



UNIVERSITY  
OF  
JOHANNESBURG

DEPARTMENT OF  
BUSINESS MANAGEMENT

# BCOM HONOURS DEGREE IN STRATEGIC MANAGEMENT

## INFORMATION BROCHURE | 2022

(Code: H1CSM2) | NQF 8

Application Period: 1 August – 31 October 2022

COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF MANAGEMENT  
DEPARTMENT OF BUSINESS MANAGEMENT

**The Future  
Reimagined**

# BCOM HONOURS DEGREE IN STRATEGIC MANAGEMENT



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## INTRODUCTION

The Honours degree in Strategic Management (Code: H1CSM2) is an NQF 8 level postgraduate programme in commerce, offered by the Department of Business Management. The integrative nature of the programme and the emphasis on active participation and interaction between students, academics and the industry ensure that students are equipped to excel as holistic and futuristic thinkers in all areas of today's demanding new business environment.

Our aim is to educate business winners with an informed vision of their preferred future and an understanding of how to create tomorrow's success with today's strategy! For "isigwaca silinda induku" - only a fool waits for a beating

(a Zulu proverb).

This brochure provides information on the programme courses and the facilitation thereof, the admission procedure, the various opportunities for students and other information.

## PROGRAMME GOALS

The purpose of the qualification is to provide students with a deepened knowledge and understanding in construction and implementing organizational 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 organizational strategies.

This will be achieved by::bring together the best students and future business leaders in stimulating courses and other academic activities;

- increase the knowledge and professional skills of outstanding students and emerging business leaders;
- develop critical thinkers that through research can contribute to the body of knowledge

## WHO WOULD BENEFIT FROM THIS PROGRAMME?

Students in possession of a BCom (or equivalent) degree from different institutions and those with a BCom (or equivalent) **in the work environment**, could benefit from studying towards the honours degree in Strategic Management.

Changes in the business environment are complex and continuous. To be successful in a business career, lifelong learning is imperative. This programme will assist you to become aware of, and understand critical thinking and future trends in business as well as how to conduct scientific research. With this knowledge, you will be able to make better decisions today about a sustainable future.

## THE TUITION MODEL

The programme is presented over ONE year (full-time) or TWO years (part-time), of which both part-time and full-time students have to complete 7 modules. Other than the duration, there is NO difference between the part-time and full-time program in terms of the amount of modules to enroll for, the level of difficulty, the NQF-level, assessments methods or lectures.

Class attendance is compulsory. The use of technology (for example, the Internet, E-mail, uLink (Blackboard), Microsoft Word) is a requirement to write and present assignments, receive learning material, research topics and utilise opportunities for interactive discussions.

## THE LANGUAGE OF TUITION

Classes and the study material are presented in English. Class discussions and student participation will take place in English.

## MODULES OFFERED

The programme consists of seven (7) compulsory modules and NO electives. There is one year module and that is the research project.

## Full Time

The full-time programme is presented over ONE year. Students have to enroll for three (3) semester (14 week) modules in the 1st semester and three (3) modules in the 2nd semester. One module (Research Project) is a year module and students need to register for this module in the first semester. Class attendance is compulsory. Classes (lectures)

normally take place twice a week, namely Monday and Wednesday evenings between 18:00 to 21:00. This is just a guideline as venue availability determines the time table. The course starts in February and MUST be completed within one (1) year (two semesters).

The full-time modules are as follows:

Semester 1	Semester 2
Strategic Management (STM 8X09) History & Philosophy of Management (SJM 8X14) Research Methodology (STM 8X06) Research Project (STM 8X13)	Contemporary Strategic Aspects (STM 8X01) Strategy Simulation (STM 8X15) Strategy and Complexity (STM8X16) Research Project (STM 8X13)

## Part Time

Other than the duration, there is NO difference between the part-time and full-time program in terms of the amount of modules to enroll for, the level of difficulty, the NQF-level, assessments methods or lectures.

The part-time programme is presented over TWO years (four semesters) and the course MUST be completed within four semesters. Class attendance is compulsory and

follows the same time table as the full time programme

In the first-year, students have to enroll for two (2) semester modules each in the 1st semester and two (2) semester modules in the 2nd semester. Second-year students have to enroll for one (1) module in each of the 1st and 2nd semester. Students also have to enroll for the year module (Research project) in their second year.

Semester 1	Semester 2
Strategic Management (STM 8X12) History & Philosophy of Management (STM 8X14)	Contemporary Strategic Aspects STM 8X01 Strategy and complexity (STM8X16)

First Year	Second Year
Semester 1	Semester 2
Research methodology (STM8X06) Research Project (STM8X13)	Strategy Business Simulation (STM8X15) Research Project (STM8X13)

## Module Alignment

The main focus of this qualification is to develop critical thinking within the body of knowledge of Strategic Management. With this and the purpose of the programme in mind the modules in the curriculum is

supportive of each other. Individuals in their managerial capacity needs to understand how to develop and implement an organizational strategy and how this strategy will affect the organization. The articulation is presented in the diagram below.

**Diagram 1: Module Articulation**



Our current Business Management Body of Knowledge is built on theory and practice through the years. To understand where we at, we need to understand the history of management and the influences of various thinkers. This provides the basis for Strategic Management, how do I implement a strategy in a complex ever changing business environment (Strategy and Complexity) and current developments in managerial thinking (Contemporary strategic management aspects). This gained knowledge will be applied to partake in the Business simulation model (Determine the effects of our decisions). But our decisions should be based on objective information. How do I get this relevant information (Research methodology) and what is the output (result) of this information what we termed knowledge (Research project).

## Module descriptions

### History & Philosophy of Management (STM 8X14)

This module is aimed at gaining 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.

### Specific Outcomes

- Debate Adam Smith's contribution to managerial principles
- Justify the concept "Invisible hand of the market"
- Critique the social responses of Marx and Weber to capitalism
- Contrast Critical Management Theory with traditional management theory

### Strategic Management (STM 8X09)

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 information that will affect and impact of strategy 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.

#### **Specific Outcomes**

- Evaluate the concepts “strategy” and “organizational strategy”.
- Present the “resource based view” and the organization’s competitive position.
- Compose a business strategy.
- Evaluate international 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.
- Examine corporate culture and ethical leadership as “key” to good strategy execution.

#### **Strategy and complexity**

##### **(STM 8X16)**

The purpose of this module is Organisational strategy setting takes place in an environment where stability and linear causality is assumed, but in reality the business and organizational environment is complex, adaptive and non-linear. This module will deepen the student’s knowledge and understanding in constructing and implementing organizational strategies in a complex adaptive social system.

#### **Specific Outcomes**

- Use systemic ways of thinking about strategy and organizational dynamics
- Formulate the challenges of complexity to traditional ways of thinking
- Apply critical thinking in complex responsive processes as a way of thinking about strategy.

#### **Contemporary Strategic Aspects**

##### **(STM 8X01)**

The module aims 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.

#### **Specific Outcomes**

- 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.
- Debate, criticize and motivate the impact of leadership in a diverse and changing business environment.

#### **Strategic Business Simulation**

##### **(STM 8X15)**

This is probably the most important module in the Honours programme. In this module all the knowledge that you gained in your current and undergraduate studies culminates in a strategy game. You will be given an organization within a specific industry whereby internal and external forces will force you to make strategic decisions to

achieve organizational objectives. This real-world simulation will develop and enhance your decision-making skills in a competitive business environment.

#### **Specific Outcomes**

- 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,
- Engage in team work to understand team dynamics in a management environment.

#### **Research Methodology (STM 8X06)**

The main purpose of this module is for students 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.

#### **Specific Outcomes**

- 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.

#### **Research Project (STM 8X13)**

This module aims 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.

#### **Specific Outcomes**

- 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 data analysis.
- Construct a poster presentation of your research project.

### **ASSESSMENT PRACTICES**

Students in this programme are continuously assessed through formal and informal formative- and final summative assessments. You are referred to the Academic Regulations (10.2) for assessment details.

Formative assessment consists of: theoretical and practical group assignments, poster presentations, class discussions based on additional reading and case studies, theoretical and practical individual assignments and class assessments, and formal module assessments.

For a semester module three assessment (which includes a final assessment/ exam) must be done. For a year module five assessments (which includes a final assessment) must be done.

A student must obtain a semester module mark of 40% to gain examination entry. The module mark is calculated according to each module’s unique composition.

A sub-minimum mark of 40% must be achieved for the examination paper or examination equivalent assignment submission. A final mark is calculated as follows: the module mark counts 50% and the examination mark counts 50%. Students pass this module if they have a final mark of at least 50%. Students obtain the BCom Honours (Strategic Management) degree if they pass all seven modules that comprise the qualification. A supplementary opportunity is not given automatically should a student fail one or two modules. The Academic Regulations guides this process.

### **CLASS PARTICIPATION**

Class attendance and active

participation are very important because we learn from one another. Your opinions and thoughts on the assigned study material and on the reading of current news articles that focus on events in the study field are important. Constructive contribution may include observations and questions about the course material as well as current events and answers to questions raised by fellow students. Examples from your personal and/ or organisation’s experience are appropriate forms of contributions. Expect to be called upon to provide to partake in class discussions.

## OPPORTUNITIES FOR INTERACTION

### Initiated By Students

Students are encouraged to create opportunities to interact and learn, such as an Entrepreneurship/Innovators Club, Consulting Projects, Mentoring Projects, and Community Outreach Projects. The programme management supports and assists these initiatives

### Initiated by the Programme Management

Additional opportunities for interaction and learning are offered to students, including an orientation-day function at the beginning of the year, a year-end function and various guest speakers from the industry during the academic year.

### Group Work (Cooperation)

Task group work is an important part of this course where students should be able to work together to complete assignments or tasks. You are also required to partake in the Faculty poster competition based on your Research Project.

### The Department of Business

Management annually awards prizes to the best academic performers in the various programmes offered by the department, including the Strategic Management Honours programme.

## FUTURE STUDIES

After completion of the honours degree in Strategic Management, advanced study could be undertaken in one of the following: MCom Strategic Management (with the same endorsement as for Honours; i.e. Strategic Management): a dissertation on an approved subject under the supervision of a study supervisor.

MCom (Business Management): a lectured course with 11 modules, followed by a minor-dissertation of limited scope. The Department of Business Management also provides the opportunity to obtain a Doctoral (Business Management) degree, in which research is

undertaken under the guidance of a study leader (supervisor).

## ADMISSION REQUIREMENTS

A potential student should be in possession of a BCom or equivalent qualification on NQF level 7, with Business Management related subjects as major modules of which Strategic Management at third year level 7 must have been a module. Together with Strategic Management at third year level the following modules Accounting, Economics and Analytical Techniques (Quantitative Methods) at first year level are also required. An average of 65% for the above mentioned pre-requisite qualification will be favoured. In addition to the UJ application form and because of a pre-selection screening process, applicants must also complete the BCom Hons (Strategic Management) application form, obtainable directly from the Department of Business Management. Please be advised that all applications are subjected to a screening process.

**NOTE: An academic record with an average of 65% for above mentioned prerequisite (1st degree) qualifications will be favoured (65% average scored for ALL modules over the three year period .... not only for the majors).**

A potential student must have access to a South African business who is willing to assist the student with practical, industry-related information to be used to do written assignments and oral presentations."

## HOW TO APPLY

The application period is 1 April – 30 September 2020. Successful candidates will be notified towards the middle of November.

It is compulsory for applicants to apply with or at our Enrolment Centre before completing the BCom Honours (Strategic Management) Departmental application form. Please be advised that all applicants are subjected to a screening process.

At our Enrolment Center we have TWO different methods of applying. You have the option to choose only ONE, please use the below URL and click on application process to make your selection.

- URL [www.uj.ac.za/EN/StudyatUJ/](http://www.uj.ac.za/EN/StudyatUJ/) (Student Enrolment Centre)
- Please select ONE of the following TWO methods:
- Online Web Application – FREE
- Paper-based Application – R200.00

After you have completed your application (method ONE or TWO), please inform the Department of Business Management. Who will then email the compulsory departmental application form to you. Contact person details as follow:

Mrs Ida Smit  
Office: D-Ring 518  
[idas@uj.ac.za](mailto:idas@uj.ac.za)  
Tel: 011 559 3748

Please check your admission status on the following URL: <https://student.uj.ac.za/status.aspx>

## FEES

Enrolling for one (1) module will cost you approximately R3 870.00 (excluding registration fee). However, the Department of Business Management does NOT deal with fees and finances. For a breakdown of the correct and updated fee structure, please contact our Faculty (A Ring APK) at 011 559 3875 or Miss Carmen Francis at 011 559 4531 from the Finance Department.

Herewith an estimated summary of the fees payable before or during registration:

- 1st Minimum payment of R3 870.00 five days BEFORE registration
- 1st Semester Modules:
- 2nd payment: 100% of fees – latest by 15 April
- 2nd Semester Modules:
- 2nd payment – 100% of fees – latest by 15 August

**NB: PLEASE NOTE THAT FEES MAY CHANGE ACCORDING TO UNIVERSITY POLICIES.**

## HOW TO CONTACT US

For more information you can visit the website of the Department of Business Management (<http://www.uj.ac.za/EN/Faculties/management/departments/bm/>) or contact:

Programme Administrator: Mrs Ida Smit  
Mrs Ida Smit is responsible for handling all administrative matters related to the programme.

Email: [idas@uj.ac.za](mailto:idas@uj.ac.za)

Post:

University of Johannesburg (UJ) Kingsway Campus  
Department of Business Management  
PO Box 524, Auckland Park, Johannesburg  
Republic of South Africa, 2006

Call:

011-559-3748 (in South Africa)  
0027-11-559-3748 (across South African borders)

Visit:

University of Johannesburg (UJ) Corner of Kingsway & University Road  
D-Ring 519 (yellow indicators)  
Programme Coordinator: Dr Whitey van der Linde

Dr Whitey van der Linde is responsible for overseeing the overall management and quality of the programme.

## FREQUENTLY ASKED QUESTIONS

**Q: I have a BA degree with Business Management at third year level.**

**Can I apply for this programme?**

A: The requirement is a SAQA accredited B Com degree. You therefore do not meet the requirements. Your only way of entry is if you do additional subjects and obtain a B Com degree (See Rules of Admission). If you have worked for some time and can give proof of learning of the necessary business skills during that time, you can apply for recognition of prior learning.

**Q: Can I start with the programme in the middle of the academic year (2nd semester)?**

A: No.

**Q: I have two courses outstanding to complete my undergraduate degree.**

**Can I apply for this programme?**

A: No. This option was allowed in the past, if the outstanding modules were not major subjects. However the University has clamped down on this practice and insists that the requirements be met stringently.

**Q: I am a working student who has a lot of discipline and knows how to manage my time. Can I study full time towards this qualification? In other words, complete it in one year instead of two?**

A: Our experience of students who attempted this in the past is that this rarely works - almost all of these students had to extend their studies. Working and studying towards this qualification is not easy as you are required to be involved in group work and have to do numerous assignments, but it is still allowed.

**Q: I have a business degree from another university. Can I enroll for this programme?**

A: Yes, as long as your degree is equal to a SAQA-accredited B Com degree and you comply with the Rules of Admission (para 13 above). If you have a major that is not called Business Management but has the same contents, you might also qualify.

**Q: I started with an honours programme in management at another university. Can I enroll this year at the University of Johannesburg instead? Will I receive credits for the subjects passed?**

A: Yes. Credits for subjects passed at another university will be awarded if the contents are sufficiently similar (there must be 70% overlap).

**Q: Is this degree internationally recognized?**

A: Yes.

**Q: I live in the Eastern Cape; can I enroll for this degree?**

A: No. Attending all classes is compulsory.

**Q: I work full-time. Can I enroll?**

A: Yes. You can study towards this degree on a full-time OR on a part-time basis.

The part-time programme is done over two years. Classes take place in the evenings - usually once per week, but sometimes twice a week.

**Q: I've completed an application form and submitted it to the Department of**

**Business Management. Will I automatically be admitted to the programme?**

A: No. There is a selection process involved. To maintain a certain quality standard and to keep the programme student centred, we can only accommodate a limited number of students. You can only officially register for this course after you have received notice of your acceptance to the programme from the Department of Business Management.

