding of risk, performance and uncertainty;
- demonstrate an understanding of and perform valuations of business entities, projects and financial assets;
- demonstrate an understanding of Managerial Accounting & Finance, financing and the treasury function;
- demonstrate an understanding of working capital management; and
- demonstrate an understanding of risk management & strategy.

CBE.125 ADVANCED INTERNAL AUDITING

ADVANCED INTERNAL AUDITING (AIA8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to deepen expertise and theoretical knowledge of accounting principles obtained through undergraduate studies. This module combines various topics previously studied to create a cohesive theoretical knowledge of and insight into the Internal Auditing discipline. Students will engage on a high level theoretically and gain intellectual independence with the knowledge of internal auditing concepts and principles. Students will develop the skills to apply these to problems to practical business cases.

OUTCOMES
Students should be able to:
- apply the fundamental principles of Internal Auditing;
- demonstrate an understanding of the Internal Auditing audit process by applying the principles and procedures to practical situations: engagement; planning; risk assessment and internal control; obtaining audit evidence; completion; reporting of audit findings and demonstrate an understanding of auditing in a computerised environment;
- demonstrate an understanding of the regulatory environment on Internal Auditors and have a comprehensive and systematic knowledge of the principles to evaluate these principles critically;
- income display a comprehensive and systematic knowledge of the concept of the Internal Auditing engagement process and analyse and evaluate these concepts critically;
- exhibit a comprehensive and systematic knowledge of documentation requirements of Internal Auditing;
- display a comprehensive and systematic knowledge of the review process in internal auditing and analyse and evaluate these concepts critically; and
- display a comprehensive and systematic knowledge of the reporting requirements and principles of Internal Auditing and analyse and evaluate reports critically.

CBE.126 ADVANCED LABOUR LAW FOR COMMERCE

ADVANCED LABOUR LAW FOR COMMERCE (HRM8X22)
NQF LEVEL: 8  
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with knowledge on advanced aspects of labour law which allow the student to respond effectively to contemporary labour law related challenges in the world of work globally. The student will have knowledge and insight into the substantive and procedural legal aspects of the individual employment relationship, collective labour law, transfer of undertakings, specialised employment equity law matters, social insurance scheme relevant to the employment relationship, the impact of the Bill of Rights and the role of International labour standards.
OUTCOMES
Students should be able to:
- analyse rights and obligation of the individual employment relationship
- evaluate the regulation of collective labour relations in South Africa
- critically evaluate the impact of a transfer of undertaking on the employee relationship, and
- critically evaluate the appropriate dispute resolution mechanisms.

CBE.127 ADVANCED MANAGEMENT OF INFORMATION TECHNOLOGY PROJECTS (ITM8X01)
NQF LEVEL: 8 NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to further develop students who can demonstrate focused knowledge on general principles and application in providing leadership for the effective and efficient management of IT projects that contribute towards achieving organisational objectives. The module focuses on creating a responsible and accountable culture that contributes towards good governance.

OUTCOMES
Students should be able to:
- demonstrate an understanding of different organisational structures and its impact on managing IT projects,
- explain the major processes for managing IT programmes,
- identify elements and resources that are required to manage IT programmes within the organisational context,
- explain the major processes for managing IT portfolios,
- identify elements and resources that are required to manage an IT portfolio within the organisational context, and
- demonstrate an understanding of the purpose and value of governance and auditing in creating an environment that is conducive to successful IT projects.

CBE.128 ADVANCED ORGANISATIONAL GOVERNANCE
ADVANCED ORGANISATIONAL GOVERNANCE (AOG8X01)
NQF LEVEL 8 NUMBER OF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to critically analyse and discuss concepts and principles related to governance in organisations. The module aims to provide qualifying students with the skills to evaluate issues relating to corporate governance in organisations. In addition, students should gain the ability to identify unethical behaviour, discuss its implications for business and make recommendations to resolve ethical dilemmas.

OUTCOMES
Students should be able to:
- evaluate, describe and apply broad governance principles to case study scenarios;
- critically evaluate and discuss principles and requirements for Corporate Governance in South Africa (“King Code”);
- evaluate ethical issues and their resolution in a range of organisational contexts; and
- critically analyse and interpret strategic management, risks, combined assurance and related concepts.

CBE.129 ADVANCED PROPERTY FINANCE AND INVESTMENT

ADVANCED PROPERTY FINANCE AND INVESTMENT (PFI8X01)

NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with the skills to apply, analyse, critically evaluate and manage financing and investments in property and property developments, thus contributing to the property finance and investment needs of both rural and urban societies.

OUTCOMES
Students should be able to:
- make an informed property investment decision;
- develop a cash flow model for use in property investment;
- measure the performance of investment in property;
- make risk adjustments in property finance and investments;
- select property financing instruments that will optimise return on investment; and
- draw up an efficient property portfolio plan and manage it.

ADVANCED PROPERTY VALUATION AND MANAGEMENT A (PVM8X01)

NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
PURPOSE
The purpose of this module is to equip the student with the ability to conduct advanced property valuations under supervision of a professional (where required), thus contributing to the property valuation needs of both rural and urban societies. The qualified person will be able to register with the South African Council for the Property Valuers Profession.

OUTCOMES
Students should be able to:
• value different kinds of property with an appropriate valuation methodology;
• determine the value of property that is expropriated or under servitude;
• identify and determine the effect of rezoning on the value of a property;
• determine the value of different types of farms;
• value usually non-negotiable properties;
• value different kinds of shopping centres;
• perform a valuation of air space; and
• determine the value of an interest in time share.

ADVANCED PROPERTY VALUATION AND MANAGEMENT B
(PVM8X02)
NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip a student with the ability to conduct advanced property valuations under supervision of a professional (where required), thus contributing to the property valuation needs of both rural and urban societies. The qualified person will be able to register with the South African Council for the Property Valuers Profession.

OUTCOMES
Students should be able to:
• perform a valuation of a leasehold interest;
• perform a valuation of retirement villages;
• value mining rights;
• perform a feasibility study for residential, commercial and industrial properties and viability studies for township, sectional title, retirement village, office, shopping centre and industrial developments;
• make a whole-life appraisal of a property;
• apply geographic information systems (GIS) to property valuation;
• explain how to use computer-aided valuation systems (CAVS); and
• explain the process of setting up a professional valuation practice.
CBE.130 ADVANCED PUBLIC FINANCIAL MANAGEMENT

ADVANCED PUBLIC FINANCIAL MANAGEMENT (PMG8X05)
NQF LEVEL: 8  NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to focus on the importance of financial management in the service delivery activities at a top strategic level in the public sector. This module will enable students to examine the frameworks of financial management and the approaches to public financial sector management. It provides the students with a strategic and evaluative insight and understanding into all spheres of government financial management, including budgeting processes, asset management, supply chain management, financial management protocols, allocation of funds and how these processes link into the realisation of overall service delivery objectives.

OUTCOMES
Students should be able to:
- critically evaluate the public sector financial management processes, protocols and legislation
- set budget parameters for a public sector institution/s,
- design and implement financial management strategies in order to ensure the effective management of public sector financial resources,
- critically monitor, evaluate and enhance public sector supply chain management processes, and
- critically evaluate the processes and procedures relating to capital assets utilised in public service delivery.

CBE.131 ADVANCED PUBLIC HUMAN RESOURCE MANAGEMENT

ADVANCED PUBLIC HUMAN RESOURCE MANAGEMENT (PMG8X04)
NQF LEVEL: 8  NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop an understanding of the key elements of human resource management in the public sector and the capacity to critically apply theories to practical situations.
OUTCOMES
Students should be able to:
- demonstrate an understanding of the theories, concepts and practice of human resources management and critically reflect on these theories, concepts and practices in a public sector environment,
- critically evaluate, implement and maintain performance management processes,
- identify the developmental needs of employees in varying public sector contexts and provide opportunities for development,
- set up systems and processes for recognizing and rewarding desired behaviours and results across various levels, structures and contexts within the public sector environment,
- design integrated strategies for reaching Skills Development, Employment Equity and Affirmative Action goals,
- adapt organisational systems and processes to recruit and retain high calibre employees or outsource services where relevant, and
- achieve or exceed set goals for Skills Development, Employment Equity and Affirmative Action.

CBE.132 ADVANCED PUBLIC POLICY MANAGEMENT

ADVANCED PUBLIC POLICY MANAGEMENT (PMG8X03)
NQF LEVEL: 8
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to enable students to gain advanced knowledge and skills in policy analysis and review as well as in the development of relevant legislation and policy affecting public administration, management and governance. The module will also enable students to develop competence of critical thinking about public policy issues. The emphasis is on conducting policy analysis irrespective of the policy area.

OUTCOMES
Students should be able to:
- diagnose and identify basic public policy issues and problems and relate them to policy imperatives of the country,
- conduct policy design through evaluation of different policy alternatives,
- applying basic cost-benefit analysis techniques to evaluate different policy alternatives, and
- applying foundations of ethical behaviour to policy design and analysis.
ADVANCED STRATEGIC MARKETING MANAGEMENT

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to contextualise the strategic value of the marketing function in an organisation or enterprise. The module focuses on the development of a comprehensive strategic marketing plan, evaluating and integrating marketing elements to support performance.

OUTCOMES
Students should be able to:

- apply the appropriate concepts, principles and processes that form the foundation of a marketing strategy;
- deliver a suitably researched, logical and well-communicated marketing strategy; and
- demonstrate a high-level adherence to ethical conduct when developing and executing a marketing strategy.

ADVANCED TAXATION (CA)

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to build on the taxation knowledge obtained through undergraduate studies. Students will gain a comprehensive knowledge of taxation and will develop the ability to interpret and apply legislation relating to Value-Added Tax, Income Tax Act (including Capital Gains Tax, Donations Tax and Dividends Tax) and the duties levied on the estates of deceased persons in terms of the Estate Duty Act. The module covers the discussion and/or the calculation of taxable income for residents and non-resident taxpayers (individuals, partnerships, companies, trusts, estates and group of companies). It also covers tax administration and tax planning.
The module meets the curriculum requirements of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Taxation.

OUTCOMES
Students should be able to:
- interpret and apply the law and procedures relating to value added tax with reference to the Value-Added Tax (VAT) Act, important decisions of the courts and Interpretation and Practice Notes issued by the Commissioner and SARS, where appropriate;
- interpret and apply the laws and procedures relating to taxes levied in terms of the Income Tax Act (including Capital Gains Tax, Donations tax and Dividends Tax) with reference to important decisions of the courts and Interpretation and Practice Notes issued by the Commissioner and SARS, where appropriate; and
- interpret and apply the law and procedures relating to the duty which is levied on the estates of deceased persons with reference to the Estate Duty Act, important decisions of the courts and estate planning.

CBE.135 AIRLINES AND AIRPORTS

AIRLINES AND AIRPORTS (TRE8X14)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is for students to be able to identify economic concepts and aspects of the management of airlines and airports. Students will be able to analyse the air transport market and various micro-economic aspects thereof on a highly specialised level and in unpredictable contexts and develop intellectual competency to analyse and critically evaluate micro- and macro-economic aspects of airlines and airports in a range of contexts, to resolve abstract contextual problems. Students will be required to reflect on personal and/or group competencies and output by utilising acquired and highly specialised intellectual knowledge of airlines and airports.

OUTCOMES
Students should be able to:
- explain the management and organisation of an airline,
- discuss pricing and cost determination in the airline industry,
- describe airline scheduling, as well as fleet planning, including selection and finance of aircraft, and
- explain how an airport is managed.
CBE.136  ALTERNATIVE ASSET INVESTMENT ANALYSIS

ALTERNATIVE ASSET INVESTMENT ANALYSIS  (AAi8X02)
NQF LEVEL: 8  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to strengthen the student’s knowledge in the field of alternative investments. The module is comprised of a range of—alternative investment concepts, principles, theories and calculations. Mastering of the module will provide students with the ability to synthesise complex alternative investment assets and apply alternative investment concepts in a professional manner.

OUTCOMES
Students should be able to:
• explain alternative investments in portfolio management (introduction);
• discuss and calculate alpha and beta drivers;
• describe the impact of immovable property as an alternative investment;
• evaluate hedge funds;
• explain the main trading strategy and major factors behind the hedge fund collapses using hedge fund case studies;
• discuss and calculate commodities, managed futures, investment vehicles, and private equity in a portfolio management and asset allocation context;
• describe taxes and private wealth management in a global context; and
• perform Excel modelling related to the analysis and structuring of alternative investments and its products.

CBE.137  APPLIED ECONOMETRICS

APPLIED ECONOMETRICS  (APM8X01)
NQF LEVEL: 8  NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
This module provides a thorough introduction to econometric techniques and time series analysis required to evaluate and explain different economic situations using existing data. Students who complete this course will have adequate knowledge of regression and time-series analysis which will help them with further research.

OUTCOMES
Students should be able to:
• critically analyse data with the incorporation of graphical and statistical analysis;
• specify an econometrics model, estimate and draw statistical inference in the context of single and multiple regression analysis;
• comprehensively distinguish between the Maximum Likelihood estimator and Ordinary Least Square estimator;
• critically discuss dummy and distributed lag-models;
• discuss the concept of Stationary and non-Stationary series and it implications in regression analysis;
• apply co-integration technique;
• understand multivariate time series analysis; and
• discuss Johansen methodology and Identification in standard co-integrating systems.

CBE.138 APPLIED INVESTMENT ANALYSIS

APPLIED INVESTMENT ANALYSIS (AIA8X01)
NQF LEVEL: 8 NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to apply the student's knowledge in the field of Applied Investment Analysis. The module is comprised of a curriculum related to the application of quantitative, hedging and risk, portfolio management as well as equity valuation principles. Mastering of the module will provide students with a comprehensive skillset enabling and supporting sound investment decision-making.

OUTCOMES
Students should be able to:
• formulate problems into quantitative models;
• demonstrate competency in numeric skills;
• apply statistical methods to analyse past data and infer future trends;
• derive outcomes, analyse and interpret output from mathematical and statistical models;
• select appropriate mathematical and statistical techniques for application to problems in the contexts of finance and investment;
• implement the analysis and evaluation of numerical solutions to investment problems;
• demonstrate an understanding of appropriate application of quantitative techniques to a range of problems in the finance and investment contexts;
• communicate the results of quantitative analyses in the contexts of finance and investment, to both specialists and non-specialists, recognising any limitations of the underlying models; and
• conduct mathematical and statistical investigations within the contexts of finance and investment.
APPLIED PROPERTY LAW A

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
This purpose of this module is to equip a student with the knowledge and tools necessary to apply legal and statutory provisions regarding immovable property as these apply to property valuation in both rural and urban societies.

OUTCOMES
Students should be able to:
- interpret immovable property and the interest in immovable property;
- specify the capacity to acquire rights over land in South Africa;
- analyse and comprehend the forms of land tenure in South Africa;
- evaluate joint ownership as a form of land tenure;
- apply the concepts of possession and occupation of immovable property;
- discuss and apply the nature and content of servitudes;
- analyse the relationship between mineral rights and land; and
- analyse security in respect of movable and immovable property.

APPLIED PROPERTY LAW B

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
This purpose of this module is to equip a student with the knowledge and tools necessary to apply legal and statutory provisions regarding immovable property as it applies to property valuation in both rural and urban societies.

OUTCOMES
Students should be able to:
- explain the registration of rights in terms of the deeds Registries Act 47 of 1937;
- analyse the legal aspects of property development schemes;
- determine statutory control over the use of fixed property;
- analyse the expropriation of immovable property;
- apply the general principles of contracts;
- identify and explain various types of commercial associations;
- identify the appropriate forum for dispute-solving;
- collect, analyse and evaluate information to ensure statutory compliance;
- communicate effectively in defending a valuation report in court or any other forum; and
• apply common law and statutory provisions for compliance with constitutional provisions and national, provincial and local legislation relating to property valuation.

CBE.140 APPLIED RESEARCH

APPLIED RESEARCH: CHARTERED ACCOUNTANCY

(ARC8X00)

NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module.

Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to equip students with the necessary competence and skills of the research process and applicable methodologies. Students should demonstrate proficiency in research methods and the ability to work independently.

OUTCOMES
Students should be able to:
• exhibit mastery of the basic research process and methodology,
• show evidence of understanding the scholarly processes at work, and
• as evidenced by the submission of supervised research essays. (Research, communication and self-responsibility skills are developed).

APPLIED RESEARCH: INTERNAL AUDITING

(ARU8X00)

NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with the necessary competence and skills of the research process and applicable methodologies. Students should demonstrate proficiency in research methods and the ability to work independently.

OUTCOMES
Students should be able to:
• exhibit mastery of the basic research process and methodology,
• show evidence of understanding the scholarly processes at work, and
• as evidenced by the submission of supervised research essays. (Research, communication and self-responsibility skills are developed).

**APPLIED RESEARCH: TAXATION**

**ARX8X00**

**NQF LEVEL: 8**

**NQF CREDITS: 30**

**CALCULATION CRITERIA**

Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

**PURPOSE**

The purpose of this module is to equip students with the necessary competence and skills of the research process and applicable methodologies. Students should demonstrate proficiency in research methods and the ability to work independently.

**OUTCOMES**

Students should be able to:

• exhibit mastery of the basic research process and methodology,
• show evidence of understanding the scholarly processes at work, and
• as evidenced by the submission of supervised research essays. (Research, communication and self-responsibility skills are developed).

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**BUSINESS INTELLIGENCE**

**IMA8X01**

**NQF LEVEL: 8**

**NQF CREDITS: 16**

**CALCULATION CRITERIA**

Continuous Assessment
Full Period Mark Weight – 100%

**PURPOSE**

The purpose of this module is to equip students with theoretical academic knowledge of recent developments with regard to Business Intelligence (BI) as an aspect of Information Management; be able to demonstrate the strategic importance of the cognisance of external information and knowledge, i.e. BI in order to gain a competitive advantage; and acquire the analytical skills necessary to contribute to the planning and implementation of a BI initiative in the workplace. Furthermore students are equipped with research skills through independent research, report writing and communicating research results.

**OUTCOMES**

Students should be able to:

• critically reflect on the concepts of Business Intelligence (BI),
• describe the Key Intelligence Needs (KIN) of an organisation,
• establish an Early Warning Analysis (EWA) capability in the workplace,
• compile a competitor profile at the hand of an analysis of the investigated competitor, and
• do research on strategic information management issues and specifically business intelligence issues.
CBE.142  CAPITA SELECTA

CAPITA SELECTA: THEORETICAL PERSPECTIVES (PMG8X06)
NQF LEVEL: 8  NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to enable students to critically analyse ethics management and a code of conduct within the public sector and propose ways to strengthen ethical practices and evaluate a code of conduct accordingly.

OUTCOMES
Students should be able to:
• explain the different theories of ethics and apply them to the practice of public administration, management and governance,
• identify and critically analyse the ethical issues that typically arise in the public sector,
• identify existing codes of ethical conduct and evaluate them for efficacy and sustainability, and
• formulate methodologies in which public sector ethical practices can be strengthened.

CBE.143  COMPETITIVE INTELLIGENCE

COMPETITIVE INTELLIGENCE (IMA8X12)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to possess theoretical academic knowledge of recent developments with regard to Information Management Issues in the field of Management; and acquire the knowledge and intellectual skills necessary to contribute to the planning and implementation of the latest and most current issues of Information Management in the workplace. Furthermore students are equipped with research skills through independent research, report writing and communicating research results.

OUTCOMES
Students should be able to:
• discuss the latest issues which influence Information Management in an organisation,
• report on the role of information, knowledge and intellectual capital in the management of innovation, and
• do research on advanced information management issues and specifically information and knowledge management issues in business.

CBE.144 CONTEMPORARY ISSUES

CONTEMPORARY ISSUES IN LOGISTICS MANAGEMENT

(CIL8X01)

NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with knowledge of the nature and impact of pertinent modern day issues confronting logistics managers. This module will enable students to understand and reflect on the impact of modern day technological advances, key trends in logistics management and developments in sustainable logistics, logistics strategies and operations.

OUTCOMES
Students should be able to:
• reflect on the nature of and the impact of the Fourth Industrial Revolution on logistics management;
• evaluate Green logistics trends and challenges and motivate how organisations design and strategise for the environment;
• devise logistics contracts; and
• reflect on the components and challenges of city logistics in the modern day environment.

CONTEMPORARY ISSUES IN ORGANISATION AND CAREER PSYCHOLOGY

(IPS8X01)

NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to enable the student to reflect, to conceptualise and to utilise critical considerations in Organisation and Career Psychology in the scientific study of individual and group behaviour in formal organisational settings. The prime focus is on the contemporary issues of organisations as living systems in a fast changing and turbulent environment with ever increasing unpredictability and complexity.
OUTCOMES
Students should be able to:
  • firstly, conceptualise the contemporary context within which the principles, theories and strategies of the academic field of Organisation and Career Psychology is to be applied, including:
    • systems theory and ecology thinking,
    • Newtonian and quantum thinking in organisational contexts,
    • complexity and chaos theory,
    • self-organising systems,
    • career dynamics in a post-organisational and post-modern context,
    • demonstrate an appreciation for these specific contemporary issues,
    • make inferences concerning the applicability and usefulness of key constructs, theories and strategies (from an Organisation and Career Psychology point of view) when real-life issues are to be addressed,
    • draw conclusions and propose theory-based solutions or actions to address contemporary issues in the field raised during class discussions, group discussions and case studies, and
    • develop a number of cross-field learning objectives.

CONTEMPORARY ISSUES IN PERSONNEL PSYCHOLOGY

CALCULATION CRITERIA
Minimum Full Period mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to enable the student to reflect, to conceptualise and to utilise critical considerations in Personnel Psychology in the scientific study of individual and group behaviour in formal organisational settings. The prime focus is on the contemporary issues of organisations as living systems in a fast changing and turbulent environment with ever increasing unpredictability and complexity.

OUTCOMES
Students should be able to:
  • conceptualise the contemporary context within which the principles, theories and strategies of the academic field of Personnel Psychology is to be applied, specifically within SA,
  • demonstrate an appreciation for the specific labour context in South Africa and conceptualise a clear scientist/practitioner role for the industrial psychologist in addressing these issues,
  • critically reflect on the validity and reliability of key constructs, theories and strategies (from a Personnel Psychology perspective) that are typically used to guide personnel decision-making,
  • make inferences concerning the applicability and usefulness of key constructs, theories and strategies (from a Personnel Psychology perspective) when real-life issues are to be addressed,
• draw conclusions and propose theory-based solutions or actions to address contemporary issues raised during class discussions, group discussions, practical exercises and case studies, and
• develop a number of cross-field learning objectives,

CONTEMPORARY MARKETING MANAGEMENT ISSUES

(MMA8X15)

NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with a sound understanding of new trends / developments in the field of marketing management that marketers face on a daily basis. It will also provide the student with the knowledge and skills necessary to discuss the related contemporary marketing management issues, to realise the importance these issues play in our economy and to allow students to critically evaluate challenges faced and the future role of some of the contemporary marketing management issues addressed.

OUTCOMES
Students should be able to:
• critically evaluate contemporary trends and developments affecting the marketing field;
• contextualise these marketing trends and developments by evaluating their footprint globally and locally;
• utilise the marketing trends and developments as a method of addressing challenges faced by marketers; and
• engage with industry role-players and develop a practical marketing strategy to address a real-life marketing challenge incorporating marketing trends and developments.

CONTEMPORARY STRATEGIC ASPECTS

(STM8X01)

NQF LEVEL: 8
NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to enable students to develop intellectual and practical competencies regarding the comprehension, analysis, integration and application of contemporary management issues to assist future directed organizations and to implement new approaches to management in an organisation. The only constant in any organization is change – thus a great focus will be placed on change management. Students should also be able to reflect on the process of management in the global organisational context by linking the reflection to the module History and Philosophies of Management.
OUTCOMES
Students should be able to:
- Identify and reflect on global management and business trends.
- Identify, present, evaluate and apply the impact of change on the organization and its stakeholders.
- Propose, evaluate and apply the prerequisites on successful management aspects in a contemporary changing business environment; and
- Debate, criticize and motivate the impact of leadership in a diverse and changing business environment.

CBE.145 CULTURE AND HERITAGE TOURISM

CULTURE AND HERITAGE TOURISM (TDM8X01)
NQF LEVEL: 8
NQF CREDITS: 22

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to make students realise the potential importance of culture and cultural heritage for development as tourist attractions and their social, personal, and commercial functions thereof.

OUTCOMES
Students should be able to:
- understand what the concept cultural heritage tourism management (CHM) entails,
- explain main types of cultural heritage tourism development in South Africa (Case studies),
- explain and assess current views on the nature of relationship between cultural heritage and the tourism industry,
- distinguish between CHM issues related to product development of tangible and intangible heritage as well as invented and fabricated heritage (commodification, Guganheimisation, environmental bubbles, serial reproduction of culture), and identify and discuss case studies that illustrate each of them,
- identify and explain the CHM issues in heritage invention and fabrication,
- identify the similarities and differences between heritage and history and illustrate these with practical examples, and
- identify and discuss the market implications of developing heritage as a tourism resource and illustrate the issues by referring to case studies.
CBE.146 CUSTOMER RELATIONSHIP MANAGEMENT

CUSTOMER RELATIONSHIP MANAGEMENT (MMA8X18)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to provide the student with a sound understanding of the building blocks in Customer Relationship Management (CRM) through the identification of the critical aspects that relate to the stakeholders with whom the organisation has relationships. The student should also be able to identify emerging trends in the design, implementation and management of a customer relationship strategy.

OUTCOMES
Students should be able to:
• apply the tools and principles of relationship building as a competitive tool in the marketing process;
• apply the tools and principles of relationship building as appropriate to the different stakeholders in and of an organisation;
• select from available technologies for the management of customer relationships; and
• devise a customer relationship strategy for an organisation.

CBE.147 DEMAND PLANNING

DEMAND PLANNING (LMA8X11)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce demand planning as a process to manage the demand – supply imbalance in a company, increasing the utilisation of available resources.

OUTCOMES
Students should be able to:
• explain the importance of the demand planning process to the success of the company,
• describe the demand planning process,
• explain the role of forecasting and the importance of customer collaboration in the demand planning process (CPFR),
• identify the inputs required (business strategy and marketing) to the demand planning process,
• explain the importance/link of demand planning to effective sales and operations planning,
• discuss the consensus process, and
• describe the process to improve demand planning.

CBE.148  DESIGN AND DEVELOPMENT

DESIGN AND DEVELOPMENT  (HRM8X16)
NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide the performance improvement practitioner/human performance technologist with key skills to correctly identify, analyse and address performance problems that occur in organisations in order that these organisations can maintain and sustain a competitive edge. These themes are grounded in this module: Systems Thinking; Organisational Performance; Workplace Expertise and Performance’ Performance Gaps and Improvement; Human Performance Technology (HPT); Design and Develop Performance Improvement Solutions; Implement Performance Improvement Solutions; and Evaluate Performance Improvement Processes.

OUTCOMES
Students should be able to:
• understand the core capabilities of and how to be a system leader,
• define organisational and employee performance and examine how workload influences performance,
• distinguish between job and expertise analysis in order to hire and develop expertise,
• engage partners to identify performance gaps and review and improve performance,
• use systems theory to identify suitable software for HRD and design HPT system for performance improvement,
• understand how instructional theories improve performance and design instructional interventions,
• understand HPT and PI models, processes and relevant PI interventions, and
• explain the PI evaluation process and employ ROI (return on investment) to evaluate PI.
CBE.149 DIVERSITY MANAGEMENT

DIVERSITY MANAGEMENT (HRM8X08)
NQF LEVEL: 8 NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to help students gain the insight and knowledge to appreciate the importance of managing diversity for competitive advantage both in South Africa and globally. Students also encounter the basic skills in managing diversity.

OUTCOMES
Students should be able to:
• understand what diversity is, and how it makes practical business sense for organisations to manage diversity effectively,
• understand how effective diversity management underpins all dealings with people, whether they are employees, managers, customers or other people important to our business,
• implement practical skills applicable in the workplace,
• develop an understanding of how diversity management and affirmative action form the basis of employment equity, and
• highlight the components of an effective employment equity strategy and how it can be implemented to the advantage of the organisation.

CBE.150 ECONOMETRICS

ECONOMETRICS 4A (ECM8X01)
NQF LEVEL: 8 NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip the postgraduate student with the necessary advanced time-series analysis concepts and techniques in order to model and forecast economic and financial time series.

OUTCOMES
Students should be able to:
• compare and contrast the concepts related to Stationary Time-Series Models such as ARMA models, Stationarity, Autocorrelation Function, Partial Autocorrelation Function, Box-Jenkins Model Selection and Seasonality;
• understand the techniques appropriate for modelling volatility: ARCH and GARCH Processes, Maximum-Likelihood Estimation of GARCH Models, Multivariate GARCH;
• critically analyse and apply the concepts and the techniques related to Multivariate Time-Series Models: VAR Analysis, Impulse Response Function, Structural VARs and Structural Decompositions;
• understand the concepts and the techniques related to Co-integration and Error-Correction Models, Co-integration and Error Correction, Tests for Co-integration such as the Engle-Granger and the Johansen Methodologies; and
• apply time series techniques to do empirical research with the practical use of computer software.

ECONOMETRICS 4B (ECM8X02)
NQF LEVEL: 8 NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to offer more techniques for analysing economic data and studying economic relationships. The techniques to be discussed in this module deal with econometric problems that cannot be handled within traditional econometrics. The module provides an in-depth analysis of complex econometric models for categorical and limited dependent variables. Basic panel data methods will be introduced and the module will include a treatment of panel data methods for categorical dependent variables. Both methodologies provide ways to deal with problem resulting from the application of least square methods in regression analysis.

OUTCOMES
Students should be able to:
• critically distinguish between the circumstances in which classical ordinary least square (OLS) methods do not apply tin regression analysis;
• understand the motivation of panel data models and the models for categorical dependent variable from the issues raised by the application OLS;
• understand and explain the assumptions that underline the econometrics of panel data (strict exogeneity and sequential exogeneity);
• understand and explain the assumptions that underline the econometrics of qualitative and limited dependent variables;
• understand and apply the methods for panel data models: random effects methods, fixed effects methods and methods of first differences;
• competently apply the Hausman test to select the appropriate model of panel data for the data at hand, especially as far as the random effects model and the fixed effects model are concerned;
• competently apply the econometric models for binary dependent variables (the profit model and the logit model) and give appropriate interpretation of their estimates;
• understand how the method of maximum likelihood is used to derive the estimates of the parameters of the abovementioned models;
• competently apply panel data estimation techniques for qualitative dependent variables; and
critically evaluate scientific papers written using the methods for panel data and the methods for qualitative dependent variables.

CBE.151 ECONOMIC ISSUES IN DEVELOPING COUNTRIES

ECONOMIC ISSUES IN DEVELOPING COUNTRIES (EDC8X02)
NQF LEVEL: 8 NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students to demonstrate a coherent critical understanding, analysis and interpretation of development theories and issues in emerging economies.

OUTCOMES
Students should be able to:

• qualitatively explain the measuring of the performance of developing countries;
• develop sufficient confidence on various issues within the subject of economic development in order to challenge theoretical and practical problems objectively that become obvious to the student as the student awareness matures;
• describe and analyse critically the role of international trade and technology transfers in emerging economies;
• discuss and evaluate the challenges and potential of human resources in South Africa comprehensively; and
• critically analyse the role of urbanisation and the informal sector in the development process;
• correctly discuss the meaning, calculations and basic indicators of economic growth and development;
• correctly assess the effect of population growth on economic development by reviewing the work of classical economist Thomas Robert Malthus and Julian Simon and discuss population policy in developing countries;
• correctly explain the model of labour migration and urban unemployment in developing countries and comparison between Lewis and the Harris –Todaro model;
• correctly analyse economic and non-economic effect of human capital on economic growth and development and analyse the inequality of education in developing countries;
• correctly discuss Vicious circle theory, Lewis-Fei-Ranis model, Dependency theory and counterrevolution theory;
• correctly discuss the relationship between trade and economic growth, and discuss the arguments for and against tariff protection and import policies;
• correctly explain the various dimensions of poverty, estimated the number of poor people in the world, discuss Sen’s headcount and income-gap approaches to poverty;
comprehensively analyse the way agriculture contributes to economic growth in the developing countries, fully analyse policies which are most effective in increasing rural income and reducing rural poverty; and correctly evaluate the external cost of urban primacy and the impact of the urban primacy on the quality of life.

CBE.152 ELECTRONIC RECORDS MANAGEMENT

ELECTRONIC RECORDS MANAGEMENT (IMA8X02)
NQF LEVEL: 8 NQF CREDITS: 16

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to possess theoretical academic knowledge of the implications and risks involved in capturing and managing records electronically; achieve a high-level understanding of the standards and requirements for electronic recordkeeping systems; acquire the analytical skills necessary to develop and apply performance criteria for a records management system and apply skills to deal with the challenges of implementing an electronic records management system. Furthermore, students are equipped with research skills through independent research, report writing and communicating research results.

OUTCOMES
Students should be able to:
• identify the several types of electronic records and the media in which they reside,
• describe the techniques associated with managing electronic records,
• explain the principles of scheduling electronic records for retention, and
• do research on fundamental information management issues regarding electronic records management.

CBE.153 EMPLOYMENT RELATIONS MANAGEMENT

EMPLOYMENT RELATIONS MANAGEMENT (HRM8X09)
NQF LEVEL: 8 NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to enable students to understand the various elements encompassing an employer’s employee relationship. The factors driving the employment relationship and how to manage that relationship and all its facets to achieve sustainable high performance in an organisation. The module provides a thorough understanding of the employment relationship and an excellent grounding in the theory and practice of HRM, and employment relations. It examines key
institutions, problems and issues in contemporary HRM and employment relations including the rights and interests of employees as well as the formation and impact of internal procedures and policy.

OUTCOMES
Students should be able to:
- explain problems by applying advanced theories,
- to develop a critical approach to HRM literature, issues and practice,
- develop an employment relations strategy,
- manage employment relations processes,
- measure the efficiency and effectiveness of employment relations, and
- explain strategy development, and evaluate the connection between employment relations and its contribution to HR strategy.

CBE.154 ENVIRONMENTAL ECONOMICS

ENVIRONMENTAL ECONOMICS (ENE8X02)
NQF LEVEL: 8 NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with the necessary knowledge in environmental economics. The module focuses on the application of economic concepts and methods to the analysis of current issues in environmental and resource economics, and environmental policy-making. Issues such as the sustainability of resources, global warming, land use, waste disposal, invasive species and pest control, air pollution, conservation and water pollution. Market failures form the core of the past and current environmental problems. The module also examines remedies to these problems including incentivising the sustainable use of resources, explicitly valuing environmental amenities, assessing how environmental developments affect the economic system and determining appropriate prices of resources.

OUTCOMES
Students should be able to:
- competently analyse the link between the economy and the environment;
- critically estimate the various types of policy instruments that may be applied to address core environmental problems;
- evaluate the main economic tools needed to value the environment and assess the challenges involved in environmental valuation;
- comprehensively calculate a cost-benefit analysis to determine the net costs or benefits of different policy scenarios; and
- estimate market failures and how they impact past and current environmental problems.
CBE.155 EQUITY INVESTMENT ANALYSIS

EQUITY INVESTMENT ANALYSIS

CALCULATION CRITERIA
The Equity Investment Analysis module will be assessed using continuous assessment. The equity valuation process (CFA Challenge) and the group work assessments will only be completed after the final assessment. Supplementary assessments will be awarded to students that obtain a final mark between 40 and 49%.

PURPOSE
The purpose of this module is to equip students with the knowledge of different equity investments and how to evaluate the value of these investments. This module will also assist students in describing corporate finance and its relation to capital budgeting.

OUTCOMES
Students should be able to:
- distinguish between income based, asset based and market based approaches to firm valuation;
- provide an in-depth analysis of a firm’s financial statements;
- outline and discuss the steps an analyst may follow in evaluating a firm’s accounting quality;
- identify the primary distortions in financial statements and explains how to deal with them;
- describe the process involved in and motivations for in mergers and takeovers;
- describe corporate finance in relationship to capital budgeting; and
- evaluate capital structure and dividends and share repurchases analysis.

CBE.156 ESTATE PLANNING

ESTATE PLANNING

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with the understanding of and skills to apply the principles and legislation associated with estate planning, in order to demonstrate the ability to prepare and evaluate an estate plan that will address the areas of concern and the objectives of the client, while providing for the necessary liquidity and minimising estate duty.

OUTCOMES
Students should be able to:
- illustrate the importance of estate planning;
• apply the principles of law of succession and calculate the distribution of assets;
• apply the principles of matrimonial property law;
• apply the principles of law of trust and demonstrate an understanding of the importance of trust in estate planning
• compile an estate planning report;
• apply the different income tax aspects that have an impact on estate planning;
• demonstrate an ability to value assets and deemed property in the estate administration process;
• calculate estate duty, the liquidity and distribution of the estate and determine the impact thereof;
• demonstrate an understanding of the estate administration process.
• evaluate an estate plan, discuss the impact of the estate plan and apply strategies to address areas of concern; and
• demonstrate a basic understanding of the various aspects from an international perspective that can impact on estate planning.

CBE.157 FINANCIAL ECONOMICS A

FINANCIAL ECONOMICS A (FNN8X01)
NQF LEVEL: 8  NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide a comprehensive introduction to the principles of equilibrium asset pricing in financial markets under conditions of uncertainty. Upon completion of this module, students will have gained a thorough understanding of the main principles underlying valuation of risky payoff streams. Furthermore, they will be familiar with key notions in financial economics, including the following: expected utility maximization; informational efficiency of asset prices; intertemporal choice; risk aversion; and, the arbitrage principle. The module serves as preparation for students who wish to pursue a Master’s degree specialising in financial economics.

OUTCOMES
Students should be able to:
• motivate the existence of financial markets and the benefits of participating in these markets;
• discuss various definitions of the efficient market hypothesis and the implications of market efficiency for price predictability;
• explain the principles of decision-making under uncertainty from the perspective of expected utility theory;
• apply expected utility theory to calculate the risk premium and certainty equivalent for a given risky payoff stream;
• demonstrate competence in deriving and applying various measures of risk aversion;
• summarise the main ideas that underpin modern portfolio theory and, in particular, the mean-variance model for portfolio selection;
• discuss in detail equilibrium explanations of asset prices and rates of return based on the capital asset pricing model and the theory of intertemporal choice; and
• discuss the implications of the arbitrage principle and the arbitrage pricing theory for asset price determination.

FINANCIAL ECONOMICS B

PRE-REQUISITES
The purpose of the course is to develop the student’s knowledge of the theoretical basis of certain financial models and the application of those models to financial risks. A good knowledge of calculus, probability, and interest theory is assumed. Formulas are provided for the density and distribution functions for the standard normal and lognormal random variables. For paper examinations, tables of the standard normal distribution function are provided. Since the tables will be provided to the candidate at the examination, candidates will not be allowed to bring copies of the tables into the examination room.

PURPOSE
The purpose of this module is to provide students with the applied competence on the postgraduate level in the mastering, analysis, interpretation and understanding of the functioning of the various financial markets, derivatives and their applications.

OUTCOMES
- explain logically the concept of arbitrage;
- evaluate the basic concepts of derivatives contracts;
- discuss the properties of the futures contracts, with emphasis on the difference between the functioning of the futures and the forward markets;
- compute the pricing of the forward contracts;
- argue the hedging techniques with the use of futures and forward contracts; and
- critically understand the options market.

FINANCIAL ENGINEERING

OUTCOMES
- explain logically the concept of arbitrage;
- evaluate the basic concepts of derivatives contracts;
- discuss the properties of the futures contracts, with emphasis on the difference between the functioning of the futures and the forward markets;
- compute the pricing of the forward contracts;
- argue the hedging techniques with the use of futures and forward contracts; and
- critically understand the options market.
The purpose of this module is to strengthen the student’s knowledge in the field of financial engineering. The module is comprised of a wide range of financial engineering theories. Mastering of the module will provide students with the ability to synthesise complex financial engineering principles and apply financial engineering instruments in a professional manner.

OUTCOMES
Students should be able to:
- demonstrate a detailed understanding of the background theory and mechanics of a SAFE (Notional forward – forward FX swap);
- demonstrate a detailed understanding of the background theory and mechanics of financial futures;
- demonstrate a detailed understanding of the background theory and mechanics of short-term interest rate futures;
- demonstrate a detailed understanding of the background theory and mechanics of bond and stock index futures;
- demonstrate a detailed understanding of the background theory and mechanics of interest rate and cross currency swaps;
- identify measure and apply option valuation and pricing theory;
- application of financial engineering;
- analyse and comprehend foreign exchange risk;
- analyse and comprehend interest rate risk management principles and practices;
- analyse and comprehend interest rate risk management using options and option based instruments; and
- analyse, comprehend and apply equity risk management principles;
- demonstrate an ability to apply theoretical principles to practical MS Excel modelling; and conceptualise and interpret relevant research and case studies in the field of financial engineering; and
- complete a research project in the field of financial engineering.

CBE.159 FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT FOR NON-FINANCIAL MANAGERS (HRM8X01)

NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip the non-specialist student with basic knowledge in the various fields of financial management. Students need to understand how financial management contributes as an integrated discipline (with reference to human resources) to the different dynamics within a business environment.
OUTCOMES
Students should be able to:

UNIT 1:
- differentiate between management accounting, cost accounting and financial accounting,
- explain the role of management accounting in the management process,
- classify costs into the various cost classifications,
- explain the behaviour of costs under various levels of production,
- construct break-even, contribution and profit-volume graphs.

UNIT 2:
- discuss the role of the finance function within a business,
- identify and discuss possible objectives for a business,
- motivate why the wealth maximisation objective is considered to be the most appropriate objective to use in financial management,
- explain the agency problem faced by owners of a business and illustrate how this problem may be either prevented or minimised.

UNIT 3:
- identify the major categories of ratios that can be used for analysis purposes,
- calculate important ratios for determining the financial performance and position of a business and
- explain the significance of the ratios calculated,
- discuss the limitations of ratios as a tool of financial analysis,
- discuss the use of ratios in helping to predict financial distress,

UNIT 4:
- explain financial planning and projected financial statements,
- explain the capital investment appraisal and the further issues associated with it,
- explain the risk and return issues in capital budgeting,
- explain the sources of finance and financial markets,
- explain the cost of capital and the capital structure decision,
- explain dividend policy issues,
- explain the management of working capital,
- explain mergers, takeovers and the valuation of shares.

CBE.160 FINANCIAL RISK MANAGEMENT

FINANCIAL RISK MANAGEMENT (FRM8X02)
NQF LEVEL: 8  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to strengthen the student's knowledge in the field of Financial Risk Management. The module is comprised of a curriculum related to theoretical and applied risk management principles. Mastering of the module will
provide students with sound risk management decision-making tools within the investment arena.

OUTCOMES
Students should be able to:
• analyse and categorise the risks faced by financial organisations;
• quantify and formulate a practical approach to assessing, monitoring and managing an organisation's financial risk;
• formulate and discuss strategic importance and use of different financial instruments that could be used to best manage an organisation's financial risk;
• discuss, analyse and present the procurement and management of funding and the allocation to competing long-term investments;
• integrate the practical elements of accounting for derivatives, for both embedded derivatives and derivatives used for hedging purposes; and
• formulate and produce a practical risk management approach and control framework to manage financial risks.

CBE.161 FINANCIAL STRATEGY

FINANCIAL STRATEGY (FIS8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student needs a cumulative year mark of 40% to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 60:40. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to provide students with the competencies, knowledge and skills required to apply, analyse and critically evaluate the formulation and implementation of financial strategy to support the overall strategy of the organisation.

This module provides the competencies to evaluate the financing requirements of organisations and relative merits of alternative sources of finance to meet these requirements. It aims to identify, assess and manage financial risks associated with cash flows and capital projects. It also develops the competencies required to value investment opportunities including the tangible and intangible value of organisations.

The module outcomes are aligned with the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and therefore prepares students for a career in finance and financial management and also for further study in the field of financial management.

OUTCOMES
Students should be able to:
• calculate, analyse and interpret the performance, financial position and changes in financial position of different types of entities;
• advise on strategic financial and non-financial objectives of different types of entities;
• evaluate strategic financial management policy decisions;
• discuss the external influences on financial strategic decisions;
• evaluate the long-term debt and equity financing requirements of an entity;
• evaluate the capital structure of an entity;
• evaluate dividend policies for an incorporated entity that meet the needs and expectations of shareholders;
• discuss the sources and types of financial risks;
• evaluate financial risks and recommend ways of managing financial risks;
• discuss the context of valuations;
• evaluate the various valuation methods;
• analyse pricing and bid issues; and
• discuss post transaction issues.

CBE.162 GLOBAL TAXATION PRINCIPLES

GLOBAL TAXATION PRINCIPLES (GTR8X02)
NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to expand the theoretical and practical knowledge on taxation obtained through undergraduate studies. This module will prepare students to construct a comprehensive in-depth knowledge of taxation principles and theories and will develop the intellectual independency to be able to interpret and apply legislation relating to double tax agreements.

The module will be based on the current needs demanded by the market, such as the tax academies at the Big Four Auditing Firms and general tax practitioners. The module prepares students for further study in the field of Taxation, for example Masters and Doctoral degrees.

OUTCOMES
Students should be able to:
• discuss, interpret and apply the law and procedures relating to Double Taxation Agreements.

CBE.163 HISTORY AND PHILOSOPHY MANAGEMENT

HISTORY AND PHILOSOPHY MANAGEMENT (STM8X14)
NQF LEVEL: 8
NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to equip students with an understanding of the philosophical basis and philosophies underpinning the management theory for practicing managers to reflect on their own managerial approaches to work and organizational life and for future management research. This module will start with subsistence economies, concepts develop by Adam Smith, the various responses to capitalism such as critical management studies up to where we stand today with systems theory and complexity. The philosophical view of management will assist the student to critically evaluate management theory as taught today and create alternatives to current management questions.

OUTCOMES
Students will be able to:
- debate Adam Smith’s contribution to managerial principles
- justify the concept “Invisible hand of the market”
- critique the social responses of Marx, Nietzsche and Weber to capitalism
- contrast Critical Management Theory
- judge the systems approach to management
- demonstrate “Managerial complexity”; and
- apply “Lean Philosophy”

HUMANITARIAN LOGISTICS FRAMEWORK (LMA8X07)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with a highly specialised level of knowledge of the requirements for humanitarian logistics and what role it plays within the modern supply chain. The intellectual competency of the student will be developed to formulate and design the type of supply chain required for a specific humanitarian operation.

OUTCOMES
Students should be able to:
- explain the role of humanitarian logistics within the modern supply chain concept,
- identify the stake holders active within the humanitarian logistics environment,
- formulate a specific type of supply chain required for disaster relief, food distribution, development programs, health aid and gift in kind.
- design a basic cooperation model for humanitarian organisations, and
- construct a reference task model for a specific humanitarian operation.
CBE.165 HUMANITARIAN LOGISTICS RESPONSE

HUMANITARIAN LOGISTICS RESPONSE (LMA8X08)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to enable the student to apply the knowledge required to formulate a channel strategy and undertake a network design that fulfills the performance measurement requirements from the various stakeholders active in humanitarian operations.

OUTCOMES
Students should be able to:
• appreciate the importance of an effective IT strategy in humanitarian operations.
• undertake a network design and channel strategy formulation within the humanitarian operation.
• design a measurement framework for performance measurement in humanitarian logistics operations
• design a specific supply chain for the various humanitarian operations; and
• be at the cutting edge of new development and research in the field of humanitarian logistics.

CBE.166 HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCES MANAGEMENT: THE FIELD (HRM8X02)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to improve the quality of the HRM Practitioner's outputs and thereby contributing towards creating and sustaining a competitive organisation. Although the level and extent of application varies with the type and size of the organisation, every contemporary Practitioner should be familiar with the concepts and processes of adding value to the organisation. The objective of this module is therefore to provide the student with: A solid background and understanding of theoretical HRM approaches, deliverables and roles of the Human Resource Management Practitioner to the extent that you can successfully apply them in your work environment. The module also serves as a point of departure for all further modules of the Honours programme i.e. “to add value through measurable deliverables and not only through HRM activities”.

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OUTCOMES
Students should be able to:
• critically analyse current HRM practices through research and enquiry, appraisal
  and exposition,
• explain the measurement processes involved in evaluating the contribution of
  HRM towards increased net profit and ROI,
• apply HRM theories and approaches to case studies and the work environment,
  and
• evaluate the nature, goal and functioning of HRM in the work environment.

CBE.167 INCOME TAX PLANNING

INCOME TAX PLANNING
NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students, particularly those working in the
field of financial planning, to be able to identify taxation issues especially pertaining
to individuals, in order to advise prospective clients accordingly as taxation is likely
to play a significant role and have a significant impact on any financial planning
structures and/or advise. The purpose is, however, not to make the student a tax
expert.

OUTCOMES
Students should be able to:
• apply the different types of taxes in South Africa, including normal tax, capital
  gains tax, donation tax, transfer duty, employee’s tax, provisional tax, value
  added tax and withholding tax on investments;
• calculate and motivate the tax implications for an individual for the year of
  assessment and for each transaction from a financial planning point of view.
• identify the tax implications for financial planning advice in the different areas:
  estate and wealth planning, retirement planning, risk and insurance
  management, employee benefits and investment management;
• compare and evaluate the tax implications for the different business entities
  and recommend the most suitable entity;
• recommend the most suitable financial planning solution from a tax point of
  view; and
• apply the tax implications for the different types of trust and the impact for
  each party involve.
INDUSTRIAL PSYCHOLOGY PRACTICE (IPS8X04)
NQF LEVEL: 8
NQF CREDITS: 36

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with the applied competence to master generic practical competencies as they relate to and are identified by other modules in the Industrial Psychology Honours Programme.

OUTCOMES
Students should be able to:
• experience personal growth and development in terms of writing skills, presentation skills and group participation skills,
• reflect on their personal career exploration and development,
• conduct an entry-level selection interview by utilising competency-based interviewing skills,
• design and execute a series of practical industrial psychological interventions relating to job analysis, competency profiling, selection batteries, succession planning, recruitment strategies
• design and apply assessment centre technology,
• design, present and evaluate a training (HRD) programme,
• facilitate a basic problem-solving session,
• demonstrate professional and business ethics skills, and
• design an instrument to assess organisational climate.

INDUSTRIAL PSYCHOLOGY RESEARCH PROJECT (IPS8X05)
NQF LEVEL: 8
NQF CREDITS: 40

CALCULATION CRITERIA
Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module

PURPOSE
The purpose of this module (research project) is to provide students with the skills to conduct quantitative research in industrial psychology. This includes design and analysis.

Under supervision, students need to be able to identify an appropriate quantitative research design for a particular research problem. They should be able to plan a study, design appropriate instruments or select relevant existing instruments to collect the data, analyse the collected data and draw appropriate conclusions from the results. Students should be able to examine and critically evaluate the psychometric properties of instruments used.
OUTCOMES
Students should be able to:
- structure and produce an appropriate research proposal aimed at solving a contemporary problem in the field of industrial psychology,
- choose an appropriate quantitative research design depending on the research question,
- design and analyse a quantitative study using the general linear model as analytic framework,
- critically evaluate the merits of a psychological test or questionnaire with regard to its psychometric properties, and
- formulate appropriate research findings and consequent recommendations for further research and/or practical application.

INDUSTRIAL PSYCHOLOGICAL TESTING AND ASSESSMENT
(IPS8X03)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with the skills and background knowledge to select psychological tests and questionnaires for psychological assessment purposes in cross-cultural industrial and organisational contexts.

OUTCOMES
Students should be able to:
- critically evaluate the role of psychological assessment in industrial psychological practice from a cross-cultural perspective,
- understand the role that reliability and validity plays in the choice of an assessment instrument,
- conduct a psychological test that is based on a psychological theory of a construct,
- construct, interpret and evaluate psychological test norms,
- describe the role that individual differences in abilities, interests, values and personality play in industrial psychological practice,
- select appropriate measures of abilities, interests, values and personality, and
- critically reflect on issues such as bias and fairness in the South African context,
PURPOSE
The purpose of this module is to equip students to be able to:
- conduct transportation infrastructure studies and planning in an effective and efficient manner;
- explain the outcomes and principles of transport planning theories, approaches and practices, related to infrastructure; and
- will be required to reflect on personal and/or group competencies by utilising acquired highly specialised intellectual knowledge of Transportation Infrastructure Studies.

OUTCOMES
Students should be able to:
- describe the history and current structure of land transport (road and rail) in South Africa,
- discuss the role of transport infrastructure in development,
- discuss issues related to the design, construction, maintenance and management of land transport infrastructure, and
- explain the financing of land transport infrastructure.

CBE.170 INSURANCE AND RISK MANAGEMENT

INSURANCE AND RISK MANAGEMENT (IRM8X01)
NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the insurance and risk management process which consist of the following:
- theoretical concepts pertaining to insurance and risk management;
- the principles of risk management; and
- risk needs analysis for a client.

OUTCOMES
Students should be able to:
- discuss the life insurance principles, concepts and products;
- discuss capital and income disability insurance principles, concepts and products;
- discuss the serious illness/dread disease insurance principles, concepts and products;
- discuss medical aid and medical insurance principles;
- do a detailed risk analysis for a client;
- discuss short-term insurance and
- discuss the latest developments in the life insurance and risk management industry.
CBE.171 INTEGRATED FINANCIAL PLANNING

INTEGRATED FINANCIAL PLANNING (IFP8X02)
NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to give the student the ability to merge all the different areas of the financial planning process into an integrated strategic financial plan which can be applied in practice. It will include the following aspects of financial planning: gathering of client information; setting financial goals and objectives with the client; analysing and interpreting data; addressing problem areas and devising solutions and presenting findings and recommendations to the client.

OUTCOMES
Students should be able to:
- apply his/her knowledge to real life case studies in order to produce a comprehensive financial plan.

CBE.172 INTEREST RATE MODELING

INTEREST RATE MODELLING (IRM8X02)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide a student with the necessary framework and apply in practical environment methods to model interest rates.

OUTCOMES
Students should be able to:
- analyse interest rate concepts and calculate the modelling methods of interest rate theory.

CBE.173 INTERNATIONAL TRADE: THEORY AND POLICY ISSUES

INTERNATIONAL TRADE: THEORY AND POLICY ISSUES (ITP8X02)
NQF LEVEL: 8
NQF CREDITS: 11
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students’ ability to demonstrate a well-rounded and systematic knowledge base, a coherent and critical understanding of analysis, interpretation, development and application of macroeconomic theory, covering selected international trade, investment and policy issues thereof.

OUTCOMES
Students should be able to:
• evaluate critically what economists know about the process of globalisation. A variety of economic models will be developed and applied to specific issues;
• analyse selected scenarios in international trade using the tools of general and partial equilibrium analysis;
• examine critically the relationship between international trade and economic growth;
• examine how nations restrict trade through tariffs, quotas and other measures;
• analyse trade policy as a tool for economic development;
• apply historical examples to illustrate how economic, social and political factors determine trade policies;
• explain the determinants of foreign exchange rates and how changes affect international trade and investment; and
• discuss several regional integration schemes, and their advantages and disadvantages.

INTERNET INFRASTRUCTURES

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to possess theoretical academic knowledge of the recent developments in the Internet infrastructure environment and the implications thereof on corporate Information Management strategy; acquire the analytical skills necessary to act towards realising, planning, developing and implementing Internet-based Information Infrastructures. Furthermore, students are equipped with research skills through independent research, report writing and communicating research results.

OUTCOMES
Students should be able to:
• discuss the concept of an “Internet Infrastructure”,
• apply Internet concepts in the business environment, and
do research on advanced information management issues regarding Internet infrastructure.

CBE.175 INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY: ARCHITECTURES (ITM8X02)
NQF LEVEL: 8
NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with an understanding of architectures within an IT perspective. This course should provide students with insight into architectural styles. This course focuses on aligning business processes with IT systems by analysing architectural styles that promotes this paradigm. Although various architectural designs are discussed, those styles that focus on service-oriented principles will be emphasized. Principles of service design and strategic goals associated with creating, managing and maintaining architectural design paradigms in today’s competitive IT environment, will be addressed.

OUTCOMES
Students should be able to:
- understand what is meant by an IT architectural style;
- discuss different types of IT architectural styles;
- describe the service-oriented paradigm;
- understand and implement various design principles related to IT architecture; and
- describe how business processes can be aligned to IT through an IT architectural style.

INFORMATION TECHNOLOGY: RESEARCH METHODOLOGY (ITM8X03)
NQF LEVEL: 8
NQF CREDITS: 16

PURPOSE
The purpose of this module is to provide the students with knowledge in order to explain the nature and process of research and to conduct their own research to find answers to their specific research problems.

OUTCOMES
Students should be able to:
- identify a research problem, a research method and formulate a proposal to solve the problem;
- select the most suitable research strategy (design, methods and approaches) to solve the problem;
- carry out the research design, data collection, analysis and interpretation, make accurate conclusions on completion of the research; and
• do scientific research and report on their research in an academically appropriate way.

CBE.176  INTRODUCTION TO AVIATION AND REGULATION

INTRODUCTION TO AVIATION AND REGULATION (TRE8X13)
NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the students to concepts of aviation and prepare them to analyse national and international aviation policies and regulations. Students will be required to evaluate the role of domestic and international aviation policy, conventions and legislations in a range of contexts. Lastly students will be required to reflect on the impact of aviation activities on national and international economies.

OUTCOMES
Students should be able to:
• identify various organisations in the air transport industry or regulatory bodies in the aviation sector, reflecting on possible employment opportunities in these areas,
• discuss the role and importance of air transport in the national economy. Discuss and evaluate the different stakeholders in aviation and reflect on their individual roles and needs,
• conduct highly specialised, scholastic, professional, technical and advanced research in aviation matters, including gathering, analysing and interpreting related information using the appropriate management technology and reflect upon the research undertaken,
• communicate effectively, in writing and/or orally to demonstrate an ability to critically review, consolidate and extend a systematic and coherent body of knowledge with respect to issues common to the air transport industry and reflect upon the communication undertaken,
• make a contribution to the level of knowledge and professionalism in the aviation sector thus positively impacting on the economy, and
• demonstrate a positive approach to different communities and sensitivity for the social, economic and cultural differences and needs, particularly with respect to economics and management, within these communities.

CBE.177  INTRODUCTION TO DERIVATIVE SECURITIES

INTRODUCTION TO DERIVATIVE SECURITIES (IDS8X01)
NQF LEVEL: 8  NQF CREDITS: 10
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide the student with a strong background of derivative securities and their implications on the financial market.

OUTCOMES
Students should be able to:
• construct and compare various option pricing models in various scenarios as well as describe the risks inherent in the option positions.

CBE.178 INTRODUCTION TO SHIPPING AND MARITIME REGULATION

INTRODUCTION TO SHIPPING AND MARITIME REGULATION
(TRE8X11)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce students to basic concepts and aspects of the maritime industry. The students will be enabled to analyse aspects of national and international maritime economics. Students will be required to reflect on competencies by utilising acquired knowledge of the shipping and maritime industry.

OUTCOMES
Students should be able to:
• identify various organisations in the shipping market and in the regulation of the maritime sector,
• discuss the role and importance of maritime transport in the national economy and apply regulatory concepts and principles to the industry,
• demonstrate theoretical knowledge of the shipping market and maritime regulation, and
• plan and undertake research in maritime matters, including gathering, analysing and interpreting related information using the appropriate management technology and reflect upon the research undertaken.

CBE.179 INVESTMENT PLANNING

INVESTMENT PLANNING
(INP8X01)
NQF LEVEL: 8
NQF CREDITS: 15
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to enable students to prepare an investment plan for a client in terms of needs, risk profile and expectations; evaluate the performance of the investment portfolio; suggest changes in the portfolio in terms of performance, changing needs and new products that become available or changes in taxation; and present findings and recommendations to the client.

OUTCOMES
Students should be able to:
  • distinguish between the major asset classes;
  • analyse the impact of currency fluctuation on determining investment returns;
  • discuss the different types of investment risk and determine the risk profile and investment needs of the client;
  • design a structured investment plan for the client;
  • manage the performance of the investment portfolio;
  • discuss the tax consequences of different investments; and
  • evaluate the performance of collective investment schemes.

CBE.180 KNOWLEDGE MANAGEMENT

KNOWLEDGE MANAGEMENT (IMA8X06/ITM8X04)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to possess theoretical academic knowledge of recent developments with regard to Intellectual Capital Management as an aspect of Knowledge Management; and acquire the analytical skills necessary to contribute to the planning and implementation of an intellectual capital management initiative in the workplace. Furthermore students are equipped with research skills through independent research, report writing and communicating research results.

OUTCOMES
Students should be able to:
  • describe the concept of Knowledge Management,
  • describe the concept of Intellectual Capital Management,
  • describe the concept Intellectual Capital Measurement, and
  • do research on advanced information management issues specifically in the field of Intellectual Capital.
CBE.181 LEARNING AND DEVELOPMENT

LEARNING AND DEVELOPMENT (HRM8X12)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to empower the student to understand, debate and research these themes: adult education as a discipline and practice; learning transfer link to thinking styles, e-learning and multiple learning methods; learning communities, online learning and learning subcultures; metacognition and how to learn; CoPs, service learning and organisational development (OD) support; and L&D Professionals as strategic business partners and change, context and culture agents in organisations.

OUTCOMES
Students should be able to:
• understand how and why adults learn;
• employ thinking styles & e-learning to promote transfer of learning;
• describe youth, online & subculture learning communities;
• explain how one can use metacognition.to learn how to learn;
• promote Communities of Practice (CoPs) for innovative learning organisations; and
• investigate the evolving role of the L&D Professional as a strategic partner and change agent.

CBE.182 LEADERSHIP DEVELOPMENT

LEADERSHIP DEVELOPMENT (HRM8X21)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to create an awareness of and mastering future-fit leadership, through effective use and integration of theoretical and practical (resources) to ensure leadership and organisational sustainability.

OUTCOMES
Students should be able to:
• become aware of and develop personal, interpersonal and professional leadership qualities through reflection; and
• to solve an organisational challenge by integrating each module’s outcomes of
the qualification and relevant literature.

CBE.183 LOGISTICS DECISION SUPPORT SYSTEMS

LOGISTICS DECISION SUPPORT SYSTEMS (LMA8X03)
NQF LEVEL: 8 NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide the student with knowledge of and insight
into the importance of information technology as a business tool, basic concepts of
information technology systems and the information system building blocks. Successful completion of this module will also:
• enable the student to identify, understand and apply system software
  applications as management tool and to reflect on the applications made,
• enable the student to reflect on personal and/or group competencies and output
  by utilising acquired highly specialised intellectual knowledge of logistics
decision support systems.

OUTCOMES
Students should be able to:
• identify various organisations in logistics decisions support system activities,
• discuss and explain the basic logistics decision support system concepts,
• discuss and describe logistics decision support system applications,
• apply the management principles of organising and co-ordinating resources in
  an information technology and logistics management context,
• conduct highly specialised, scholastic, professional, technical and advanced
  research in (and practical applications of) information technology in logistics
  management - including gathering, analysing and interpreting related
  information using the appropriate management technology and reflect upon the
  research undertaken and applications made, and
• communicate effectively, in writing and/or orally to demonstrate an ability to
  critically review, consolidate and extend a systematic and coherent body of
  knowledge with respect to issues related to information technology in logistics
  management, and reflect upon the communication undertaken.

CBE.184 LOGISTICS PROJECT MANAGEMENT

LOGISTICS PROJECT MANAGEMENT (LMA8X05)
NQF LEVEL: 8 NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%

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PURPOSE
The purpose of this module is to introduce the student to the objectives and principles of project management. This module also prepares the student to acquire and apply the necessary technical skills to interpret and design a project management system on a highly advanced level and to reflect on the specialised applications made. Furthermore, this module develops the students’ intellectual competency to be able to analyse, transform and critically evaluate new information on various aspects of project management in a range of context to resolve abstract contextual problems and reflect on the role of management and its efficiency in delivering projects; and enables the student to reflect on personal and/or group competencies and output, by utilizing acquired highly specialised intellectual knowledge of project management.

OUTCOMES
Students should be able to:
- identify and critically evaluate the project life cycle on a highly specialised level and reflect on the various constraints that affect this life cycle,
- evaluate and explain the project manager’s three constraint problems,
- apply project management principles and reflect on the financial implications and the applications made,
- conduct highly specialised, scholastic, professional, technical and advanced research in project management,
- communicate effectively in writing and/or orally to demonstrate an ability to critically review, consolidate and extend a systematic and coherent body of knowledge with respect to elements of project management, and reflect upon the communication undertaken, and
- evaluate and apply objectives and principles of project management.

CBE.185 MACROECONOMICS

MACROECONOMICS 4 (MAE8X02)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students’ ability to demonstrate a well-rounded and systematic knowledge base, a coherent and critical understanding, analysis and interpretation, development and application of macroeconomic theory covering selected macroeconomic issues and policy thereof.

OUTCOMES
Students should be able to:
evaluate specific key aspects of the Keynes-Classical Debate and the Neoclassical-Keynesian Synthesis critically, bringing into consideration selected alternative interpretations of Keynesian economics;

assess critically the core propositions of Monetarism and their implications for macroeconomic policy;

evaluate critically specific key elements and inferences of Supply-side economics and the implications for macroeconomic policy;

analyse and evaluate specific key elements and inferences of New Classical Economics (The Rational Expectations Theory and Real Business Cycle Theory) and the implications for macroeconomic policy logically;

evaluate critically specific key elements and inferences of Post Keynesian Theory and the implications for macroeconomic policy;

evaluate critically specific key elements of New Keynesian Theory and its macroeconomic conclusions and policy implications;

provide a critical assessment of specific macroeconomic issues and policy relating to growth and unemployment bringing into consideration the relevance of different macroeconomic schools;

provide a critical assessment of specific macroeconomic issues and policy relating to savings, consumption and capital formation (investment), bringing into consideration the relevance of different macroeconomic schools; and

provide a critical assessment of specific macroeconomic issues and policy relating to inflation, bringing into consideration the relevance of different macroeconomic schools.

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**CBE.186 MANAGEMENT ACCOUNTING**

**MANAGEMENT ACCOUNTING: CASE STUDY (MAC8X00)**

**NQF LEVEL: 8**

**NQF CREDITS: 30**

**CALCULATION CRITERIA**

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 60%

Examination Mark Weight – 40%

**PURPOSE**

The purpose of this module is to prepare students to translate long-term managerial and financial decisions into medium-term plans. Students should be able to use data and relevant technology to manage organisational and individual performance, allocate resources to implement decisions, monitor and report implementation of decisions, as well as prepare and interpret financial statements that shows performance. Students will be required to demonstrate their integration of knowledge and management accounting skills by answering case study questions that are set in a simulated business context relating to one or more fictionalised organisations linked to a real business or industry.

The module outcomes are aligned with the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and prepare students for a career in finance and financial management and also for further studies in the sub-field of Financial Management.

**OUTCOMES**

Students should be able to:
explain the role of finance within the ecosystem of an organisation and describe the activities performed by finance professionals;

examine the impact of the 4IR on the world in which finance operates;

identify how finance professionals use data to create and preserve value for their organisations and work collaboratively with other parts of the organisation;

analyse business models into their respective elements with a focus on digital ecosystems;

compare and contrast leadership and management styles;

analyse performance and explain how to manage relationships;

apply project management tools and techniques;

apply intermediate to advanced costing methods to determine costs for different purposes, improve profitability, enhance quality and improve value creation;

discuss and prepare budgets and implement budgetary control;

explain the decision-making process and apply investment appraisal techniques to different projects

discuss pricing strategies;

apply appropriate techniques to support short-term decisions and take advantage of business opportunities;

apply basic risk management tools;

discuss performance approaches to performance measurement and control of organisations and responsibility centres;

explain behaviour and transfer pricing issues as they relate to management of responsibility centres;

identify regulators and regulations that are applicable to an organisation;

apply corporate governance principles to financial reporting;

apply financial reporting standards to prepare individual and consolidated annual financial statements;

calculate tax for corporates and explain international taxation issues;

apply different techniques used to manage working capital;

explain the different types of capital associated with integrated reporting;

compare and contrast sources of finance, along with calculating the cost of long-term funds; and

analyse financial statements and recommend suitable courses of action.

All of the above outcomes should be achieved through the answering of case study questions.

MANAGEMENT ACCOUNTING: STRATEGY (MAA8X00)
NQF LEVEL 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student needs a cumulative year mark of 40% to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 60:40. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to provide students with the skills to apply financial and non-financial information to support the formulation, evaluation, and successful implementation of organisational strategies.
The module meets the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and therefore prepares students for a career in finance and financial management and also for further study in the field of Financial Management.

OUTCOMES
Students should be able to:

- evaluate the process of strategy formulation and the tools and techniques that are used to perform this function;
- evaluate the influence of organisational ecosystems on an organisation’s strategy and the related ethical issues arising from such interaction evaluate the process of strategy formulation and the tools and techniques that are used to perform this function;
- advise on an organisations’ digital and information strategy and its relationship with other parts of the organisation;
- explain how digitisation impacts the ability of the finance function to support an organisations strategies and operations;
- evaluate the tools and techniques of strategy implementation;
- use appropriate tools and techniques to generate, and develop strategic options;
- evaluate strategic options and produce strategy by the integration of choices into coherent strategy;
- evaluate the tools and techniques of strategy implementation; and
- develop strategic performance management systems suitable to the context of the organisation.

CBE.187 MANAGEMENT AND ASSURANCE OF INFORMATION TECHNOLOGY

MANAGEMENT AND ASSURANCE OF INFORMATION TECHNOLOGY (MIT8X02)
NQF LEVEL 8 NUMBER OF CREDITS: 15

CALCULATION CRITERIA
Minimum full period mark for examination entrance - 40%.
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop competencies regarding the concepts and principles related to the management and assurance of information technology. This module covers management’s role in addressing information technology risks which threaten the entity’s ability to achieve its objectives. In addition, students will learn approaches to evaluate and address technology risk throughout the organisation from the perspective of internal auditing.

OUTCOMES
Students should be able to:

- identify and discuss the impact of emerging technologies on the risk profile of an entity;
• identify the internal auditor’s objectives in performing an audit of a computerised information system;
• critically evaluate and discuss how to adapt audit coverage to areas of advanced and emerging technologies;
• evaluate the techniques available to help the auditor to provide assurance using computer programs; and
• evaluate and recommend on the process for designing auditing application controls.

CBE.188 MANAGEMENT INFORMATION SYSTEMS

MANAGEMENT INFORMATION SYSTEMS (IMA8X07)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to possess theoretical academic knowledge of the importance of Information System utilisation in various organisations; be able to identify design criteria for Information Systems; and acquire the analytical skills necessary to contribute to the maintenance, management and improvement on existing Information Systems. Furthermore students are equipped with research skills through independent research, report writing and communicating research results.

OUTCOMES
Students should be able to:
• understand the structure of information systems,
• identify the key components of an information system,
• improve security of information systems, and
• do research on subject matter pertaining to the field of Management Information Systems.

CBE.189 MANAGEMENT OF INFORMATION TECHNOLOGY PROJECTS

MANAGEMENT OF INFORMATION TECHNOLOGY PROJECTS (ITM8X05)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students who can demonstrate focused knowledge on general principles and application in the management of IT projects within the broader organisational context. While some of the effort will be devoted to the management of individual projects, the major emphasis will be on managerial and strategic aspects of information technology projects.

OUTCOMES
Students should be able to:
- demonstrate an understanding of the purpose and value managing IT projects according to best practice has for an organisation.
- explain the major processes and activities required to manage an IT project
- explain the major phases and steps required to manage an IT project
- identify elements and resources that are required to manage IT projects within the organisational context
- describe and explain the different roles and responsibilities of the IT project stakeholders; and
- demonstrate an understanding of the purpose and value of leadership in creating an environment that is conducive to successful IT projects.

CBE.190 MATHMATICAL ECONOMICS

MATHEMATICAL ECONOMICS 4 (MAN8X01)
NQF LEVEL: 8 NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide the student with the fundamental mathematical models necessary to gain a proper understanding of the current economic literature. More specifically, the module aims to develop the student’s ability to understand microeconomic theory, macroeconomic theory and economic growth and development. The module will use, reinforce and build on matrix algebra and differential equations in the application of certain economic theories. In addition the students will be exposed to the applications of difference equations in economic analysis and to the elements of optimal control in solving economic problems.

OUTCOMES
Students should be able to:
- understand comparative statics and its application in economics analysis;
- competently apply the envelop theorem to solving economic problems;
- understand the marginalist paradigm and the meaning of theories and refutable propositions;
- competently apply the results from the duality theory to the analysis of consumer and firm behaviour;
- competently derive the cost functions and the demand functions and do the relevant static comparative analysis;
- competently apply the Shephard lemma, and the Hoteling lemma to the analysis of production and cost functions;
• competently apply the Roy’s identity in demand analysis;
• competently use the Hamiltonian and the transversality conditions in analysing dynamic optimisation problems;
• competently analyse the common functional forms of utility functions (e.g. the Cobb-Douglas and the Constant Elasticity of Substitution (CES) functions) and derive the resulting demand function using duality relationships; and
• competently derive duality relationships using the direct utility function, the indirect utility function, the cost function and the distance function.

CBE.191 METHODOLOGY, RESEARCH AND PLANNING

METHODOLOGY, RESEARCH AND PLANNING (TDM8X02)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with advanced theoretical research knowledge and practical research skills. Students are taught to design and conduct independent, qualitative and quantitative research. Research results are presented to a panel of examiners.

OUTCOMES
Students should be able to:
• source, examine and critically evaluate peer-reviewed, accredited articles and research reports prepared by tourism authorities,
• identify an appropriate research problem and research objectives,
• identify an appropriate research design including selecting an appropriate sample and data collection procedure,
• collect and analyse the data,
• draw appropriate scientific conclusions from these results,
• produce and present an academic research report to a panel, and
• reflect on their theoretical knowledge in research methodology.

CBE.192 MICROECONOMICS

MICROECONOMICS 4 (MIE8X01)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to introduce the student to the world of Advanced Microeconomic Analyses. This module covers game theory, demand estimation and forecasting, production and cost estimation and competition policy.

OUTCOMES
Students should be able to:

- apply game theory in decision making;
- apply advanced principles of game theory and the relevant techniques of risk management;
- correctly estimate and forecast demand functions;
- explain and practically apply the direct methods of demand estimation, regression analysis, economic statistical and econometric analysis of the estimated demand functions; and elasticity analysis on the estimated demand function;
- discuss and practically apply the trend-to-ratio method and dummy variables (in order to cater for seasonal variation), smoothing techniques (in order to cater for random variations) and the barometric method (in order to cater for cyclical variation);
- practically apply input-output technique in order to illustrate the derivation of income-, employment-, and tax multipliers;
- correctly estimate and evaluate production and cost functions;
- correctly estimate the Cobb-Douglas and Constant Elasticity of Substitution (CES) production functions and evaluate the results and solutions for multiple plants and multiple product production problems;
- correctly estimate a short-run cost function and evaluate and apply the results;
- correctly evaluate and apply the estimated parameters of a long-run cost function;
- comprehensively discuss and evaluate competition policy in South Africa;
- fully discuss both the evolution of competition policy in South Africa and the need for competition laws;
- correctly evaluate the interaction between competition policy, international trade policy and industrial strategy;
- fully evaluate the impact of competition policy on public corporations, professions and empowerment;
- comprehensively discuss the instruments, institutions and enforcement of competition policy; and
- comprehensively evaluate the merger analytical framework utilised in South African competition law.

CBE.193  MONETARY THEORY

MONETARY THEORY A  
(MTE8X01)  
NQF LEVEL: 8  
NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%  
Full Period Mark Weight – 50%  
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to develop students to demonstrate an advanced
theoretical and applied knowledge and understanding of the role of money in the
economy.

OUTCOMES
Students should be able to:
• evaluate theories and related models critically with regards to determination of
interest rate;
• understand the standard theory with regard to the determinants and the
 generation of interest rates given the priories on information completeness;
• critically evaluate the functioning of the related model with regards to the
determination of interest rates;
• apply models in the analysis of qualitative as well as quantitative information as
reflected in hypothetical and/or real economic data and the finding on such data
and correctly interpret; evaluate theories and related models critically with
regards to the determination of exchange rates;
• understand the standard theory with regards to the determinants and the
generation of exchange rates given the priories on information completeness;
• critically evaluate the functioning of the related models with regards to the
determinants of exchange rates; and
• apply these models in the analysis of qualitative and quantitative information as
reflected in hypothetical and/or real economic data and interpret the findings
correctly.

MONETARY POLICY B  
(MTE8X02)  
NQF LEVEL: 8  
NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students to demonstrate an advanced
knowledge and understanding of the role of money and monetary policy in South
Africa and the world economy.

OUTCOMES
Students should be able to:
• critically evaluate the theoretical ideas that underlie the monetary policy
consensus;
• comprehend the implications of the existing policy models for the execution of
monetary policy; and
• critically evaluate alternative views to the monetary policy consensus.
CBE.194 NATIONAL AND INTERNATIONAL TRANSPORT POLICY

NATIONAL AND INTERNATIONAL TRANSPORT POLICY

(TRE8X02)  

NQF LEVEL: 8  
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%  
Full Period Mark Weight – 50%  
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to various government departments and agencies in South Africa dealing with transport policy. Students will be required to evaluate national and international approaches to policy formulation and instruments. Lastly, students will be equipped to analyse transport policy documents and also reflect on the principles of transport policy formulation applied to identifying possible problems and solutions.

OUTCOMES
Students should be able to:
• critically evaluate South African transport policies and strategies that guide the development of the transportation sector in the country.
• examine relevant national and international case studies and apply their lessons to the transportation sector in South Africa
• contextualise national and international transport policies and strategies on the development of the transportation sector in general; and
• prepare the student for the “world of work” by means of a critical evaluation and presentation of case studies.

CBE.195 NATIONAL AND LOCAL GOVERNMENT FINANCE

NATIONAL AND LOCAL GOVERNMENT FINANCE

(NLG8X01)  

NQF LEVEL: 8  
NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%  
Full Period Mark Weight – 50%  
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students’ ability to demonstrate a well-rounded and systematic knowledge base, a coherent and critical understanding of analysis, interpretation, development and application of economic principles and methods on national, provincial and local government finance thereof.

OUTCOMES
Students should be able to:
• explain, and evaluate critically the role of the South African government in the economy;
• demonstrate, explain, and evaluate critically the phenomenon of public expenditure in South Africa;
• discuss, explain and evaluate the issues pertaining to taxation fully;
• explain and evaluate the development of South Africa’s fiscal and social policy critically;
• provide a critical assessment, explain and evaluate the issues pertaining to intergovernmental relations;
• evaluate, discuss and explain issues pertaining to local economic development critically;
• provide a critical assessment of public/private partnerships as a tool to improve service delivery;
• evaluate critically and explain the entrepreneurial role of government; and
• assess critically the impact issues such as of HIV/AIDS, poverty, unemployment, and illiteracy on the South African economy and discuss the role of government in fighting these pandemics.

CBE.196 NEW DEVELOPMENTS IN INFORMATION TECHNOLOGY

NEW DEVELOPMENTS IN INFORMATION TECHNOLOGY (ITM8X06)
NQF LEVEL: 8
NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to gain comprehensive and systematic knowledge to analyse future developments in information technology in order to achieve a competitive advantage in business.

OUTCOMES
Students should be able to:
• demonstrate an understanding of current developments and trends that influence information technology
• demonstrate an understanding of future developments and trends that influences information technology
• demonstrate knowledge to investigate future developments and trends and critically analyse these trends
• critically analyse what the impact of future developments and trends have on organisations and the way that organisations will do business; and
• explain the decision-making process on the implementation of developments and trends.
NUMERICAL METHODS IN FINANCE

CBE.197

NUMERICAL METHODS IN FINANCE (NMF8X01)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the numerical techniques used in the financial market environment required to solve quantitative finance problems.

OUTCOMES
Students should be able to:
• produce and interpret various financial instruments modelling techniques.

ORGANISATIONAL LEADERSHIP

CBE.198

ORGANISATIONAL LEADERSHIP (HRM8X20)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to supply students with the knowledge and skills in basic theories and principles of organisational behaviour, leadership and business and management ethics. The emphasis of this module is the development of critical analysis, application and problem-solving skills to manage individual, group and organisational effectiveness within the work-context through the knowledge of organisational leadership.

OUTCOMES
Students should be able to:
• to demonstrate an understanding of behaviour in organisations through the systematic study of organisational leadership at individual, group and organisational level,
• explain and predict the behaviour of people using organisational theories and concepts,
• develop practical skills in applying organisational leadership theories and practices towards improving the effectiveness of an organisation,
• develop skills to manage and work effectively with people at individual, group and organisational levels, and
• evaluate the role HR practitioners can play at the individual, group and organisation systems level.
**CBE.199 ORGANISATIONAL WELLNESS**

**ORGANISATIONAL WELLNESS** (IPS8X06)

**NQF LEVEL:** 8  
**NQF CREDITS:** 12

**CALCULATION CRITERIA**
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

**PURPOSE**
The purpose of this module is to provide students with knowledge and skills specific to the development of wellness in organisations. Students are guided to apply higher order thinking skills, basic academic success skills, discipline-specific knowledge and skills, appreciate academic values, prepare for work and a career in the field of Industrial Psychology, and to develop personally.

**OUTCOMES**
Students should be able to:
- discuss the contribution of a positive approach to organisational wellness,
- discuss the responsibility of the industrial psychology practitioner with regard to organisational well-being,
- analyse the conceptual positive framework underlying the construction of organisational wellness,
- facilitate a positive, participative approach for designing an organisation with optimal levels of well-being,
- discuss the merits of decent work, and
- reframe Human Resource Management in terms of the philosophy of sustainability.

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**CBE.200 PERFORMANCE AND RISK STRATEGY**

**PERFORMANCE AND RISK STRATEGY** (PER8X00)

**NQF LEVEL:** 8  
**NQF CREDITS:** 30

**CALCULATION CRITERIA**
A student needs a cumulative year mark of 40% to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 60:40.
A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

**PURPOSE**
The purpose of this module is to provide students with the competencies, knowledge and skills required to analyse, evaluate and apply the techniques, processes and internal control systems to measure performance, control and cyber risks associated with different types of organisations.

The module outcomes are aligned with the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and therefore prepare students for a
career in finance and financial management and also for further studies in the subfield of Financial Management.

OUTCOMES
Students should be able to:

- analyse risks associated with an organisation’s strategy formulation;
- evaluate types of risk facing an organisation and recommend appropriate responses;
- evaluate ethical, social and environmental issues arising from risk management;
- evaluate control systems (tools, processes, strategies and internal controls) for managing the strategy and activities of an organisation;
- analyse the threats to the cyber security of an organisation;
- review the cyber security process of an organisation and explain the tools and techniques used to manage cyber risk;
- evaluate the cyber risk reporting frameworks which are used to communicate an organisation’s cyber risk;
- evaluate the purpose and process of audit in the context of internal control systems;
- evaluate the ethical issues facing an organisation and its employees, and the risks associated with corporate governance;
- demonstrate suitable research skills by completing a project within the scope of the module syllabus.

CBE.201 PERFORMANCE MANAGEMENT

PERFORMANCE MANAGEMENT (HRM8X14)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

The purpose of this module is to provide the contextual relevance that will enable students as HR professionals to be true business partners in the senior management team of any organisation.

OUTCOMES
Students should be able to:

- performance management in context,
- organisational performance,
- process performance, and
- individual performance.

CBE.202 PORTFOLIO MANAGEMENT

PORTFOLIO MANAGEMENT (POM8X02)
NQF LEVEL: 8
NQF CREDITS: 15
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to strengthen the student’s knowledge in the field of portfolio management. The module is comprised of a wide range of portfolio management concepts, theories and traditional asset classes. Mastering of the module will provide students with the ability to synthesise complex portfolio management principles and utilise portfolio management construction and evaluation techniques in a professional manner.

OUTCOMES
Students should be able to:
- question the portfolio management process and prepare the investment policy statement;
- construct and manage portfolios for both individual and institutional investors;
- analyse capital markets and formulate expectations;
- perform asset allocation;
- manage fixed-income portfolios;
- manage equity portfolios;
- manage alternative investment portfolios;
- identify, measure, and manage portfolio risk;
- execute portfolio decisions;
- monitor and rebalance portfolios;
- evaluate portfolio performance;
- present portfolio performance compliant with Global Investment Performance Standards (GIPS);
- demonstrate an ability to apply theoretical principles to practical MS Excel modelling;
- conceptualise and interpret relevant research and case studies in the field of portfolio management;
- complete a portfolio simulation assignment; and
- complete a research project in the field of portfolio management.

CBE.203 PRACTICAL MARKETING

PRACTICAL MARKETING (MMA8X19)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight –100%

PURPOSE
The purpose of this module is to provide students with soft or practical marketing skills in order to equip them adequately to perform marketing related activities within a business’s marketing environment. This module furthermore complements the knowledge and skills students gain in the other modules offered in the programme.
OUTCOMES
Students should be able to:
• utilise skills and knowledge obtained in other modules to practically perform marketing-related activities to a given topic, project or case study.

CBE.204 PROPERTY PORTFOLIO MANAGEMENT

PROPERTY PORTFOLIO MANAGEMENT (PPM8X02)
NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
This purpose of this module is to equip a student with the knowledge and tools necessary to manage a property portfolio, thus contributing to the property management needs of both rural and urban societies.

OUTCOMES
Students should be able to:
• consider diversification in a property portfolio;
• develop a property portfolio strategy;
• describe the property portfolio management process;
• describe the importance of leases as a key to performance and value;
• discuss the elements of investing in international real estate;
• oversee a property management office and generate different reports;
• manage different types of properties; and
• identify, measure and control risk and health and safety issues in property.

CBE.205 PSYCHOMETRIC THEORY

PSYCHOMETRIC THEORY (IPS8X07)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with an introduction to psychological tests theory, as it relates to the construction and validation of psychological tests in industrial psychological contexts. The module also aims to prepare students for further study in psychological test development and to equip them with the necessary knowledge and test construction skills to function as psychometrics and psychologists. An integrated assessment approach will be followed during this module.
OUTCOMES
Students should be able to:
• write psychological test items to represent theoretical constructs of interest,
• employ item analysis procedures to select items for a test,
• calculate and evaluate test reliability statistics,
• examine tests and items for the presence of measurement bias with respect to different demographic groups, and
• calculate and evaluate test validity statistics.

PUBLIC MANAGEMENT AND GOVERNANCE: METHODOLOGY
(PMG8X02)
NQF LEVEL: 8
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to provide students the tools and skills to effectively prepare dissertations, theses and research reports using critical thinking and qualitative and quantitative analysis.

OUTCOMES
Students should be able to:
• demonstrate an understanding of and apply research concepts and methodologies,
• apply ethical principles in conducting applied research,
• integrate qualitative and quantitative information, methods and evidence to support decision-making in the public sector, and
• apply critical systems thinking and practice to compiling research proposals, dissertations and theses in public sector issues.

PUBLIC MANAGEMENT AND GOVERNANCE: RESEARCH ESSAY
(PMG8X01)
NQF LEVEL: 8
NQF CREDITS: 40

CALCULATION CRITERIA
Continuous assessment
Full Period Mark Weight – 100%
If this module is the last module outstanding to graduate a special assessment will be allocated with permission from the Director of the School.

PURPOSE
The purpose of this module is to enable students to apply research methodology skills acquired in the compulsory methodology course and to develop a research
proposal and complete an appropriate research project according to the accepted proposal.

OUTCOMES
Students should be able to:
• explain and apply the process for compiling research essays for academic submissions to demonstrate a public sector research project,
• demonstrate an understanding of and apply research methodologies and principles for academic purposes, and
• conduct independent research and critically develop an appropriate research proposal in order to evaluate an issue in the area of public management and governance.

CBE.207 QUANTITATIVE ECONOMICS

QUANTITATIVE ECONOMICS 4 (QTE8X01)
NQF LEVEL: 8
NQF CREDITS: 11

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
This purpose of this module is to build on the notions already acquired by the undergraduate students in linear algebra and introduces more tools that are needed to handle econometric models. The module also introduces the concept of difference equations that is important to understanding models of time series econometrics and to the analysis of dynamic models in econometrics and economics as well as financial economics. Thus, the student who will be exposed to the materials in this module will acquire the necessary tools to understand advanced models in both economics and econometrics.

OUTCOMES
Students should be able to:
• competently apply the notions of c-, s- and g-inverse in the solution of systems of linear equations;
• critically apply the notions of ranks of matrices, matrix factorization and partitioned matrices to econometric model analysis;
• critically apply the notions of Kronecker products of matrices, characteristic roots and vectors, orthogonal matrices, symmetric matrices to the analysis of econometric models;
• competently solve the first- and second-order difference equations;
• critically apply the notion of difference equations to the analysis of dynamic economic models and to the analysis of time series models;
• competently apply the concepts of matrix differentiation, differentiation of the trace of a matrix and differentiation of the determinant of a matrix to econometric analysis;
• competently apply the notions of matrix vectorisation and linear restricted matrices to econometric analysis;
• understand and explain the general linear model (GLM) and the general linear structural econometric model (GLSEM); and
• competently apply the notion of the differentiation of symmetric quadratic forms to the problem of the derivation of the estimate of an econometric model, especially the method of least squares and maximum likelihood methods.

CBE.208 QUANTITATIVE INVESTMENT ANALYSIS

QUANTITATIVE INVESTMENT ANALYSIS (QIA8X01)
NQF LEVEL: 8
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to strengthen the student’s knowledge in the field of Quantitative Investment Analysis. The module is comprised of a curriculum related to theoretical and applied quantitative and statistical principles. Mastering of the module will provide students with sound quantitative decision-making tools within the investment arena.

OUTCOMES
Students should be able to:
• perform and interpret correlation and regression analyses;
• analyse and interpret time series analysis;
• apply and interpret nonparametric methods
• apply and interpret analysis of Variances (ANOVA) to investment decision;
• demonstrate an ability to apply theoretical principles to practical MS Excel modelling; and
• conceptualise and interpret relevant research and case studies in the field of quantitative investment analysis.

CBE.209 QUANTITATIVE MANAGEMENT TECHNIQUES IN LOGISTICS

QUANTITATIVE MANAGEMENT TECHNIQUES IN LOGISTICS (LMA8X06)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide the student with insight into the importance of quantitative analysis as a decision tool on a strategic, tactical and operational level in logistics. This module also enables the student to apply quantitative analysis
techniques in logistics decisions and reflect upon the application made. Furthermore, it enhances the student’s ability to perform rational and analytical decision-making in logistics. This module also prepares the student for a career in logistics management and provide a basis for further learning in the field of Logistics and Supply Chain Management.

OUTCOMES
Students should be able to:
- critically discuss and explain the application of quantitative analysis techniques for decision making,
- plan and undertake research in and practical application of quantitative analysis in logistics management,
- communicate effectively, in writing and orally, with respect to issues of quantitative analysis in logistics and supply chain management, and reflect upon the communication undertaken,
- make a contribution to the level of knowledge in the logistics professions, thus positively impacting on the economy and contributing to the redress of poverty in the country, and
- identify various organisations using quantitative analysis.

CBE.210 RAIL TRANSPORT ISSUES

RAIL TRANSPORT ISSUES (TRE8X08)
NQF LEVEL: 8 NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the technological characteristics of railways, with respect to both fixed and moving infrastructure. Students will be required to evaluate the role of information systems in rail transport from a managerial and operational viewpoint. Students will be required to identify current obstacles and impediments to efficient railway operation. Lastly, students will have to reflect on the future operating practices for railways whilst considering the social role of railways and the ability to promote tourism and rural development.

OUTCOMES
Students should be able to:
- describe the technological characteristics of railways;
- discuss the role of information in rail transport;
- discuss the current state of railway operations in Southern Africa;
- describe future organizational arrangements for railways; and
- evaluate the social and developmental role of rail.
CBE.211 RAIL TRANSPORT MANAGEMENT

RAIL TRANSPORT MANAGEMENT (TRE8X07)
NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to equip the student with an understanding of the historical significance of rail transport from an international and South African perspective and to explain current railway developments.

OUTCOMES
Students should be able to:
- describe the historical development of railways,
- distinguish between different approaches to railway organization and management,
- explain the nature of railway costs and the influence of cost patterns on tariff-setting,
- discuss the competitive strengths and weaknesses of railways and their impact on road/rail competition and co-operation, and
- evaluate the future role of railways within a multi-modal context.

CBE.212 RESEARCH DESIGN AND ANALYSIS

RESEARCH DESIGN AND ANALYSIS: QUALITATIVE RESEARCH (IPS8X09)
NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with the skills to read research reports in industrial psychology and to design and conduct studies in industrial psychology. The module focuses on qualitative methods.

Students need to be able to identify an appropriate qualitative research design for a particular research problem. They should be able to plan a study, analyse the collected data and draw appropriate conclusions from the results.

OUTCOMES
Students should be able to:
On completion of the module the student should be able to:
- critically evaluate the assumptions underlying qualitative research designs;
• critically analyse the types and applicability of different methodologies of qualitative research;
• choose an appropriate qualitative research design depending on the research question; and
• design and analyse a qualitative study.

RESEARCH DESIGN AND ANALYSIS: QUANTITATIVE RESEARCH (IPS8X08)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with the skills to read research reports in industrial psychology and to design and conduct studies in industrial psychology. The module focuses on quantitative methods.

Students need to be able to identify an appropriate quantitative research design for a particular research problem. They should be able to plan a study, analyse the collected data and draw appropriate conclusions from the results.

OUTCOMES
Students should be able to:
• critically evaluate the assumptions underlying quantitative research designs;
• choose an appropriate quantitative research design depending on the research question;
• design a quantitative study and use an appropriate sampling technique; and
• analyse numerical data using different statistical techniques.

CBE.213 RESEARCH METHODOLOGY
RESEARCH METHODOLOGY: STRATEGIC MANAGEMENT (STM8X06)
NQF LEVEL: 8
NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to understand the rationale for research and to gain skills in undertaking field research. This module is focused towards the theory required to conduct scientific research. The module culminates in the submission of
a scientifically correct and academically sound research proposal that is generated simultaneously with the research project.

OUTCOMES
Students should be able to:
- Report on the “Scientific method” of research.
- Defend the various paradigms to scientific research.
- Compose a report on the nature of research.
- Justify the use of a scientific research design.
- Debate the techniques of data collection.
- Transform the data collected in empirical research into information; and
- Compose a scientific research proposal.

RESEARCH METHODOLOGY: INTERNAL AUDITING /
TAXATION (RME8X01)
NQF LEVEL 8
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to deepen students’ expertise and theoretical knowledge of research. It aims to equip students with the necessary competence and skills of the scientific research process and applicable methodologies.

OUTCOMES
Students should be able to:
- demonstrate mastery of the basic research process and methodology, and evidence of understanding scholarly processes at work;
- apply the principles relating to business research and referencing; and
- discuss and practically apply the research process.

CBE.214 RESEARCH PROJECT

RESEARCH PROJECT: INFORMATION & KNOWLEDGE MANAGEMENT (IMA8X11)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to equip students with research skills through independent research, report writing and communicating research results. Upon the successful completion of this module a student shall possess cognisance of different
methodological issues in research; be able to formulate a problem statement and hypotheses; explain and apply qualitative and/or quantitative methods in the research design; and acquire the level of research and analytical skills necessary to contribute to scholarly publication in the field of Information and Knowledge Management.

OUTCOMES
Students should be able to:
- demonstrate the different methodological approaches to research in the field of information management,
- demonstrate conceptual and practical research skills, and
- do research on strategic, transitional or operational information and knowledge management issues.

RESEARCH PROJECT: HUMAN RESOURCE MANAGEMENT
(HRM8X17)
NQF LEVEL: 8
NQF CREDITS: 32

CALCULATION CRITERIA
Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module

PURPOSE
The purpose of this module is to provide students with the skills to conduct supervised quantitative research in the field of Human Resource Management (HRM). Students will identify a contemporary problem in the field of HRM. They will draw on detailed knowledge of quantitative methods to develop a proposal which addresses this problem. Students will carry out the research and present and discuss results, limitations of the study, recommendations for future research and practical application in the form of a report.

OUTCOMES
Under supervision, students will be able to:
- identify a research problem in the field of contemporary HRM;
- write a literature review, defining and theoretically analysing the problem;
- provide an appropriate quantitative research design, describing and critiquing the selected instruments;
- collect a body of data and analyse the collected data;
- draw adequate conclusions from the results; and
- present their study in the form of a report.

RESEARCH PROJECT: STRATEGIC MANAGEMENT
(STM8X13)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module.
PURPOSE
The purpose of this module is to develop students’ intellectual competencies and practical skills in doing scientifically correct and academically sound research on a topic in the field of Strategic Management. Great emphasis is placed on working (doing research) independently, although you will be provided with a study leader to assist you with the research project. In some cases your research project can be turned into a publishable article that add to the strategic management body of knowledge.

OUTCOMES
Students should be able to:
- identify a researchable project in your adopt-a-business;
- determine if the research project is feasible;
- construct a research proposal;
- present a comprehensive literature review;
- determine and motivate the scientific methodology that you will use;
- present the findings of the research proposal; and
- construct a poster presentation of your research project.

RESEARCH PROJECT: INFORMATION TECHNOLOGY MANAGEMENT (ITM8X07)
NQF LEVEL: 8
NQF CREDITS: 32

CALCULATION CRITERIA
Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to provide students with the skills to conduct quantitative research in the field of Human Resource Management. Under supervision students need to be able to identify an appropriate quantitative research design for a particular research problem.

OUTCOMES
Students should be able to:
- demonstrate that he/she has an ability to interrogate the literature directly related to his/her research topic and that the student is able to engage in significant independent research,
- demonstrate an ability to use a range of appropriate research techniques used,
- demonstrate critical use of published work and source materials, and
- demonstrate competence in independent work.

RESEARCH PROJECT: ECONOMICS (RPN8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
The year mark and the final submission of the research essay weight is 30:70. A student needs a final mark of 50% to pass the module. There will not be any supplementary assessments for this module.
PURPOSE
The purpose of the research project is to develop the skills required to devise and sustain arguments and to solve problems using the knowledge and techniques acquired through all the lectured modules. It provides students the opportunity to study a topic in depth in which they have a strong interest, under supervision of a mentor. The research project is a synoptic model, where students engage in the process of research, but in a centrally managed programme with close supervision and in a monitored time-frame and with a personal development planning and outcomes focus.

OUTCOMES
Students should be able to:
- identify a research area and narrow it to a specific, manageable research question;
- conduct a literature review;
- write a literature review in a formal academic style, organising the material logically and referencing correctly;
- write a well organised research essay, presenting the research question, the area of economic theory that will be used to address the question, the methodology and the goals of the research; and
- analyse some data and drawing conclusions based on the theoretical framework and/or case studies outlined in the literature review; or
- extend the literature review by conducting an extensive critical analysis of the existing literature in the field of research, drawing some new conclusions.

RESEARCH PROJECT: FINANCIAL MANAGEMENT

NQF LEVEL: 8
NQF CREDIT: 30

CALCULATION CRITERIA
The supervised research project will be assessed using continuous assessment consisting of summative assessments. The half-year mark, contributing 50% of the overall mark will be made up of a formal assessment and various assignments. The final summative assessment will be the submission of the final research project. In line with the philosophy of continuous assessment, no supplementary assessment opportunities will be granted for this module.

Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to equip the student with the ability to evaluate, analyse, interpret and write up research by completing a research project (individual or group work) of limited scope such as, but not limited to an academic article or a research essay on a relevant topic relating to financial strategy or risk and performance management.

OUTCOMES
Students should be able to:
- explain the purposes of research inquiry in the field of financial management, availing themselves of current research ethics;
• understand and apply the use of scales, sampling and surveys in the field of financial management;
• discuss and support various forms of unobtrusive and evaluative research in the field of financial management;
• conceptualise, investigate and analyse issues the field of financial management and problems using appropriate research approaches;
• design a small research project of limited scope in the field of financial management after being equipped with the knowledge, skills and techniques needed to conduct research; and
• demonstrate an ability to write up a minor dissertation of limited scope under supervision in the field of financial management, meeting the criteria stated above.

RESEARCH PROJECT: FINANCIAL PLANNING  (RFP8X00)
NQF LEVEL: 8  NQF CREDIT: 30

CALCULATION CRITERIA
The supervised research project will be assessed using continuous assessment consisting of summative assessments and various assignments, contributing 50% of the overall mark. The final research project will also contribute 50% of the overall mark.

Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to equip the student with the ability to evaluate, analyse, interpret and write up research by completing a research project (individual or group work) of limited scope such as, but not limited to an academic article or a research essay on a relevant topic relating to financial strategy or risk and performance management.

OUTCOMES
Students should be able to:
• demonstrate an ability to conduct research and write up research essay on a relevant topic under supervision, relating to the field of financial planning.

RESEARCH PROJECT: INVESTMENT MANAGEMENT  (RPI8X00)
NQF LEVEL: 8  NQF CREDIT: 30

CALCULATION CRITERIA
The supervised research project will be assessed using continuous assessment consisting of summative assessments and various assignments, contributing 50% of the overall mark. The final research project will also contribute 50% of the overall mark.

Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to equip the student with the ability to evaluate, analyse, interpret and write up research by completing a research project (individual or group work) of limited scope such as, but not limited to an academic article or a research essay on a relevant topic relating to financial strategy or risk and performance management.

OUTCOMES
Students should be able to:

- demonstrate an ability to conduct research and write up a research essay on a relevant topic under supervision, relating to the field of investment management.

RESEARCH PROJECT: LOGISTICS MANAGEMENT
(LMA8X12)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Continuous Assessment
The supervised research project will be assessed using continuous assessment consisting of summative assessments. The half-year mark, contributing 50% of the overall mark will be made up of a formal assessment and various assignments. The final summative assessment will be the submission of the final research project. In line with the philosophy of continuous assessment, no supplementary assessment opportunities will be granted for this module.

PURPOSE
Students who enrol for this module are BCom Hons students and should thus start to appreciate a sense for the methodological aspects of their discipline. At completion of the course, the student should be able to conduct empirical research and to report thereon in an academically sound article

OUTCOMES
Students should be able to:

- reflect upon the philosophical aspects underlying research and science;
- identify a viable research opportunity;
- define the research opportunity following scientific and methodological principles;
- describe the significant literature underpinning the research area following sound scientific principles;
- devise an academically sound, practically implementable method to conduct the research;
- reflect upon how the data resultant from the study will be analysed;
- refine the research proposal to suit the practical realities of conducting empirical research;
- engage in and report on a sound literature review;
- conduct fieldwork and report on the findings delivered by this endeavour;
- conduct a thorough analysis of the findings realised and report thereon;
- deduce conclusions based on the analysis of findings and report thereon;
• crystallise final recommendations and/or managerial implications resultant from the empirical process; and
• coherently report on the research conducted in an academic article.

RESEARCH PROJECT: PROPERTY VALUATION AND MANAGEMENT (RPP8X00)
NQF LEVEL: 8
NQF CREDITS 30

CALCULATION CRITERIA
The supervised research project will be assessed using continuous assessment consisting of summative assessments and various assignments, contributing 50% of the overall mark. The final research project will also contribute 50% of the overall mark.

Continuous Assessment
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 100%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to equip the student with the ability to evaluate, analyse, interpret and write up research by completing a research project (individual or group work) of limited scope such as, but not limited to an academic article or a research essay on a relevant topic within the field of property valuation and management.

OUTCOMES
Students should be able to:
• demonstrate an ability to conduct research and write up a research essay on a relevant topic under supervision, relating to the field of property valuation and management.

RESEARCH PROJECT: QUANTITATIVE FINANCE (RPQ8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to develop the skills required to devise and sustain arguments and to solve problems using the knowledge and techniques acquired through all the lectured modules. It provides students the opportunity to study a topic in depth in which they have a strong interest, under supervision of a mentor. The research project is a synoptic model, where students engage in the process of research, but in a centrally managed programme with close supervision and in a monitored time-frame and with a personal development planning and outcomes focus.
OUTCOMES
Students should be able to:
• research and develop a research proposal and essay under supervision.

RESEARCH PROJECT: TRANSPORT MANAGEMENT
(TRE8X15)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Continuous Assessment
The supervised research project will be assessed using continuous assessment consisting of summative assessments. The half-year mark, contributing 50% of the overall mark will be made up of a formal assessment and various assignments. The final summative assessment will be the submission of the final research project. In line with the philosophy of continuous assessment, no supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to introduce students to a sense for the methodological aspects of their discipline. At completion of the course, the student should be able to conduct empirical research and to report thereon in an academically sound article.

OUTCOMES
Students should be able to:
• reflect upon the philosophical aspects underlying research and science
• identify a viable research opportunity
• define the research opportunity following scientific and methodological principles
• describe the significant literature underpinning the research area following sound scientific principles
• devise an academically sound, practically implementable method to conduct the research
• reflect upon how the data resultant from the study will be analysed
• refine the research proposal to suit the practical realities of conducting empirical research.
• engage in and report on a sound literature review.
• conduct fieldwork and report on the findings delivered by this endeavour.
• conduct a thorough analysis of the findings realised and report thereon.
• deduce conclusions based on the analysis of findings and report thereon.
• crystallise final recommendations and/or managerial implications resultant from the empirical process; and
• coherently report on the research conducted in an academic article.
CBE.215 RETIREMENT PLANNING

RETIREMENT PLANNING

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the retirement planning process which inter alia consists of the following: the capital amount required by an individual at retirement to provide an adequate pension, the effect of tax on retirement planning in the different stages, the tax implications associated with retirement fund contributions, the distribution of retirement fund benefits and the different vehicles available for retirement planning and all applicable legislation, directives and circulars.

OUTCOMES
Students should be able to:
• distinguish between pension, provident, preservation, umbrella and retirement annuity funds
• apply the objectives, processes and criteria for complaints of the office of the pension Funds Adjudicator and determine the fiduciary obligations of key role players
• apply the requisite provisions of the Pension Funds Act with its attendant directives, regulations and the Divorce Act
• determine what constitutes a withdrawal benefit, retirement lump sum benefit and death benefit as well as the income tax and estate duty implications thereof
• distinguish between conventional annuities and living annuities together with its characteristics and advantages; and
• calculate the amount required to meet shortfalls (to ensure a comfortable retirement according to a client's needs) or to ensure an adequate contribution to contribute to a retirement fund.

CBE.216 RISK MANAGEMENT

RISK MEASUREMENT 1

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide the student with the required framework and understanding of the core components of risk management and its measurement in the quantitative finance environment.
OUTCOMES
Students should be able to:
- compose and evaluate various quantitative finance modelling techniques.

RISK MEASUREMENT 2 (RMT8X02)
NQF LEVEL: 8
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to apply the techniques and notions within risk management and its measurement, and to relate this to relevant regulations in the financial market industry.

OUTCOMES
Students should be able to:
- compose and evaluate the various risks and regulations present in the financial market industry.

CBE.217 ROAD FREIGHT TRANSPORT MANAGEMENT

ROAD FREIGHT TRANSPORT MANAGEMENT (TRE8X09)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the role and importance of road freight transport in South Africa. Students will be required to apply various operational and management principles and concepts to road freight transport. Students will have to evaluate information on various aspects of fleet management in road freight transport.

OUTCOMES
Students should be able to:
- describe the different types of organisations in road transport,
- explain the management and marketing functions in road freight transport,
- discuss policy formation and regulatory aspects of road freight transport, and
- describe the future scenarios for road freight transport.
CBE.218 ROAD TRANSPORT COSTING AND DISTRIBUTION

ROAD TRANSPORT COSTING AND DISTRIBUTION (TRE8X10)
NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the importance of road freight transport in the distribution of goods. Students will be required to apply operational and management principles with respect to cost control in road freight transport management. Lastly, students will have to analyse and evaluate information in order to solve problems in a road transport environment.

OUTCOMES
Students should be able to:
- explain the techniques of vehicle costing,
- discuss the use of cost accounting in transport management, and
- describe the role of budgeting in transport decision making.

CBE.219 SERVICES MARKETING

SERVICES MARKETING (MMA8X17)
NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to focus on the development, evaluation and implementation of marketing strategies in service organisations. Develop the student’s intellectual competencies and practical skills in the range of decisions implicit in planning and execution of marketing strategies in service establishments. Provide the student with the knowledge and skills necessary to be able to reflect on their managerial decisions and applications to assess the effect thereof in the holistic context of service establishments as practice.

OUTCOMES
Students should be able to:
- design innovative services and apply the process of service design within a given context;
- select from a range specialised skills to identify, analyse and address the complex issues of the roles of employees, customers, intermediaries, and other marketing mix elements in the delivery of services;
- assess and devise strategies to close customer gaps in order to provide quality services in a diversity of contexts; and
• design strategies to manage service promises, customer satisfaction and customer retention in a diversity of contexts.

CBE.220  SHIPPING AND HARBOURS

SHIPPING AND HARBOURS
(TRE8X12)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the important principles in maritime trade as well as the organisations involved in the management of shipping and harbours. Students will be required to analyse national and international maritime policies and regulations. Lastly, student will have to reflect on the impact of maritime activities on national and international economies as well as the impact on the environment.

OUTCOMES
Students should be able to:
• identify various organisations in the management of shipping and harbours,
• demonstrate theoretical knowledge of the economic principles of maritime trade, and
• plan and undertake research in shipping and harbour economics, including gathering, analysing and interpreting related information using the research undertaken.

CBE.221  SOUTH AFRICAN FINANCIAL INSTRUMENTS AND MARKETS

SOUTH AFRICAN FINANCIAL INSTRUMENTS AND MARKETS
(SAF8X01)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to relate the characteristics and market related effects of the financial instruments utilised in the South African financial markets.

OUTCOMES
Students should be able to:
analyse the various markets and calculate the instruments in the South African content.

CBE.222 SOUTH AFRICAN TAXATION

SOUTH AFRICAN TAXATION 4 (SAT8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to expand the theoretical and practical knowledge on taxation obtained through undergraduate studies. This module will prepare students to construct a comprehensive in depth knowledge of taxation principles and theories and will develop the intellectual independency to be able to interpret and apply legislation relating to Value-Added Tax, Income Tax (including Capital Gains Tax, Donations Tax and Dividends Tax on Companies) and the duties levied on the estates of deceased persons in terms of the Estate Duty Act. The module includes the discussion and/or the calculation of taxable income for residents and non-resident taxpayers (individuals, partnerships, companies, trusts, estates and a group of companies). Secondary the module focuses also on the application of the practical implementation of taxation issues such as the completion of income tax returns, VAT returns and provisional tax returns. Students will also be introduced to the basic principles of International Taxation in the module.

The module will be based on the current needs demanded by the market, such as the tax academies at the Big Four Auditing Firms and general tax practitioners. The module prepares students for further study in the field of Taxation, for example a Masters and Doctoral degrees.

OUTCOMES
Students should be able to:

- discuss, interpret and apply the law and procedures relating to value added tax with reference to the Value-Added Tax (VAT) Act, important decisions of the courts and Interpretation and Practice Notes issued by the Commissioner and SARS, where appropriate and calculated the related taxation implications;
- discuss, interpret and apply the laws and procedures relating to taxes levied in terms of the Income Tax Act (including Capital Gains Tax, Donations tax and Dividends Tax on Companies) with reference to important decisions of the courts and Interpretation and Practice Notes issued by the Commissioner and SARS, where appropriate;
- calculate the related taxation implications;
- discuss, interpret and apply the law and procedures relating to the duty which is levied on the estates of deceased persons with reference to the Estate Duty Act, important decisions of the courts and Estate Planning; and
- calculate the related taxation implications.
CBE.223 SPECIALISED MARKETING RESEARCH

SPECIALISED MARKETING RESEARCH (MMA8X20)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
No supplementary assessment opportunities will be granted for this module.

PURPOSE
The purpose of this module is to develop intellectual competencies in the theories and principles of marketing research, and the application of the research process to marketing problems. Students should apply theoretical and technical skills in conducting an empirical research project, reporting and communicating the findings of the research project. Upon completion of this module, students will have developed practical research skills to solve a range of research problems in the discipline of marketing.

OUTCOMES
Students should be able to:
- select and implement an appropriate research design to answer a specific research question;
- gather, interpret and report on the findings from qualitative and quantitative analysis, as appropriate;
- conduct the research in a manner that adheres to ethical requirements; and
- submit a research report that meets the accepted academic conventions.

CBE.224 SPORT TOURISM

SPORT TOURISM (TDM8X03)
NQF LEVEL: 8  NQF CREDITS: 22

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to prepare students to develop and manage sport tourism products and to enter this occupational field. The focus is on the behaviour of the tourist participating in various sport, recreational and cultural events and facilities and to utilise such knowledge in the development, marketing and management of appropriate sport tourist products.

OUTCOMES
Students should be able to:
- demonstrate insight in sport tourism as a phenomenon,
- source, examine and critically evaluate peer-reviewed, accredited articles and research reports prepared by tourism authorities,
• identify tourist motivations and describe their behaviour,
• identify opportunities for niche sport tourism products,
• appreciate the differences between various types of sport tourism,
• develop and stage unique and authentic sport, recreational, and cultural tourism experiences,
• discuss issues of sport tourism in a built environment,
• critically evaluate a spatial analysis of sport tourism,
• market destinations thought sport,
• assess the visitor experience at a sport event,
• develop techniques to manage the seasonality of the demand, and
• quantify the various impacts of sport tourism events.

CBE.225 STOCHASTIC PROCESS FOR FINANCE

STOCHASTIC PROCESS FOR FINANCE - CONTINUOUS

NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to relate the fundamental notions of continuous stochastic processes to model continuous financial problems.

OUTCOMES
Students should be able to:
• calculate and discuss continuous time stochastic calculus and its application to problems in finance.

STOCHASTIC PROCESS FOR FINANCE–DISCRETE (SPD8X02)

NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to relate the fundamental notions of discrete stochastic processes to model discrete financial problems.

OUTCOMES
Students should be able to:
• calculate and discuss discrete time stochastic calculus and its application to problems in finance.
CBE.226  STRATEGIC BRAND MANAGEMENT

STRATEGIC BRAND MANAGEMENT  (MMA8X13)
NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students’ ability to take a strategic approach to branding and the practice of brand management by understanding how brands deliver value to a range of stakeholders. This module exposes students to strategic brand management decisions that must be made in order to build, measure, and manage brand equity to improve long-term financial returns.

OUTCOMES
Students should be able to:
• critically assess and apply brand elements to build and manage a brand in a diversity of contexts;
• design and implement brand strategies for an organisation or enterprise; and
• measure brand equity and assess its impact and contribution on the financial performance of an organisation or enterprise.

CBE.227  STRATEGIC BUSINESS SIMULATION

STRATEGIC BUSINESS SIMULATION  (STM8X15)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to culminate all the knowledge gained in current and undergraduate studies in a strategy game. You will be given an organisation within a specific industry whereby internal and external forces will force you to make strategic decisions to achieve organisational objectives. This real-world simulation will develop and enhance decision-making skills in a competitive business environment.

OUTCOMES
Students should be able to:
• integrate multi-disciplinary thinking through a blended learning approach,
• develop a comprehensive understanding of Revenue-Cost-Profit relationships,
• develop and practice critical thinking skills in business decision making, and
engage in team work to understand team dynamics in a management environment.

**CBE.228 STRATEGIC DIGITAL MARKETING**

**STRATEGIC DIGITAL MARKETING**  
**(MMA8X11)**  
**NQF LEVEL: 8**  
**NQF CREDITS: 12**

**CALCULATION CRITERIA**
- Minimum Full Period Mark for Examination Admission – 40%
- Full Period Mark Weight – 50%
- Examination Mark Weight – 50%

**PURPOSE**
The purpose of this module is to focus on the development and implementation of digital marketing strategies. Students should develop intellectual competencies and practical skills in the range of decisions implicit in planning and implementing digital marketing strategies. Enable students to use a variety of analytical frameworks for making decisions regarding appropriate digital marketing strategies and reflect on the applications made. Students are prepared to apply their acquired competencies and skills in developing digital marketing strategies that will contribute firstly to the success of business organisations and secondly to the satisfaction of consumer needs.

**OUTCOMES**
Students should be able to:
- investigate and select from online marketing research processes and research tools to obtain information about specific industries and the behaviours of current and prospective customers in the digital environment;
- critically evaluate and strategically select digital promotional tools available and apply these to promote a business online, to optimise online initiatives and ensure the effectiveness of the digital promotional tools chosen; and
- develop a digital strategy and campaign that aligns with an organisation’s overall marketing objectives and business goals to efficiently promote and grow a business in the online environment.

**CBE.229 STRATEGIC INFORMATION MANAGEMENT**

**STRATEGIC INFORMATION MANAGEMENT**  
**(IMA8X09)**  
**NQF LEVEL: 8**  
**NQF CREDITS: 16**

**CALCULATION CRITERIA**
- Continuous Assessment
- Full Period Mark Weight – 100%

**PURPOSE**
The purpose of this module is to possess high-level understanding of the management of information to provide maximum value in an enterprise; be able to demonstrate the role of an information management strategy to achieve business objectives; demonstrate why information is regarded as a strategic resource; and
differentiate and describe the relationship between an information policy, IT strategy and information strategy. Furthermore students are equipped with research skills through independent research, report writing and communicating research results.

OUTCOMES
Students should be able to:
• discuss the strategic importance of information,
• demonstrate theoretical and practical knowledge on the tools required for the implementation of an information strategy, and
• do research on strategic information management issues.

CBE.230 STRATEGIC HUMAN RESOURCE MANAGEMENT AND CHANGE

STRATEGIC HUMAN RESOURCE MANAGEMENT AND CHANGE (HRM8X18)
NQF LEVEL: 8 NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to establishes a base line of general strategic and contemporary strategic human resource management thinking. These are then unpacked as human resource (people) specifics. Processes and products will be explored, as well as the management of change when implementing a business and human resource management strategy.

OUTCOMES
Students should be able to:
• display a contextual understanding of the strategic management arena,
• formulate a human resource management strategy though analytical crafting,
• apply various strategy implementation choices and mechanisms using change management principles,
• illustrate contemporary strategic human resource management practices that create a competitive and sustainable advantage through leadership via the people management agenda, and
• recognise and define the implications of organisational change for change agents and other HR practitioners, executives/managers, and employees of the organisation.
CBE.231 STRATEGIC IT MANAGEMENT

STRATEGIC IT MANAGEMENT (ITM8X08)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students who can demonstrate knowledge on aligning information technology to the organisational strategies to ensure that IT delivers a service.

OUTCOMES
Students should be able to:
- critically analyse the purpose and value of situating IT strategically within an organisation,
- critique the various techniques available to organisations to derive strategies from the vision,
- identify why IT should be aligned to organisational strategies,
- analyse the frameworks and structures needed within an organisation to ensure alignment between organisational and IT strategies, and
- critically analyse the different roles and responsibilities within the IT division.

CBE.232 STRATEGIC MANAGEMENT

STRATEGIC MANAGEMENT (STM8X09)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to provide students with an in-depth view of strategic management and prepare them for challenges in the South African business environment. Students should develop intellectual competencies and practical skills in the acquisition, analysis, interpretation and application of strategic management in all sectors of business. Students should further be able to reflect on their managerial decisions and applications to assess the effect thereof in the holistic context of the formal business in private and public sectors where goods and services are provided to customers and clients.

OUTCOMES
Students should be able to:
- evaluate the concepts “strategy” and “organizational strategy”;
- present the “resource based view” and the organization’s competitive position.
- compose a business strategy;
• evaluate global markets and propose a strategy to compete in these markets;
• debate the concepts of sustainable growth with reference to the ethical, social and environmental duties of the organization; and
• examine corporate culture and leadership as “key” to good strategy execution.

CBE.233 STRATEGY AND COMPLEXITY

STRATEGY AND COMPLEXITY (STM8X16)
SEMESTER MODULE
NEW NQF/OLD NQF LEVEL 8
NEW NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is Organisational strategy setting takes place in an environment where stability and linear causality is assumed, but in reality the business and organisational environment is complex, adaptive and non-linear. This module will deepen the student’s knowledge and understanding in constructing and implementing organisational strategies in a complex adaptive social environment.

OUTCOMES
Students should be able to:
• use systemic ways to think critical about strategy and organisational dynamics;
• formulate the challenges of complexity to traditional ways of thinking; and
• apply critical thinking in complex responsive processes as a way of thinking about strategy.

CBE.234 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT (LMA8X02)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to develop highly specialised applied competence enabling students to critically analyse and explain the principles and importance of supply chain management. To create an understanding of the way supply chain management impacts all areas of the business organisation and how businesses can improve their competitive positions by employing supply chain practices. Enable students to reflect on personal and/or group competencies and output by utilising acquired highly specialised intellectual knowledge of supply chain management.
OUTCOMES
Students should be able to:
- critically reflect on the concept of supply chain management,
- demonstrate theoretical knowledge of the role and importance of supply chain management to business organisations,
- demonstrate theoretical knowledge of concepts, models and processes related to supply chain management, and
- critically reflect on challenges to supply chain management implementation.

CBE.235 TALENT MANAGEMENT

TALENT MANAGEMENT (HRM8X19)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with the required intellectual competencies and skills to construct and implement a talent management plan in the context of an overall organisational strategy.

OUTCOMES
Students should be able to:
- critically discuss the essential preconditions to position an organisation as a talent-driven organisation in search of talent excellence,
- evaluate the leading talent management practices to sustain talent excellence,
- evaluate and synthesise the essential building blocks of talent management,
- conceptualise a dynamic framework that links the essential building blocks to talent management, in a manner that is harmonised with the HR value chain, and
- construct a strategic talent management implementation plan

CBE.236 TOURISM DEVELOPMENT

TOURISM DEVELOPMENT (TDM8X04)
NQF LEVEL: 8
NQF CREDITS: 22

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with an advanced level of theoretical knowledge and practical skills based on their undergraduate studies. The module is designed to expose students to advanced theory of sustainable
tourist development and to guide them in performing functions associated with planning and developing sustainable tourism products by conducting a practical tourism project.

OUTCOMES
Students should be able to:
- demonstrate advanced knowledge of the practice of tourism development from a multi-disciplinary perspective,
- identify historical, environmental and other resources relevant to the tourism industry,
- establish links between history, sport, heritage, culture, community interests, the environment and tourism,
- recognize the importance of preserving these,
- conduct a resource audit,
- demonstrate advanced community-sensitive ethical values with respect to preservation, and
- display advanced knowledge and skills, via practical assignments, towards compiling a business plan, highlighting the way in which community, heritage, sport and environmental tourism could be marketed as attractions.

CBE.237 TOURISM MARKETING

TOURISM MARKETING (TDM8X05)
NQF LEVEL: 8
NQF CREDITS: 24

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to consolidate and deepen the students’ expertise in micro tourism marketing by developing a coherent and critical understand of the principles and theories of tourism marketing, at the destination level. The module provides them with comprehensive theoretical knowledge and practical skills to strategically identify develop and market tourism attractions and support services, at the destination level. It prepares students to do research at post-graduate level. Qualifying students will be able to write a sound research report in which they demonstrate their abilities to find sources, extract relevant information, synthesise facts and interpretations, present the results and use the correct reference techniques.

OUTCOMES
Students should be able to:
- describe how the tourism industry is measured and identify opportunities to grow the industry,
- describe tourism trends at a global and local level,
- source, examine and critically evaluate peer-reviewed, accredited articles and research reports prepared by tourism authorities,
- analyse and interpret research findings,
understand the interrelatedness of the components of the inclusive tourist product and the importance of national tourism research and planning,

differentiate between the role and functions of the public and private sector in destination management and marketing,

explain how tourist attractions/destinations should develop, stage and manage an experience,

conduct a destination audit and develop an inclusive marketing plan based on the competitive advantage and trends in tourist motivations,

uncover how personal and group influences determine the way tourists respond to various marketing stimuli and impact on the visitor decision process,

have a working knowledge of some of the major kinds of segmentation used to classify and understand tourists and the kind of tourism they engage in,

understand and evaluate the main pricing options commonly adopted by tourism enterprises in different competitive environments,

appreciate the importance of information technology to distribution and promotion,

identify the main sources of information used by tourists in making decisions and evaluate their main characteristics, and

formulate a research plan, execute it to achieve the set objectives, and report on the findings.

CBE.238 TRANSPORT POLICY FORMULATION AND INSTRUMENTS

TRANSPORT POLICY FORMULATION AND INSTRUMENTS
(TRE8X01)

NQF LEVEL: 8  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to identify and evaluate the roles and responsibilities of the South African agencies in the implementation of transport policy and reflect upon the application of transport regulatory concepts and principles on a highly specialised level. The student is required to review and evaluate the different stakeholders in transport policy formulation and reflect on their individual roles and needs particularly in the context of a team scenario. The module will enable students to conduct specialised research in the transport policy formulation field and make a contribution to the level of knowledge by analysing, transforming and evaluating new information, abstract data and concepts including evidence from a range of sources, thus positively impacting on the economy and contributing to the redress of poverty in the country.

OUTCOMES
Students should be able to:

• describe the process of policy analysis and the structuring of policy problems,
• evaluate the role of forecasting in policy analysis,
• analyse the different approaches to forecasting and the techniques involved, and
• monitor policy outcomes and policy performance.

CBE.239 TRANSPORT AND LAND USE PLANNING

TRANSPORT AND LAND USE PLANNING (TRE8X03)
NQF LEVEL: 8
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to identify and critically evaluate the roles and responsibilities of the South African agencies involved in the implementation of transport planning policy, legislation, and guidelines. Apply the management principles of organising and coordinating resources in a transport planning/project context, reflecting on the financial implications and the applications made to resolve highly specialised contextual and abstract problems. Analyse international and local approaches to transport planning, and reflect upon the skills and capabilities required by those involved. Conduct specialised, scholastic, professional, technical and advanced research in the transport planning field. Apply the theory of modal integration and critically evaluate the international examples where modal integration was introduced, explain the current state of the road and rail infrastructure in South Africa, discuss the role of road and rail infrastructure in development and understand the issues related to the design, construction, maintenance and management of road and rail infrastructure in South Africa.

OUTCOMES
Students should be able to:
• describe the transportation planning process,
• discuss the legislative background to transportation planning, and
• discuss modal integration and public participation.

CBE.240 WEB AND INTRANET MANAGEMENT

WEB AND INTRANET MANAGEMENT (IMA8X10)
NQF LEVEL: 8
NQF CREDITS: 16

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to possess theoretical academic knowledge of the opportunities the World Wide Web has opened for organisations to explore new avenues of interacting and transacting with end-users and organisations in an online
environment; be able to participate in establishing and managing an organisation’s web presence and exploit the business potential of the company intranet in line with the organisation’s overall business strategy; acquire the skills necessary to identify and create advanced ways of website interactions through intranet applications and techniques; and be able to demonstrate the strategic importance of the role of the web manager parallel to the importance of the organisation’s Web initiative. Furthermore students are equipped with research skills through independent research, report writing and communicating research results.

OUTCOMES
Students should be able to:

- demonstrate theoretical and practical knowledge on how to enhance business processes with Web technology,
- analyse the function of the Web department within the business environment,
- demonstrate theoretical and practical knowledge of a 'Web community',
- critically reflect on various web-based systems and applications,
- discuss typical issues concerning website content, and
- do research on advanced information management issues regarding current web and intranet management.
SECTION E: CALCULATION CRITERIA, PURPOSE AND OUTCOMES OF SERVICE MODULES OFFERED BY OTHER FACULTIES FOR HONOURS DEGREES IN THE COLLEGE OF BUSINESS AND ECONOMICS

CBE.241 INFORMATION SECURITY

INFORMATION SECURITY (IT8X298)
NQF LEVEL: 8 NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce students to the concepts relating to information security and to the technical aspects of information security with specific reference to the five security pillars as one of the basic components of the IT Profession. Furthermore, students will be instructed on how to use the five security pillars to ensure that information is safeguarded. The inner workings of Identification & Authentication, Integrity, Confidentiality, Non-Repudiation, and Authorization will be discussed.

OUTCOMES
Students should be able to:
• indicate and explain the importance of securing information using the five information security pillars, as well as the impact on the market;
• demonstrate the various techniques needed to enforce Confidentiality;
• demonstrate the various techniques needed to enforce Integrity;
• demonstrate the various techniques needed to enforce Authorisation;
• demonstrate the various techniques needed to enforce Non-Repudiation; and.
• research of various topics relating to information security.

CBE.242 INFORMATION SECURITY GOVERNANCE

INFORMATION SECURITY GOVERNANCE (IT8X299)
NQF LEVEL: 8 NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the student to the fundamental and best practice aspects of Information Security Governance. The student is introduced to
theoretical, technical, practical and international best practice considerations of good Information Security Governance, as a vital component of Information Technology.

OUTCOMES
Students should be able to:
- appraise the paradigm of ISG;
- discuss the importance of best practices in ISG;
- analyse the components of a good ISG plan; and
- assess the process to implement a good ISG plan and formulate such a plan.

CBE.243 STRATEGIC ENVIRONMENTAL PLANNING

STRATEGIC ENVIRONMENTAL PLANNING (GGR8X87)
NQF LEVEL: 8 NQF CREDITS:

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to deals with strategic environmental planning, planning strategies, policy formulation, and programme developments in South Africa so that the biophysical, social and economic resources of manmade and natural regions can be managed sustainably. It focuses on the concept of regions and regional development where the emphasis is on the identification of issues and impacts caused by human activities and their impact on the environment.

OUTCOMES
Students should be able to:
- define and interpret key concepts involved in an understanding of the subject matter associated with the field of strategic environmental planning and to identify the theories, research methodologies and techniques relevant to Strategic Environmental Planning.
- understand and explain how SEA addresses EIA failures and shortcomings.
- critically discuss various decision-making models and how they interface with environmental planning processes.
- demonstrate a detailed understanding of the theoretical conceptualisation of the sustainability concept within SEA planning (drawing in some international perspectives).
- contextualise SEA within the integrated environmental framework (IEM) in South Africa.
- critically discuss, examine and appraise the most important developmental and strategic environmental planning tools currently available in South Africa as applied to political or manmade regions on a provincial or small scale regional level.
- critically discuss the main steps involved in any South African SEA process; and
- construct a logical, coherent, and argumentative research essay relating to how specific development policy, programmes and plan should follow the rules and standards of strategic environmental planning discourses while displaying evidence of analysis and synthesis.
SECTION F: CALCULATION CRITERIA, PURPOSE AND OUTCOMES OF MODULES OFFERED ON THE POSTGRADUATE DIPLOMAS IN THE COLLEGE OF BUSINESS AND ECONOMICS

CBE.244 ADMINISTRATION OF ESTATES

ADMINISTRATION OF ESTATES (AOE8X02)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to strengthen the student’s knowledge and skills in the administration process of a deceased estate.

OUTCOMES
Students should be able to:
- demonstrate and apply an in-depth knowledge of the administration process of a deceased estate;
- analyse and evaluate the different aspects that influence the administration of a deceased estate;
- compile and evaluate the various documents and liquidation and distribution accounts applicable at the death of a person; and
- identify and apply the different tax aspects that influence the administration of a deceased estate.

CBE.245 APPLICATIONS OF TRUSTS

APPLICATIONS OF TRUSTS (AOT8X02)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop knowledge and skills to enable students to demonstrate their ability in applying tax law to be able to determine the income tax implications of different trust structures; evaluate trust deeds and understand and apply the implications of international trusts in estate planning.

OUTCOMES
Students should be able to:
• demonstrate and apply an in-depth knowledge of the law of trust in estate planning;
• critically evaluate the taxation of the different trust structures in a practical environment;
• apply the different trust structures in estate planning;
• evaluate existing trust deeds and advice accordingly; and
• demonstrate an understanding and apply the implications of international trusts in estate planning.

CBE.246 AUDITING AND CONTROL

AUDITING AND CONTROL (AUC8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to build on the audit knowledge obtained through undergraduate studies and combines all the topics previously studied to create a cohesive knowledge and insight of the Auditing discipline. Students will not only gain the cognitive knowledge on auditing concepts and principles but will develop the skills to apply these to problems in an auditing and business context.

The module meets the curriculum requirements of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Auditing.

OUTCOMES
Students should be able to:
• interpret correctly the fundamental principles of Governance and Control;
• demonstrate an understanding of the regulatory environment by explaining the principles and requirements in relation to the Code of Corporate Practices and Conduct of the King III Report on Corporate Governance for South Africa ("King");
• demonstrate an understanding of the legislative environment by explaining the principles and requirements in relation to the Companies Act;
• exhibit a comprehensive and systematic knowledge of the concept of business ethics; managing ethics and institutionalising ethics and critically analyse and evaluate these concepts;
• exhibit a comprehensive and systematic knowledge of the background to internal audit, regulatory environment and the scope of internal auditors and critically analyse and evaluate these concepts;
demonstrate a comprehensive and systematic knowledge of business risks; the likelihood and impact of business risks; the management of risks faced by the business and the risk management process. Also, critically analyse and evaluate these concepts; and
apply a comprehensive and systematic knowledge of internal controls and critically analyse and evaluate the concept of internal controls.

CBE.247 ESTATE PLANNING

ESTATE PLANNING (ESP8X01)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with the understanding and skills to apply the knowledge associated with estate planning, in order to demonstrate the ability to prepare an estate plan that will comply with the required legislation and provide for the necessary liquidity and minimum estate duty.

OUTCOMES
Students should be able to:
• analyse and evaluate the different components of estate planning in a practical environment;
• employ the objectives of estate planning;
• calculate and evaluate the estate duty payable at the death of a person and advice accordingly;
• apply the different matrimonial property regimes in estate planning and at the death of a person;
• apply the different tax aspects that influence estate planning;
• analyse and evaluate the different aspects that influence the administration of a deceased estate for estate planning; and
• demonstrate an understanding of the various aspects from an international perspective that can impact on estate planning.

CBE.248 FINANCIAL ACCOUNTING

FINANCIAL ACCOUNTING (FAC8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same
assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to build on the Financial Accounting knowledge obtained through undergraduate studies and encompasses general purpose external financial reporting by business entities by developing students’ competence in the preparation and presentation of high quality, useful financial information. It includes the need for students to apply lateral thinking to specific scenarios in the current business environment, to assess the reliability of the source information, and to interpret and apply the framework and appropriate standards to provide useful financial information.

The module meets the curriculum requirements of the Competency Framework of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Financial Accounting.

OUTCOMES
Students should be able to:
• demonstrate a thorough conceptual understanding of Accounting in terms of the conceptual framework and apply the underlying principles per the framework to given scenarios to solve for the correct justification and recognition criteria;
• rephrase a solid conceptual understanding of the individual Accounting Standards of International Financial Reporting Standards and apply these standards to practical scenarios; and
• prepare external financial reports for different types of business entities.

CBE.249 FINANCIAL STRATEGY

FINANCIAL STRATEGY (FIS8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student needs a cumulative year mark of 40% to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 60:40. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to provide students with the competencies, knowledge and skills required to apply, analyse and critically evaluate the formulation and implementation of financial strategy to support the overall strategy of the organisation.

This module provides the competencies to evaluate the financing requirements of organisations and relative merits of alternative sources of finance to meet these requirements. It aims to identify, assess and manage financial risks associated with
cash flows and capital projects. It also develops the competencies required to value investment opportunities including the tangible and intangible value of organisations.

The module outcomes are aligned with the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and therefore prepares students for a career in finance and financial management and also for further study in the field of financial management.

**OUTCOMES**

Students should be able to:

- calculate, analyse and interpret the performance, financial position and changes in financial position of different types of entities;
- advise on strategic financial and non-financial objectives of different types of entities;
- evaluate strategic financial management policy decisions;
- discuss the external influences on financial strategic decisions;
- evaluate the long-term debt and equity financing requirements of an entity;
- evaluate the capital structure of an entity;
- evaluate dividend policies for an incorporated entity that meet the needs and expectations of shareholders;
- discuss the sources and types of financial risks;
- evaluate financial risks and recommend ways of managing financial risks;
- discuss the context of valuations;
- evaluate the various valuation methods;
- analyse pricing and bid issues; and
- discuss post transaction issues.

**CBE.250 INDUSTRIAL POLICY**

**INDUSTRIAL POLICY A (IND8X01)**

_NQF LEVEL: 8_  
_NQF CREDITS: 17_

**ASSESSMENT CRITERIA**

Appropriately identify the different positions in debates around industrial policies  
Critique Africa’s growth path with reference to Natural Resources and other sectors  
Appropriately examines a range of industrial policy instruments that can be effective in promoting manufacturing in less developed countries at different stages of development

**PURPOSE**

The purpose of this module is to provide a comparative and historical political economy perspective on industrial policy in sub-Saharan Africa (SSA). Various instruments of Industrial Policy will be addressed and the political economy theory and principles that affect the African economies within a global context.

**OUTCOMES**

Students should be able to:

- develop frameworks to design viable policies to promote industrialisation in sub-Saharan Africa,
• examine how and why political economy factors at the domestic and international level can affect the implementation of otherwise well designed industrial policies; and
• appraise trends in Growth and Manufacturing in industrialise economies as compared to Sub-Saharan African countries

INDUSTRIAL POLICY B (IND8X02)
NQF LEVEL: 8
NQF CREDITS: 17

ASSESSMENT CRITERIA
Appropriately identify the different positions in debates around industrial policies
Critique Africa’s growth path with reference to Natural Resources and other sectors
Appropriately examines a range of industrial policy instruments that can be effective in promoting manufacturing in less developed countries at different stages of development

PURPOSE
The purpose of this module is to provide a comparative and historical political economy perspective on industrial policy in sub-Saharan Africa (SSA). Various instruments of Industrial Policy will be addressed and the political economy theory and principles that affect the African economies within a global context.

OUTCOMES
Students should be able to:
• develop frameworks to design viable policies to promote industrialisation in sub-Saharan Africa,
• examine how and why political economy factors at the domestic and international level can affect the implementation of otherwise well designed industrial policies, and
• appraise trends in Growth and Manufacturing in industrialise economies as compared to Sub-Saharan African countries

CBE.251 INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY GOVERNANCE (PGD002)
NQF LEVEL: 8
NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide assurance that an organisation has the structures, policies, accountability mechanisms and monitoring practices in place to achieve the requirements of corporate governance of IT.

OUTCOMES
Students should be able to:
• develop and implement a risk based IS Audit strategy for the organisation in compliance with IS audit standards, guidelines and best practices,
• plan specific audits to ensure that IT and business systems are protected and controlled,
• conduct audits in accordance with IS audits standards, guidelines and best practices to meet planned audit objectives,
• communicate emerging issues, potential risks, and audits results to key stakeholders, and
• advise on the implementation of risk management and control practises within the organisation while maintaining independence.

CBE.252 LAW OF TRUSTS

LAW OF TRUSTS (LOT8X01)
NQF LEVEL: 8 NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide the students with an in dept background regarding trust law in South Africa.

OUTCOMES
Students should be able to:
• demonstrate an in-depth knowledge of the law of trust in South Africa;
• analyse and evaluate the transfer of wealth to an inter vivos or discretionary trust;
• distinguish between the different trust structures; and
• analyse and evaluate the administration of a trust.

CBE.253 MANAGEMENT ACCOUNTING CASE STUDY

MANAGEMENT ACCOUNTING CASE STUDY (MAC8X00)
NQF LEVEL: 8 NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 60%
Examination Mark Weight – 40%

PURPOSE
The purpose of this module is to prepare students to translate long-term managerial and financial decisions into medium-term plans. Students should be able to use data and relevant technology to manage organisational and individual performance, allocate resources to implement decisions, monitor and report implementation of decisions, as well as prepare and interpret financial statements that shows
performance. Students will be required to demonstrate their integration of knowledge and management accounting skills by answering case study questions that are set in a simulated business context relating to one or more fictionalised organisations linked to a real business or industry.

The module outcomes are aligned with the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and prepare students for a career in finance and financial management and also for further studies in the sub-field of Financial Management.

OUTCOMES
Students should be able to:
• explain the role of finance within the ecosystem of an organisation and describe the activities performed by finance professionals;
• examine the impact of the 4IR on the world in which finance operates;
• identify how finance professionals use data to create and preserve value for their organisations and work collaboratively with other parts of the organisation;
• analyse business models into their respective elements with a focus on digital ecosystems;
• compare and contrast leadership and management styles;
• analyse performance and explain how to manage relationships;
• apply project management tools and techniques;
• apply intermediate to advanced costing methods to determine costs for different purposes, improve profitability, enhance quality and improve value creation;
• discuss and prepare budgets and implement budgetary control;
• explain the decision-making process and apply investment appraisal techniques to different projects;
• discuss pricing strategies;
• apply appropriate techniques to support short-term decisions and take advantage of business opportunities;
• apply basic risk management tools;
• discuss performance approaches to performance measurement and control of organisations and responsibility centres;
• explain behaviour and transfer pricing issues as they relate to management of responsibility centres;
• identify regulators and regulations that are applicable to an organisation;
• apply corporate governance principles to financial reporting;
• apply financial reporting standards to prepare individual and consolidated annual financial statements;
• calculate tax for corporates and explain international taxation issues;
• apply different techniques used to manage working capital;
• explain the different types of capital associated with integrated reporting;
• compare and contrast sources of finance, along with calculating the cost of long-term funds; and
• analyse financial statements and recommend suitable courses of action.

All of the above outcomes should be achieved through the answering of case study questions.
CBE.254  MANAGEMENT ACCOUNTING STRATEGY

MANAGEMENT ACCOUNTING STRATEGY  (MAA8X00)
HEQS LEVEL 8  NQF CREDITS: 30

CALCULATION CRITERIA
A student needs a cumulative year mark of 40% to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 60:40. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to provide students with the skills to apply financial and non-financial information to support the formulation, evaluation, and successful implementation of organisational strategies.

The module meets the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and therefore prepares students for a career in finance and financial management and also for further study in the field of Financial Management.

OUTCOMES
Students should be able to:
- evaluate the process of strategy formulation and the tools and techniques that are used to perform this function;
- evaluate the influence of organisational ecosystems on an organisation's strategy and the related ethical issues arising from such interaction evaluate the process of strategy formulation and the tools and techniques that are used to perform this function;
- advise on an organisations' digital and information strategy and its relationship with other parts of the organisation;
- explain how digitisation impacts the ability of the finance function to support an organisations strategies and operations;
- evaluate the tools and techniques of strategy implementation;
- use appropriate tools and techniques to generate, and develop strategic options;
- evaluate strategic options and produce strategy by the integration of choices into coherent strategy;
- evaluate the tools and techniques of strategy implementation; and
- develop strategic performance management systems suitable to the context of the organisation.

CBE.255  MANAGERIAL ACCOUNTING AND FINANCE

MANAGERIAL ACCOUNTING AND FINANCE  (MAF8X00)
NQF LEVEL: 8  NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to build on the financial management knowledge obtained through undergraduate studies and integrates the topics previously studied for application in practical scenarios. The module is concerned with the provision of information to management to assist them in decision-making for planning and control. Students will not only gain knowledge about the principles and techniques used but will also develop analytical and critical abilities to analyse financial information and test decision outcomes for their sensitivity to alternative possibilities and results.

The purpose of the *Management Accounting* section of the module is for students to gain an understanding of costing concepts and their application in the design, implementation and operation of costing systems; to develop the ability to devise appropriate indicators of performance, to measure and evaluate management performance and provide information for management control; and to develop the ability to identify relevant information and provide information for decision-making and system design.

In the *Financial Management* section of the module students will gain an understanding of the investment, financing and dividend decisions relating to the enterprise and its activities, within the context of its environment and will develop the ability to make recommendations designed to manage the entity responsibly through effective use of financial resources and in accordance with the strategic objectives of the firm. Further the model covers markets, specifically the finance and treasury sides.

The module meets the curriculum requirements of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Financial Management.

OUTCOMES
Students should be able to:

- demonstrate an understanding of costing systems and cost management, apply cost management techniques and advise on issues for decision-making;
- apply the principles of budgeting and standard costing;
- apply performance measurement and transfer pricing principles;
- analyse financial statements and interpret this information for decision-making purposes;
- demonstrate an understanding of risk, performance and uncertainty;
- demonstrate an understanding of and perform valuations of business entities, projects and financial assets;
- demonstrate an understanding of Managerial Accounting & Finance, financing and the treasury function;
- demonstrate an understanding of working capital management; and
- demonstrate an understanding of risk management & strategy.
CBE.256 PERFORMANCE AND RISK STRATEGY

PERFORMANCE AND RISK STRATEGY (PER8X00)
NQF LEVEL: 8
NQF CREDITS: 30

CALCULATION CRITERIA
A student needs a cumulative year mark of 40% to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 60:40. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to provide students with the competencies, knowledge and skills required to analyse, evaluate and apply the techniques, processes and internal control systems to measure performance, control and cyber risks associated with different types of organisations.

The module outcomes are aligned with the curriculum requirements of the Chartered Institute of Management Accountants (CIMA) and therefore prepare students for a career in finance and financial management and also for further studies in the subfield of Financial Management.

OUTCOMES
Students should be able to:
- analyse risks associated with an organisation's strategy formulation;
- evaluate types of risk facing an organisation and recommend appropriate responses;
- evaluate ethical, social and environmental issues arising from risk management;
- evaluate control systems (tools, processes, strategies and internal controls) for managing the strategy and activities of an organisation;
- analyse the threats to the cyber security of an organisation;
- review the cyber security process of an organisation and explain the tools and techniques used to manage cyber risk;
- evaluate the cyber risk reporting frameworks which are used to communicate an organisation's cyber risk;
- evaluate the purpose and process of audit in the context of internal control systems;
- evaluate the ethical issues facing an organisation and its employees, and the risks associated with corporate governance;
- demonstrate suitable research skills by completing a project within the scope of the module syllabus.

CBE.257 RESEARCH PRACTICE FOR LEADERS

RESEARCH PRACTICE FOR LEADERS A (RPL8X01)
NQF LEVEL: 8
NQF CREDITS: 25

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 40%
Examination Mark weight – 60%

PURPOSE
The purpose of this module is to build knowledge and understanding of key research methodology issues in social science. The particular focus and examples are drawn from the study of diplomacy, economic development and conflict management. The student will develop the capabilities to commission research and know how to ‘consume’ evidence and research claims.

OUTCOMES
Students should be able to:
- appraise the fundamentals of research methodology and its relevance to public policy,
- assess the ethical ramifications of research, and
- formulate evidence based research to enhance policy and reconstruct a menu of policy options and their prospects for creating conditions for sustainable development on the African continent.

RESEARCH PRACTICE FOR LEADERS B (RPB8X01)
NQF LEVEL: 8
NQF CREDITS: 25

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 40%
Examination Mark weight – 60%

PURPOSE
The purpose of this module is to build knowledge and understanding of key research methodology issues in social science. The particular focus and examples are drawn from the study of diplomacy, economic development and conflict management. The student will develop the capabilities to commission research and know how to ‘consume’ evidence and research claims.

OUTCOMES
Students should be able to:
- appraise the fundamentals of research methodology and its relevance to public policy,
- assess the ethical ramifications of research, and
- formulate evidence based research to enhance policy and reconstruct a menu of policy options and their prospects for creating conditions for sustainable development on the African continent.
Examination Mark weight – 60%

PURPOSE
The purpose of this module is to provide students with a theoretically and comparative introduction to key issues in the contemporary international politics of Africa. The module comprises of two parts. The first introduces students to themes of international relations; In the second part, the theory and practice of diplomacy is examined around some of the key themes in the international politics of Africa, those of security, migration and human rights. The module enables students to develop disciplinary insights from political theory and the comparative study of international politics.

OUTCOMES
Students should be able to:
- display a detailed knowledge of a specific sub-regional/country as well as insights into thematic issues such as: security, international/African political economy and human rights,
- appraise the major forces in the international relations of Africa from the 19\textsuperscript{th} century to the present,
- analyse the points of conflict and cooperation in Africa and the key outside actors, and
- evaluate the existing theoretical approaches to inter-regional relations and foreign policy-making of the various states.

STRATEGIC DIPLOMACY B (SDP8X02)
NQF LEVEL: 8 NQF CREDITS: 17

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 40%
Examination Mark weight – 60%

PURPOSE
The purpose of this module is to provide students with a theoretically and comparative introduction to key issues in the contemporary international politics of Africa. The module comprises of two parts. The first introduces students to themes of international relations; In the second part, the theory and practice of diplomacy is examined around some of the key themes in the international politics of Africa, those of security, migration and human rights. The module enables students to develop disciplinary insights from political theory and the comparative study of international politics.

OUTCOMES
Students should be able to:
- display a detailed knowledge of a specific sub-regional/country as well as insights into thematic issues such as: security, international/African political economy and human rights,
- appraise the major forces in the international relations of Africa from the 19\textsuperscript{th} century to the present,
- analyse the points of conflict and cooperation in Africa and the key outside actors, and
• evaluate the existing theoretical approaches to inter-regional relations and foreign policy-making of the various states.

CBE.259 TAXATION

TAXATION: PGDIP (ACCOUNTING SCIENCE) (TAX8X00)
NQF LEVEL: 8 NQF CREDITS: 30

CALCULATION CRITERIA
A student does not need a specific year mark to gain entrance to the last assessment opportunity. The year mark and last assessment mark weight is 40:60. A student needs a last assessment opportunity (exam) mark of at least 40% and a final mark of 50% to pass a module. All four modules must be passed in the same assessment session. When a supplementary assessment is written, the year mark contributes to the final mark and the latter is capped at 50%.

PURPOSE
The purpose of this module is to build on the taxation knowledge obtained through undergraduate studies. Students will gain a comprehensive knowledge of taxation and will develop the ability to interpret and apply legislation relating to Value-Added Tax, Income Tax Act (including Capital Gains Tax, Donations Tax and Dividends Tax) and the duties levied on the estates of deceased persons in terms of the Estate Duty Act. The module covers the discussion and/or the calculation of taxable income for residents and non-resident taxpayers (individuals, partnerships, companies, trusts, estates and group of companies). It also covers tax administration and tax planning.

The module meets the curriculum requirements of the South African Institute of Chartered Accountants (SAICA) and therefore prepares students for a career in the accounting/auditing profession and also for further study in the field of Taxation.

OUTCOMES
Students should be able to:
• interpret and apply the law and procedures relating to value added tax with reference to the Value-Added Tax (VAT) Act, important decisions of the courts and Interpretation and Practice Notes issued by the Commissioner and SARS, where appropriate;
• interpret and apply the laws and procedures relating to taxes levied in terms of the Income Tax Act (including Capital Gains Tax, Donations tax and Dividends Tax) with reference to important decisions of the courts and Interpretation and Practice Notes issued by the Commissioner and SARS, where appropriate; and
• interpret and apply the law and procedures relating to the duty which is levied on the estates of deceased persons with reference to the Estate Duty Act, important decisions of the courts and estate planning.
CBE.260 THE INFORMATION SYSTEMS AUDIT PROCESS

THE INFORMATION SYSTEMS AUDIT PROCESS  (PGD001)
NQF LEVEL: 8  NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students to manage and lead an audit function in a manner that ensures that the diverse tasks performed and achieved by the audit team will fulfil audit function objectives, while preserving audit independence and competence.

OUTCOMES
Students should be able to:
- develop and implement a risk based IS Audit strategy for the organisation in compliance with IS audit standards, guidelines and best practices,
- plan specific audits to ensure that IT and business systems are protected and controlled,
- conduct audits in accordance with IS audits standards, guidelines and best practices to meet planned audit objectives,
- communicate emerging issues, potential risks, and audits results to key stakeholders, and
- advise on the implementation of risk management and control practices within the organisation while maintaining independence.

CBE.261 TRANSITIONAL JUSTICE

TRANSITIONAL JUSTICE A  (TRJ8X01)
NQF LEVEL: 8  NQF CREDITS: 17

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 40%
Examination Mark weight – 60%

PURPOSE
The purpose of this module is the provision of the historical, theoretical and empirical perspectives on the nature and causes of conflict in Africa. Issues such as transitional justice, peace and security and responses to violence will be addressed within the African context.

OUTCOMES
Students should be able to:
- examine the conventional narratives of conflict,
- examine the conceptual and institutional challenges in addressing transitional justice,
• distinguish between the various conflicts on the African continent and the move to transitional justice, and
• explore the ramifications of the international criminal court in attempts to create global accountability.

TRANSITIONAL JUSTICE B (TRJ8X02)
NQF LEVEL: 8
NQF CREDITS: 17

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 40%
Examination Mark weight – 60%

PURPOSE
The purpose of this module is the provision of the historical, theoretical and empirical perspectives on the nature and causes of conflict in Africa. Issues such as transitional justice, peace and security and responses to violence will be addressed within the African context.

OUTCOMES
Students should be able to:
• examine the conventional narratives of conflict,
• examine the conceptual and institutional challenges in addressing transitional justice,
• distinguish between the various conflicts on the African continent and the move to transitional justice, and
• explore the ramifications of the international criminal court in attempts to create global accountability.
SECTION G: CALCULATION CRITERIA, PURPOSE AND OUTCOMES OF MODULES OFFERED ON THE MASTERS DEGREES IN THE COLLEGE OF BUSINESS AND ECONOMICS

CBE.262 ACCOUNTING AND FINANCIAL MANAGEMENT

ACCOUNTING AND FINANCIAL MANAGEMENT (AFM9X01)
NQF LEVEL: 8  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to teach students the principles of accounting and how accounting is used for management decision making in organisations.

OUTCOMES
Students should be able to:
• examine an organisation’s business environment by means of a range of valuation concepts and techniques;
• appraise risk versus return in order to optimise investment portfolios within an organisation;
• critically evaluate organisational cost of capital and market value;
• assess the effect of borrowing (levering) on financial attributes of an organisation;
• investigate the relationship between accounting and the financial statements in an organisation;
• analyse a set of financial statements; and
• critically assess different methods of costing and give the benefits of Activity Based Costing.

CBE.263 ACCOUNTING THEORY

ACCOUNTING THEORY (ACT9X03)
NQF LEVEL: 9  NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is to increase technical subject related knowledge. Technical subject knowledge is increased through a critical assessment of Accounting Theory. The aim of the module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of accounting theory and to conduct research in this field.
OUTCOMES
Students should be able to:
• critically assess different in accounting theories (comparison skills);
• interpreting and commenting on accounting theory (interpretation skills);
• demonstrating competence in applying the advanced theoretical principles of problem identification and solving (problem solving skills);
• communicating effectively orally and in writing (communication skills);
• accepting responsibilities for their own activities (self-responsibility skills);
• working effectively in a team; and
• show evidence of research competence (research skills).

CBE.264 ADVANCED ECONOMICS OF COMPETITION AND REGULATION

ADVANCED ECONOMICS OF COMPETITION AND REGULATION (AEC9X01)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 40%
Examination Mark Weight – 60%

PURPOSE
The purpose of this module is to equip students with the specialist knowledge and skills required to undertake rigorous economic analysis in competition and regulatory matters, contributing to the sub-field of applied economics. The module will equip students to analyse firm behaviour, putting into practice theoretical economic principles related to competition and regulatory economics. It will cover the latest developments in economic theory and their application to analysis of competition cases, with case examples from international jurisdictions. Students will be exposed to real-world competition cases in mergers, cartels (collusion) and abuse of dominance, as well as to regulatory matters in specific industries such as energy, telecommunications and banking. The module will combine lectures and case study seminars, drawing from key cases in southern Africa, as well as precedent-setting cases from around the world. The lectures will be complemented by in-depth case study exercises involving analysis of data and fact patterns.

OUTCOMES
Students should be able to:
• demonstrate an in-depth critical knowledge of competition and regulatory economics;
• utilise the specialist knowledge and skills to undertake rigorous economic analysis in competition and regulatory matters;
• evaluate firm behaviour and critically assess market outcomes;
• identify, analyse and address complex problems by drawing on knowledge of a specialist area in competition and regulatory economics; and
• provide assessments that demonstrate insight into the complexity of competition economics and economic regulation.
ADVANCED INDUSTRIAL PSYCHOLOGY: PRACTICE

CALCULATION CRITERIA
Minimum Full Period mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop and enhance the applied competence on an advanced level in mastering, analysis, interpretation and application of industrial and organisational psychological knowledge and principles in individual and organisational contexts.

OUTCOMES
Students should be able to:
- explain and demonstrate knowledge regarding the practice of industrial psychological assessment,
- establish and conduct a helping/supporting relationship in a working environment and conduct a complete career counselling process
- discuss organisational development as an eclectic area of Industrial Psychology as a process of assisting organisations in preparing for and facilitating change,
- discuss the principles of change facilitation in an organisational context in selected recognised theoretical change focus areas, and
- demonstrate that he/she has the competence to apply existing knowledge and basic skills in a field setting. This involves the planning and execution of the project as members of dedicated project teams, under the close supervision of university academic staff. The practical intervention will be done in a field setting.

ADVANCED INDUSTRIAL PSYCHOLOGY: RESEARCH

CALCULATION CRITERIA
Minimum Full Period mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with qualitative and quantitative research skills, which will allow them to conduct independent research and to critically read the industrial psychology literature.

OUTCOMES
Students should be able to:
• understand the epistemological bases of qualitative and quantitative research methods,
• design, analyse and interpret a qualitative study, and
• design, analyse and interpret a quantitative study.

ADVANCED INDUSTRIAL PSYCHOLOGY: THEORY

(IPS9X03)

NQF LEVEL: 9
NQF CREDITS: 40

CALCULATION CRITERIA
Minimum Full Period mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is firstly to provide students with an overview and necessary background of Industrial Psychology as one of the fastest growing areas in Psychology; and secondly in view of the current and future trends in the field, to facilitate a greater understanding and appreciation for Industrial Psychology as a science.

OUTCOMES
Students should be able to:
• conceptualise how the discipline of Psychology in general and Industrial Psychology in particular developed and evolved into its present status,
• discuss the broad areas that serve as basis of behaviour,
• discuss organisation theory (OT) as a focus on different ways of organising human activity
• contextualise and apply ethics, human rights and medical law principles, and
• reflect on the emergence of positive psychology and especially its impact on the work environment.

CBE.266 ADVANCED KNOWLEDGE MANAGEMENT

ADVANCED KNOWLEDGE MANAGEMENT

(BMK9X02)

NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to focus on recent developments with regard to knowledge management and the analytical skills necessary to contribute to the planning and implementation of a knowledge management initiative in the workplace. Students will be able to reflect on the reasons why knowledge and intellectual capital should be regarded as strategic resources in the knowledge economy.
OUTCOMES
Students should be able to:
• describe the knowledge management spectrum;
• explain the complexity of the knowledge management field;
• discuss the origins of knowledge management;
• explain the skills needed by knowledge workers;
• discuss the demand for knowledge workers;
• describe the challenges faced to manage knowledge workers;
• describe mechanisms through which knowledge management may be used to increase the competitive advantage of an organisation;
• identify key knowledge areas that impact competitive advantage;
• explain why knowledge management is a necessary factor for the maintenance of competitive strength;
• discuss why knowledge management activities can play a pivotal role in an organisation’s ability to innovate;
• describe how knowledge created through the SECI process can trigger a new spiral of knowledge creation;
• explain how knowledge management tools can be used to enable innovation;
• describe how knowledge sharing can lead to competitive advantage and innovation;
• explain what is needed to create a knowledge sharing culture;
• describe how storytelling can be used to share knowledge in an enterprise of your choice;
• explain the value of a knowledge strategy for your organisation;
• discuss the role knowledge play as a strategic resource in compiling a business strategy;
• formulate a knowledge strategy for your organisation;
• explain the Just-in-Time concept;
• discuss how demand-side knowledge management will enable knowledge workers;
• describe how a Just-in-Time knowledge management model can be implemented in an organisation;
• discuss how managers make sense of events in this ever changing world;
• explain how the properties of organisational sense making can be applied to knowledge management;
• discuss the components of Intellectual Capital; and
• implement an Intellectual Capital programme in an organisation.

CBE.267 ADVANCED MARKETING RESEARCH

ADVANCED MARKETING RESEARCH (BMM9X02)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
PURPOSE
The purpose of this module is to provide students with the knowledge to understand basic paradigms and approaches to marketing research and to enable them to identify advanced considerations in the marketing research process. This module will enable students to determine the most suitable research design for a particular marketing research project, enable them to design a suitable measurement instrument, select the most appropriate research method, analyse the results obtained and present the findings of the marketing research project. Furthermore, students will be able to make practical recommendations based on the research findings.

OUTCOMES
Students should be able to:
• have an understanding of the research paradigms and approaches to marketing research;
• appreciate the advanced considerations in the marketing research process;
• recommend and debate a suitable research design for a particular marketing research project;
• recommend and construct a suitable quantitative and qualitative research instrument for a particular marketing research project that is both valid and reliable and that will achieve generalisability of results;
• apply quantitative research techniques within the context of a marketing research project;
• devise a qualitative marketing research project;
• conduct quantitative and qualitative data analysis;
• design a suitable presentation for research findings; and
• make practical recommendations based on research findings.

CBE.268 ADVANCED MUNICIPAL FINANCIAL MANAGEMENT

ADVANCED MUNICIPAL FINANCIAL MANAGEMENT
(PMG9X11)

NQF LEVEL: 9
NQF CREDITS: 20

PURPOSE
The purpose of this module is to enable students to apply financial management processes to interpret and report on financial information affecting the municipal context. It will enable the student to select, measure, recognise, classify and report on financial information taking into account relevant financial reporting standards as well as legislative requirements.
OUTCOMES
Students should be able to:
- select, measure, record, classify and report financial data in accordance with current financial reporting standards,
- prepare and comment on financial reports for different forms of municipal entities,
- apply and comment on statements of generally accepted accounting practices, and
- analyse and interpret financial statements for stakeholders.

CBE.269 ADVANCED MUNICIPAL PROJECT MANAGEMENT AND PERFORMANCE APPRAISAL

ADVANCED MUNICIPAL PROJECT MANAGEMENT AND PERFORMANCE APPRAISAL  (PMG9X09)
NQF LEVEL: 9      NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with the tools and techniques necessary to apply project management processes and principles to a municipal environment in order to enhance service delivery objectives. This module will enable students to critically analyse municipal structures and align project management processes to these structures such that effective cross-functional processes are executed. The module will enable students to identify project types and nature, and evaluate appropriate structures, methods of processes and check and verify that a project environment is effectively established and evaluated. The module will also enable the student to consolidate project experiences in an integrated way such that performance of the municipal sector is enhanced.

OUTCOMES
Students should be able to:
- critically evaluate the appropriateness of various municipal organisational structures in order to assess how project management processes can be effectively implemented within the structures,
- identify project types and nature and evaluate appropriate project strategies and tactics for municipal context,
- critically analyse appropriate structures, methods and processes for future municipal projects,
- facilitate a project where a project environment is established, and
- evaluate and consolidate project experiences in order to update standard structures and processes.
CBE.270  ADVANCED PRACTICE OF INDUSTRIAL POLICY

ADVANCED PRACTICE OF INDUSTRIAL POLICY  (API9X01)  
NQF LEVEL: 9  NQF CREDITS: 20

CALCULATION CRITERIA  
Minimum Full Period Mark for Examination Admission – 40%  
Full Period Mark Weight – 50%  
Examination Mark Weight – 50%

PURPOSE  
The purpose of this module is to equip students with knowledge of specialised topics in the understanding, design, and implementation of industrial policy. The module will also familiarise students with issues surrounding the interface between industrial policy and other areas of economic and social policy.

OUTCOMES  
Students should be able to:
• demonstrate advanced knowledge of specialised topics in the design and implementation of industrial policy.
• develop knowledge of issues involved in the identification, preparation, appraisal, management and evaluation of industrial projects and products;
• apply a range of decision-making instruments and techniques required for an efficient analysis for the identification, preparation, appraisal, and evaluation of industrial projects; and  
• analyse and monitor industrial policies.

CBE.271  AFRICA AND SUSTAINABILITY

AFRICA AND SUSTAINABILITY: GOVERNANCE FRAMEWORKS AND APPLICATIONS  (PMG9X18)  
NQF LEVEL: 9  NQF CREDITS: 20

CALCULATION CRITERIA  
Minimum Full Period Mark for Examination Admission – 40%  
Full Period Mark Weight – 50%  
Examination Mark Weight – 50%

PURPOSE  
The purpose of this module is to contextualise the core government frameworks and applications to address sustainable development issues. Focus is placed on governments’ role in minimizing impact on the planet and maximizing positive interventions by highlighting core African and global initiatives taken in this regard. The module further unpacks the chronicles of development thought and explains the principles of sustainable development within a ‘limits-to-growth’ perspective, and finally explores core variables impacting on sustainable development.

OUTCOMES  
Students should be able to:
• comprehensively analyse core sustainability challenges;
• assess governments’ role in minimizing impact on the planet and maximising positive interventions;
• identify and briefly unpack the key sustainability initiatives on a global and continental scale;
• assess core theories regarding sustainable development; and
• identify core variables and dimensions influencing sustainability and suggest appropriate strategies to deal with them.

AFRICA AND SUSTAINABILITY: GOVERNANCE FRAMEWORKS AND APPLICATIONS A (ANSACP1)
NQF LEVEL: 9  NQF CREDITS: 10

(Not offered in 2020)
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of the module is to contextualise the core government frameworks and applications to address sustainable development issues, and to examine governments’ role in minimising the impact on the planet and maximising positive interventions.

OUTCOMES
Students should be able to:
• analyse the global resource squeeze with specific reference to the Limits-to-Growth perspective. Pinpoint the global discourse regarding sustainability with specific reference to the pro-economic growth versus pro-environment debate;
• conceptualise and contextualise the concept ‘sustainability’ within a development framework;
• assess core theories regarding sustainable development;
• identify key variables and dimensions influencing sustainability;
• comprehensively analyse core sustainability challenges on a global scale; and
• explore the key arguments for and against renewable energy.

AFRICA AND SUSTAINABILITY: GOVERNANCE FRAMEWORKS AND APPLICATIONS B (ANSBCP1)
NQF LEVEL: 9  NQF CREDITS: 10

(Not offered in 2020)
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to focus on African and global frameworks to unpack core theories of development and principles of sustainable development and to explain core variables impacting on sustainable development.
OUTCOMES
students should be able to:
• assess governments’ role in minimizing environmental impact on the planet and maximising positive socio-economic interventions;
• identify and briefly unpack the key sustainability initiatives on a global and continental scale;
• scrutinise key mechanisms driving sustainable development initiatives on the African continent;
• suggest appropriate government strategies to deal with sustainable development;
• analyse integrated continent-wide frameworks as overarching development parameters for Africa;
• outline sector-specific governance frameworks to address specific sectors such as energy, health, agriculture and technology set for countries on the continent; and
• explore country-specific frameworks i.e. national development.

CBE.272 AFRICAN DEVELOPMENT AND GOVERNANCE

AFRICAN DEVELOPMENT AND GOVERNANCE (PMG9X22)
NQF LEVEL: 9                NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide in-depth knowledge of selected African leadership issues with specific reference to managerial leadership, governance leadership, leadership and service delivery, leading a learning organisation and visionary leadership, transformational leadership, leading change and innovation in a governmental context by exposing students to the critical interface between leadership and socio-economic development.

OUTCOMES
Students should be able to:
• classify and discuss theories, approaches and practices of effective leadership to promote African leadership and good governance in a global governance context;
• apply leadership in a democratic governance dispensation with specific reference to managerial and political leadership to create innovative learning organisations for better service delivery and socio-economic development; and
• apply African leadership to build consensus and manage conflict by reconciling varying points of view within the broader global agenda in general and the African agenda in particular.
CBE.273 AFRICAN LEADERSHIP

AFRICAN LEADERSHIP (PMG9X23)
NQF LEVEL: 9 NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop in-depth understanding of contemporary governance issues affecting the African continent. The nature, scope, theories and practices of contemporary African issues can include, inter alia, African diplomacy, African migration, sovereignty, citizenship, violent conflict and peacemaking.

OUTCOMES
Students should be able to:
• discuss the nature, scope, theory, approaches, roles, methods and practices of diplomacy in general and African diplomacy in particular,
  OR
• conceptualise and contextualise theoretical approaches and issues related to ‘multiculturalism’ and ‘transnationalism’ in a historic, economic and political context,
  OR
• discuss the nature and scope of migration in Africa including the theoretical approaches, the role of the state, policy implications and control mechanisms, related to inclusion and exclusion of migrants in terms of obtaining citizenship,
  OR
• discuss the nature, scope, discourse analysis, cases and policy options to promote peace and resolve violent conflict in post-colonial Africa to promote sustainable development.

CBE.274 APPLIED ECONOMETRIC TECHNIQUES

APPLIED ECONOMETRIC TECHNIQUES (AET9X01/AMT9X01)
NQF LEVEL: 9 NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide tools to students to enable them to conduct an empirical analysis of economic relationships.

OUTCOMES
Students should be able to:
• conduct a descriptive and graphical analysis of economic phenomenon based on data; transform series into logarithms and percentages;
• build comprehensive econometric models based on given economic relationships and evaluate the model economically, statistically and econometrically;
• conduct empirical analysis of economic phenomenon leading to an assessment different economic variables within or between different firms or countries;
• construct an econometric model for policy analysis purposes based on panel data, cross-section, and time series analysis; and
• write an empirical research essay.

CBE.275 APPLIED MACROECONOMICS

APPLIED MACROECONOMICS (BMA9X03)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop the intellectual competence of learners in standards relating to the interpretation, understanding and critical evaluation of the MACROECONOMIC ENVIRONMENT in which a business operates. It focuses on the theory and application of macroeconomics as well as on the implications for business.

OUTCOMES
MACROECONOMIC GOALS AND POLICY
Students should be able to:
• explain and evaluate the broad goals of macroeconomic policy;
• discuss the various policy instruments and the complications that may be experienced when addressing policy goals; and
• explain the relevant implications that goal prioritization and policy formulation have for business.

THE SOUTH AFRICAN NATIONAL ACCOUNTS
Students should be able to:
• distinguish between the different approaches of estimating Gross Domestic Product (GDP);
• explain the different components of GDP;
• explain the difference between nominal and real values;
• explain the relative importance of the different sectors of the economy; and
• interpret data on basic macroeconomic variables and talk about their importance for certain business decisions.

THE AGGREGATE DEMAND AND SUPPLY MODEL
Students should be able to:
• explain the concept of aggregate supply;
• explain the concept of aggregate demand;
• explain and apply the concept of macroeconomic equilibrium; and
• compare the implications that shifts in aggregate demand and/or supply have for business at the microeconomic level.

MACROECONOMIC SCHOOLS
Students should be able to:
• make use of the Aggregate Demand and Supply Model to explain the basic characteristics of the Neoclassical Macro Model;
• make use of the Aggregate Demand and Supply Model to explain the basic characteristics of the Keynesian Macro Model; and
• explain the assumptions regarding the behaviour of business in both the Neoclassical and Keynesian models, and examine the extent to which those assumptions coincide with reality.

INVESTMENT BEHAVIOUR AND INTEREST RATES
Students should be able to explain:
• the link between investment (capital formation) and interest rates;
• the relationship between bond prices and yields; and
• the theoretical link between inflation and interest rates.

THE OPEN ECONOMY, BALANCE OF PAYMENTS AND EXCHANGE RATES
Students should be able to:
• distinguish between the various components of the balance of payments;
• debate the merits of the different exchange rate regimes and identify their implications for economic policy;
• debate the validity of the Purchasing Power Parity Theory; and
• analyse the implications of the different exchange rate regimes for business.

UNEMPLOYMENT, WAGES AND INFLATION
Students should be able to:
• discuss the basic relationship between wages, inflation and unemployment;
• discuss the nature of unemployment and wage-setting institutions in South Africa; and
• explain the various implications that the South African labour market has for business.

MONETARY AND EXCHANGE RATE POLICY IN SOUTH AFRICA
Students should be able to:
• discuss the basic workings of the money market and the conduct of monetary policy in South Africa; and
• discuss the balance of payments and exchange rate policy in South Africa.

FISCAL POLICY IN SOUTH AFRICA
Students should be able to:
• discuss the conduct of fiscal policy in South Africa; and
• describe the budgetary process in South Africa.
APPLIED MACROECONOMIC: ISSUES  
(MND9X02)  
NQF LEVEL: 9  
NQF CREDITS: 20  

CALCULATION CRITERIA  
Minimum Full Period Mark for Examination Admission – 40%  
Full Period Mark Weight – 50%  
Examination Mark Weight – 50%  

PURPOSE  
The purpose of this module is to provide students with knowledge of the implications of a country’s macroeconomics for industrial development and knowledge of the relationships between macroeconomic policy and industrial policy. The module will also provide knowledge of the political economy dimensions of macroeconomic policy making.  

OUTCOMES  
Students should be able to:  
• identify alternative approaches to growth theory;  
• understand the implications of a country’s macroeconomics for industrial development;  
• understand the relationships between macroeconomic policy and industrial policy;  
• explain the linkages between financial sector development, international capital flows and overall economic development;  
• analyse the interactions and linkages amongst macroeconomic accounts for a developing economy;  
• explain the importance of exchange rate management for industrial policy;  
• describe the nature and causes of macroeconomic instability and the processes of stabilisation in developing countries, via the interaction of fiscal, monetary, financial, exchange rate and balance of payments policies; and  
• evaluate the political economy dimension of macroeconomic policy making.  

APPLIED MICROECONOMIC: ISSUES  
(MCD9X02)  
NQF LEVEL: 9  
NQF CREDITS: 20  

CALCULATION CRITERIA  
Minimum Full Period Mark for Examination Admission – 40%  
Full Period Mark Weight – 50%  
Examination Mark Weight – 50%  

PURPOSE  
The purpose of this module is to provide students with knowledge of the implications of a country’s microeconomics for industrial development and knowledge of the relationships between microeconomic policy and industrial policy. The module will provide in depth knowledge of selected topics in the microeconomics of development.  

OUTCOMES  
Students should be able to:  
• explain and evaluate the microeconomic issues pertinent to industrial policy;  
• show knowledge of the basics of industrial organisation;  
• demonstrate familiarity with competition economics and competition policy;
show an understanding of trade economics and trade policy;
• evaluate alternative perspectives on the role of the manufacturing sector in the growth process;
• demonstrate their understanding of selected topics in the microeconomics of development; and
• analyse and explain important issues related to poverty and inequality.

CBE.276 APPLIED RESEARCH METHODOLOGY IN FINANCE

APPLIED RESEARCH METHODOLOGY IN FINANCE (ARF9X00)
NQF LEVEL: 9  NQF CREDITS: 16

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to demonstrate the ability to identify a researchable research problem, methodology and analysis procedure by completing a research proposal and successfully defending it in preparation for the minor dissertation to be completed in the student’s second year of study.

OUTCOMES
Students should be able to:
• define a researchable research problem based on finance related theory;
• define and state the rational for the study;
• apply scientific research methodologies to analyse and interpret quantitative and qualitative data;
• write an acceptable proposal; and
• present and defend the proposal to a panel convened for this purpose.

CBE.277 AUDIT AND IT COMPLIANCE

AUDIT AND IT COMPLIANCE (AIT9X03)
NQF LEVEL: 9  NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is two-fold: to increase technical subject-related knowledge and research abilities. Technical subject knowledge is increased through specific lectures on various aspects of compliance. Research abilities are developed through research essays.

OUTCOMES
Students should be able to:
• develop intellectual competencies and practical skills in the mastering, analysis, interpretation and application of advanced compliance principles in the context of the international and national regulatory environment, and be able to reflect on the associated managerial decisions;
• critically assess the new concepts of system acquisitions, implementation and maintenance as well as new developments in the field of compliance (interpretation, communication, self-responsibility, teamwork and explorational learning skills are developed);
• conceptualise and interpret relevant research and case studies in the field of compliance; and
• complete two research assignments in the form of research essays.

CBE.278 BUSINESS COACHING

BUSINESS COACHING (NON PSYCHOLOGY BACKGROUND STUDENTS) (LCO9X09)
NQF LEVEL: 9  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to develop specialised skills in business coaching as an applied area of practice with a strong focus on achieving personal, professional and business objectives.

OUTCOMES
Students should be able to:
• define boundaries between coaching and counselling/therapy,
• discuss referral processes in identifying and dealing with mental-health issues,
• study and analyse a systems thinking perspective and managed change framework to effectively integrate and sustain coaching outcomes,
• integrate leadership coaching with organisation talent management strategy,
• develop strategies and techniques to move people through the change cycle,
• discuss professional practice issues relating to leadership and business coaching,
• develop appropriate ethical standards and guidelines, and
• develop a personal model of coaching practice.

CBE.279 BUSINESS IN SOCIETY AND ETHICS

BUSINESS IN SOCIETY AND ETHICS (BSE9X01)
NQF LEVEL: 9  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
PURPOSE
The purpose of this module is to make students aware of the socio political challenges in the South African society and the role of business in relation to these challenges. In addition, students will be introduced to the principles and standards of Corporate Governance and Corporate Citizenship in order to manage organisations in an ethically and socially responsible manner, cognisant of legal requirements.

OUTCOMES
Students should be able to:
• appraise the purpose and evolution of Corporate Governance;
• critique the standards of ethics in the business community;
• evaluate the socio political forces that directly affect business; and
• defend the purpose of Corporate Social Responsibility and Corporate Social Investment in respect of their impact on the communities in which organisations operate.

CBE.280 CAPITA SELECTA: CONTEMPORARY GOVERNANCE

CAPITA SELECTA: CONTEMPORARY GOVERNANCE – ISSUES ON THE AFRICAN CONTINENT (PMG9X24)
NQF LEVEL: 9  NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with knowledge about what research designs and methodologies are optimal in specific Real-world conditions in the public sector, and how to apply those designs and methodologies in practice.

OUTCOMES
Students should be able to:
• apply the use of programme theories and programme logic in Real-world evaluations,
• apply appropriate Real-world quantitative and qualitative research designs,
• apply appropriate quantitative and qualitative research methods,
• apply mixed methods research approaches, and
• apply optimal evaluation designs and methods for public sector conditions.

CBE.281 CAPSTONE CONSULTANCY PROJECT

CAPSTONE CONSULTANCY PROJECT (CCP9X02)
NQF LEVEL: 9  NQF CREDITS: 50
CALCULATION CRITERIA
Examination mark weight: 100%

PURPOSE
The purpose of this module is to illustrate critical thinking, problem solving, collection and analysis of data and effective written communication aimed at analysing business dynamics in Africa and the compatibility thereof to own organisational setting. In addition, the Capstone Project will challenge the student to document their own learning journey throughout the completion of the project. Students will be required to document their insights and the value of these insights to business leaders as part of the Capstone Project.

OUTCOMES
Students should be able to:
• construct a key statement of organisational imperatives, centred on doing successful business in Africa;
• interrogate literature in the field to demonstrate the ability to conduct independent research;
• write an academic report that conforms to the standards required for a Master’s level research project;
• communicate orally or in writing with professional audiences; and
• challenge orthodoxies and redefine existing knowledge, while demonstrating an awareness of the nature of knowledge in the field.

CBE.282 COMPANIES, TRUST AND CAPITAL GAINS TAX

COMPANIES, TRUST AND CAPITAL GAINS TAX (CTG9X02)
NQF LEVEL: 9 NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop technical knowledge relating to the mastering and interpretation of financial and tax consequences of Capital Gains Tax; trusts; and companies.

OUTCOMES
Students should be able to:
• critically assess the basic elements of capital gains tax and to evaluate the tax consequence flowing from the different financing methods (interpretation skills);
• evaluate the complex tax structures and case law in a corporate environment (interpretation skills);
• evaluate when a payment constitutes a dividend and determine the tax consequences for both the company and the shareholders (interpretation skills);
• determine the existence of a valid trust and evaluate the complex tax issues surrounding the trust (interpretation skills);
• demonstrate evidence of research competence, discourse competence and emergent scholarship;
• demonstrate competence in applying the advanced theoretical principles of problem identification and solving (problem solving skills);
• communicate effectively orally and in writing (communication skills);
• accept responsibilities for their own activities (self-responsibility skills); and
• work effectively in a team.

CBE.283 COMPETENCE ASSESSMENT IN LEADERSHIP COACHING

COMPETENCE ASSESSMENT IN LEADERSHIP COACHING

(NON PSYCHOLOGY BACKGROUND STUDENTS)

NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to develop the theoretical knowledge and skills of selecting, administering and interpreting the results of competence assessments in leadership coaching.

OUTCOMES
Students should be able to:
• analyse the philosophy of different qualitative and quantitative assessment technologies,
• study and analyse the advantages and disadvantages of the use of competency instruments in leadership coaching,
• evaluate different assessment centre technologies and competency instruments for use in leadership coaching assessment,
• compile an assessment matrix and assessment battery,
• conduct a leadership coaching assessment,
• analyse the results of the assessments for coaching purposes, and
• the principles of assessment feedback are studied and the skills developed.

CBE.284 COMPETITIVE INTELLIGENCE

COMPETITIVE INTELLIGENCE

(NON PSYCHOLOGY BACKGROUND STUDENTS)

NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to focus on the theory and practices of CI as a strategic tool in the workplace. Students will be able to reflect on the reasons why CI should be regarded as strategic tool in an organisation.

OUTCOMES
Students should be able to:
• define and explain the difference between BI and CI;
• discuss the CI cycle and explain why companies need CI;
• explain the CI position in South Africa and the skills needed by CI professionals;
• describe the uses and function of CI and the challenges faced by South African companies;
• formulate the CI policy and explain the reasons for measuring the value of CI in an organisation;
• describe how you would establish a CI culture in an organisation;
• know how to translate your organisation’s strategic aims into KINs and how to prioritise and categorise the requirements;
• know how to break down KINs into general and specific KINs and know how to develop activity indicators;
• know the importance of determining your company’s KINs and also how important it is to let KINs be the direction giver of your CI analysis;
• know the importance of regularly interviewing your managers to update the set of KINs;
• list the various types of information sources;
• plan the collection of information activity to ensure that the right information becomes available when required;
• learn how to evaluate information so as not to fall into the trap of acting upon misleading information (disinformation);
• explain the importance of data storage;
• discuss the principles for analysing and designing a CI system;
• explain how an integrated CI approach can be followed in your organisation;
• discuss the advantages of industry analysis;
• explain how you can apply Porter’s Five Forces Model in a practical situation;
• discuss the importance and components of competitor analysis;
• discuss the advantages and weaknesses of competitor analysis;
• discuss the advantages and limitations of management profiling;
• illustrate how management profiling can be applied in your organisation;
• explain when shadowing can be applied and used as a CI analysis technique in an organisation;
• identify variables in the external environment which have an influence on enterprises;
• discuss the importance of environmental scanning to strategic planning;
• discuss techniques which can be used to scan the environment;
• discuss steps in the environmental scanning process;
• explain the various steps and requirements required to formulate in an organisation; and
• explain the importance of early warning and how its analysis can help an organisation to get a competitive advantage;

CBE.285 COMPETITIVE STRATEGY

COMPETITIVE STRATEGY (CPS9X03)
NQF LEVEL: 9
NQF CREDITS: 9

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to reflect critically on the nature and processes of strategic management and competitive strategy in the context of development, formulation, and implementation of an appropriate financial strategy.

OUTCOMES
Students should be able to:
• discuss, describe, analyse, advise and provide recommendations of the various concepts of competitive strategy by relating them to an applicable scenario or case study;
• advise on the methods organisations could use to ensure superior strategy execution;
• advise on the role leadership plays in executing a strategy successfully; and
• explain the concepts of corporate social responsibility, corporate citizenship and advise organisations on how organisations should balance these duties with economic responsibilities to shareholders.

COMPETITIVE STRATEGY: WINNING IN THE MARKET PLACE (CSM9X01)
NQF LEVEL: 8
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to equip students with the knowledge and approaches that will allow them to formulate strategies for businesses and organisations that will succeed in the market place.

OUTCOMES
Students should be able to:
• critically evaluate the role and function of strategy;
• ascertain organisational competencies and capabilities relative to its operating environment;
• craft competitive international strategies to ensure sustainability; and
• critically analyse the vital factors that promote the implementation of strategy.

CBE.286 CONSUMER INTELLIGENCE

CONSUMER INTELLIGENCE (COI9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to apply marketing analytics, concepts and ideas related to consumer behaviour in order to improve strategic decision making and competitive advantage.

OUTCOMES
Students should be able to:
• conceptualise and implement methods of enquiry aimed at interpreting complex and challenging strategic marketing issues;
• design appropriate marketing metrics to solve complex marketing management problems; and
• identify and compare competitive intelligence strategies as a means to identify early warnings and to redefine competitive advantage.

CBE.287 CONTEMPORARY ACCOUNTANCY

CONTEMPORARY ACCOUNTANCY (COA9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to introduce participants to basic financial reporting, the role of management control systems in business, management accounting and the citizenship and risks attached to tax compliance.

OUTCOMES
Students should be able to:
• explain the purpose, frameworks, processes and sources of information supporting financial reporting;
• identify the users of the financial statements and their reporting requirements;
• identify governance and management responsibilities in order to ensure an effectively controlled environment;
• justify assurance providers’ responsibilities in ensuring sound controls including internal audit, external audit and compliance measures;
• unpack tax residency issues in terms of the challenges emerging from the interaction between tax legislation and Double Taxation Agreements; and
• report on Tax Governance including the impact of regulation on risk and compliance, tax-combined assurance and the tax risks for taxpayers transacting in a global environment (e.g. Transfer Pricing, CFC legislation, tax relief).

CBE.288 CONTEMPORARY ISSUES

CONTEMPORARY ISSUES IN BUSINESS LEADERSHIP

(CBL9X01)

NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
This purpose of this module is to equip business leaders with the knowledge and skills needed to grow businesses and organisations.

OUTCOMES
Students should be able to:
• critically assess the different tasks of a manager and a business leader;
• formulate various approaches to growth strategies for businesses;
• predict critical leadership characteristics which facilitates sustainable growth; and
• compare and contrast various approaches required to engage employees and execute strategy.

CONTEMPORARY ISSUES IN COSTING AND PRICING MODELS

(CPM9X01)

NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to equip students with the knowledge and insight into effective models of costing goods and services. In addition, the module will cover the mechanisms for establishing effective pricing for different markets.

OUTCOMES
Students should be able to:
• formulate appropriate costing methods for good and services;
• critique the various costing models for goods and services;
• interrogate the factors that influence the setting of a price point in a market; and
• evaluate and propose the appropriate pricing model for various markets.
CONTEMPORARY ISSUES IN DIGITAL MARKETING  
(CDM9X01)  
NQF LEVEL: 9  
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to develop models and theories of digital marketing, sensitise candidates to new technologies, and demonstrate new techniques for interacting with consumers, such as social media.

OUTCOMES
Students should be able to:
• assemble key components that relate to digital marketing including e-business models, e-consumer behaviour, online marketing communications, website design and social media marketing;
• evaluate the role that digital marketing can play in business strategy;
• illustrate tactical decisions concerning effective product, pricing, distribution and promotion decisions in digital marketing; and
• break down the practical implementation of a digital marketing strategy from a critical and evaluative perspective.

CONTEMPORARY ISSUES IN DIGITALISING OPERATIONS  
(CDO9X01)  
NQF LEVEL: 9  
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to provide students with a contemporary perspective, understanding and competence to manage business operations for change under compelling conditions of uncertainty and complexity through a digital lens. It teaches the foundational principles of digital strategic management in relation to digitalisation transformation, as well as contextualising applied knowledge through case work.

OUTCOMES
Students should be able to:
• evaluate an existing traditional operations management model, and using the principles of digitalisation processes, differentiate between alternative digitised end-to-end process design supply chain models, maintenance and integrated process design, energy network designs and logistics and transportation planning, targeting for off-site maintenance;
• demonstrate effective digital transformation strategies by analysing effective digital operations management methodologies to assess weaknesses and strengths of strategic implementation;
• improve digital business performance through maximising ERP framework models to illustrate the concepts, fundamentals, general information technology
context, the technological infrastructure, and integration of business enterprise-wide applications; and
• compare and prioritise green logistics and carbon footprint reduction in supply chain management project case studies.

CONTEMPORARY ISSUES IN INTERNATIONAL BUSINESS
(CIB9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to provide fundamental knowledge around the trade of goods, services, technology, capital and/or knowledge across national borders and at a global or transnational level.

OUTCOMES
Students should be able to:
• define the nature of international markets in relation to other economic markets, in terms of size, structure and operations in various functional areas, e.g., banking;
• describe the mechanisms by which international businesses fail and how to make them work with reference to a specific context or situation (e.g., case study analysis); and
• motivate either in favour of or against the success (or otherwise) of a selected global enterprise, supporting your answer with various economic, sustainability and social metrics.

CONTEMPORARY ISSUES IN SMALL BUSINESS DEVELOPMENT
(CBD9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to provide a contemporary knowledge base around starting and operating a small business.

OUTCOMES
Students should be able to:
• critically analyse the fundamentals of entrepreneurial activity and identify opportunities to define enterprise activity within the context of small business growth and development;
• evaluate key areas of enterprise knowledge to build to capacitate and model the required behaviour of small business start-up entrepreneurs and investors; and
• critically analyse and evaluate the effectiveness of various models of enterprise practice that contribute to driving organisational performance as small to medium enterprises.

CBE.289 CONTEMPORARY MANAGEMENT

CONTEMPORARY MANAGEMENT (BMA9X01)
NQF LEVEL: 9 NQF CREDITS: 8

PURPOSE
The purpose of this module is to develop intellectual competencies and practical skills in the acquisition, analysis, interpretation and application of general management principles in all sectors of business. Learners should further be able to reflect on their management decisions and applications to access the effect thereof in the holistic context of general management as practice.

The advantages to students and the broad community are:
• the application of management principles are universal;
• management relies on common sense;
• management relates to experience; and
• leadership potential must be developed, and then follows managerial abilities and skills.

OUTCOMES
Students should be able to:
• understand the continuous changing management phenomena and apply the principles of management within the context of a management process to gain efficiency and effectiveness; as well as the pre-requisites for effective management;
• apply and analyse the principles of Wave management and reflect on the applications;
• understand the concept of strategic planning and management, and its link to the environment, allowing for ethical decision-making and establishing social responsibility;
• understand that structuring of an organisation which follows strategy and that effective teams within the organisation can play an important role in the structuring process.
• plan the process of managing organisational culture and reflect on the applicability of the plan;
• be able to understand the people side of management, in a diverse context, linking it to the role of leadership, motivation and communication;
• describe the process of managing change and transformation and reflected on the need of effective communication and handling of conflict; and
• reflect on innovative solutions by proposing ideal management practice to harness the opportunities created by trends and indicate practice in overcoming potential threats.
CONTEMPORARY MANAGEMENT (CON9X00)
NQF LEVEL: 9  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to challenge students to critically examine current business/management issues as they arise in South Africa.

OUTCOMES
Students should be able to:
- assess a current South Africa business / management issue and analyse the lessons to be learnt from this issue;
- reflect on the different role players in the particular business/management issue and identify the strengths and weaknesses of each; and
- identify underlying causes of the business / management issues.

CBE.290 CONTEMPORARY MARKETING

CONTEMPORARY MARKETING A (BMM9X03)
NQF LEVEL: 9  NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with a sound understanding of new trends / developments in the field of marketing management that marketers face on a daily basis. This module will enable students to identify and discuss contemporary marketing management issues related to consumers, to realise the importance these issues play in the economy and to allow students to critically evaluate challenges faced and the future role of these contemporary marketing management issues. This module will teach students to crucially evaluate published documentation and to formulate an own opinion, to be integrated into existing marketing strategies and decisions.

OUTCOMES
Students should be able to:
- have an understanding of contemporary marketing issues, related to consumers specifically;
- appreciate the advanced considerations in identified contemporary marketing issues;
- recommend and debate contemporary marketing issues directly affecting consumers; and
• design a process to include current contemporary marketing issues affecting consumers, into marketing strategies and decisions.

CONTEMPORARY MARKETING B
(BMM9X04)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with a sound understanding of new trends / developments in the field of marketing management that marketers face on a daily basis. The intention is to draw together a range of key topics that provide an overview into the changing dynamic context within which marketing is taught and practised. This module will enable students to identify and discuss contemporary marketing management issues related to consumers, to realise the importance these issues play in the economy and to allow students to critically evaluate challenges faced and the future role of these contemporary marketing management issues. The topics are chosen to keep students abreast of current thinking in the field of strategic marketing management and consumer research. This module will teach students to critically evaluate published documentation and to formulate an own opinion, to be integrated into existing marketing strategies and decisions.

OUTCOMES
Students should be able to:
• have an understanding of contemporary marketing issues, related to consumers specifically;
• appreciate the advanced considerations in identified contemporary marketing issues;
• recommend and debate contemporary marketing issues directly affecting consumers; and
• design a process to include current contemporary marketing issues affecting consumers, into marketing strategies and decisions.

CBE.291 CORPORATE FINANCE

CORPORATE FINANCE
(CRF9X03)
NQF LEVEL: 9
NQF CREDITS: 14

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to advance the student’s ability in understanding the theory and practice of the inter- and intra-relationship of corporate finance issues in an organisation.

OUTCOMES
Students should be able to:
- discuss, describe, analyse, advise, apply and provide recommendations on the following issues of corporate finance by relating the subject matter to an applicable scenario or case study:
  - cost of capital;
  - capital budgeting;
  - dividend policy and repurchases;
  - capital structure; and
  - mergers and acquisitions.

CBE.292 CUSTOMER MANAGEMENT

CUSTOMER MANAGEMENT (BMM9X01)
NQF LEVEL: 9  NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with the knowledge to understand basic paradigms and approaches to Customer Management and to enable them to identify advanced considerations in the customer management process. This module will enable students to determine the most suitable customer management strategy for a particular target market and enable them to design a suitable customer management system.

OUTCOMES
Students should be able to:
- have an understanding of the evolution of customer management.
- understand and apply the meaning of value to the customer.
- appreciate the different perspectives on value to the customer.
- understand what is implied with customer acquisition, customer development, customer lifetime value.
- have an understanding for value management and customer loyalty.
- develop different customer development strategies.
- develop and apply customer acquisition strategies to ensure customer retention and loyalty.
- use marketing metrics indicators to evaluate customer equity.
- devise a suitable customer management strategy; and
- implement a customer management system.
CBE.293 DEVELOPMENTS IN ACCOUNTING

DEVELOPMENTS IN ACCOUNTING

NQF LEVEL: 9
NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to increase technical subject related knowledge. Technical subject knowledge is increased through a critical assessment of Developments in Accounting. The aim of the module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of new developments in accounting and to conduct research in this field.

OUTCOMES
Students should be able to:
- critically assess new developments in the accounting field (comparison research);
- interpreting and commenting on new developments in accounting (interpretation skills);
- demonstrating competence in applying the advanced theoretical principles of problem identification and solving (problem solving skills);
- communicating effectively orally and in writing (communication skills);
- accepting responsibilities for their own activities (self-responsibility skills);
- working effectively in a team; and
- show evidence of research competence.

CBE.294 DEVELOPMENTS IN FINANCE

DEVELOPMENTS IN FINANCE

NQF LEVEL: 9
NQF CREDITS: 14

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to advance the student’s ability in understanding the various inter- and intra-relationships of the issues and decisions that are part of the developments in finance.

OUTCOMES
Students should be able to:
• provide an explanation of the developments in finance over time and across countries;
• critically assess the effect of globalisation on finance;
• provide a scholarly critique of financial crises through history; and
• evaluate the relative virtues of the pioneers in finance.

CBE.295 DISSERTATION

DISSERTATION: ACCOUNTING (DAC9X01/DAC9X02)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of accounting principles and methods. This programme prepares students to reflect on their own accounting related applications to assess the effect thereof in the holistic context of Accounting as social science. A qualifying student should show an appropriate level of research competence, discourse competence and emergent scholarship.

OUTCOMES
Students should be able to:
• define the research problem and derive a research objective from it;
• define and state the rationale for the study;
• write an acceptable proposal;
• present and defend the proposal at a Departmental meeting;
• construct and write a scientific dissertation;
• show evidence of research competence, discourse competence and emergent scholarship; and
• by submitting a publishable article.

DISSERTATION: AUDITING (DAU9X01/DAU9X02)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of auditing principles and methods. This programme prepares students to reflect on their own auditing related applications to assess the effect thereof in the holistic context of Auditing as social science. A qualifying student should show an appropriate level of research competence, discourse competence and emergent scholarship.

OUTCOMES
Students should be able to:
• define the research problem and derive a research objective from it;
• define and state the rationale for the study;
• write an acceptable proposal;
• present and defend the proposal at a Departmental meeting;
• construct and write a scientific dissertation;
• show evidence of research competence, discourse competence and emergent scholarship; and
• by submitting a publishable article.

**DISSERTATION: BUSINESS MANAGEMENT**

**(BMA9XD1/BMA9XD2)**

**NQF LEVEL:** 9

**NQF CREDITS:** 180

**CALCULATION CRITERIA**

Minimum Full Period Mark for Examination Admission – N/A

Full period mark weight – N/A

Examination Mark Weight – 100%

**PURPOSE**

The purpose of this module is to develop applied competence in the mastering, interpretation, reflecting on and application of business management principles. Through the masters’ dissertation a qualifying student show evidence of scientific research and an ability to reflect thereon in the holistic context of business management. The student should obtain a focused competence depending on the topic of the dissertation. The student should show evidence of independent and original scientific work. Students will also display competence in the application of relevant research methodology and the proper written communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications, and to assess the effect thereof in the holistic context of business management. The qualification can also be obtained by means of successfully writing research-based articles. For this option, the student need to demonstrate the ability to write research-based articles. This option is subject to approval by the department.

**OUTCOMES**

The student is responsible for the completion of the dissertation under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

**DISSERTATION: ECONOMETRICS**

**(DEM9X01/DEM9X02)**

**NQF LEVEL:** 9

**NQF CREDITS:** 180

**CALCULATION CRITERIA**

Full Period Mark Weight – 100%

**PURPOSE**

The purpose of the module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of econometric principles and methods. This programme prepares students to reflect on their own econometric applications to assess the effect thereof in the holistic
context of Econometrics as social science. A qualifying student should show evidence of independent and original work.

OUTCOMES
Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting; and
- construct and write a scientific dissertation.

DISSERTATION: ECONOMICS
(DEN9X01/DEN9X02)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of economic principles and methods. This programme prepares students to reflect on their own economical applications to assess the effect thereof in the holistic context of Economics as social science. A qualifying student should show evidence of independent and original work.

OUTCOMES
Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting; and
- construct and write a scientific dissertation.

DISSERTATION: EMPLOYMENT RELATIONS
(EMP9XD1/D2)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the intellectual and professional skills of the student in the Employment Relations (ER) field. The qualification will also enable the student to execute research related problems within the broad field of ER.

OUTCOMES
Students should be able to demonstrate the intellectual and professional skills in ER that provide the student with the opportunity to show evidence of independent and original scientific work in the field. This qualification will further provide the student with the opportunity to display competence in the application of related research methodology, process and findings.
DIScReTATION:  FINANCIAL MANAGEMENT  
(DFM9X01/DFM9X02)  
NQF LEVEL: 9  
NQF CREDITS: 180

CALCULATION CRITERIA  
Full Period Mark Weight – 100%

PURPOSE  
The purpose of this module is to demonstrate the applied competence at an advanced level in the mastering, analysis, interpretation and understanding of financial principles and methods. A qualifying student should show evidence of independent and original research.

OUTCOMES  
Students should be able to:
- define a researchable research problem based on financially related theory;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal to a panel convened for this purpose;
- construct and write a scientific dissertation; and
- successfully write an academic article based on the research conducted.

DIScReTATION:  HUMAN RESOURCE DEVELOPMENT  
(HRD9XD1/D2)  
NQF LEVEL: 9  
NQF CREDITS: 180

CALCULATION CRITERIA  
Full Period Mark Weight – 100%

PURPOSE  
The purpose of this module is to plan and conduct independent scientific Human Resource Development-related research with sound reflection on research findings that leads to the production of a research dissertation.

OUTCOMES  
Students should be able to:
- develop applied competencies and practical skills in the acquisition, interpretation and reflection on, related Research Methodology, and are able communicate the research process followed and the findings of the research

DIScReTATION:  HUMAN RESOURCE MANAGEMENT  
(HRM9XD1/D2)  
NQF LEVEL: 9  
NQF CREDITS: 180

CALCULATION CRITERIA  
Full Period Mark Weight – 100%

PURPOSE  
The purpose of this module is for students to plan and conduct independent scientific Human Resource Management-related research with sound reflection on research findings that leads to the production of a research dissertation.
OUTCOMES
Students should be able to:
• develop applied competencies and practical skills in the acquisition, interpretation and reflection on Research Methodology, and
• communicate the research process followed and the findings of the research.

DISSERTATION: INDUSTRIAL PSYCHOLOGY
(IPS9XD1/D3/D2/D4)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to acquaint students with the knowledge to be able to critically reflect on research paradigms in the discipline of industrial psychology, appreciate the importance of the “scientific method” in research, demonstrate independent research ability, demonstrate research rigour and demonstrate methodological sophistication.

OUTCOMES
Students should be able to:
• identify and define a relevant research problem in the field of Industrial Psychology define and state the rationale for a study;
• write an acceptable proposal;
• present and defend the proposal at a Departmental meeting;
• construct and write a scientific dissertation; and
• successfully write a publishable academic article based on the research conducted

DISSERTATION: INFORMATION MANAGEMENT
(IMA9XD1/IMA9XD2)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE AND OUTCOMES
Not available at the time of going to print.

DISSERTATION: INVESTMENT MANAGEMENT
(DIM9X01/DIM9X02)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to demonstrate the applied competence at an advanced level in the mastering, analysis, interpretation and understanding of investment management principles and methods. A qualifying student should show evidence of independent and original research.
OUTCOMES
Students should be able to:
• define a researchable research problem based on investment management theory;
• define and state the rationale for a study;
• write an acceptable proposal;
• present and defend the proposal to a panel convened for this purpose;
• construct and write a scientific dissertation; and
• successfully write an academic article based on the research conducted.

DISSERTATION: IT MANAGEMENT
(ITM01V8/ITM1VB8)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE AND OUTCOMES
Not available at the time of going to print.

DISSERTATION: LOGISTICS MANAGEMENT
(LMA9XD1/LMA9XD2)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Examination mark weight 100%

PURPOSE
The purpose of this module is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding and application of logistics management principles. The student should further develop research writing and creative thinking skills in the logistics field and be able to reflect on acquired skills. The student should be able to take strategic decisions in the context of a logistics organisation, or logistics function of a company, and to assess any internal or external decision impacting the logistics function and/or profession. The student should be able to reflect on his/her managerial decisions and applications to assess the effect thereof in the holistic context of logistics management.

OUTCOMES
Students should be able to:
• identify and define a relevant research problem in the field of Logistics Management;
• define and state the rationale for a study;
• write an acceptable proposal;
• present and defend the proposal at a departmental higher degrees meeting;
• construct and write a scientific dissertation; and
• write a publishable academic article based on the research conducted.
DISSERTATION: MARKETING MANAGEMENT  
(MMA9XD1/MMA9XD2)  
NQF LEVEL: 9  
NQF CREDITS: 180

CALCULATION CRITERIA  
Minimum Full Period Mark for Examination Admission – N/A  
Full Period Mark Weight – N/A  
Examination Mark Weight – 100%

PURPOSE  
The purpose of this module is to develop applied competencies and practical skills in the acquisition, interpretation reflecting on and application of marketing management principles. The student should obtain a focused competence depending on the topic of the dissertation. The student should show evidence of independent and original scientific work. Students will also display competence in the application of relevant research methodology and the proper written communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications, and to assess the effect thereof in the holistic context of marketing management.

OUTCOMES  
Students should be able to demonstrate competence in:  
- research writing and creative thinking skills in Marketing Management;  
- display competence in the application of related research methodology; and  
- reflect on managerial decisions and applications to assess the effect thereof in the holistic context of Marketing Management.

DISSERTATION: PUBLIC MANAGEMENT AND GOVERNANCE  
(PMG9X13/PMG9X14)  
NQF LEVEL: 9  
NQF CREDITS: 180

CALCULATION CRITERIA  
Full Period Mark Weight – 100%

PURPOSE  
The purpose of this module is provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, dissertation and report the results for academic submission.

OUTCOMES  
Students should be able to:  
- critically analyse the purpose, components and process for compiling a dissertation for academic submissions to demonstrate a research dissertation in respect of own context in the subject discourse,  
- plan outline of dissertation and demonstrate the application of research methodology and principles for academic purposes,  
- conduct independent research and critically develop an appropriate research proposal in order to evaluate an issue in the area of the subject discourse, and  
- compile, submit and review dissertation.
DISsertation: Quantitative Finance  
(DQF9X01/DQF9X02)  
Nqf Level: 9  
Nqf Credits: 180

Calculation Criteria  
Full Period Mark Weight – 100%

Purpose  
The purpose of this module is to demonstrate the applied competence at an advanced level in the mastering, analysis, interpretation and understanding of investment management principles and methods. A qualifying student should show evidence of independent and original research.

Outcomes  
Students should be able to:
- define a researchable research problem based on investment management theory;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal to a panel convened for this purpose;
- construct and write a scientific dissertation; and
- successfully write an academic article based on the research conducted.

Dissertation: South African and International Taxation  
(DSIT9X1/DSIT9X2)  
Nqf Level: 9  
Nqf Credits: 180

Calculation Criteria  
Full Period Mark Weight – 100%

Purpose  
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of taxation principles and methods. This programme prepares students to reflect on their own taxation applications to assess the effect thereof in the holistic context of Taxation as social science. A qualifying student should show evidence of independent and original work.

Outcomes  
Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting;
- construct and write a scientific dissertation; and
- by submitting a publishable article.
DISSERTATION: STRATEGIC MANAGEMENT  
(STM9XD1/STM9XD2)  
NQF LEVEL: 9  
NQF CREDITS: 180

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – N/A  
Full period mark weight – N/A  
Examination Mark Weight – 100%

PURPOSE
The purpose of this module is to develop applied competencies and practical skills in the acquisition, interpretation, understanding and application of strategic and general management principles. The qualification develops the research and conceptual skills of the student in the strategic and general management field. A qualifying student should show evidence of scientific research and the ability to report thereon. The student should be able to reflect his/her research decisions and applications, and to assess the effect thereof in the holistic context of strategic and general management.

OUTCOMES
The student is responsible for the completion of the dissertation under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

DISSERTATION: TOURISM AND HOSPITALITY MANAGEMENT  
(THM01D9/THM1DB9)  
NQF LEVEL: 9  
NQF CREDITS: 180

CALCULATION CRITERIA
Examination Mark Weight 100%

Research Time – 100%

PURPOSE
The purpose of this module is to develop the ability of the student to question, analyse and interpret tourism and hospitality management issues within a global context, with a focus on industry specific sectors. This purpose is achieved through the delivery of a research-based dissertation at the Master’s Level where the student will show evidence of scientific research and the ability to reflect in the context of tourism and hospitality management. The programme therefore assists in the continuing professional development of managers and leaders in tourism and hospitality management.

OUTCOMES
Students should be able to:
- understand the bases of quantitative and qualitative research methods;
- design, analyse and interpret a qualitative study;
- design, analyse and interpret a quantitative study; and
- write a research-based dissertation that addresses tourism and hospitality industry specific problems.
DISSERTATION: TRANSPORT ECONOMICS
(TRE9XD1/TRE9XD2)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Examination mark weight 100%

PURPOSE
The purpose of this module is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding and application of transport economic, management and regulatory principles. The student should further develop research, writing and creative thinking skills in transport economics. The student should be able to take strategic decisions in the context of the transport sector, and to assess public sector policy, and other, decisions impacting this sector. The student should also be able to reflect on managerial decisions and applications to assess the effect thereof in the holistic context of transport economics, management and regulation and his/her research skills.

OUTCOMES
Students should be able to:
• identify and define a relevant research problem in the field of Transport Economics
• define and state the rationale for a study;
• write an acceptable proposal;
• present and defend the proposal at a departmental higher degrees meeting;
• construct and write a scientific dissertation; and
• write a publishable academic article based on the research conducted.

ECONOMIC GROWTH AND DEVELOPMENT PERSPECTIVES FOR INTERNATIONAL ENTERPRISES
(CBE.296)
(EGP9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to interpret key global perspectives and appraise their impact on global business dynamics.

OUTCOMES
Students should be able to:
• interpret macroeconomic goals, policies and challenges of global market-oriented economies;
• review the response of multinational enterprises to economic development in terms of international trade and investment; and
• assess responses of the global financial environment to economic and industrial policy.

CBE.297 ECONOMICS AND INTERNATIONAL BUSINESS

ECONOMICS AND INTERNATIONAL BUSINESS  (EIB9X02)
NQF LEVEL: 8  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to gain insight into the academic discipline of economics and also international business. In addition, policy challenges which affect the world’s economies will also be examined.

OUTCOMES
Students should be able to:
• appraise economic and policy challenges confronted by the world’s economies along the development spectrum, including emerging economies with specific reference to African economies;
• critique important macroeconomic schools of thought and political ideology in terms of their influence on economic policy in both advanced and developing economies;
• analyse the nature and level of the macroeconomic performance of developing and emerging economies; and
• critically evaluate the impact of key global factors on developing and emerging economies.

CBE.298 EMPIRICAL FINANCE

EMPIRICAL FINANCE  (EMF9X04)
NQF LEVEL: 9  NQF CREDITS: 14

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to advance student’s ability to model real-world financial problems using appropriate software in order to practically model and simulate these problems to bridge the gap between theory and application.

OUTCOMES
Students should be able to:
• understand and apply various quantitative methods to conduct an analysis;
• interpret results and evaluate appropriateness of various models; and
demonstrate, in a practical manner, that he/she has obtained a solid grounding in empirical modelling and analysis using applicable computer software.

**CBE.299 ENGINEERING MANAGEMENT**

**ENGINEERING MANAGEMENT**  (EGM9X01)
NQF LEVEL: 9  NQF CREDITS: 10

**CALCULATION CRITERIA**
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

**PURPOSE**
The purpose of this module is to integrate functions such as development, operations, maintenance, technology and project management, including the fundamentals of supervisory and managerial capacity.

**OUTCOMES**
Students should be able to:
- develop a maintenance plan for a technical system;
- develop performance management systems;
- perform a technology audit; and
- apply a systematic lifecycle process to develop new products and services.

**CBE.300 ENTREPRENEURIAL LEADERSHIP**

**ENTREPRENEURIAL LEADERSHIP**  (LEC014)
NQF LEVEL: 9  NQF CREDITS: 18

**CALCULATION CRITERIA**
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

**PURPOSE**
The purpose of this module is to critically analyse and redefine the context and relevance of entrepreneurial leadership excellence required within creative industries.

**OUTCOMES**
Students should be able to:
- discuss core philosophy and values applicable to entrepreneurial leadership in creative industries,
- demonstrate socio-economical relevance; and
- Understand the empowering of a relevant entrepreneurial leadership strategy.
ENTREPRENEURSHIP AND INNOVATION IN THE 4TH INDUSTRIAL REVOLUTION

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to provide a theoretical and practical understanding of entrepreneurship and innovation in the context of the 4th Industrial Revolution.

OUTCOMES
Students should be able to:
• critically appraise entrepreneurial behaviour within the context of the 4th Industrial Revolution;
• assess appropriate strategies for corporate venturing;
• critically assess corporate entrepreneurship and innovation in South African organisations; and
• differentiate between entrepreneurship and intreprenorship (corporate entrepreneurship).

ENTREPRENEURSHIP AND STARTUPS

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to analyse traditional and contemporary business development theories, strategies, and tools aimed at new business development in existing or start-up organisations.

OUTCOMES
Students should be able to:
• integrate customer discovery and customer validation research supporting innovative, scalable business concepts, in a contemporary and traditional entrepreneurship setting;
• construct a business model grounded on stakeholder theory, pivoting and iterating until the concept is proven;
• develop a business proposition to launch a new venture by utilising the entrepreneurial development path from idea to establishment; and
• pitch business concepts to stakeholders in order to introduce the new venture into the market.

CBE.303 ENTREPRENEURSHIP

ENTREPRENEURSHIP (BMB9X03)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop intellectual competencies and practical skills in the acquisition, analysis, and application of entrepreneurial management thinking and doing in all sectors of the economy. Students should further be able to reflect on the degree of entrepreneurial culture in their relevant departments and/or organisations and be able to assess the effect of their own entrepreneurial inputs on the holistic outcomes of the organisation’s entrepreneurial future. The advantages to students and the broader community are:

• establishing the mind-set that entrepreneurial management thinking and doing is applicable and desired in each and every sphere of business and community management

• mobilizing the creative and innovative talents of every staff member from all levels; and

• stimulating entrepreneurship throughout the society

OUTCOMES
Students should be able to:

• recognise the importance and practice of corporate entrepreneurship and innovation for organisational success

• apply the theory and principles of entrepreneurial thinking and doing within the context of the management process and reflect on the applications made

• apply entrepreneurial activities in the context of creative decision making and/or innovative opportunity finding and reflect on the applications made

• enhance the efficiency and effectiveness in the organisations by applying innovative plans and action programmes and reflect on the efficiency thereof

• apply various techniques for enhancing creativity in the organisations by means of innovative plans and action programmes

• assess the environment within an established organisation in terms of how much it supports or constrains entrepreneurship

• conduct an entrepreneurial health audit in an organisation and critique the organisation’s operations from an entrepreneurial perspective

• show evidence of continuous entrepreneurial thinking and doing by reflecting on the organisational environment

• describe the determinants for an entrepreneurial culture and how much culture should be stimulated and managed; and
• understand and discuss the challenge of sustaining entrepreneurship within organisations

CBE.304 ENTERPRISE RISK MANAGEMENT

ENTERPRISE RISK MANAGEMENT (ERM9X03)
NQF LEVEL: 9 NQF CREDITS: 14

CALCULATION CRITERIA
Continuous evaluation: The module will make use of continuous assessments. The final module mark will be made up of a combination of group and individual assignments and/or tests. In line with the UJ assessment, policy the final module mark will consist of at least two individual assignments. Students will require a final module mark of at least 50% to pass the module.

PURPOSE
The purpose of the module is to develop intellectual competencies and practical skills in the mastering, analysis, interpretation, and application of advanced enterprise risk management principles, including corporate governance and be able to reflect on the associated managerial implications. In addition, the module aims to develop student’s ability to reflect on the current research trends in the field and the skills to identify appropriate gaps and methods of enquiry.

OUTCOMES
Students should be able to:
• apply specialised enterprise risk management (ERM) techniques across a broader spectrum of industries and explain how these techniques could mitigate operational risks and its impediments to business performance and creation of shareholder value;
• identify and recommend on the application of different financial instruments in the context of enterprise risk management; and
• critically reflect on the trends in enterprise risk management and corporate governance research and identify appropriate research gaps within a South African context.

CBE.305 FINANCIAL ANALYSIS FOR COMPETITION AND ECONOMIC REGULATION

FINANCIAL ANALYSIS FOR COMPETITION AND ECONOMIC REGULATION (FCE9X02)
NQF LEVEL: 9 NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 30%
Examination Mark Weight – 70%

PURPOSE
The purpose of this module is to equip students with a sound conceptual understanding of financial methods employed in economic regulation and
competition, and to be able to identify the strengths and weaknesses of methods commonly applied by regulators and competition authorities.

Tools derived from the fields of accounting and finance play a critical role in the determination of regulated tariffs and tests of excessive pricing. It is therefore essential for those intending to develop a professional career in fields related to economic regulation and competition to understand the foundations of these fields of study and how those foundations are applied in practical application. By way of examples, in examination of a firm’s financial statements one can learn much about the revenue needed to recover the prudent costs of service for tariff setting and develop price cost tests of excessive pricing. Moreover, key financial metrics can be calculated allowing for an assessment of the financial performance of the entity on a historical or scenario basis. Having this in mind, this course focuses on methods drawn from the fields of accounting and finance commonly applied in the determination of regulated tariffs and the assessment of prices.

The subject material is geared to those planning a professional career in a regulatory or competition authority, or in a government department having a focus on regulated enterprises. Having this in mind, the course will lean towards practical case studies and exercises similar to those that a regulator or competition authority would undertake.

OUTCOMES
Students should be able to assess:
• the financial performance of a large South African enterprise;
• set tariffs for a notional regulated utility;
• undertaken a price-cost test of excessive pricing; and
• estimated the cost of capital for a South African company

In doing so students will learn how to:
• read complex financial statements
• interpret and calculate key financial metrics
• allocate costs across business activities
• amortise fixed costs across the life of assets; and
• estimate industry specific values of the cost of debt and expected return on equity

CBE.306 FINANCIAL ECONOMICS

FINANCIAL ECONOMICS (FEN9X00)
NQF LEVEL: 9
NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop students able to demonstrate a well-founded and systematic knowledge base on decision-making under uncertainty as reflected in the mastering, coherent critical understanding, analysis and interpretation of financial markets and price behaviour.
**OUTCOMES**

Students should be able to:

- evaluate critically basic principles and selected approaches to economic/financial decision-making in an environment of risk and uncertainty;
- demonstrate a clear comprehension of the structure of the field of decision analysis and the role that it plays within financial economics;
- evaluate comprehensively the principles of the models of decision-making under risk and the models of decision-making under uncertainty that are presented;
- evaluate critically the implications of Efficient Market Hypothesis for the determination of asset price;
- evaluate critically the principles behind the pricing of derivatives instruments;
- apply, logically and consistently, the concept of options, futures and forwards and their differences in pricing derivatives;
- understand the way in which the derivative instruments can be used to hedge various types of financial risks;
- explain the unique nature and importance of banks and the need for supervising and regulating them;
- justify the development of risk-based capital standards for banks;
- explain the rationale for stabilising the financial system;
- evaluate the stability of the South African financial system by applying appropriate financial soundness indicators and comparing it to internationally accepted benchmarks;
- explain how the financial system, specifically the banking sector can be influenced by a systemic event; and
- understand the importance of identifying early warning indicators which can contribute to a more stable and efficient financial system.

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**GLOBAL INVESTMENTS (GLI9X01)**

NQF LEVEL: 9  
NQF CREDITS: 10

**PURPOSE**

The purpose of this module is to interpret global financial markets in order to make informed investment decisions.

**OUTCOMES**

Students should be able to:

- evaluate and analyse financial markets, its instruments and investment vehicles; and
- gain a comprehensive, critical understanding of the evaluation and analysis of financial policies, decisions and tools to effectively guide financial investments.
GLOBALISATION AND LOCAL REGIONAL DEVELOPMENT

GLOBALISATION AND LOCAL REGIONAL DEVELOPMENT
(GLR9X01)

NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to analyse theories of globalisation and evaluate the principle effects of globalisation on South Africa and critically evaluate current policies for addressing the impact of the globalisation, with specific reference to the efficacy of the policies for local and regional development.

OUTCOMES
Students should be able to:
- critically analyse theories of globalisation with reference to the impact of globalisation on the economics of local and regional development;
- critically analyse current national and/or provincial policies relating to globalisation to identify policy provisions relevant to a specific town/city/region;
- reflect upon the challenges of globalisation for the specific context of the selected town/city/region; and
- develop a strategy for mitigating the impact of globalisation in line with relevant national and/or provincial policies.

GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT

GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT IN AFRICA
(PMG9X12)

NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to provide students with an insight into how to conceptualise, design and implement a public sector sustainable development management framework for both the South African and African context to support development projects in a successful manner. The module will enable a student to promote the process of development by designing and implementing a conceptual framework for sustainable development. It will enable the learner to consider development policy as a process, covering the planning of an intervention and the tools for the design and management of development projects.
OUTCOMES
Students should be able to:
• conceptualise development framework models, their objectives and boundary conditions in
• relation to the public sector
• design a public sector development management framework
• implement a public sector development management framework
• demonstrate an understanding of the context and environment within which policy development, and
• takes place, including the relationships among policy adviser, decision-makers and citizens

CBE.310 GOOD GOVERNANCE & SUSTAINABILITY IN AFRICA

GOOD GOVERNANCE & SUSTAINABILITY IN AFRICA A

(NOT OFFERED IN 2020)

NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to provide students with an insight into how to conceptualise, design and implement a public sector sustainable development management framework for both the South African and African context to support development projects in a successful manner.

OUTCOMES
Students should be able to:
• government and governance from a theoretical vantage point.
• the global sustainable development agenda.
• government’s role in sustainable development.
• good sustainable and developmental governance in Africa with specific reference to third-sector involvement and the impartiality of the civil service.
• the status of sustainable development governance in Africa.
• the different development policy levels and briefly expand on the policy-making process.
• specific policy responses to Africa’s development challenges with specific reference to policy dimensions, policy frameworks, and policy response challenges.
• the context and content of sustainable development planning with specific reference to governance, whole-of-government planning, local planning for sustainable development, as well as community-based planning.
• the significance of projects as instruments of sustainable development programmes.
• the context and typical challenges associated with community development projects in Africa.
• the role of project quality audits and environmental impact assessments (EIAs) of development projects.
• the critical interface between good governance and sustainable development.
• the need and methods associated with the measurement of sustainable development and good governance by focusing on Sustainable Development Initiatives (SDIs) and frameworks.
• the various global and Africa-specific good governance measurement frameworks.
• urban governance from an Afrocentric perspective.
• the need for multi-level governance through decentralisation; and
• the role of local government in development with specific reference to city resilience and SMART cities.

GOOD GOVERNANCE & SUSTAINABILITY IN AFRICA B
(GGSBCP1)

NQF LEVEL: 9
NQF CREDITS: 10

(Not offered in 2020)

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to enable participants to promote the process of development and to consider development policy as a process, covering planning of an intervention and the tools for the design and management of development projects.

OUTCOMES
Students should be able to:
• contextualise the global good governance agenda and assess the quest for the design of appropriate measurement frameworks and instrument to gauge sustainable development and the level of goodness of governments;
• trace the chronicles of designing appropriate measurement instruments for sustainable development with specific reference to the Human Development Index and Africa’s Sustainable Development Indicators;
• assess the nature and scope of global framework to measure good governance with particular reference to the Worldwide Governance Indicators, Government at a Glance, and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ);
• analyse the nature and scope of Africa-specific frameworks to measure good governance with specific reference to the African Governance Inventor, the African Peer Review Mechanism, the Afrobarometer and the Ibrahim Index of African Governance;
• comprehensively assess the nature of urban governance in Africa with specific reference to an Afrocentric approach to urban development;
• assess the link between urban governance and sustainable development, pinpoint the development responsibilities of local government and provide a brief overview of the nature of multi-level governance through decentralisation; and
• assess the significance, nature and dimensions of urban resilience and SMART cities.

CBE.311 GOVERNANCE THEORY AND RESEARCH METHODOLOGY

GOVERNANCE THEORY AND RESEARCH METHODOLOGY (PMG9X21)

NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide in-depth understanding of critical knowledge of African state development and governance in the global political economy. It includes African regulatory and policy frameworks, strategies, approaches and practices to effectively and efficiently integrate into the global political economy in terms of its structures of production, trade and finance.

OUTCOMES
Students should be able to:
• classify and describe the African developmental and global regulatory and policy frameworks and complexities associated with the improvement of Africa’s marginal position to develop in the competitive international economic system in particular and sustainable development agenda in general.
• assess competing development theories and discourse and apply to Africa’s contemporary developmental challenges.
• conceptualise and contextualise macro-economic and public investment strategies to promote sustainable development in Africa.
• compare successful global, continental and national development policy approaches and practices of successful developmental African states; and
• explore notions on how to develop Africa’s ‘comparative advantage’ into a ‘competitive advantage’.

CBE.312 ICT DRIVEN DECISION-MAKING IN THE 4TH INDUSTRIAL REVOLUTION

ICT DRIVEN DECISION-MAKING IN THE 4TH INDUSTRIAL REVOLUTION (ICT9X01)

NQF LEVEL: 8
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%
PURPOSE
The purpose of this module is to interpret the different dimensions of decision-making in an organisation by means of quantitative data analysis and attention to detail in order to describe and act upon risk and uncertainty in various business contexts. This module will examine these issues in the context of the 4th Industrial Revolution and also Big Data.

OUTCOMES
Students should be able to:
• identify bias in critical decision-making;
• appraise different approaches to optimal decision-making; and
• justify analytical applications supporting effective decision-making in different scenarios particularly in the context of the 4th Industrial Revolution.

CBE.313 INDIVIDUAL AND GROUP FACILITATION

INDIVIDUAL AND GROUP FACILITATION (PPL9X08)
NQF LEVEL: 9
NQF CREDITS: 38

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop and apply the principles, theories and skills of facilitation in individual, group and organisational context

OUTCOMES
Students should be able to:
• develop a critical understanding of different facilitation theories and models
• practically apply facilitation skills in conducting individual, group and organisational interventions,
• develop an understanding of the basic theories and models of career and executive coaching and use the associated competencies in planning a coaching intervention.
• develop a personal model for Individual Facilitation based on an accountable theoretical perspective,
• develop a personal model of Group Facilitation based on an accountable theoretical perspective, and
• compile a one-day practical PiPL intervention workbook.

CBE.314 INDIVIDUAL AND ORGANISATIONAL WELLNESS

INDIVIDUAL AND ORGANISATIONAL WELLNESS (PPL9X07)
NQF LEVEL: 9
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with knowledge and insight, regarding the essence and importance of health and vitality for personal, interpersonal and professional leadership with the aim to advise clients.

OUTCOMES
Students should be able to:
• conceptualize and argue the core elements of physical health and well-being, and
• debate the nature of the mind-body connection with relevance to personal, interpersonal and professional leadership development.

CBE.315 INDUSTRIAL POLICY

INDUSTRIAL POLICY: COMPARATIVE HISTORICAL EXPERIENCES AND CONCEPTUAL FRAMEWORKS CHE9X01)
NQF LEVEL: 9 NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with knowledge of different historical experiences of industrialization. The module purposes also to provide an overview of competing paradigms for understanding processes of industrialization and industrial policy.

OUTCOMES
Students should be able to:
• understand and critique alternative theories and conceptual frameworks of industrial policy;
• argue the theoretical rationale for industrial policy;
• demonstrate knowledge of the theory of industrialisation;
• understand the historical context for industrialisation and the particular challenges in Africa;
• demonstrate knowledge of comparative historical experiences of industrialisation, in particular the lessons learnt from other developing regions such as the high performance economies of South-East Asia, Japan, China and the developed countries of Europe and the United States; and
• show familiarity with alternative perspectives on industrial policy in Africa as well as the regional initiatives on industrial development and the principal industrialisation strategies adopted in Africa.
INDUSTRIAL POLICY: INSTRUMENTS, DESIGN AND IMPLEMENTATION (IDI9X01)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to familiarize students with the major instruments of industrial policy as well as the policy formation and implementation process. The module examines the institutional dimensions of policy making and develops and understanding of development planning.

OUTCOMES
Students should be able to:
- develop knowledge of the operational aspects of the industrial policy formulation process, the role of different actors involved and lesson’s learned from different industrial policies;
- develop knowledge of issues such as gender, SMIs, local employment creation, the environment and inter-sectoral linkages in relation to industrial policy;
- prepare policy briefs/papers and produce preparatory project assistance documents with a view to enhancing their skills in industrial development policy formulation, project design and management to benefit their respective countries; and
- evaluate and audit industrial policies to ensure sustainable and development oriented socio-economic objectives are achieved.

CBE.316 INFORMATION TECHNOLOGY MANAGEMENT FOR BUSINESS COMPETITIVENESS

INFORMATION TECHNOLOGY MANAGEMENT FOR BUSINESS COMPETITIVENESS (BMI9X01)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide business and IT professionals with an understanding of the issues facing IT management in terms of competing in the 21st century. The module will bring together issues relating to organisations, management and people within an IT context.

OUTCOMES
Students should be able to:
- provide an understanding of the issues facing IT Management in terms of competing in the 21st century;
• combine the issues relating to organisations, management and people in an IT context;
• follow a research perspective to ensure the appropriate level of rigour is applied;
• understand how IT support of organisational performance through use of systems and technologies in the adaptive agile, real time enterprise;
• understand managerial concerns around Information Technology support for business competitiveness;
• understand Information Technologies concepts and management and the rapidly changing business world in which work and other activities are increasingly transformed by access to varied and developing Information Technologies;
• understand managerial concerns around Information Technologies;
• understand Data Management, databases and warehousing through convergence of data quality and risk management surrounding the handling of data; and
• understand managerial concerns around formal management of important data assets.

CBE.317 INNOVATIVE MARKETING

INNOVATIVE MARKETING (INM9X02)
NQF LEVEL: 9  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of the module is to critically analyse contemporary and holistic marketing strategies in order to secure a sustainable competitive advantage, especially for growing businesses.

OUTCOMES
Students should be able to:
• appraise innovative marketing management practices;
• justify a range of specialised marketing skills in the design and implementation of marketing strategies;
• contribute to the development and implementation of ethical marketing standards; and
• demonstrate the ability to communicate innovative marketing solutions to a range of target audiences.
CBE.318 INTEGRATED LEADERSHIP THOUGHT

INTEGRATED LEADERSHIP THOUGHT (LPC9X07)
NQF LEVEL: 9
NQF CREDITS: 18

CALCULATION CRITERIA:
100% for individual presentation to company executives

PURPOSE
The purpose of this module is to test that students have integrated their learnings across all Strategic Human Resource modules over the two-year study period and are able to bring such learnings to bear on addressing a business dilemma

OUTCOMES
Students should be able to:
- articulate business complexity and accordingly, the HR role as a strategic business partner;
- apply learnings from all LPC modules and bring such learning to bear on understanding how a business dilemma can be addressed;
- propose and defend innovative solutions that require ‘out-of-the-box’ thinking to address the business dilemma; and
- transfer the learning from the business dilemma to their own professions or fields of work.

CBE.319 INTERNATIONAL ELECTIVE

INTERNATIONAL ELECTIVE A (IEA9X01)
NQF LEVEL: 9
NQF CREDITS: 30

CALCULATION CRITERIA
This elective is used to grant the credit on the student’s academic record. No mark is recorded against this code. The student is granted a credit for those electives he or she has successfully completed, which then allows the student to fulfil on the qualification requirements for the MBA. In all cases, the foreign electives will relate directly to both the core themes of the JBS MBA, and in particular, growing a business.

PURPOSE
The purpose of this module is to serve as a vehicle to grant credits to students who undertake their pre-approved electives at partner Business Schools, i.e. a Memorandum of Agreement is in place. The student completes his or her studies at a partner school and receives a mini transcript from the partner school for the modules he or she has undertaken.

OUTCOMES
The outcomes for the electives undertaken by “exchange students” are the prerogative of the partner school, however, when approving a student’s elective choices, the link between the core themes of the JBS MBA will be taken into account. The Senior Director of JBS would approve each elective course that a student wishes to take. All the foreign electives would have to be assessed to be at an NQF level 9.
INTERNATIONAL ELECTIVE B (IEB9X01)
NQF LEVEL: 9
NQF CREDITS: 30

CALCULATION CRITERIA
This elective is used to grant the credit on the student’s academic record. No mark is recorded against this code. The student is granted a credit for those electives he or she has successfully completed, which then allows the student to fulfil on the qualification requirements for the MBA. In all cases, the foreign electives will relate directly to both the core themes of the JBS MBA, and in particular, growing a business.

PURPOSE
The purpose of this module is to serve as a vehicle to grant credits to students who undertake their pre-approved electives at partner Business Schools, i.e. a Memorandum of Agreement is in place. The student completes his or her studies at a partner school and receives a mini transcript from the partner school for the modules he or she has undertaken.

OUTCOMES
The outcomes for the electives undertaken by “exchange students” are the prerogative of the partner school, however, when approving a student’s elective choices, the link between the core themes of the JBS MBA will be taken into account. The Senior Director of JBS would approve each elective course that a student wishes to take. All the foreign electives would have to be assessed to be at an NQF level 9.

INTERNATIONAL ELECTIVE C (IEC9X01)
NQF LEVEL: 9
NQF CREDITS: 30

CALCULATION CRITERIA
This elective is used to grant the credit on the student’s academic record. No mark is recorded against this code. The student is granted a credit for those electives he or she has successfully completed, which then allows the student to fulfil on the qualification requirements for the MBA. In all cases, the foreign electives will relate directly to both the core themes of the JBS MBA, and in particular, growing a business.

PURPOSE
The purpose of this module is to serve as a vehicle to grant credits to students who undertake their pre-approved electives at partner Business Schools, i.e. a Memorandum of Agreement is in place. The student completes his or her studies at a partner school and receives a mini transcript from the partner school for the modules he or she has undertaken.

OUTCOMES
The outcomes for the electives undertaken by “exchange students” are the prerogative of the partner school, however, when approving a student’s elective choices, the link between the core themes of the JBS MBA will be taken into account. The Senior Director of JBS would approve each elective course that a student wishes to take. All the foreign electives would have to be assessed to be at an NQF level 9.
CBE.320 INTERNATIONAL PERSPECTIVES

INTERNATIONAL PERSPECTIVES
(BMB9X02)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to focus on the various issues with regard to doing international business. Students should develop intellectual competencies and practical skills in the range of decisions implicit in planning and execution of international business. Students should further be able to reflect on their managerial decisions and applications to assess the effect thereof in the holistic context of conducting business in a totally different environment.

OUTCOMES
Students should be able to:
• provide an overview of the key concepts of global business;
• describe the national differences in politics, economy and culture when doing international business;
• discuss the ethical issues to be considered when doing international business;
• analyse and reflect on leveraging capabilities globally;
• describe and analyse the ways in which investing abroad directly can contribute toward the economic development and economic growth of a country;
• discuss the political, legal and economic factors that make a country attractive for international business and reflect on how these factors benefit the company;
• analyse the consequences of global and regional integration between countries;
• examine alliances and acquisitions;
• describe strategies a firm could adopt to compete successfully in the international business environment and more specifically in Africa; and
• discuss how firms could perform key functions to compete effectively internationally.

CBE.321 INTERNATIONAL TAXATION

INTERNATIONAL TAXATION
(INT9X03)
NQF LEVEL: 9
NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to increase technical subject-related knowledge and research abilities. Technical subject knowledge is increased through specific lectures on:
- controlled foreign companies;
- dividends;
- transfer pricing;
- thin capitalisation;
- unilateral relief;
- tax havens;
- intermediate companies;
- international tax avoidance; and
- withholding taxes.

OUTCOMES
Students should be able to:
- critically the basic principles relating to international tax. In-depth knowledge on the following topics should be obtained:
  - controlled foreign companies;
  - dividends;
  - transfer pricing;
  - thin capitalisation;
  - unilateral relief;
  - tax havens;
  - intermediate companies;
  - international tax avoidance; and
  - withholding taxes.
  (Communication, self-responsibility and learning skills are developed.)

CBE.322 INTERPERSONAL LEADERSHIP

INTERPERSONAL LEADERSHIP (PPL9X02)
NQF LEVEL: 9  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with the required knowledge, skills, values and attitude regarding interpersonal leadership theory that will enable them to realise the importance of interpersonal leadership with the world of work.

OUTCOMES
Students should be able to:
- argue interpersonal leadership theory within the wider body of leadership theory, and
- debate the existential realities and phenomenology of relationships and team dynamics.
CBE.323 INTRAPERSONAL LEADERSHIP

INTRAPERSONAL LEADERSHIP  (PPL9X09)
NQF LEVEL: 9  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Final Integrated Assessment Admission – 40%
Full Period Mark weight – 50%
Integrated Assessment Mark weight – 50%

PURPOSE
The purpose of this module is to create capacity within the leader with greater understanding of the eight life dimensions (mental, emotional, social, spiritual, physical, work financial and ecological) on the self and those participating in the leadership landscape, on how this impacts on leadership style, roles and modes.

OUTCOMES
Students should be able to:
• argue the value of the eight life dimensions and how it may impact on self, others and the organisation
• map the organisational leadership landscape and critically evaluate the various building blocks making up the landscape. Place emphasis on the various leadership styles, roles and modes and the impact it has on organisational effectiveness; and
• practically applied learned competencies on self and others in a defined organisation by means of action research and or case studies.

CBE.324 IT GOVERNANCE

IT GOVERNANCE  (BMI9X03)
NQF LEVEL: 9  NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide a sound basis for the concept of Information Technology Governance. This basis will include the following aspects:
• What precisely is Information Technology Governance?
• What is the relation between Corporate Governance (CG), Information Technology Governance (ITGov) and Information Security Governance (InfSecGov)?
• What are the present international Best Practices for ITGov?
• What are the components of ITGov?
• Why is the aspect of Business/IT Alignment so important?
• How is such alignment achieved?
• How can this alignment be measured?
OUTCOMES
Students should be able to:

• distinguish between the relevant concepts, backed up by different definitions and examples

• explain what the Enterprise Governance of IT means, why the alignment of business and IT goals are so important and the importance of the concept of an International Best practice for IT Governance;

• examine the different documents which are presently the leading international Best Practices for IT Government and how these documents can be used to establish and maintain a good IT Governance framework in a company;

• analyse the crucial importance of ensuring that business processes are properly aligned with IT processes;

• discuss the consequences of bas alignment on IT Governance;

• understanding of the crucial importance of ensuring that business processes are properly aligned with IT processes and will also understand how the level of such alignment can be checked;

• evaluate the potential use and benefits of using Cobit 4.1 and 5 as a framework for IT Governance;

• provide the steps needed to implement and maintain a proper IT Governance plan in a company; and

• illustrate the crucial importance of Information Security Governance in IT Governance as well as some leading international Best Practices for Information Security Governance;

CBE.325 IT PORTFOLIO AND PROGRAMME MANAGEMENT

IT PORTFOLIO AND PROGRAMME MANAGEMENT (BMI9X02)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to expose students to Project planning and project management. A much debated topic is what could be termed a successful project; essentially when the end strategy has been achieved in the shortest possible time with the most efficient use of resources. Notably also would be the quality of delivery which is vital. Strategy into action formulation and the effecting of strategies within any organization should essentially be easy, amazingly not. Best laid plans often end as only strategic plans with failure of implementation. What this conference aims to do is visibly demonstrate strategy formulation with the end goal being strategic delivery of plans. Using strategy formulation as the basis we will explore execution of the strategy in practical and guided ways. Perhaps a good starting point would be the basis of strategy formulation and translating project strategy into action.

OUTCOMES
Students should be able to:
• explain the major processes for managing IT programmes;
• identify elements and resources that are required to manage IT programmes within the organisational context;
• explain the major processes for managing IT portfolios;
• identify elements and resources that are required to manage an IT portfolio within the organisational context; and
• demonstrate an understanding of the purpose and value of governance and auditing in creating an environment that is conducive to successful IT projects.

CBE.326 IT RISK AND RISK MANAGEMENT

IT RISK AND RISK MANAGEMENT (IRM9X01)
NQF LEVEL: 9
NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is two-fold: to increase technical subject-related knowledge and research abilities. Technical subject knowledge is increased through specific lectures on IT Risk, Computer Crime, IT Governance, IT Security policies and procedures, and risk and control models and Enterprise Risk Management. Research abilities are developed through the output of research essays.

OUTCOMES
Students should be able to:
• assess critically the concepts of audit and IT risk for the auditor (Interpretation, communication, self-responsibility, teamwork and explorational learning skills are developed); and
• develop intellectual competencies and practical skills in the mastering, analysis, interpretation and application of advanced risk management principles in the context of the South African IT environment, and be able to reflect on the associated managerial decisions;
• assess critically the concepts of enterprise risk management as well as new developments in the field (Interpretation, teamwork and exploration learning skills are developed); and
• demonstrate evidence of research competence, discourse competence and emergent scholarship by complete two research assignments in the form of research essays.

CBE.327 IT SYSTEMS DEVELOPMENT AND MATURITY MODELS

IT SYSTEMS DEVELOPMENT AND MATURITY MODELS (BMI9X04)
NQF LEVEL: 9
NQF CREDITS: 8
CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide a solid insight into information technology (IT) systems development methodologies, concepts of organizational maturity and their relation to Business and IT Alignment and Governance. This course will cover the following topics:
• Elaborating IT Governance: Business and IT Alignment
• Concepts of Business and IT Alignment
• Business and IT Alignment Maturity
• Maturity in IT Management processes
• Information Systems Development Methodologies
• Maturity and project success
• Agile methods
• Process maturity and Non Process factors of maturity

OUTCOMES
Students should be able to:
• understanding of the relationship between IT Governance, Business and IT Alignment and ultimately the business value of IT;
• understanding of relevant concepts, backed up by different definitions, models and authors;
• discuss the concept of Business and IT alignment maturity as the context for IT maturity models;
• provide the relationship between organizational maturity within the IT management domain and Business and IT Alignment;
• understanding of the most important Information Systems Development Methodologies;
• explain the concept of maturity in Information systems development and the CMM;
• understanding of the ‘modern’ methodologies of ISD, such as Scrum and Agile, and will be able to reflect on maturity in these methodologies;
• evaluate the potential applicability of maturity models in the IT management domain;
• address organizational maturity in the IT management domain both in terms of process maturity and in terms of non-process factors of maturity; and
• apply the course learnings in a practical assignment.

CBE.328 LABOUR MARKET ISSUES

LABOUR MARKET ISSUES (LMI9X01)
NQF LEVEL: 9
NQF CREDITS: 10
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to cover the different issues in the labour market. Different competing schools of thought and their implication for the South African labour market will be discussed. Topical issues pertaining to the labour market in South Africa and internationally will be studied to align economic theories and country-specific labour market issues.

OUTCOMES
Students should be able to
• demonstrate analytical and critical thinking skills in order to identify competing schools of thought, analyse their respective views and develop insight on the South African labour market and labour market-related issues;
• improve their research abilities in terms of the South African labour market and labour market-related issues; and
• interpret practical issues in the South African labour market.

CBE.329 LABOUR RELATIONS

LABOUR RELATIONS (BMA9X07)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with an in depth understanding of the nature and operation of the South African labour regulatory environment. The course outcomes are directed towards an understanding of the policy considerations that regulate industrial relations in a South African context, the statutory and regulatory framework governing industrial relations in South Africa as well as the legislative regulation of relationships between key stakeholders in the workplace. The course also has an in depth focus on key industrial relations concepts such as dismissal; collective bargaining and organisational rights; employment equity and minimum conditions of employment.

OUTCOMES
The student should be able to:
• understand industrial relations in a South African context;
• apply statutory framework: The Labour Relations Act; The Basic Conditions of Employment Act; The Employment Equity Act; and the Skills Development Act;
• explore the different workplace relationships
• understanding fairness: process and substance
apply self-regulation as a mechanism for regulating collective disputes
understanding the Commission for Conciliation, Mediation and Arbitration and
the Bargaining Councils
understanding unfair labour practice and the grounds for dismissal
explain Private Dispute Resolution
understand the Labour Courts, freedom of association and organisational rights
apply Collective bargaining: agency and closed shop agreements
understand strikes and lock-outs: procedural and substantive requirements
explain legal protection and consequences for protected and unprotected
strikes
understand the Basic Conditions of Employment Act and Bargaining council
structures, and
explain collective agreements and sectoral determinations

CBE.330 LEADERSHIP AND SUSTAINABLE LOCAL AND REGIONAL ECONOMIC DEVELOPMENT

LEADERSHIP AND SUSTAINABLE LOCAL AND REGIONAL ECONOMIC DEVELOPMENT (LSL9X02)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to conduct a contextual analysis of global and national
challenges and opportunities relevant to sustainable development and formulate
policy guidelines on the role of leadership in promoting sustainable local and
regional economic development within the context of the green economy.

OUTCOMES
Students should be able to:
- identify and analyse the global and national challenges and opportunities to
effectively promote sustainable LED in South Africa;
- appraise international green economy trends and the potential for a green
economy in South Africa to promote sustainable local and regional development;
- describe and motivate the role of national, provincial and local policy makers in
integrating the objectives of sustainable local and regional development into
policies, mandates and legislation; and
- motivate changes to the current role of LED professionals in order to enhance
their role in promoting sustainable local and regional economic development
within the context of the green economy.
CBE.331 LEADERSHIP CHALLENGES IN EMERGING ECONOMIES

LEADERSHIP CHALLENGES IN EMERGING ECONOMIES (LEC001)

NQF LEVEL: 9
NQF CREDITS: 18

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to provide an overview of the challenges, current and future, faced by leaders in emerging countries.

OUTCOMES
Students should be able to:
• displaying comprehension by critically examining and discussion the leadership landscape and its building blocks
• analysing the value of different leadership development theories and models from an Afro and Euro-centric perspective
• critically contrast the political-legal, economic, socio-cultural, technological, people trends and trend breaks over the medium to long term in emerging countries, and
• design a theoretical leadership competence framework, given the above

CBE.332 LEADERSHIP DEVELOPMENT – THEORY AND PRACTICE

LEADERSHIP DEVELOPMENT – THEORY AND PRACTICE (LCO9X02)

NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Full Period Mark weight – 100%

PURPOSE
The purpose of this module is to develop a sound knowledge of leadership theories and models.

OUTCOMES
Students should be able to:
• analyse the value of different leadership development theories and models, with a focus on Afro and Euro centric leadership approaches.
• display comprehension by critically examining and discussion the leadership landscape and its building blocks
• compare leadership competences and leadership potential models, and
• design a theoretical leadership competence framework, given the above.
CBE.333 LEADERSHIP IN THE GROWING BUSINESS

LEADERSHIP IN THE GROWING BUSINESS (LGB9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to assist the students to understand the role of leaders in growing a business.

OUTCOMES
Students should be able to:
- analyse the characteristics and roles of a leader in influencing followers to achieve the goals and objectives of an organisation;
- appraise leadership approaches to ensuring employee engagement within the organisation;
- differentiate between tasks and activities that grow a business versus those that are necessary for maintaining order; and
- understand the role of leader in fostering collaboration throughout an organisation.

CBE.334 LIMITED SCOPE DISSERTATION

LIMITED SCOPE DISSERTATION: COMPUTER AUDITING (LSC9X01/LSC9X02)
NQF LEVEL: 9
NQF CREDITS: 60

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to equip students with specialised research knowledge through the supervision process. Candidates are not generally expected to make an original theoretical or fundamental contribution to the field of knowledge, but through the provision of information they should demonstrate proficiency in research methods and the ability to work independently.

OUTCOMES
Students should be able to:
- write an acceptable research proposal; and
- exhibit mastery of research methodology and evidence of understanding scholarly processes at work, as evidenced through a limited -scope dissertation (Research, communication and self-responsibility skills are developed).
LIMITED SCOPE DISSERTATION: INTERNATIONAL ACCOUNTING
(LSA9X01/LSA9X02)
NQF LEVEL: 9
NQF CREDITS: 60

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to equip students with specialised research knowledge through the supervision process. Candidates are not generally expected to make an original theoretical or fundamental contribution to the field of knowledge, but through the provision of information they should demonstrate proficiency in research methods and the ability to work independently.

OUTCOMES
Students should be able to:
- write an acceptable research proposal; and
- exhibit mastery of research methodology and evidence of understanding scholarly processes at work, as evidenced through a limited-scope dissertation (Research, communication and self-responsibility skills are developed).

LIMITED SCOPE DISSERTATION: SOUTH AFRICAN AND INTERNATIONAL TAXATION
(LST9X01/LST9X02)
NQF LEVEL: 9
NQF CREDITS: 60

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to equip students with specialised research knowledge through the supervision process. Candidates are not generally expected to make an original theoretical or fundamental contribution to the field of knowledge, but through the provision of information they should demonstrate proficiency in research methods and the ability to work independently.

OUTCOMES
Students should be able to:
- write an acceptable research proposal; and
- exhibit mastery of research methodology and evidence of understanding scholarly processes at work, as evidenced through a limited-scope dissertation (Research, communication and self-responsibility skills are developed).

CBE.335 LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT (LED)
(LED9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is to enable students to:

- demonstrate knowledge of contemporary LED theories as well as demonstrate knowledge of methods and techniques used in the understanding, evaluation and treatment of key phenomena and key areas of concern to LED policy makers;
- apply understanding of decision making by local authorities to issues of financing used when formulating investment strategies. Develop a strategy using modern economic techniques to motivate financing of LED on a microeconomic and macroeconomic level. Have an understanding of behavioural economics so as to facilitate improved decision making used in the process of strategic development and financing of LED projects; and
- present an assignment to their peers in their learning environment using their knowledge and training in Research Methodology to show their competence in the field of LED and also demonstrate their ability to present economic knowledge and ideas.

OUTCOMES
Students should be able to:

- research, write and to make presentations on different local economic development issues;
- master the LED theories;
- analyse international LED financing and its application in the South African context;
- investigate strategies that has been adopted by local governments when investing and financing LED projects;
- understand the decision making process of foreign investors when investing in LED projects; and
- develop a model that local authorities can use to analyse, explore and improve the financing of LED.

CBE.336 LOCAL GOVERNANCE: LEADING SUSTAINABLE COMMUNITIES

LOCAL GOVERNANCE: LEADING SUSTAINABLE COMMUNITIES (PMG9X19)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is designed to provide a broad, contextual overview of the significance of leadership in local governance. The content of this module is designed to provide a broad overview of the essential nature of local governance with specific reference to core local government challenges and key approaches and strategies for sustainable development. It is furthermore intended to provide learners with the knowledge, insight and skills to successfully design and apply
appropriate leadership interventions to deal with core sustainable development and local governance challenges.

OUTCOMES
Students should be able to:
- conceptualise and contextualise developmental local government with specific reference to the governance of vulnerable communities
- assess the significance of sustaining “glocalism”
- explore the ideas of developmental local governance and sustainable development
- identify and unpack core
- analyse the role of NGOs, CBOs and development agencies in development, and
- identify core leadership skills required for developmental local government and suggest appropriate leadership interventions and strategies to deal with local governance issues

CBE.337 MACROECONOMIC ISSUES IN DEVELOPMENT

MACROECONOMIC ISSUES IN DEVELOPMENT (MAL9X02)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to be concerned with macroeconomics and growth in the specific context of developing countries, which implies important distinctions compared with theories developed for industrialised country conditions. In particular, developing country governments need to finance expenditure and service public debt via financial systems which are undeveloped and poorly integrated with international capital markets, resulting in distinctive demands on fiscal and monetary policies. In addition, international trade conditions are often unfavourable and complicate exchange rate management. Thus, macroeconomic instability and crises are regular occurrences in developing countries, posing policy challenges for both short-run stabilisation and longer-run growth.

OUTCOMES
Students should be able to:
- distinguish clearly between alternative theories and models of economic growth, including classical, neo-classical, endogenous growth and increasing returns, and their relevance to poor countries today;
- use graphical and mathematical techniques to analyse instability and macroeconomic adjustment in small policy models of poor countries; and
- critically analyse macroeconomic policy approaches of developing country governments and multilateral institutions.
CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to deal with macroeconomic policy challenges for economic development with an emphasis on the different schools of thought and the policy debates. It also focuses on the relationship between investment, infrastructure development and regulation of financial services and other network industries. The course will consider fiscal and monetary policy challenges through different theoretical perspectives and country experiences, with a focus on South Africa. The module explores issues of infrastructure development as a central element of growth in the context of small developing economies, the relationships between key sectors of energy, telecoms and transport, and issues of financialisation, financial sector regulation, and climate change.

OUTCOMES
Students should be able to:
- evaluate different schools of thought and approaches to macroeconomic policy to address economic development challenges;
- analyse macroeconomic policy approaches of developing country governments and multilateral institutions;
- explain the role of investment, infrastructure development and economic regulation in achieving desired macroeconomic outcomes; and
- discuss the implications of financialisation and climate change on economic development outcomes.

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to be concerned with macroeconomics and growth in the specific context of developing countries, which implies important distinctions compared with theories developed for industrialised country conditions. In particular, developing country governments need to finance expenditure and service public debt via financial systems which are undeveloped and poorly integrated with international capital markets, resulting in distinctive demands on fiscal and monetary policies. In addition, international trade conditions are often unfavourable and complicate exchange rate management. Thus, macroeconomic instability and crises are regular occurrences in developing countries, posing policy challenges for both short-run stabilisation and longer-run growth.
OUTCOMES
Students should be able to:
- distinguish clearly between alternative theories and models of economic growth, including classical, neo-classical, endogenous growth and increasing returns, and their relevance to poor countries today;
- use graphical and mathematical techniques to analyse instability and macroeconomic adjustment in small policy models of poor countries; and
- critically analyse macroeconomic policy approaches of developing country governments and multilateral institutions.

CBE.338 MANAGEMENT ACCOUNTING

MANAGEMENT ACCOUNTING (BMA9X02)
NQF LEVEL: 9
NQF CREDITS: 8

PURPOSE
The purpose of this module is for students to develop intellectual competencies and practical skills in the analysis, interpretation and application of financial and management accounting.

The advantages to students are:
- understanding how the financial results of a business is compiled, analysed and used by various interested parties;
- to gain a thorough understanding of the effect of business decisions on the businesses’ financial statements

OUTCOMES
Students should be able to:
- understanding the nature and preparation of financial statements;
- utilise financial statements for planning and decision-making;
- understand the management accounting concepts and terminology and how financial accounting differs from management accounting; and
- understanding the planning and control function out of a financial context.

MANAGEMENT ACCOUNTING FOR DECISION MAKING (MAN9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to apply management accounting information in support of operational and strategic decisions securing successful strategy implementation.

OUTCOMES
Students should be able to:
• analyse the role of management accounting in decision-making and control at different organisational levels;
• apply different short-term decision-making tools such as cost-volume-profit, relevant costing, as well as risk and return trade-off techniques;
• use different costing techniques to value inventory and support pricing decisions;
• compare contemporary management accounting techniques to traditional counterparts;
• appraise strategic management accounting in achieving an organisation’s overall strategic objectives; and
• advise on the appropriateness of techniques and methods of performance management to ensure the successful implementation of strategic and operational plans.

CBE.339 MANAGEMENT OF HUMAN CAPITAL

MANAGEMENT OF HUMAN CAPITAL (LPC9X04)
NQF LEVEL: 9                  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to be able to acquire the intellectual competencies and skills to significantly increase people effectiveness in the organisational context. Students should be able to develop and implement processes and systems that will acquire, grow, retain and develop talent in the organisation. Students should be able to preserve the knowledge base of the organisation by implementing systems, including information systems that will capture knowledge and make it freely available to all members of the organisation with a view to enhance their effectiveness in the organisation. Students should be able to reflect on the implications of any loss of organisational memory, be it in the form of loss of talent or knowledge.

OUTCOMES
Students should be able to:
• conceptualise the contemporary context within which the principles, theories and strategies of managing human capital applies specifically within SA,
• the students should be able to analyse and explain the importance of social capital to the management of multinational enterprises, and
• the students should be able to develop and apply a conceptual framework for using HC metrics in organisations.

CBE.340 MANAGERIAL AND POLICY PERSPECTIVES IN PUBLIC GOVERNANCE

MANAGERIAL AND POLICY PERSPECTIVES IN PUBLIC GOVERNANCE (MPG9X01)
CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to comprehend the challenges of government planning in the 21st century, emphasising the nature of and inter-relationships among the fields of Public Governance, Public Management, Public Administration and Public Policy to prioritise short and long-term goals and their implications for good governance outcomes.

OUTCOMES
Students should be able to:
• assess principles, models, frameworks, applications and dynamics of good governance in the African context;
• analyse the theoretical concepts and context on which Public Governance, Public Management, Public Administration and Public Policy are founded;
• analyse whether democratic, governmental and managerial processes will realise policy intent and performance cost-effectively and efficiently; and
• appraise levels of strategic coordination, co-operation and integration between the different spheres of government in order to optimise policy design and implementation.

CBE.341 MICROECONOMIC ISSUES

MICROECONOMIC ISSUES IN COMPETITION AND ECONOMIC REGULATION
(MIC9X01)

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to deal with applied microeconomic issues of particular relevance to developing economies, with a policy orientation. It aims to equip students with the specialist knowledge and skills required to understand relevant features of the South African economy, including industrial structure and barriers to entry, and the economic implications of patterns of industrial organisation. It prepares students to demonstrate knowledge of the basics of industrial organisation, and alternative perspectives on industrial policy.

The module provides an introduction to economic regulation and competition economics, highlighting core principles and key concepts as well as the interface between the two. It covers the appropriate tests, evidence and assessment needed to analyse specific competition matters in mergers and coordinated conduct/collusion cases. The module has a strong focus on how economic
principles are applied in practice, taught by a combination of lectures on theory, practical case studies and using hypothetical case scenarios where students apply lessons learnt during the classes.

OUTCOMES
Students should be able to:

- demonstrate familiarity with relevant features of the South African economy, including its industrial structure;
- demonstrate knowledge of industrial organisation and competition economics;
- demonstrate familiarity with economic regulation and competition policy in South Africa;
- understand key measures of concentration;
- define and evaluate markets and understand the potential implications of market power;
- understand the objectives of, and rationale for, economic regulation and key principles of regulatory economics (including types of regulation) with reference to important regulated sectors in South Africa such as electricity, telecoms, ports etc.
- undertake merger analyses;
- understand collusion and factors facilitating collusion; and
- explain alternative perspectives on industrial policy and on trade policy, in both the international literature and in South African policy debates; and demonstrate familiarity with South Africa’s industrial policy over the past decade.

MICROECONOMIC ISSUES IN DEVELOPMENT (MID9X02)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to deal with applied microeconomic issues of particular relevance to developing economies, with a policy orientation. It focuses on the following broad areas: (i) trade and industrial policy; (ii) human capital (health and education issues); (iii) economic growth; (iv) poverty and (v) inequality. The module will provide students with the necessary theoretical background and analytical tools necessary for effective participation in development policy issues for Africa and South African within the global context.

Topics to be covered include the following: introduction to growth, poverty and inequality as the core development issues; measures of poverty; the incidence of poverty in South Africa; non-monetary metrics of poverty; measures of inequality; the relationship between inequality and economic growth; issues in health economics; canonical model of demand for health; health measures; quality of life; trade policy: industrial policy; competition policy; and the labour market; the political economy of distribution in South Africa; and household economics.

OUTCOMES
Students should be able to:
• demonstrate familiarity with relevant features of the South African economy, including its industrial structure, level and patterns of poverty, and distributional structure;
• demonstrate knowledge of the basics of industrial organisation, including the economic implications of patterns of industrial organisation;
• evaluate key measures of poverty and inequality;
• demonstrate familiarity with the nexus of trade, industrial and competition policies in development outcomes;
• demonstrate knowledge measures of health and the key elements and implications of demand for health;
• explain alternative perspectives on industrial policy and on trade policy, in both the international literature and in South African policy debates; and
• show familiarity with Africa’s and South Africa’s industrial policy.

CBE.342 MINOR DISSERTATION

MINOR DISSERTATION A: PMG (MIDACP2)
FULLY ONLINE MODULE
NQF LEVEL: 9
NQF CREDITS:

(Not offered in 2020)
CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
The purpose of this module is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, minor dissertation and report the results for academic submission.

OUTCOMES
Students should be able to:
• identify an appropriate research problem and goals to study;
• identify an optimal research design and methodology to investigate the problem;
• undertake and complete the research successfully; and
• write the research report

MINOR DISSERTATION B: PMG (MIDBCP2)
FULLY ONLINE MODULE
NQF LEVEL: 9
NQF CREDITS:

(Not offered in 2020)
CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
The purpose of this module is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities
thereto, to prepare a research proposal, minor dissertation and report the results for academic submission.

OUTCOMES
Students should be able to:
• identify an appropriate research problem and goals to study;
• identify an optimal research design and methodology to investigate the problem;
• undertake and complete the research successfully; and
• write the research report

MINOR DISSERTATION C: PMG (MIDCCP2)
FULLY ONLINE MODULE
NQF LEVEL: 9
NQF CREDITS:

(Not offered in 2020)
CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
The purpose of this module is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, minor dissertation and report the results for academic submission.

OUTCOMES
Students should be able to:
• identify an appropriate research problem and goals to study;
• identify an optimal research design and methodology to investigate the problem;
• undertake and complete the research successfully; and
• write the research report

MINOR DISSERTATION D: PMG (MIDDCP2)
FULLY ONLINE MODULE
NQF LEVEL: 9
NQF CREDITS: 90

(Not offered in 2020)
CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
The purpose of this module is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, minor dissertation and report the results for academic submission.

OUTCOMES
Students should be able to:
• identify an appropriate research problem and goals to study;
• identify an optimal research design and methodology to investigate the problem;
• undertake and complete the research successfully; and
write the research report

MINOR DISSERTATION: INFORMATION TECHNOLOGY
(BMI9X06 & BMI9X07)
NQF LEVEL: 9
NQF CREDITS: 90

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – N/A
Full period mark weight – N/A
Examination Mark Weight – 100%

PURPOSE
Students have the choice to either do the minor dissertation individually or as a multidisciplinary group project (MDP). Projects are presented by companies to students in June of year 1 of studies and students need to decide whether they are going to do individual or group research before the module Research Methodology commences in July.

Students attend the module Research Methodology in July in year 1 of studies. During this module the proposal for the minor dissertation is developed and a final proposal is handed in as exam equivalent during the November examination.

Supervisors are allocated to students at the end of year 1 and the student can complete the minor dissertation either in the second semester of year 2 or in year 3 of studies (May or October hand-in).

OUTCOMES
The student is responsible for the completion of the minor dissertation under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

MINOR DISSERTATION: BUSINESS MANAGEMENT
(BMB9X06 & BMB9X07)
NQF LEVEL: 9
NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
Students have the choice to either do the minor dissertation individually or as a multidisciplinary group project (MDP). Projects are presented by companies to students in June of year 1 of studies and students need to decide whether they are going to do individual or group research before the module Research Methodology commences in July.

Students attend the module Research Methodology in July in year 1 of studies. During this module the proposal for the minor dissertation is developed and a final proposal is handed in as exam equivalent during the November examination.
Supervisors are allocated to students at the end of year 1 and the student can complete the minor dissertation either in the second semester of year 2 or in year 3 of studies (May or October hand-in).

OUTCOMES
The student is responsible for the completion of the minor dissertation under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

MINOR DISSERTATION: COMPETITION AND ECONOMIC REGULATION (MDR9X01/MDR9X02)
NQF LEVEL: 9
NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to allow students, under guidance of the supervisor, to execute research in areas of competition economics and economic regulation culminating in the completion of a minor-dissertation.

SPECIFIC OUTCOMES
Students should be able to:
- apply research principles and methods applicable to the fields of competition economics, policy and economic regulation; and
- submit a minor-dissertation, according to the correct research principles and methods, to the satisfaction of the supervisor/s.

MINOR DISSERTATION: ECONOMICS (MDN9X01/MDN9X02)
NQF LEVEL: 9
NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
The purpose of this module is to develop a student to undertake independent and individual advanced research in the field of Development and Policy Issues as reflected in the gathering, analysing, synthesising and interpretation of information on Development and Policy Issues and efficiently communicate and present these findings and results.

OUTCOMES
Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for a study;
- write a proposal;
- choose the appropriate research design and execute it with the proper methodology; and
- construct and write a scientific Minor dissertation.
MINOR DISSERTATION: FINANCE (MDF9X01/MDF9X02)
NQF LEVEL: 9
NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to demonstrate the ability to conduct research independently using scientific research methodologies, and to analyse, interpret and write up research of a quantitative and/or qualitative nature.

OUTCOMES
Students should be able to:
- define a researchable research problem based on financially related theory;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal to a panel convened for this purpose;
- construct and write a minor dissertation; and
- successfully write an academic article based on the research conducted.

MINOR DISSERTATION: FINANCIAL ECONOMICS (MDFN9X1/MDFN9X2)
NQF LEVEL: 9
NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to equip students with specialised research knowledge through the supervision process. Candidates are not generally expected to make an original theoretical or fundamental contribution to the field of knowledge, but through the provision of information they should demonstrate proficiency in research methods and the ability to work independently.

OUTCOMES
Students should be able to:
- complete a final acceptable minor dissertation.

MINOR DISSERTATION: INDUSTRIAL POLICY (MDI9X01/MDI9X02)
NQF LEVEL: 9
NQF CREDITS: 60

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of the module is to develop a student to undertake independent and individual advanced research in the field of Industrial Policy within Development Economics.

OUTCOMES
Students should be able to:
- write a research proposal;
- formulate a suitable research question;
- select and develop a research design and methodology appropriate for a research project;
- undertake research at an appropriate level of scholarship; and
- write a coherent and scientific minor dissertation.

MINOR DISSERTATION: INDUSTRIAL PSYCHOLOGY

(IPS9XM1/IPSXMX2)

NQF LEVEL: 9

NQF CREDITS: 120

CALCULATION CRITERIA

Full Period Mark Weight – 100%

PURPOSE

The purpose of this module is for students to be able to critically reflect on paradigms in the discipline of industrial psychology, appreciate their ethical obligation to the discipline, profession, fellow professionals, organisations, clients and society, understand their role in contributing to societal sustainability, be a "masters" of their discipline, be able to think and act professionally, appreciate the importance of the "scientific method", demonstrate an independent research ability, demonstrate research rigour, demonstrate methodological sophistication, demonstrate an applied competence, and understand the requirements of being professionally accountable.

OUTCOMES

Students should be able under the study leadership of a supervisor to:
- define the research problem within the field of Industrial Psychology and derive a research objective from it;
- write an acceptable proposal;
- present and defend the proposal to a panel;
- write a minor dissertation; and
- successfully write an academic article based on the research conducted.

MINOR DISSERTATION: KNOWLEDGE MANAGEMENT

(BMK9X06 & BMK9X07)

NQF LEVEL: 9

NQF CREDITS: 90

CALCULATION CRITERIA

Full Period Mark weight - 100%

PURPOSE

Students have the choice to either do the minor dissertation individually or as a multidisciplinary group project (MDP). Projects are presented by companies to students in June of year 1 of studies and students need to decide whether they are going to do individual or group research before the module Research Methodology commences in July.

Students attend the module Research Methodology in July in year 1 of studies. During this module the proposal for the minor dissertation is developed and a final proposal is handed in as exam equivalent during the November examination.
Supervisors are allocated to students at the end of year 1 and the student can complete the minor dissertation either in the second semester of year 2 or in year 3 of studies (May or October hand-in).

OUTCOMES
The student is responsible for the completion of the minor dissertation under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

MINOR DISSERTATION: LEADERSHIP COACHING
(LCO9XM1/LCO9XM2)
NQF LEVEL: 9

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to provide students with knowledge and skills in order to explain the nature and process of research and to conduct independent research to find answers to specific research problems related to leadership coaching.

OUTCOMES
Students should be able to:
- demonstrate that he/she has an ability to interrogate the literature directly related to his/her research topic and that the student is able to engage in significant independent research,
- demonstrate an ability to use a range of appropriate research techniques,
- demonstrate critical use of published work and source material, and
- demonstrate competence in independent research. The mini-dissertation must provide clear evidence of the student’s ability to conceive, plan, conduct and report on a well-defined scientific research project on leadership coaching.

MINOR DISSERTATION: LEADERSHIP IN EMERGING ECONOMIES
(LEC005/LEC05B)
NQF LEVEL: 9

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to provide students with knowledge and skills in order to explain the nature and process of research and to conduct independent research to find answers to specific research problems related to emerging countries.

OUTCOMES
Students should be able to:
- demonstrate that he/she has an ability to interrogate the literature directly related to his/her research topic and that the student is able to engage in significant independent research,
- demonstrate an ability to use a range of appropriate research techniques,
- demonstrate critical use of published work and source material,
- demonstrate competence in independent work. The mini-dissertation must provide clear evidence of the student’s ability to conceive, plan, conduct and report on a well-defined scientific research project on leadership in emerging countries as it relates to a specific sector within these countries, and
- writing a possible publishable article based on the research conducted.

MINOR DISSERTATION: LOGISTICS MANAGEMENT
(BML9X06 & BML9X07)

NQF LEVEL: 9

NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
Students have the choice to either do the minor dissertation individually or as a multidisciplinary group project (MDP). Projects are presented by companies to students in June of year 1 of studies and students need to decide whether they are going to do individual or group research before the module Research Methodology commences in July.

Students attend the module Research Methodology in July in year 1 of studies. During this module the proposal for the minor dissertation is developed and a final proposal is handed in as exam equivalent during the November examination.

Supervisors are allocated to students at the end of year 1 and the student can complete the minor dissertation either in the second semester of year 2 or in year 3 of studies (May or October hand-in).

OUTCOMES
The student is responsible for the completion of the minor dissertation under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

MINOR DISSERTATION: MARKETING MANAGEMENT
(BMM9X06 & BMM9X07)

NQF LEVEL: 9

NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
Students have the choice to either do the minor dissertation individually or as a multidisciplinary group project (MDP). Projects are presented by companies to students in June of year 1 of studies and students need to decide whether they are going to do individual or group research before the module Research Methodology commences in July.
Students attend the module Research Methodology in July in year 1 of studies. During this module the proposal for the minor dissertation is developed and a final proposal is handed in as exam equivalent during the November examination.

Supervisors are allocated to students at the end of year 1 and the student can complete the minor dissertation either in the second semester of year 2 or in year 3 of studies (May or October hand-in).

OUTCOMES
The student is responsible for the completion of the minor dissertation under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

MINOR DISSERTATION: PERSONAL AND PROFESSIONAL LEADERSHIP
(PPL9XR1/PPL9XR2)
NQF LEVEL: 9
NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to provide students with knowledge and skills in order to explain the nature and process of research and to conduct independent research to find answers to specific research problems related to personal, interpersonal leadership problems.

OUTCOMES
Students should be able to:
• demonstrate that he/she has an ability to interrogate the literature directly related to his/her research topic and that the student is able to engage in significant independent research,
• demonstrate an ability to use a range of appropriate research techniques,
• demonstrate critical use of published work and source material, and
• demonstrate competence in independent work by presenting an acceptable research proposal, followed by a mini-dissertation and a possible publishable article.

MINOR DISSERTATION: PUBLIC MANAGEMENT AND GOVERNANCE
(PMG9X01/PMG9X02)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
The purpose of this module is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, minor dissertation and report the results for academic submission.
OUTCOMES
Students should be able to:
- identify an appropriate research problem and goals to study;
- identify an optimal research design and methodology to investigate the problem;
- undertake and complete the research successfully; and
- write the minor-dissertation

MINOR DISSERTATION: STRATEGIC HUMAN RESOURCE MANAGEMENT (MNS9X01/MNS9X02)
NQF LEVEL: 9 NQF CREDITS: 90

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is for students to plan and conduct independent scientific research with sound reflection in the area of strategic human resource management and to reflect on research findings that leads to the production of a minor research dissertation.

OUTCOMES
Students should be able to:
- develop applied competencies and practical skills in the acquisition, interpretation and reflection on Research Methodology, and
- communicate the research process followed and the findings of the research.

CBE.343 ORGANISATIONAL BEHAVIOUR

ORGANISATIONAL BEHAVIOUR (BMA9X06)
NQF LEVEL: 9 NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide context to the field of organisational behaviour in a changing world of work. The implication of new sciences such as systems thinking, quantum physics and design thinking will be considered. The rising level of consciousness internationally will be explored. Ultimately, the group will be confronted with the challenges of the complexities of a changing external context. Individual dynamics and their impact in organisational life will be studied. Group dynamics will also be explored in an attempt to demystify the way individuals interact in-group.

As individuals differ, and groups are different from each other, organisations is designed and developed differently. The way things are being done in an organisation becomes the organisational culture. Our structures, policies and processes may or may not support strategic intent of the organisation. The
importance of leadership is discussed to create a behavioural framework in which multinational individuals can co-create a shared organisational vision. The human reaction to change and organisational transformation is brought into the argument.

OUTCOMES
The student should be able to:

- describe the essence of the changes in the world of work over the last year
- anticipate what challenges the world of work will present ten years from now
- identify theories from other fields of study that explain how our ontologies and epistemologies are influenced
- demonstrate systemic understanding of external realities
- inquire into the rising levels of consciousness internationally
- define the field of Organisational Behaviour
- identify challenges and opportunities managers have in applying Organisational Behaviour principles
- identify key diversity factors on the individual domain
- understand the role that personality plays impacts on the work place
- discuss the impact of levels of complexity handling ability on the business
- describe how personal values impact business decision making
- consider how the development of emotional intelligence can enhance the efficacy of the individual
- explore how business decision-making can be optimised on individual domain
- identify the five stages of group development and demonstrate how norms and status exert influence on individual behaviour
- understand how the unconscious manifests in groups
- explore what categories make a team a high performance team
- show insight into why team-buildings often do not work
- understand how individual differences manifest on the group domain
- describe the bases of power and identity in groups
- explore how conflict manifests in groups
- build a systemic causal loop of an organisation
- demonstrate how culture can be used to optimise engagement
- explain the factors that create and sustain an organisational culture
- explore the impact of leadership on culture
- describe different frameworks for assessing culture
- clearly distinguish between organisational and national culture
- describe the characteristics of an ethical culture
- build an understanding of how to optimise individual, group and organisational behaviours in relation to each other
- demonstrate the importance of principle based leadership on all levels in the organisation
- explain how engagement can lead to organisational effectiveness
- describe the characteristics of an ethical culture
- compare different models to organisational change
- understand the human reaction to change dynamics
- understand different organisational development methodologies that can lead to a culture of inclusivity
- understand the basic and contemporary approaches to leadership
understand the type of leadership that the new world of work require
debate the link between leadership and organisational success
explore the characteristics of leaders needed in a multi-national global environment
describe how this is different from the leadership required in a rural setting by a chief/elder
working towards a business case for succession planning and leadership development, and
discuss why ethics and trust are vital to effective leadership.

CBE.344 OPERATIONS AND SUPPLY CHAIN MANAGEMENT

OPERATIONS AND SUPPLY CHAIN MANAGEMENT (OSC9X02)
NQF LEVEL: 8  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to grow deep insight into contemporary operations and supply chain management. The module will focus on the design of operations both in manufacturing and service organisations. In addition, the management and performance of complex supply chains in Africa will be studied.

OUTCOMES
Students should be able to:
• Make strategic decisions about operations and supply chain management;
• Resolve complex operational and supply chain issues in a fast paced and interconnected world; and
• Evaluate holistically the performance of operations systems and supply chains holistically.

CBE.345 ORIENTATION AND TEAMWORK

ORIENATION AND TEAMWORK (OAT9X01)
NQF LEVEL: 8  NQF CREDITS: 0

PURPOSE
The purpose of this module is to orient and introduce students to the Masters in Business Administration qualification.

CBE.346 PEOPLE MANAGEMENT

PEOPLE MANAGEMENT (PMA9X01)
NQF LEVEL: 8  NQF CREDITS: 10
CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to equip students with the knowledge to be able to manage the performance of others, and to understand the key human resource management functions in an organisation.

OUTCOMES
Students should be able to:
- appraise different approaches to employee selection to determine their relative effectiveness;
- evaluate different approaches to training and development;
- compare and contrast the objectives of performance appraisal and performance management; and
- evaluate the factors that influence employee retention.

CBE.347 PEOPLE STRATEGY

PEOPLE STRATEGY (LPC9X01)
NQF LEVEL: 9
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module is that students should develop and enhance the intellectual competencies required to manage organisational strategy for the achievement of organisational objectives. They should be able to choose between various methods of managerial decision-making and action needed for the achievement of the organisational objectives that determine the long-term performance of the organisation. Students should be able to determine objectives, take strategic decisions, as well as implement and control the chosen strategy. Students should further be able to reflect on the processes underlying organisational strategy and the implications thereof in individual and organisational contexts.

OUTCOMES
Students should be able to:
- conceptualise the contemporary context within which the principles, theories and strategies of managing people for competitive advantage applies specifically within SA,
- analyse and explain an internal and external competitor analysis, and
- develop a conceptual framework of managing people for sustainable competitive advantage.
CBE.348 PERSONAL AND PROFESSIONAL LEADERSHIP

PERSONAL AND PROFESSIONAL LEADERSHIP (LEC002)
NQF LEVEL: 9
NQF CREDITS: 18

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to develop a leadership perspective that is empowering at the personal, interpersonal and professional level.

OUTCOMES
Students should be able to:
- formulate a personal leadership perspective,
- discuss the impact of emotional leadership when developing a leadership perspective,
- argue the importance between interpersonal leadership and relationships,
- justify the demonstration of spiritual leadership when facilitating (group and individual)
- recommend the importance of professional leadership within an organisational context, and
- debate the importance of professional coaching when developing personal and professional leadership.

CBE.349 POLICY EVALUATION THEORIES, MODELS, SYSTEMS AND PROCESSES

POLICY EVALUATION THEORIES, MODELS, SYSTEMS AND PROCESSES (PMG9X08)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with knowledge and skills about what the phenomena of monitoring and evaluation are what their roles are in public management contexts and how to use them as tools to improve public management outcomes.

OUTCOMES
Students should be able to:
- define and explain and monitoring and evaluation,
• describe and explain monitoring and evaluation as higher order policy management functions and policy management tools,
• describe and explain the context of monitoring and evaluation in the public sector,
• describe and explain the steps to establishing and institutionalising an outcome-based monitoring and evaluation system,
• describe and explain various approaches and techniques for monitoring and evaluation, and
• describe and explain reporting requirements for monitoring and evaluation.

POLICY EVALUATION THEORIES, MODELS, SYSTEMS AND PROCESSES A  (PETACP1)
NQF LEVEL: 9  NQF CREDITS: 10

(Not offered in 2020)

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to provide students with specialised knowledge of monitoring and evaluation. Students are afforded an exposure to attain comprehensive understanding of critical dimensions such as public policy management, policy systems, decision-making, policy evaluation scoping, different evaluation approaches (African-rooted and Western evaluation approaches), qualitative research tradition in evaluation and policy instruments in evaluation.

OUTCOMES
Students should be able to:
• distinguish, assess and apply monitoring and evaluation as advanced policy management functions aimed at improving policy issues and problems;
• distinguish, assess and apply the main competing evaluation approaches in order to select the most appropriate approach(es) in a given context;
• distinguish, assess and apply evaluation theories of change and action;
• assess and apply complexity insights about evidence-informed decision-making in public policy processes;
• assess, develop and apply different evaluation designs and methodologies in a given context;
• assess and apply competing policy evaluation standards and competencies to achieve good evaluation outcomes; and
• assess and apply current knowledge about best practices of developing evaluation terms of reference, report-writing, use and the institutionalization of evaluation systems.

POLICY EVALUATION THEORIES, MODELS, SYSTEMS AND PROCESSES B  (PETBCP1)
NQF LEVEL: 9  NQF CREDITS: 10

(Not offered in 2020)

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
PURPOSE
The purpose of this module is to equip students with critical insight and comprehensive understanding of governance, theory of change and action, evidence-informed policy change, evaluation foundation and philosophies, quantitative and mixed methods research traditions in evaluation as well as policy evaluation competencies.

OUTCOMES
Students should be able to:

- critically analyse what good governance means, which considerations influence such outcomes positively or negatively and what strategies can be used to ensure optimal good governance outcomes in a given context;
- critically assess the nature and types of policy change processes and outcomes as well as the variables that influence these outcomes and develop appropriate change strategies to achieve sustainable development and good governance outcomes for public programmes in a given context;
- evaluate what policy indicators are, what their role is in systematic policy evaluations and to develop and apply appropriate indicators for specific public policy programmes in a given context;
- assess what sustainable development indicator frameworks are, what their role is in systematic policy evaluations, and develop appropriate indicator frameworks for specific sustainable development programmes in a given context;
- critically assess how the implementation of the UN Sustainable Development Goals Programme is supposed to be measured and the variables that will influence this in a given context in Africa;
- evaluate the main elements of the Government-Wide Monitoring and Evaluation System (GWM&ES) in South Africa and recommend how these practices can be better applied in public sector organisations; and
- compare and contrast the different policy indicator frameworks existing in South Africa and recommend how they can be improved, and develop more appropriate SA indicator frameworks for specific sustainable development programmes in the country and in the African context.

CBE.350 POVERTY AND INEQUALITY

POVERTY AND INEQUALITY (PAI9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to critically analyse, evaluate and to reflect on topics in poverty and inequality and the principle effects for local and regional development in South Africa.
OUTCOMES
Students should be able to:
• use household survey data and appropriate software to quantify and empirically analyse poverty and inequality in South Africa;
• explain and empirically analyse the growth elasticity of poverty;
• decompose inequality along various dimensions, using South African data;
• critically discuss theoretical channels and evidence concerning the (economic and broader) causes of poverty and determinants of inequality; and
• discuss alternative perspectives, with supporting evidence, concerning the relationship between globalisation and inequality.

CBE.351 PRACTICAL COACHING COMPETENCIES

PRACTICAL COACHING COMPETENCIES 1 (LCO9X04)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of the module is to develop the practical skills of leadership coaching in two phases:
Practical skills development and self-coaching.
Practical skills development and peer coaching

OUTCOMES
Students should be able to:
• study and practice the development of the following competences in leadership coaching:
  - Self-management and self-awareness
  - Building the coaching relationship
  - Listening
  - Questioning frameworks
  - Feedback
  - Building self-reflection
• conduct a contracting and re-contracting process,
• conduct leadership competency/psychometric assessment and reassessment,
• create and implement a leadership coaching development plan, and
• facilitate public dialogue sessions.

PRACTICAL COACHING COMPETENCIES 2 (LCO9X05)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%
PURPOSE
The purpose of the module is to develop the practical skills of leadership coaching in two phases:
Phase 1 - Practical skills development and peer coaching
Phase 2 - Formal coaching under the supervision of an experienced/master coach

OUTCOMES
Students should be able to:
• study and practice the development of the following competences in leadership coaching:
  - Self-management and self-awareness
  - Building the coaching relationship
  - Listening
  - Questioning frameworks
  - Feedback
  - Building self-reflection
• conduct a contracting and re-contracting process,
• conduct leadership competency/psychometric assessment and reassessment,
• create a leadership coaching development plan,
• facilitate a public dialogue sessions,
• implement the leadership coaching development plan and conduct the face to face coaching sessions,
• evaluate the success of the coaching intervention

CBE.352 PRINCIPLES OF CORPORATE FINANCE

PRINCIPLES OF CORPORATE FINANCE (BMB9X04)
NQF LEVEL: 9 NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of the module to enable students to use financial statements to determine the economic value created by an organisation and to identify the management levers that create this value. The emphasis is on practically applying the theory to arrive at an economic or fair value. Initially, some theory will have been covered in earlier courses and the focus will be on developing the use of that theory. New theory together with applications will be introduced in the area of working capital management, capital budgeting, risk and return and equity valuation. The module will focus on the management of the levers that drive economic value, discounted cash flow, cost of capital and equity valuation.

OUTCOMES
Students should be able to:
- demonstrate an understanding of the relationship between risk, reward and value
- demonstrate an understanding of and ability to perform discounted cash flow analysis
- demonstrate the ability to prepare and understand capital budgets
- demonstrate the ability to prepare equity valuations, and
- demonstrate an understanding of the working capital cycle

CBE.353 PROFESSIONAL LEADERSHIP

PROFESSIONAL LEADERSHIP (PPL9X10)
NQF LEVEL: 9
NQF CREDITS: 12

CALCULATION CRITERIA:
Minimum Full Period Mark for Final Integrated Assessment Admission– 40%
Full Period Mark weight – 50%
Integrated Assessment Mark weight – 50%

PURPOSE
The purpose of the module is to provide students with an in depth and critical understanding of leadership theories, processes and dynamics in individual, team and organisational contexts.

OUTCOMES
Students should be able to:
- conceptualise and compare the most prominent theories, models and constructs of professional leadership from a Euro and Afro - centric perspective and within an individual, team and organisational context
- diagnose leadership problems and challenges in an individual, team and organisational context, and
- plan and execute leadership development interventions (Business Driven Action Learning).

CBE.354 PROJECT MANAGEMENT

PROJECT MANAGEMENT (BMA9X05)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to gain an executive management perspective of project management as a discipline, concepts of strategic importance in the discipline and the application of project management in the workplace.
OUTCOMES
The student should be able to:
- critique project and project management.
- evaluate the purpose and value of managing projects for an organisation according to best practice.
- assess the governance of projects within the organisation
- motivate the importance of benefit management within the organisation
- relate benefits to the sustainability of the organisation, and
- assess the relationship between project success and sustainability

CBE.355 PUBLIC MANAGEMENT AND GOVERNANCE

PUBLIC MANAGEMENT AND GOVERNANCE: INTERNSHIP
(PMG9X03)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA:
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to focus on the practical application of theories and concepts acquired in the Public Sector programme. It provides the student with an insight into how to integrate all the theories and concepts into a practical internship programme and defines how the student can self-manage his/her internship.

OUTCOMES
Students should be able to:
- identify and apply internship guidelines,
- identify the components of internship agreement and sign as a party to agreement,
- review relevant documents and engage in the related activities that form part of,
- internship and identify own roles and responsibilities in completing relevant documents, and
- complete assignment and assessments required as part of the internship programme,

CBE.356 PUBLIC POLICY INDICATOR DEVELOPMENT AND APPLICATION

PUBLIC POLICY INDICATOR DEVELOPMENT AND APPLICATION
(PMG9X10)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with knowledge and skills about the nature and role of public policy indicators as crucial monitoring and evaluation tools, what their roles are in public management evaluations and how to develop and apply such indicators to maximise sustainable development outcomes.

OUTCOMES
Students should be able to:
• describe and explain the role and importance of indicators,
• describe and explain the requirements and characteristics of “good” indicators,
• describe and explain various types and classifications of indicators,
• identify and describe problems with the current indicators used in their environment,
• systematically improve or develop more appropriate indicators for various levels of the programme, project or policy system, and
• develop indicators for assessing and measuring sustainable development.

CBE.357 PUBLIC SECTOR LEADERSHIP

PUBLIC SECTOR LEADERSHIP (LEC006)
NQF LEVEL: 9
NQF CREDITS: 18

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to equip students with the ability to critically analyse and create models effective and excellent leadership with respect to public sector leadership

OUTCOMES
Students should be able to:
• understand leadership demands and requirements specific to this sector, now and in future,
• know the nature, characteristics and principles of leadership in this sector,
• reflect critically on leadership effectiveness and excellence specific to this sector, and
• identify and understand critical success factors for leadership specific to this sector.
PUBLIC SECTOR RISK MANAGEMENT (PMG9X16)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to introduce the importance and theoretical concepts that underpin risk management in the public sector with specific reference to the concept of risk, risk management, risk management terminology and risk management practices according to international best practices. It addresses specific issues in line with the international risk management framework in the context of local government risk management; stakeholder communication and consultation; risk assessment which constitutes the overall process of risk identification, risk analysis and risk evaluation; risk responses and the monitoring and control of risk management activities.

OUTCOMES
Students should be able to:
- illustrate an appropriate level of knowledge and understanding of risk management terminology and concepts,
- evaluate the importance of communication and consultation with stakeholders regarding objectives and the uncertainties (risk) that surround these objectives,
- analyse the organisational and departmental strategies in context of the purpose of the organisation,
- propose a risk assessment methodology to identify and document the risk to which the organisation may be exposed,
- design a response to any events that may arise once the risk is being realised, and
- develop and motivate a plan to monitor and control the risk management activities.

QUALITATIVE AND QUANTITATIVE DATA MANAGEMENT (LPC9X08)
NQF LEVEL: 9
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is for students to acquire the competencies and practical skills for utilising appropriate techniques for diagnosing the organisation and making managerial decisions.

OUTCOMES
Students should be able to:
- enhance their intellectual skills by applying processes of data and applied statistical analysis both in a research environment, as well as in the organisational domain;
- reflect on the most appropriate processes for organisational analysis and managerial decision making; and
- reflect on the validity and reliability of their findings in the holistic context of organisations.

CBE.360 QUALITATIVE ANALYSIS

QUANTITATIVE ANALYSIS

(NQA9X00)

NQF LEVEL: 9

NQF CREDITS: 30

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to expose the student to a variety of topics pertinent to the field of Financial Economics to acquire analysis techniques for application in Financial Economics; identify the characteristics of a wide variety of problems and correctly apply the appropriate statistical techniques; and derive relevant statistical (and economic) inferences from the results.

OUTCOMES
Students should be able to:
- set up an experiment to analyse longitudinal and cross-sectional data;
- perform the analysis;
- derive the relevant statistical and economic inferences from the results,
- report on this in a practical manner;
- in addition, the student will acquire the necessary skills to exploit the versatility and power of E-Views and Matlab; and
- build financial econometric models of financial returns and volatility.
CBE.361 QUANTITATIVE METHODS AND ECONOMETRICS FOR APPLICATION IN COMPETITION AND ECONOMIC REGULATION

QUANTITATIVE METHODS AND ECONOMETRICS FOR APPLICATION IN COMPETITION AND ECONOMIC REGULATION (QEC9X01)
NQF LEVEL: 9 NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 60%
Examination Mark Weight – 40%

PURPOSE
The purpose of this module is to equip students with the specialist tools to conduct quantitative economic assessments relevant to competition cases and regulatory matters. It will cover key techniques to empirically characterise markets, with data-driven examples from some specific industries in South Africa and internationally. The course will combine lectures and hands-on sessions using data sets in STATA. Key principles and tests taught during the lectures will be reinforced through the exercises using data from academic studies.

OUTCOMES
Students should be able to:
• understand the different techniques for quantitative assessment of competition issues and regulatory matters, such as in defining markets
• estimate demand functions (homogenous and differentiated products)
• undertake quantitative analysis relevant to analysing competition and regulation matters such as the identification of market power, merger simulations, impact assessments and cartel screening
• conduct advanced descriptive and graphical analyses of economic data, and
• undertake merger simulations.

CBE.362 RESEARCH DESIGN

RESEARCH DESIGN: FINANCIAL ECONOMICS (DEN9X00)
NQF LEVEL: 9 NQF CREDITS: 30

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop students to demonstrate by writing and presenting a Working Paper that the student has a firm scientific research basis for carrying on with the Research Article.

OUTCOMES
Students should be able to:
• define a research problem and derive research objectives from it;
• define and state the rationale for a study;
• do a coherent and relevant literature review;
• choose the appropriate research design and execute it with the proper methodology;
• write and present a convincing research proposal; and
• write and present a Working Paper.

CBE.363 RESEARCH METHODOLOGY

RESEARCH METHODOLOGY: BUSINESS MANAGEMENT
(BMA9X04)

NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to assist you in developing the research proposal that will guide your research project in preparation for the minor dissertation. Students will also understand the rationale for research and gain skills in undertaking field research. The module culminates in the submission of a scientifically correct, academically sound and practically implementable research proposal. In the research proposal you will have to show your ability to identify a researchable research problem by identifying the research gap from the literature and select the appropriate research methodology to investigate the research problem within a relevant discipline.

OUTCOMES
Student should be able to:
• understand the various concepts of research;
• understand the factors that influence the selection of a researchable topic;
• understand research and the research process;
• identify the principles of conducting ethical research;
• identify a researchable topic and take the steps towards formulating a research problem;
• motivate the rationale and aim of a research project;
• understand conceptual frameworks;
• plan and commence with a literature review;
• assess the suitability of the research design;
• select appropriate research methods to address your research problem;
• format your research proposal towards finalisation;
• identify the limitations of the research; and
• understand the criteria against which the research proposal will be assessed.
RESEARCH METHODOLOGY: PERSONAL AND PROFESSIONAL LEADERSHIP  
(PPL9X11)  
NQF LEVEL: 9  
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Final Integrated Assessment Admission – 40%
Full Period Mark weight – 50%
Integrated Assessment Mark weight – 50%

PURPOSE
The purpose of this module is to acquire the skills and knowledge of research methodology. At completion of this module, the student should be able to compile an academically and methodologically sound research proposal.

OUTCOMES
Students should be able to:
- know and apply the criteria against which a research proposal will be assessed
- demonstrate the ability to interrogate the literature directly related to chosen research topic
- develop and submit a research proposal for approval, and
- defend a suitable research design for chosen topic before a panel for approval and sign off.

RESEARCH METHODOLOGY: COMPUTER AUDITING  
(RMC9X04)  
NQF LEVEL: 9  
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop research skills through research training. The research process is the focus area.

OUTCOMES
Students should be able to:
- understand and apply the steps in the research process;
- select and apply research methodologies and paradigms;
- find and evaluate information sources;
- apply the correct referencing techniques; and
- understand the process of writing research essays and research proposals.

RESEARCH METHODOLOGY: ECONOMICS  
(RMI9X01/RMI9X02/RMN9X01/RML9X01)  
NQF LEVEL: 9  
NQF CREDITS: 5, 10

CALCULATION CRITERIA
Continuous Assessment
Full Period Mark Weight – 100%
PURPOSE
The purpose of this course is to introduce postgraduate students to how economic policy researchers approach economic problems and issues. The course does not emphasise any particular set of economic problems, but will rather address economic problems in general and how researchers should approach them. At the end of this module, students will be able to convert an economic problem into a written, feasible, comprehensive and focused research proposal.

OUTCOMES
Students should be able to:
• start research on a chosen academic topic;
• convert a research idea into a research problem, research objectives and a research plan;
• analyse economic problems so that the historical and theoretical context of the chosen research problem becomes clear;
• conduct a preliminary literature review;
• express ideas and arguments logically and coherently in a language appropriate to research of an academic nature;
• plan the generation of results to ensure that the results are acceptable to the academic community;
• employ a range of writing strategies and revise and edit own writing;
• verbally present research to both the academic community and relevant interest groups in clear and convincing manner; and
• determine what creative role economic researchers can play in the improvement of society and appraise the value of their own research within this context.

RESEARCH METHODOLOGY: INTERNATIONAL ACCOUNTING (RMA9X04)
NQF LEVEL: 9 NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop research skills through research training. The research process is the focus area.

OUTCOMES
Students should be able to:
• understand and apply the steps in the research process;
• select and apply research methodologies and paradigms;
• find and evaluate information sources;
• apply the correct referencing techniques; and
• understand the process of writing research essays and research proposals.
RESEARCH METHODOLOGY: LEADERSHIP COACHING  
(LCO9X03)  
NQF LEVEL: 9  
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to develop skills and knowledge of research methodology and ethics in leadership coaching.

OUTCOMES
Students should be able to:
• study and evaluate different qualitative and quantitative approaches,
• compare different research strategies and designs in the leadership coaching context,
• evaluate a selected number of research methods, techniques and procedures for use in leadership coaching research,
• apply basic evaluation methodology in the evaluation of coaching intervention,
• identify ethical dilemmas in coaching and design strategies for addressing these, and
• developed and submit a research proposal is for approval.

RESEARCH METHODOLOGY: LEADERSHIP  
(LEC004)  
NQF LEVEL: 9  
NQF CREDITS: 18

CALCULATION CRITERIA
Full Period Mark weight - 100%

PURPOSE
The purpose of this module is to acquire the skills and knowledge of research methodology. At completion of this module, the student should be able to compile an academically and methodologically sound research proposal.

OUTCOMES
Students should be able to:
• demonstrate that he/she has an ability to interrogate the literature directly related to his/her research topic and that the student is able to engage in significant independent research,
• demonstrate an ability to use a range of appropriate research techniques,
• demonstrate critical use of published work and source material, and
• demonstrate competence in independent work by presenting an acceptable research proposal.

RESEARCH METHODOLOGY OF PUBLIC MANAGEMENT AND GOVERNANCE AND RESEARCH PROPOSAL A  
(RMPACP1)  
NQF CREDITS: 15  
NQF LEVEL: 9
PURPOSE
The purpose of this module is to provide students with the tools and skills to effectively and independently plan the outline of a minor dissertation and demonstrate the application of research methodology and principles and all the related activities thereto, to conduct independent research and critically develop an appropriate research proposal and minor dissertation in order to evaluate an issue in the area of the subject discourse in own context and report the results for academic submission.

OUTCOMES
Upon completion of this module students should be able to:

- conceptualise and contextualise the theory of research.
- conceptualise and contextualise the process of developing a research design, identify a research problem and design a research proposal in the field of public policy, good governance and sustainability.
- identify and analyse different research techniques, taking into cognisance their nature, purpose and inherent advantages, and applying these to a research design, literature analysis and research proposal in the field of public policy, good governance and sustainability.
- apply a qualitative research design, strategy, concepts, methods and results to your own research project and formulate the research findings.
- apply a quantitative research design, strategy, concepts, methods and results to your own research project and formulate the research findings.
- apply and triangulate a mixed-methods research design, strategy, concepts, methods and results to your own research project and formulate the research findings; and
- apply systems thinking and practices to compile a comprehensive research proposal of public policy, good governance and sustainability issues for academic submission.

RESEARCH METHODOLOGY OF PUBLIC MANAGEMENT AND GOVERNANCE AND RESEARCH PROPOSAL B (RMPBCP1)

NQF CREDITS: 15
NQF LEVEL: 9

(Not offered in 2020)

PURPOSE
The purpose of this module is to allow for the formulation of a research proposal. It enables initial interaction with specific field expert/supervisor. The module also
focuses on improvement and corrections of the research proposal, any substantiations required and submissions for Higher degree and Ethics approval.

OUTCOMES
Students should be able to:

- develop an in-depth understanding of the general dissertation guidelines for preparing a dissertation.
- demonstrate the contextual guidelines developed for your own research proposal and dissertation.
- evaluate the appropriateness of the relevant processes, methods and techniques of a case study strategy.
- evaluate the appropriateness of the relevant processes, methods and techniques of field research and participatory research.
- evaluate the appropriateness of the relevant processes, methods and techniques of social surveys and interviews.
- explain and apply ethical treatment of research participants in selecting an appropriate research sample, gathering and analysing data and compiling research results for a relevant research problem and research design; and
- write a research proposal for a dissertation in the field of public policy, good governance and sustainability.

RESEARCH METHODOLOGY: SOUTH AFRICAN AND INTERNATIONAL TAXATION (RMT9X04)
NQF LEVEL: 9
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to developed research skills through research training. The research process is the focus area.

OUTCOMES
Students should be able to:

- understand and apply the steps in the research process;
- select and apply research methodologies and paradigms;
- find and evaluate information sources;
- apply the correct referencing techniques; and
- understand the process of writing research essays and research proposals.

CBE.364 RESEARCH METHODS

RESEARCH METHODS FOR ANALYSIS OF COMPETITION AND ECONOMIC REGULATION (RMR9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 0%
PURPOSE
The purpose of this module is to provide students with the tools and skills to effectively and independently plan a minor dissertation incorporating quantitative and qualitative research methodologies specific to the assessment of competition and economic regulatory matters. Students will be able to demonstrate the application of research methodology and principles and all the related activities thereto, to conduct independent research and critically develop an appropriate research proposal for their minor dissertation.

OUTCOMES
Students should be able to:
• demonstrate the ability to critically develop an appropriate and coherent research proposal and minor dissertation in the assessment of competition and economic regulatory matters
• propose methodology by using qualitative and/or quantitative methods, techniques, processes and technologies designed, selected and applied to complex theoretical and practical problems
• defend the consequences of any solutions generated within the design of the research proposal
• use a wide range of specialist skills to identify, conceptualise, design and implement methods of enquiry to address complex and challenging problem design
• make autonomous ethical decisions which affect knowledge production, and
• prove an advanced scholarship in competition and regulatory economics and practice

CBE.365 SOUTH AFRICAN TAX PRINCIPLES

SOUTH AFRICAN TAX PRINCIPLES (STP9X01)
NQF LEVEL: 9
NQF CREDITS: 35

PURPOSE
The purpose of the module is to increase technical subject related knowledge. Technical subject knowledge is increased through specific lectures on:
• interpretation of statutes;
• Tax Policy and Tax Administration;
• the different elements of the gross income definition in s 1 of the Income Tax Act 58 of 1962;
• the general deduction formula and other deductions; and
• tax avoidance.

OUTCOMES
Students should be able to:
• interpret tax statutes (interpretation skills);
• critically assess tax policy and tax administration (interpretation skills);
• critically assess the basic elements of the gross income definition and the
general deduction formula (interpretation skills);
• critically assess tax avoidance transactions (interpretation skills);
• demonstrate evidence of research competence, discourse competence and
emergent scholarship;
• demonstrate competence in applying the advanced theoretical principles of
problems; and
• work effectively in a team.

CBE.366 SPECIALISED INDUSTRIES AND PRACTICES

SPECIALISED INDUSTRIES AND PRACTICES (SIP9X03)
NQF LEVEL: 9
NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to increase technical subject-related knowledge.
Technical subject knowledge is increased through specific lectures on the
accounting of specialised industries: banking, mining and insurance.

OUTCOMES
Students should be able to:
• assess critically accounting developments and issues relating to specialised
industries (comparison, interpretation, communication, self-responsibility, team
work and explorational learning skills are developed).

CBE.367 SPIRITUAL LEADERSHIP

SPIRITUAL LEADERSHIP (PPL9X06)
NQF LEVEL: 9
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to equip students with an understanding and insight of
discovering their spiritual core through conceptualisation of the spiritual life
dimension construct.

OUTCOMES
Students should be able to:
• conceptualisation of spirituality, including the nature and domain of spiritual
leadership, and
• recognise the impact of existential realities and phenomenology of an unfulfilled spiritual life dimension on personal, interpersonal and leadership growth.

CBE.368 STRATEGIC INFORMATION MANAGEMENT

STRATEGIC INFORMATION MANAGEMENT (BMK9X01)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to include a study of:
• The management of information as a strategic resource
• The link between the organisation’s strategy and its information strategy
• Strategic information management building blocks and components
• Creating business value through using information on products, customers and services more effectively than competitors in pursuing strategies and building business capabilities.

OUTCOMES
Students should be able to:
• write business case studies to be used as tools for business decision-making and problem-solving by applying the argument slide, XSTAR rule and chiastic analysis
• apply SIM principles and conceptualise role of SIM in achieving total value proposition
• prepare organisational readiness for the 4th industrial revolution
• create growth based on strategic information management principles, and
• evaluate SIM building blocks required for the successful implementation of business strategy.

CBE.369 STRATEGIC IT

STRATEGIC IT (STI9X01)
NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to equip students with relevant theory and practice to align information technology to organisational strategies in order to streamline the delivery of valued products and services.
OUTCOMES
Students should be able to:
• critique the strategic value of IT within an organisation;
• appraise the techniques available to translate vision into organisational strategy;
• judge the frameworks and structures aligning corporate and IT strategies; and
• critically analyse the relevance the IT division.

CBE.370 STRATEGIC MANAGEMENT ACCOUNTING

STRATEGIC MANAGEMENT ACCOUNTING (SMA9X04)
NQF LEVEL: 9
NQF CREDITS: 9

CALCULATION CRITERIA
Continuous evaluation: The module will make use of continuous assessments. The final module mark will be made up of a combination of group and individual assignments and/or tests. In line with the UJ assessment policy the final module mark will consist of at least two individual assignments. Students will require a final module mark of at least 50% to pass the module.

PURPOSE
The purpose of this module is to provide students with a thorough understanding of the practical and theoretical developments in the field of management accounting. Students will develop the ability to reflect critically on management accounting practices and the skill to identify relevant research problems in the field.

OUTCOMES
Students should be able to:
• evaluate different strategic management accounting practices;
• recommend appropriate techniques for performance management; and
• critically reflect on the trends in management accounting research, including the use of structuration theory and other quantitative techniques.

CBE.371 STRATEGIC MANAGEMENT

STRATEGIC MANAGEMENT (BMB9X01)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to gain an in depth understanding of strategic management as a discipline, concepts of strategic importance in the discipline and the application of strategic management in the workplace.

OUTCOMES
Students should be able to:
• develop corporate strategic plans;
• demonstrate familiarity with theoretical and analytical models of business strategy;
• demonstrate advanced critical thinking in identifying, analysing and solving complex business problems;
• select and apply appropriate methods and identify reasonable alternatives for business problems;
• reach conclusions about strategic courses of action through the use of well-structured and logical reasoning;
• incorporate creativity and innovative thinking in problem solving;
• deliver oral presentations that are well organized, engaging, and informative;
• produce written projects that are well-structured, concise, analytical, resourceful, and meaningful;
• understand the ethical challenges associated with strategic management and be able to make sound ethical decisions; and
• select and apply appropriate leadership techniques to varied management scenarios.

CBE.372 STRATEGIC MANAGEMENT IN EMERGING ECONOMIES

STRATEGIC MANAGEMENT IN EMERGING ECONOMIES (LEC003)

NQF LEVEL: 9

NQF CREDITS: 18

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to equip students with the required understanding, knowledge and skills to of the conceptual and action tools for effective strategizing in emerging countries.

OUTCOMES
Students should be able to:
• know how to conduct environmental scanning,
• understand strategic Intent formulation,
• Formulate and defend a strategic measurement model,
• Discuss core philosophy and values,
• Discuss strategic Initiatives identification and operationalization, and
• Recognise the importance of strategic action planning
STRATEGIC PLANNING FOR LOCAL AND REGIONAL ECONOMIC DEVELOPMENT  
(SPL9X01)  
NQF LEVEL: 9  
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 0%
Full Period Mark Weight – 100%
Examination Mark Weight – 0%

PURPOSE
The purpose of this module is to apply theoretical frameworks to analyse the economic profile, environmental factors, socio-economic needs and potential growth sectors in the economy, and develop a strategic plan that is aligned to national, provincial, regional and local economic objectives.

OUTCOMES
Students should be able to:
- identify relevant stakeholders in a specific town/city/region and analyse their needs, interests and roles in relation to local and regional economic development;
- conduct an environmental analysis of the financial, human and other resources required to implement strategic local and regional development plans in in a specific town/city/region;
- develop the mission, vision and objectives, strategies, options and action plans for strategic planning to promote local and regional development in a town/city/region, in alignment to national, provincial, regional and local economic strategies/objectives;
- measure and evaluate the impact and performance of an local and regional development strategic plan in a town/city/region in order to determine the impact on the community; and
- motivate alternative strategies and/or options to achieve the desired impact for the development of the area.

STRATEGIC ORGANISATIONAL PERFORMANCE  
(LPC9X05)  
NQF LEVEL: 9  
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop and enhance intellectual competencies and practical skills in positioning the human resource management process in the organisation to accommodate change in markets, technology, political arena, and culture for the organisation to compete in the international business environment.
Students should be able to position the organisation's human resource practices to contribute to the overall organisational strategy. Students should further be able to reflect on the changes in human resource management requirements of the organisation and the implications thereof in local, national and international contexts.

OUTCOMES
Students should be able to:

• conceptualise the contemporary context within which the principles, theories and strategies in the conduct of global business applies specifically within SA, and
• conceptualise the contemporary context within which the principles, theories and strategies of world-class business principles applies specifically within SA.

CBE.375 STRATEGIC SOURCING – A SUPPLY CHAIN PERSPECTIVE

STRATEGIC SOURCING - A SUPPLY CHAIN PERSPECTIVE (BML9X02)

NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with learning and insights in the changing rules of business in the areas of sourcing. This module will enable students to learn the challenges of today’s economy, to identify working methods to address these challenges and to apply these working methods in a simulated supply chain environment. The impact of sourcing actions on other supply chain functions is also discussed in this module.

OUTCOMES
Students should be able to:

• explain the challenges of strategic sourcing in today’s environment and the three pillars of sourcing.
• understand the impact of strategic sourcing on wider supply chain activities.
• demonstrate the cost savings and other objectives of strategic sourcing.
• obtain a basic understanding of how management of suppliers can be systematised.
• use the transaction cost framework as a tool for selecting and assessing suppliers.
• introduce the principles of strategic performance measurement (balanced scorecard) and its application in purchase ordering decisions in the supplier management setting.
• understand the business requirements of outsourcing.
• learn the decision making criteria for an offshore outsourcing.
• explain the trade-off between sourcing brokers vs. developing direct relationships with suppliers; single vs. multiple suppliers.
• understand how to manage relationships with suppliers who become competitors, and how to navigate the cultural dimensions of global business relationships.
• understand the different types of auctions.
• explain the trade-offs between relationship and auctions.
• learn the advantages and disadvantages of auctions
• understand the principles of total cost of ownership.
• practice the cost modelling by introducing key conceptual frameworks and offering students practice through analysis of products used in major appliances as well as many other industrial goods (plastic components and compressors), and
• comparing costs and prices from different regions of the world, students will explore the economic trade-offs in global sourcing.

CBE.376  SUPPLY CHAIN OPERATIONS MANAGEMENT

SUPPLY CHAIN OPERATIONS MANAGEMENT  (BML9X03)
NQF LEVEL: 9  NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with specialised competencies enabling them to critically analyse and explain the principles and importance of supply chain operations management. This module will enable students to analyse and improve supply chain processes. Students will be equipped to reflect on personal and/or group competencies and output within a supply chain environment.

OUTCOMES
Students should be able to:
• explain
  i) the concept of alignment (also called focus) between strategy and operations;
  ii) process view of operations;
  iii) different types of processes,
  iv) process metrics and how to evaluate them.
• Understand
  i) why alignment between is essential for business success,
  ii) differences between process types.
• demonstrate the process view of operations, type of process appropriate for specific capabilities, and evaluation of process metrics.
• explain key elements of process design
• understand the trade-offs involved in elements of process design – functional vs. process layout, impact of batching on time, just-in-time, push vs., pull systems, quality at source, and managing variety.
• define theoretical flow time, average flow time, flow time efficiency, theoretical flow rate, average flow rate, throughput, and resource utilization
• explain the various elements of a process flow map, theoretical flow time, average flow time, flow time efficiency, critical path, critical activities, resource view of a process, and concept of a bottleneck resource.
• understand how to estimate process flow time and process flow rates, identify key drivers of both, and strategies for improving the two metrics.
• explain the reasons for carrying inventory, consequences of supply-demand mismatch, costs of carrying inventory, service level, types of inventory and key drivers of each.
• understand how to estimate cycle inventory and safety inventory for given problem parameters.
• identify and discuss the key drivers of waiting time, how variability, utilization, and flow time are interconnected, and implications for process capacity management.
• understand how to estimate waiting time in simple single stage service systems.
• understand the different dimensions of quality, elements of total quality management
• understand the key elements of the Toyota Production System, and
• understand the importance of process control and process capability (sigma-capability).

CBE.377 SUPPLY CHAIN PROCESS MANAGEMENT AND PERFORMANCE MEASUREMENT

SUPPLY CHAIN PROCESS MANAGEMENT AND PERFORMANCE MEASUREMENT (BML9X04)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with specialised competencies enabling them to critically analyse and explain the principles and importance of supply chain process management and performance measurement. This module will enable students to leverage the major supply chain processes, diagnose process problem gaps and improve operational performance of the end to end supply chain. Students will be equipped to reflect on personal and/or group competencies and output within a supply chain environment.

OUTCOMES
Students should be able to:
• explain
  i) the supply chain concept and its constituent processes;
  ii) why the supply chain process approach delivers business value;
  iii) different types of supply chain processes.
• understand
  i) why modern businesses focus on supply chain integration;
  ii) linkages between supply chain processes.
• demonstrate how supply chain processing mapping is performed.
• explain how to overcome the universal gaps in customer service.
• understand the importance of relationship management in world class supply chains.
• explain typical benchmarking process steps
• understand the SCOR approach to benchmarking and best practice application
• demonstrate how benchmarking of a supply chain is performed.
• explain various approaches and methods for supply chain planning and new product development.
• understand the importance of demand and supply balancing to achieve successful supply chain execution and the specific supply chain challenges companies face during new product development.
• explain why supply chain process integration is the key driver to performance achievement and discuss the importance of management focus on execution.
• understand the interconnected roles of order generation, warehousing and distribution/return cycles in supply chain process integration.
• explain the characteristics of good measures
• understand the scope and importance of supply chain performance measurement, and
• demonstrate the use of world class business and supply chain performance measurement approaches

CBE.378 SUPPLY CHAIN STRATEGY AND DESIGN CONSIDERATIONS

SUPPLY CHAIN STRATEGY AND DESIGN CONSIDERATIONS
(BML9X01)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with specialised competencies enabling them to critically analyse and explain the principles and importance of supply chain strategies and design considerations. This module will create an understanding of the way supply chain strategies and structures are developed and the impact thereof in the competitive position of an organisation. Students will be
equipped to reflect on personal and/or group competencies by utilising acquired knowledge of supply chain strategy and design.

OUTCOMES
Students should be able to:
• design and formulate a supply chain strategy that is aligned to the corporate strategy.
• formulate a supply chain strategy that includes the current global trends so that it would enable the organisation to enhance its competitive position in global and domestic markets, and
• draft strategy maps for the implementation and monitoring of the supply chain strategy.

CBE.379 SUSTAINABLE TRANSPORTATION STRATEGY

SUSTAINABLE TRANSPORTATION STRATEGY (STS9X01)
NQF LEVEL: 9  NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to gain a comprehensive perspective of sustainable transport trends and developments practitioners confront in an African and global perspective.

OUTCOMES
Students should be able to:
• appraise contemporary transport issues in logistics and supply chain management in the African and global context;
• reflect on the role of transport in the sustainable global value chains;
• design and innovative solutions to multidimensional transport problems; and
• analyse effective executive leadership in a global, turbulent transport environment.

CBE.380 SYSTEMS DEVELOPMENT, COMPUTER SECURITY AND BUSINESS CONTINUITY

SYSTEMS DEVELOPMENT, COMPUTER SECURITY AND BUSINESS CONTINUITY (SCB9X02)
NQF LEVEL: 9  NQF CREDITS: 35

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%
PURPOSE
The purpose of this module is two-fold: to increase technical subject-related knowledge and research abilities. Technical subject knowledge is increased through specific lectures on system development, operating system security, IT governance, business continuity management as well as application security and databases. Research abilities are developed through the output of research essays.

OUTCOMES
Students should be able to:
- develop intellectual competencies and practical skills in the mastering, analysis, interpretation and application of system development, advanced computer security and business continuity principles in the context of the South African IT environment, and be able to reflect on the associated managerial decisions;
- assess critically the concepts of computer security and new developments in the field (interpretation, communication, self-responsibility, team work and explorational learning skills are developed); and
- demonstrate evidence of research competence, discourse competence and emergent scholarship by completing two research assignments in the form of research essays.

CBE.381 SYSTEMS THINKING IN LOCAL AND REGIONAL ECONOMIC DEVELOPMENT

SYSTEMS THINKING IN LOCAL AND REGIONAL ECONOMIC DEVELOPMENT (STL9X01)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to apply the theories of systems thinking to develop/adapt a model for analysing a local economy to determine opportunities/potential for LED.

OUTCOMES
Students should be able to:
- analyse theories of systems thinking from a local and regional development perspective;
- analyse and compare systems thinking models to identify a model most appropriate for evaluating conditions and factors for successful local and regional development;
- critically evaluate the most important components and indicators in a selected systems model for analysing the critical success factors for local and regional development;
- apply the model/simulation to a local economy in a town/city/region to determine the prevailing state of LED; and
evaluate the model/simulation and use the findings from the application of the
model/simulation to improve/adapt/redesign the model/simulation to incorporate
recommended improvements.

CBE.382  SYSTEMS THOUGHT IN CHANGE

SYSTEMS THOUGHT IN CHANGE  (LPC9X03)
NQF LEVEL: 9  NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to develop and enhance intellectual competencies
and practical skills in identifying self-organising, self-governing, adaptive non-linear,
complex organisms, organisations, communities or systems irrespective of whether
it is physical, biological or social, the behaviour of which harmoniously combines the
characteristics of both chaos and order. The student should be able to describe the
behaviour of such entities as observable patterns and probabilities that are not
governed or explained by its constituent parts. Students should further be able to
reflect on the processes of complexity, diversity, inter-connectedness and self-
organisation and the implications thereof in everyday life.

OUTCOMES
Students should be able to:
• conceptualise the contemporary context within which the principles, theories and
strategies of systems thinking applies specifically within SA,
• analyse the activity system in terms of each of the seven aspects of
organisation,
• identify problems within an activity system and create input for an ideal
redesign,
• make inferences concerning the applicability and usefulness of key consulting
constructs, theories and strategies when real-life problem are to be addressed, and
• draw conclusions and propose theory-based solutions or actions to address
contemporary issues raised during class discussions, group discussions,
practical exercises and case studies

CBE.383  TECHNICAL RESEARCH PROJECT

TECHNICAL RESEARCH PROJECT: LOCAL ECONOMIC
DEVELOPMENT  (RPL9X01/RPL9X02)
NQF LEVEL: 9  NQF CREDITS: 60

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – 50%
EXAMINATION MARK WEIGHT – 50%

PURPOSE
The purpose of this module is to construct a research proposal and conduct practitioner research in local economic development and write a limited-scope dissertation that will contribute to the professional practice of LED professionals.

OUTCOMES
Students should be able to:
- formulate a research problem, research objectives and a research plan for a selected LED project;
- develop a research proposal;
- conduct research and analyse research findings;
- construct and write a Technical Research Project: LED in accordance with academic writing requirements;
- express findings and arguments logically and coherently in a language appropriate to research of an academic nature; and
- verbally present the findings from the research and motivate the recommendations to both the academic community and relevant interest groups in clear and convincing manner during the defence of the Technical Research Project.

CBE.384 TECHNOLOGICALLY INTEGRATED PUBLIC POLICY MANAGEMENT (PMG9X06)
NQF LEVEL: 9
NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to provide students with knowledge and skills about the nature and role of technology as crucial public policy support tool, different types and uses of technology in the public sector, and how to select and apply the most appropriate technological policy support tools to maximise good public governance outcomes.

OUTCOMES
Students should be able to:
- describe and explain the characteristics of policy decision making in the public sector and the factors that influence it,
- describe and explain the role of electronic management information and computer support systems in policy decision-making,
- experience with the use of electronic aids for improved policy decisions through practical assignments, and
- select and apply selected electronic aids for facilitating and optimizing public policy decision-making.
CBE.385  THEORIES OF LEADERSHIP COACHING

THEORIES OF LEADERSHIP COACHING  
(LCO9X01)
NQF LEVEL: 9  
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE
The purpose of this module is to develop a workable knowledge of the different approaches, theories, models, methodologies, techniques and practices of executive coaching.

OUTCOMES
Students should be able to:
• critically analyse the different approaches of leadership, management and executive coaching,
• analyse and describe the fundamental assumptions and value of the different theories of coaching,
• evaluate the appropriateness of different coaching models in different coaching contexts,
• develop a workable knowledge of the different coaching methodologies, and
• study and practise the skills, techniques and practices of leadership coaching

CBE.386  TOPICS IN POLITICAL ECONOMY OF DEVELOPMENT

TOPICS IN POLITICAL ECONOMY OF DEVELOPMENT  
(PED9X01)
NQF LEVEL: 9  
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to build on Macroeconomic Issues in Development and is concerned with the interaction between political power and interests, on the one hand, and economic policy-making, on the other.

The module will focus on issues including:
• the constitution of interests and their interaction, and on distribution of power between them within the economy;
• alternate approaches to explicit and implicit institutions in economics;
• the impact of formal and informal political processes on the policy-making process and policy choices;
• the nature of state power and the constitution of the state; and
• supranational institutions and processes and the impact upon supranational outcomes of interactions amongst states and between state and non-state actors.

OUTCOMES
Students should be able to:
• identify conflicting and co-operating interests in the context of specific policies and institutions, and analyse how their interaction influences alternative outcomes;
• evaluate the relations between the state and different interest groups, and interest groups’ incentives to support or oppose specific state policies and interventions; and
• evaluate international economic policy processes in their institutional context.

CBE.387 TOPICS IN POVERTY AND INEQUITY

TOPICS IN POVERTY AND INEQUALITY (POI9X01)
NQF LEVEL: 9 NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this advanced elective module is to build on the module ‘Microeconomic Issues in Development’ by extending students’ theoretical and applied knowledge of the issues of poverty and inequality. The main emphasis of the module will be on quantitative techniques for analysing poverty and inequality, with a focus on South Africa. Teaching will be through both classroom lectures and lab-based practical sessions.

Topics include: basic techniques and software for analysing survey data; practical quantitative analysis of poverty and inequality using South African household survey data; the capabilities approach to poverty; determinants of poverty; causes of inequality; the growth elasticity of poverty; intra-household distributional issues; techniques for the decomposition of inequality; and globalisation and inequality.

OUTCOMES
Students should be able to:
• use household survey data and appropriate software to quantify and empirically analyse poverty and inequality in South Africa;
• explain and empirically analyse the growth elasticity of poverty;
• decompose inequality along various dimensions, using South African data;
• critically discuss theoretical channels and evidence concerning the (economic and broader) causes of poverty and determinants of inequality;
• discuss alternative perspectives, with supporting evidence, concerning the relationship between globalisation and inequality; and
• use the knowledge and skills obtained through the module as a basis for the master’s mini-dissertation, in doctoral research, or in employment related to the economics of poverty and inequality.
TOPICS IN TRADE, INDUSTRIAL AND COMPETITION POLICY

(TIP9X01)

NQF LEVEL: 9

NQF CREDITS: 10

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this advanced elective module is to build on the module 'Microeconomic Issues in Development' by extending students’ specialised theoretical and applied knowledge of competition and industrial development, beyond what is covered in that module.

Topics to be covered include: the relationship between competition and industrial development; competition and regional trade; market power; concentration, and profitability; merger review; introduction to game theory and its application in industrial economics; coordinated conduct and collusion; dominant firms and exclusionary conduct; and links between competition and economic regulation.

OUTCOMES
Students should be able to:
• demonstrate familiarity with current competition and industrial policies and debates around these policies in South Africa;
• demonstrate understanding of industrial organisation and game theories and their application to analyse the conduct of firms with market power, including exclusionary and exploitative abuse of dominance;
• apply economic theory to analyse horizontal and vertical mergers, and the likelihood of collusion;
• discuss the relationship between competition and trade;
• assess the application of economic regulation and competition policy in sectors such as telecommunications and energy; and
• use the knowledge and skills obtained through the module as a basis for the master’s mini-dissertation, in doctoral research, or in employment related to competition, industrial development and trade.

TOWARDS A GREEN ECONOMY

(TMG9X20)

NQF LEVEL: 9

NQF CREDITS: 20

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to explore the delicate balance between environmental protection, economic growth and the need to move towards a ‘green’ economy. In this respect the module analyses the critical interface between the environment, the economy and issues of sustainability. It furthermore evaluates the link between the environment and the economic system of a country by assessing the potential impact of development states in economic intervention. Finally, the module considers the advantages and disadvantages associated with alternative energies, and explore the significance of regional cooperation and economic integration on the African continent.

OUTCOMES
Students should be able to:
• analyse the critical interface between the environment, the economy and issues of sustainability.
• evaluate the link between the environment and the economic system of a country.
• comprehensively analyse the concept and context of the green economy.
• assess the potential of development states in economic interventions.
• consider the advantages and disadvantages associated with alternative energies, and
• explore the significance of regional cooperation and economic integration on the African continent.

CBE.390 TRANS-MODERNISM AND TOURISM INNOVATIONS IN AFRICA

TRANS-MODERNISM AND TOURISM INNOVATIONS IN AFRICA (TM19X01)

NQF LEVEL: 9
NQF CREDITS: 10

CALCULATION CRITERIA
Minimum full-period mark for examination admission – 40%
Full-period weight – 50%
Examination weight mark 50%

PURPOSE
The purpose of this module is to analyse the paradigm changes brought about by trans modernism and authentic economy to tourism in Africa, with a specific focus on business mobilities, transnational co-operation and overall sustainable tourism development

OUTCOMES
Students should be able to:
• formulate, select and apply indicators of sustainability in tourism;
• critique the uneven nature of business tourism and the role of transnational co-operations in a Pan African context;
• interrogate trans-modernism as a paradigm, as the new world and new economic order; and
• evaluate and propose emerging models around new tourist demand for authenticity.

CBE.391 VISIONARY LEADERSHIP AND CHANGE MANAGEMENT

VISIONARY LEADERSHIP AND CHANGE MANAGEMENT
(LPC9X06)
NQF LEVEL: 9
NQF CREDITS: 12

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is for students to develop and enhance intellectual competencies focus and build the organisations of the future. Students should acquire the practical skills to implement alternative ways of organising and managing change. They should be able to choose between various methods of organisational change. Students should further be able to reflect on the processes of organisational change and the implications thereof in everyday life.

OUTCOMES
Students should be able to:
• conceptualise the contemporary context within which the principles, theories and strategies of leadership applies specifically within SA leadership landscape in order to bring about leadership excellence, and
• demonstrate the importance of leadership in success of teams, organisations, communities.

CBE.392 WEB MANAGEMENT

WEB MANAGEMENT
(BMK9X04)
NQF LEVEL: 9
NQF CREDITS: 8

CALCULATION CITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full period mark weight – 50%
Examination Mark Weight – 50%

PURPOSE
The purpose of this module is to focus on the development of intellectual capabilities via engaged discussions and interactive learning opportunities to develop a mind-set and apply generic aspects of Internet Infrastructures and the Web in the work environment. The Internet component has a technology bias with specific emphasis on the hardware and software requirements and trends. The main focus will be on applying strategic cognitive and systemic thinking towards the potential of, the development, implementation and use of Internet infrastructures. The second
component, the Web is aimed at gaining a mind-set of the opportunities the World Wide Web (Web) has opened for organisations to explore new avenues of interacting and transacting available in an online environment. This includes a holistic approach to analysing the global impact, and applying generic specialised management aspects to the exploitation of the potential of Web technologies within the organisation's overall business strategy.

OUTCOMES
Students should be able to:
• analyse the concept as well as the impact of packet switching on network connectivity
• apply cognitive thinking to the origin of the Internet
• analyse the relevant components that make up the Internet
• apply strategic thinking to the concept “Internet of Things”
• analyse the differentiation between the Internet and the Web
• apply cognitive thinking to the origin of the Web
• analyse the relevant components that make up the Web
• develop a mind-set for the difference between Web 1.0 and Web 2.0.
• apply sound research on the continuing evolution of the Web
• develop a mind-set on how the Internet and the Web can be used for business purposes
• analyse the concepts e-commerce and m-commerce
• analyse the different online business models
• apply sound research on the benefits of e-commerce
• analyse the Web department as part of the organizational structure
• develop a mind-set on the role of the Webmaster / Web Manager
• analyse the differentiation between a Webmaster, Web Manager and Chief Web Officer
• apply cognitive thinking to the workings of a search engine algorithm
• apply systemic thinking to search engine visibility
• apply sound research on the concept “Search Engine Optimization” or SEO
• develop a mind-set on Internet abuse
• apply specialised management aspects (mechanisms) to manage Internet abuse
• apply sound research on the concept “email-overload”
• analyse the concept “Internet Banking”
• develop a mind-set on the factors impacting on Internet banking.
• apply sound research on “trust” as an influencing factor
• apply systemic thinking to the concept “Mobile Internet”
• apply strategic thinking to the factors impacting on Mobile Internet
• apply sound research on the concept “Cloud Computing”
• apply strategic thinking on the factors impacting on the future Internet and Web, and
• apply sound research on the characteristics of the future Internet as an information infrastructure.
URBAN FINANCIAL AND ECONOMIC MANAGEMENT

CBE.393 URBAN FINANCIAL AND ECONOMIC MANAGEMENT

URNAN FINANCIAL AND ECONOMIC MANAGEMENT (UFE9X02)

NQF LEVEL: 9
NQF CREDITS: 15

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE
Not available at the time of going to print.

OUTCOMES
The module focuses on the following:

- provisions of the MFMA;
- financial policy directives compliance;
- financial management and performance of municipalities;
- provisions and requirements of the MFMA at a municipality through the alignment of structures, systems, planning processes and procedures;
- application of the provisions of the MFMA in the workplace from a strategic management position;
- identification of deviations from the provisions of the MFMA in work practices from an operational management position at the workplace;
- theories of globalisation;
- principles of regional and local economic development; and
- effects of globalisation on developing countries.
SECTION I: CALCULATION CRITERIA, PURPOSE AND OUTCOMES OF MODULES FOR DOCTORAL DEGREES OFFERED IN THE COLLEGE OF BUSINESS AND ECONOMICS

CBE.394 ARTICLE BASED THESIS

ARTICLE: BUSINESS MANAGEMENT (BMA10A1/BMA10A2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA:
Full Period Mark Weight: 100%

PURPOSE (ARTICLE-BASED FORMAT)

The purpose of this module is to develop intellectual and specialised competencies as well as practical skills in the acquisition, interpretation, understanding, analysis and application of business management principles. In addition, the candidate is further capacitated on an advanced level in terms of research, analysis, interpretation and understanding of the field of Business Management. The student should be able to independently conduct relevant, unique and original research to address a specific research problem or a series of problems in the form of four research articles. Through the four publications, the successful synthesis between theory and research findings should result in a significant contribution to the body of knowledge in the field of Business Management, with practical recommendations that are specifically aimed at the research problem addressed. The collection of articles would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. The format as a collection of articles alters the mode of presentation, but not the academic standard of the submission. Finally, the student should be able to reflect on his/her research decisions and applications, to assess the effect thereof in the holistic context of business management.

MODULE OUTCOMES (ARTICLE-BASED FORMAT)

Students should be able to:

- reflect on managerial decisions and applications to assess the effect thereof in the holistic context of business management;
- provide an introduction that would introduce the overall theme of the thesis and the research questions to be investigated in the articles, thus also setting out the structure of the dissertation or thesis. In addition, the introduction should also contain cross-cutting issues that relate to all the articles;
- provide a conclusion that summarises the key findings of articles, thereby highlighting the contribution to the body of knowledge in the field. It draws the different articles together under their unified theme in order to present a coherent integrated body of work;
- produce a collection of normally four or a minimum of three articles accepted for publication but not necessarily published:
  - each containing its own literature review, that is scientifically founded on a rigorous theoretical argument;
  - that must be accepted for publication in journals ranked in the top quartile as defined in a subject field as defined by SCImago Journal & Country Rank
and listed in the Scopus database, although not necessarily published at the time of submission to CBE for external examination;
- indicating that permission from the journal(s) was obtained to publish them as a bundle in the theses and journal editors would need to be made aware and a disclaimer included in the articles that these are for the thesis; and

- produce a minimum of two research units from a minimum of four articles accepted for publication.

Students should also familiarise themselves with specific guidelines of the relevant department and those of CBE.

**ARTICLE: INDUSTRIAL PSYCHOLOGY (IPS10A1/IPS10A2)**

*NQF LEVEL: 10*  
*NQF CREDITS: 360*

**CALCULATION CRITERIA:**

Full Period Mark Weight – 100%

**PURPOSE**

The Industrial Psychology PhD degree is a field where we combine the science of psychology with practice that focuses on the scientific study of the work place – including both the organisations, their employees and the community. Industrial Psychologists are also scientist practitioners and aim to change behaviour in the workplace through utilising scientific methods, tools and intervention in order to maximize employee, organisational and work effectiveness. You will be required to independently conduct relevant, unique and original research to address a specific research problem or a series of research problems in the form of four research articles. Through your publications your, the successful synthesis between theory and research findings should result in a significant contribution to the body of knowledge, field of Industrial Psychology, with practical recommendations that are specifically aimed at the research problem addressed.

**OUTCOMES**

Students should be able to:

- develop the intellectual and professional skills of the student through evaluating and applying advanced critical and analytical skills in response to solving the research problem
- execute research that is unique, original and practical on an advanced academic level within the discipline of Industrial Psychology
- display competence in the application of relevant research methodology (quantitative/qualitative) and academic writing and communication styles of the research process
- execute research independently and adhere to scientific criteria and guidelines that will culminate in four research articles, and
- contribute to knowledge of and insight into the field of research, body of knowledge of the subject matter, as well as to the profession of Industrial Psychology.
PURPOSE (ARTICLE-BASED FORMAT)
The purpose of this module is to develop specialised competencies as well as practical skills in the acquisition, interpretation, understanding, analysis and application of innovation principles within the public policy domain. In addition, the candidate is further capacitated on an advanced level in terms of research, analysis, interpretation and understanding of this field.

MODULE OUTCOMES (ARTICLE-BASED FORMAT)
Students should be able to:

- critically design a research proposal outlining the purpose, outcomes and processes required to compile an article-based thesis suitable for peer review, based on theoretical frameworks related to innovation and their applications within the field of economics;
- demonstrate the development and positioning of an article based thesis within the disciplinary discourse;
- apply appropriate research methodologies to support the article-based thesis; and
- conduct substantial independent research and critically develop an appropriate article-based thesis centred on a key issue in the disciplinary discourse and demonstrating an original contribution.
- produce a collection of a minimum of three articles accepted for publication, but not necessarily published in CBE approved journals:
- produce a minimum of two research units from a minimum of three articles accepted for publication.

Students should also familiarise themselves with specific guidelines of the relevant department and those of CBE.
critically design a research proposal outlining the purpose, outcomes and processes required to compile an article-based thesis suitable for peer review, based on theoretical frameworks related to innovation and their applications within the field of economics;

demonstrate the development and positioning of an article based thesis within the disciplinary discourse;

apply appropriate research methodologies to support the article-based thesis; and

conduct substantial independent research and critically develop an appropriate article-based thesis centred on a key issue in the disciplinary discourse and demonstrating an original contribution.

produce a collection of a minimum of three articles accepted for publication, but not necessarily published in CBE approved journals:

produce a minimum of two research units from a minimum of three articles accepted for publication.

Students should also familiarise themselves with specific guidelines of the relevant department and those of CBE.

ARTICLE: LOGISTICS MANAGEMENT  
(LMA10A1/LMA10A2)

NQF LEVEL: 9

NQF CREDITS: 180

CALCULATION CRITERIA

Examination mark weight 100%

PURPOSE

The purpose of this module is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding, analysis and application of logistics management principles. The student should develop research, writing and creative thinking skills in the logistics management field. The student should be able to take strategic decisions in the context of a logistics organisation, or the logistics function of a company, and to analyse and assess any internal or external decision impacting the logistics function and/or profession. The student should also be able to reflect on his/her managerial decisions and applications to analyse and assess the effect thereof in the holistic context of logistics management. The thesis should constitute a reflection of knowledge and insight into the logistics management field.

OUTCOMES

Students should be able to:

• reflect on managerial decisions and applications to assess the effect thereof in the holistic context of Logistics Management;

• provide an introduction that would introduce the overall theme of the thesis and the research questions to be investigated in the articles, thus also setting out the structure of the dissertation or thesis. In addition, the introduction should also contain cross-cutting issues that relate to all the articles;

• provide a conclusion that summarises the key findings of articles, thereby highlighting the contribution to the body of knowledge in the field. It draws the different articles together under their unified theme in order to present a coherent integrated body of work;

• produce a collection of normally four or a minimum of three articles accepted for publication but not necessarily published:
- each containing its own literature review, that is scientifically founded on a rigorous theoretical argument;
- that must be accepted for publication in journals ranked in the top quartile as defined in a subject field as defined by SCImago Journal & Country Rank and listed in the Scopus database, although not necessarily published at the time of submission to CBE for external examination;
- indicating that permission from the journal(s) was obtained to publish them as a bundle in the theses and journal editors would need to be made aware and a disclaimer included in the articles that these are for the thesis; and
- produce a minimum of two research units from a minimum of four articles accepted for publication.

Students should also familiarise themselves with specific guidelines of the relevant department and those of CBE.

**ARTICLE: TOURISM AND HOSPITALITY (THP10A1/THP10A2)**

**NQF LEVEL:** 10  
**NQF CREDITS:** 360

**CALCULATION CRITERIA**

Examination Mark Weight 100%

**PURPOSE**

The purpose of this module is to develop the applied competence of the postgraduate student on an advanced level in research, analysis, interpretation and understanding of Tourism and Hospitality. Through a doctoral dissertation or doctoral by article route, the student will show evidence of independent research through quantitative or qualitative methods or a combination of both. This will contribute towards solving complex problems in society for the sustainability of the Tourism and Hospitality industries. The programme will assist in the continuing academic and professional development of postgraduate students.

**OUTCOMES**

Students should be able to:

- write a full thesis or a minimum of four publishable articles in high impact journals with an overarching introduction and conclusion over a maximum period of four years on an approved topic.

**ARTICLE: TRANSPORT ECONOMICS (TRE10A1/TRE10A2)**

**NQF LEVEL:** 10  
**NQF CREDITS:** 360

**CALCULATION CRITERIA**

Examination mark weight 100%

**PURPOSE**

The purpose of this module is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding, analysis and application of transport economic, management and regulatory principles. The student should develop research, writing and creative thinking skills in the transport economics field. The student should be able to take strategic decisions in the context of the transport sector, and to analyse and assess any internal or external decision impacting on this sector. The student should also be able to reflect on his/her managerial decisions and applications to analyse and assess the effect thereof in the holistic context of transport economics, management and regulation.
The thesis should constitute a reflection of knowledge and insight into the transport economics field.

**OUTCOMES**

Students should be able to:

- reflect on managerial decisions and applications to assess the effect thereof in the holistic context of Transport Economics;
- provide an introduction that would introduce the overall theme of the thesis and the research questions to be investigated in the articles, thus also setting out the structure of the dissertation or thesis. In addition, the introduction should also contain cross-cutting issues that relate to all the articles;
- provide a conclusion that summarises the key findings of articles, thereby highlighting the contribution to the body of knowledge in the field. It draws the different articles together under their unified theme in order to present a coherent integrated body of work;
- produce a collection of normally four or a minimum of three articles accepted for publication but not necessarily published:
  - each containing its own literature review, that is scientifically founded on a rigorous theoretical argument;
  - that must be accepted for publication in journals ranked in the top quartile as defined in a subject field as defined by SCImago Journal & Country Rank and listed in the Scopus database, although not necessarily published at the time of submission to CBE for external examination;
  - indicating that permission from the journal(s) was obtained to publish them as a bundle in the theses and journal editors would need to be made aware and a disclaimer included in the articles that these are for the thesis; and
- produce a minimum of two research units from a minimum of four articles accepted for publication.

Students should also familiarise themselves with specific guidelines of the relevant department and those of CBE.

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**CBE.395 THESIS**

**THESIS: ACCOUNTING**

(TAC10X1/TAC10X2)

NQF LEVEL: 10

NQF CREDITS: 360

**CALCULATION CRITERIA**

Full Period Mark Weight – 100%

**PURPOSE**

The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of the broader field of accounting and finance. This programme prepares students to reflect and assess research problems in the holistic context of accounting and finance as a social science. A qualifying student should show an original and significant contribution to the knowledge of and insight into accounting and finance as well as the field of research.

**OUTCOMES**

Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for the study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting;
- construct and write a scientific thesis;
- show evidence of the unique contribution of the study: and
- write and submit to an accredited journal an academic article based on the research conducted.

THESIS: ACCOUNTING AND FINANCE  (TAF10X1/TAF10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of the broader field of accounting and finance. This programme prepares students to reflect and assess research problems in the holistic context of accounting and finance as a social science. A qualifying student should show an original and significant contribution to the knowledge of and insight into accounting and finance as well as the field of research.

OUTCOMES
Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for the study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting;
- construct and write a scientific thesis;
- show evidence of the unique contribution of the study: and
- write and submit to an accredited journal an academic article based on the research conducted.

THESIS: AUDITING  (TAU10X1/TAU10X2)
NQF LEVEL 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of auditing principles and methods. This programme prepares students to reflect on their own auditing related applications to assess the effect thereof in the holistic context of Auditing as social science. A qualifying student should show an original and significant contribution to the knowledge and philosophy of auditing.

OUTCOMES
Students should be able to:
- define the research problem and derive a research objective from it;
• define and state the rationale for the study;
• write an acceptable proposal;
• present and defend the proposal at a Departmental meeting;
• construct and write a scientific thesis; and
• show evidence of an original and significant contribution to the knowledge and philosophy of auditing.

THESIS: BUSINESS MANAGEMENT  (BMA10X1/BMA10X2)
NQF LEVEL: 10  NQF CREDITS: 360

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – N/A
Full period mark weight – N/A
Examination Mark Weight – 100%

PURPOSE
The purpose of this module is to develop applied competencies and practical skills in the mastering, interpretation, understanding and application of Business Management principles, culminating in independent and original scientific work. Qualifying students display competence in the application of related research methodology, and the proper written and oral communication of the research process and findings. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline, enabling students to reflect on the field of research.

OUTCOMES
The student is responsible for the completion a thesis and a publishable manuscript under guidance and supervision of the supervisor. The student is responsible for keeping minutes of all interactions with the supervisor. Supervisors should keep record of all feedback and guidance.

THESIS: ECONOMETRICS  (TEM10X1/TEM10X2)
NQF LEVEL: 10  NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of the principles of econometrics. This programme prepares students to be able to present original and relevant topics that bring distinctive contribution to the field of econometrics. A qualifying student should show evidence of independent and original work and a unique contribution to the broader field of economics and econometrics.

OUTCOMES
Students should be able to:
• define the research problem and derive a research objective from it;
• define and state the rationale for a study;
• write an acceptable proposal;
• present and defend the proposal at a Departmental meeting;
• construct and write a scientific thesis; and
THESIS: ECONOMICS (TEN10X1/TEN10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of economic principles and methods. This programme prepares students to reflect on their own economic related applications to assess the effect thereof in the holistic context of economics as social science. A qualifying student should show evidence of independent and original work and a unique contribution to the broader field of economics.

OUTCOMES
Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting;
- construct and write a scientific thesis; and
- show evidence of the unique contribution of the study.

THESIS: EMPLOYMENT RELATIONS (EMP10X1/EMP10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop the intellectual and professional skills of the student in the Employment Relations (ER) field. The qualification will also enable the student to resolve research related problems and add value to the broad field of ER.

OUTCOMES
Students should be able to demonstrate evidence of independent and original work in a thesis. The thesis should contribute a distinctive knowledge of and insight into the subject discipline as well as the field of research. Qualifying students should also be able to display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. Students should also be able to reflect on their research findings critically.

THESIS: FINANCE (TFI10X1/TFI10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%
PURPOSE
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of financial principles and methods. This programme prepares students to reflect on their own finance related applications to assess the effect thereof in the holistic context of Finance as social science. A qualifying student should show evidence of independent and original work and a unique contribution to the broader field of finance.

OUTCOMES
Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal to a panel convened for this purpose;
- construct and write a scientific thesis
- show evidence of the unique contribution of the study; and
- successfully write an academic article based on the research conducted.

THESIS: HUMAN RESOURCE DEVELOPMENT
(HRD10X1/HRD10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop intellectual and professional skills of the student, culminating in a thesis that constitutes a distinctive contribution to knowledge of and insight into the subject discipline as well as the field of research.

OUTCOMES
Students should be able to:
- show evidence of independent and original scientific research in the field of Human Resource Development;
- show competence in the application of related research methodology; and
- the proper written and/or oral communication of the research process and findings.

THESIS: HUMAN RESOURCE MANAGEMENT
(HRM10X1/HRM10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop intellectual and professional skills of the student, culminating in a thesis that constitutes a distinctive contribution to knowledge of and insight into the subject discipline as well as the field of research.

OUTCOMES
Students should be able to:
- show evidence of independent and original scientific research in the field of Human Resource Management;
- show competence in the application of related research methodology; and
- the proper written and/or oral communication of the research process and findings.

**THESIS: INDUSTRIAL DEVELOPMENT**

(TID10X1/TID10X2)

NQF LEVEL: 10

NQF CREDITS: 360

**CALCULATION CRITERIA**

Full Period Mark Weight – 100%

**PURPOSE**

The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of industrial development principles and methods. This programme prepares students to reflect on their own industrial development related applications to assess the effect thereof in the holistic context of industrial development as social science. A qualifying student should show evidence of independent and original work and a unique contribution to the broader field of industrial development.

**OUTCOMES**

Students should be able to:
- define the research problem and derive a research objective from it;
- define and state the rationale for a study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting;
- construct and write a scientific thesis; and
- show evidence of the unique contribution of the study.

**THESIS: INDUSTRIAL PSYCHOLOGY**

(IPS10X1/IPS10X2)

NQF LEVEL: 10

NQF CREDITS: 360

**CALCULATION CRITERIA**

Full Period Mark Weight – 100%

**PURPOSE**

The Industrial Psychology PhD degree is a field where we combine the science of psychology with practice that focuses on the scientific study of the workplace – including both the organisations, their employees and the community. Industrial Psychologists are also scientist practitioners and aim to change behaviour in the workplace through utilising scientific methods, tools and intervention in order to maximize employee, organisational and work effectiveness. You will be required to independently conduct a relevant, unique and original research study, to address a specific research problem in the form of doctoral thesis on an advanced academic level. Finally, the successful synthesis between theory and research findings should result in a significant contribution to the body of knowledge, field of Industrial Psychology, with practical recommendations that are specifically aimed at the research problem addressed.

**OUTCOMES**

Students should be able to:
• develop intellectual and professional skills of the student through evaluating and applying advanced critical and analytical skills in response to solving the research problem
• execute research that is unique, original and practical on an advanced academic level within the discipline of Industrial Psychology
• display competence in the application of relevant research methodology (quantitative/qualitative) and academic writing and communication styles of the research process and finding
• execute research independently and adhere to scientific criteria and guidelines that will culminate in the form of a doctoral thesis, and
• contribute to knowledge of and insight into the field of research, Body of Knowledge of the subject matter, as well as to the profession of Industrial Psychology.

THESIS: INFORMATION MANAGEMENT  (IMA10X1/IMA10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE AND OUTCOMES
Not available at the time of going to print.

THESIS: INFORMATION TECHNOLOGY MANAGEMENT  (ITM10X1/ITM10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE AND OUTCOMES
Not available at the time of going to print.

THESIS: INNOVATION (Economics)  (INT10X1/int10X2)
NQF LEVEL: 10
SEMESTER MODULE
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to develop specialised competencies as well as practical skills in the acquisition, interpretation, understanding, analysis and application of innovation principles within the field of economics. In addition, the candidate is further capacitated at an advanced level in terms of research, analysis, interpretation and understanding of this field.

OUTCOMES
Students should be able to:
• critically design a research proposal outlining the purpose, outcomes and processes required to compile a thesis suitable for academic submissions based
on theoretical frameworks related to innovation and their applications within the field of economics.

- demonstrate the development and positioning of a thesis within the disciplinary discourse;
- apply appropriate research methodologies to support the thesis; and
- conduct substantial independent research and critically develop an appropriate thesis centred on a key issue in the disciplinary discourse and demonstrating an original contribution.

**THESIS: INNOVATION (Public Management and Governance)**

(NQF LEVEL: 10)  
(NQF CREDITS: 360)

**SEMESTER MODULE**

**CALCULATION CRITERIA**

Full Period Mark Weight – 100%

**PURPOSE**

The purpose of this module is to develop specialised competencies as well as practical skills in the acquisition, interpretation, understanding, analysis and application of innovation principles within the public policy domain. In addition, the candidate is further capacitated at an advanced level in terms of research, analysis, interpretation and understanding of this field.

**OUTCOMES**

Students should be able to:

- critically design a research proposal outlining the purpose, outcomes and processes required to compile a thesis suitable for academic submissions based on theoretical frameworks related to innovation and their applications to the public policy domain;
- demonstrate the development and positioning of a thesis within the disciplinary discourse;
- apply appropriate research methodologies to support the thesis; and
- conduct substantial independent research and critically develop an appropriate thesis centred on a key issue in the disciplinary discourse and demonstrating an original contribution.

**THESIS: LEADERSHIP**

(NQF LEVEL: 10)  
(NQF CREDITS: 360)

**CALCULATION CRITERIA**

Full Period Mark Weight – 100%

**PURPOSE**

The purpose of this module is to independently conduct a relevant, unique and original research study, to address a specific research problem in the form of doctoral thesis on an advanced academic level. Finally, the successful synthesis between theory and research findings should result in a significant contribution to the body of knowledge, field of leadership, with practical recommendations that are specifically aimed at the research problem addressed.
OUTCOMES
Students should be able to:

- develop intellectual and professional skills of the student through evaluating and applying advanced critical and analytical skills in response to solving the research problem
- execute research that is unique, original and practical on an advanced academic level within the discipline of leadership
- display competence in the application of relevant research methodology (quantitative/qualitative) and academic writing and communication styles of the research process and finding
- execute research independently and adhere to scientific criteria and guidelines that will culminate in the form of a doctoral thesis, and
- contribute to knowledge of and insight into the field of research, Body of Knowledge of the subject matter, as well as to the discipline of leadership

THESIS: LOCAL ECONOMIC DEVELOPMENT
(TLD10X1/TLD10X2)
NQF LEVEL: 10
NQF CREDITS: 360

SEMESTER MODULE

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of the module is to develop an ability to conceptualise new research initiatives and create new knowledge or practice in the field of local economic development. The programme will provide candidates with high-level research capabilities and candidates will make a significant and original academic contribution in the field of local economic development.

OUTCOMES:
Student should be able to:

- formulate solutions to LED problems on a local level;
- apply specialist knowledge, theory, methods and procedures in critically reflexive, creative and original ways to address the complex local economic development problems;
- make independent judgements in an iterative process of analysis and synthesis, for the development of significant original insights into new, complex and abstract ideas, or issues in the field of local economic development;
- produce substantial, independent, in-depth and publishable work which meets international standards, and makes a significant contribution to the field of local economic development;
- evaluate problems and provide insightful solutions; and
- disseminate research, recommend and defend policy initiatives and their implementation to enhance growth and poverty alleviation in local economies.

THESIS: LOCAL ECONOMIC DEVELOPMENT
(TLD10X1/TLD10X2)
NQF LEVEL: 10
NQF CREDITS: 360
SEMESTER MODULE

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of the module is to develop an ability to conceptualise new research initiatives and create new knowledge or practice in the field of local economic development. The programme will provide candidates with high-level research capabilities and candidates will make a significant and original academic contribution in the field of local economic development.

OUTCOMES:
Student should be able to:
- formulate solutions to LED problems on a local level;
- apply specialist knowledge, theory, methods and procedures in critically reflexive, creative and original ways to address the complex local economic development problems;
- make independent judgements in an iterative process of analysis and synthesis, for the development of significant original insights into new, complex and abstract ideas, or issues in the field of local economic development;
- produce substantial, independent, in-depth and publishable work which meets international standards, and makes a significant contribution to the field of local economic development;
- evaluate problems and provide insightful solutions; and
- disseminate research, recommend and defend policy initiatives and their implementation to enhance growth and poverty alleviation in local economies.

THESIS: LOGISTICS MANAGEMENT (LMA10X1/LMA10X2)
NQF LEVEL: 9
NQF CREDITS: 180

CALCULATION CRITERIA
Examination mark weight 100%

PURPOSE
The purpose of this module is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding, analysis and application of logistics management principles. The student should develop research, writing and creative thinking skills in the logistics management field. The student should be able to take strategic decisions in the context of a logistics organisation, or the logistics function of a company, and to analyse and assess any internal or external decision impacting the logistics function and/or profession. The student should also be able to reflect on his/her managerial decisions and applications to analyse and assess the effect thereof in the holistic context of logistics management. The thesis should constitute a reflection of knowledge and insight into the logistics management field.

OUTCOMES
Students should be able to:
- define the research problem within the field of Logistics Management and derive a research objective from it;
- define and state the rationale for a study;
- write an acceptable proposal;
• present and defend the proposal at a departmental higher degrees meeting;
• construct and write a scientific thesis;
• show evidence of the unique contribution of the study; and
• write an academic article based on the research conducted.

THESIS: MARKETING MANAGEMENT (MMA10X1/MMA10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Minimum Full Period Mark for Examination Admission – N/A
Full Period Mark Weight – N/A
Examination Mark Weight – 100%

PURPOSE
The purpose of this module is to develop applied and highly specialised competencies and practical skills in the acquisition, interpretation, comprehension and application of marketing management principles. Through the doctoral thesis, in which the qualification culminates, a qualifying student would show evidence of independent and original scientific work. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying students would also display competence in the application of related research methodology, and the proper written and/or oral communication of the research process and findings. The student should be able to reflect on his/her research decisions and applications, to assess the effect thereof in the holistic context of marketing management.

OUTCOMES
Students should be able to demonstrate competence in:
• research writing and creative thinking skills in Marketing Management;
• display competence in the application of related research methodology;
• take strategic decisions in the context of Marketing Management; and
• reflect on managerial decisions and applications to assess the effect thereof in the holistic context of Marketing Management.

THESIS: PUBLIC MANAGEMENT AND GOVERNANCE (PMG10X1/PMG10X2)
NQF LEVEL: 10
NQF CREDITS: 360

CALCULATION CRITERIA
Full Period Mark Weight – 100%

PURPOSE
The purpose of this module is to provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, conduct a thesis demonstrating an original contribution to the field of study/discipline, to demonstrate the competencies required for evaluation in order to report the results for academic submission.

OUTCOMES
Students should be able to:
• critically analyse the purpose, components and process for compiling a thesis
for academic submissions to demonstrate a research thesis in respect of own context in the subject discourse,

- plan outline of thesis and demonstrate the application of research methodology and principles for academic purposes,
- conduct substantial independent research and critically develop an appropriate research proposal in order to evaluate an issue in the area of the subject, discourse. Conduct research that demonstrates an original contribution to the subject, and
- compile, submit and review thesis.

**THESIS: STRATEGIC HUMAN RESOURCE MANAGEMENT**  
*(SHR10X1/SHR10X2)*

**NQF LEVEL: 10**  
**NQF CREDITS: 360**

**CALCULATION CRITERIA**  
Full Period Mark Weight – 100%

**PURPOSE**  
The purpose of this module is to develop intellectual and professional skills of the student, culminating in a thesis that constitutes a distinctive contribution to knowledge of and insight into the subject discipline as well as the field of research.

**OUTCOMES**  
Students should be able to:

- show evidence of independent and original scientific research in the field of Strategic Human Resource Management;
- show competence in the application of related research methodology; and
- the proper written and/or oral communication of the research process and findings.

**THESIS: TAXATION**  
*(TTA10X1/TTA10X2)*

**NQF LEVEL: 10**  
**NQF CREDITS: 360**

**CALCULATION CRITERIA**  
Full Period Mark Weight – 100%

**PURPOSE**  
The purpose of this module is to develop the applied competence of the student on an advanced level in the mastering, analysis, interpretation and understanding of taxation principles and methods. This programme prepares students to reflect on their own taxation related applications to assess the effect thereof in the holistic context of Taxation as social science. A qualifying student should show an original and significant contribution to the knowledge and philosophy of taxation.

**OUTCOMES**  
Students should be able to:

- define the research problem and derive a research objective from it;
- define and state the rationale for the study;
- write an acceptable proposal;
- present and defend the proposal at a Departmental meeting;
- construct and write a scientific thesis; and
• show evidence of an original and significant contribution to the knowledge and philosophy of taxation.

**THESIS: TOURISM AND HOSPITALITY**  
**(THP10X1/THP10X2)**  
**NQF LEVEL:** 10  
**NQF CREDITS:** 360

**CALCULATION CRITERIA**  
Examination Mark Weight 100%

**PURPOSE**  
The purpose of this module is to develop the applied competence of the postgraduate student on an advanced level in research, analysis, interpretation and understanding of Tourism and Hospitality. Through a doctoral dissertation, the student will show evidence of independent research through quantitative or qualitative methods or a combination of both. This will so as to solve complex problems in society for the sustainability of the Tourism and Hospitality industries. The programme will assist in the continuing academic and professional development of postgraduate students.

**OUTCOMES**  
Students should be able to:  
• write a thesis on an approved topic.

**THESIS: TRANSPORT ECONOMICS**  
**(TRE10X1/TRE10X2)**  
**NQF LEVEL:** 10  
**NQF CREDITS:** 360

**CALCULATION CRITERIA**  
Examination mark weight 100%

**PURPOSE**  
The purpose of this module is to develop intellectual and specialised competencies and practical skills in the acquisition, interpretation, understanding, analysis and application of transport economic, management and regulatory principles. The student should develop research, writing and creative thinking skills in the transport economics field. The student should be able to take strategic decisions in the context of the transport sector, and to analyse and assess any internal or external decision impacting on this sector. The student should also be able to reflect on his/her managerial decisions and applications to analyse and assess the effect thereof in the holistic context of transport economics, management and regulation. The thesis should constitute a reflection of knowledge and insight into the transport economics field.

**OUTCOMES**  
Students should be able to:  
• define the research problem within the field of Transport Economics and derive a research objective from it;  
• define and state the rationale for a study;  
• write an acceptable proposal;  
• present and defend the proposal at a departmental higher degrees meeting;  
• construct and write a scientific thesis;  
• show evidence of the unique contribution of the study; and  
• write an academic article based on the research conducted.
### SECTION J: POSTGRADUATE QUALIFICATIONS PHASING OUT IN THE COLLEGE OF BUSINESS AND ECONOMICS AND THE LAST DATE OF INTAKE AND OFFERING

#### CBE.396 QUALIFICATIONS PHASING / PHASED OUT

<table>
<thead>
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<th>Qualification Code</th>
<th>Qualification Name</th>
<th>Last Intake Year</th>
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