University of the Free State

Faculty of Economic and Management Sciences

Business School

Rule Book 2022

Dr Udesh Pillay

Location: EMS Building Block B

Telephone: 051 4013175

Email: pillayU@ufs.ac.za

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Undergraduate Programmes

General Orientation

This section of the Rule Book of the University of the Free State (UFS) sets out the rules in respect of the undergraduate programmes and study programmes of the Business School.

The Protection of Personal Information Act (POPIA) No. 4 of 2013 promotes the protection of personal information by public and private bodies. The PoPIA Act, therefore influences how the faculty collects, stores or disseminates the personal information of its students. As such, any personal student information, including information about academic performance, may not be disclosed to third parties, including sponsors and parents, without the written consent of the student.

All registered EMS students must adhere to the **Business School Rules and General Rules for Undergraduate Qualifications, Postgraduate Diplomas, Bachelor Honours Degrees, Master's Degrees, Doctoral Degrees, Higher Doctorates, Honorary Degrees and the Convocation** (hereafter referred to as Business School Rules and General Rules respectively).

For all the various formal programmes a number of rules apply. Two sets of rules are relevant:

1) **General Rules**, which are applicable to all faculties, and consequently apply to programmes in the Business School. Unless specifically stated otherwise, the **General Rules** apply to all the programmes.

   The General Rules contain basic information such as the following:

   - Student registration; module modifications; simultaneous registration; curriculum compilation; duration of study; preconditions; acknowledgement of modules passed at other institutions; etc.
   - Semester and year marks; requirements for passing; programme with distinction; re-admission and exclusion of a student; incorrect reading of examination timetable; marks and final results; etc.

2) **Business School Rules,** which specifically apply to the formal programmes in the Business School, and which are described in this publication. It is the responsibility of students to be conversant with the General Rules as well as the Business School Rules.

3) **Summative assessments other than examinations**
   If a student has only one (1) module outstanding to obtain her/his qualification and this module is assessed only by examination of a project, a portfolio, and essay or research report , such student may (as the final opportunity) resubmit the improved work for assessment if her/his final mark for this module (in the final year of study) is between 45% and 49%, provided that this takes place before the due dates as determined by the UFS.

Higher Certificate Programme

Higher Certificate in Management Development

Information

The Business School, within the faculty of Economic and Management Sciences, has established itself as a leader in South Africa in the provision of management programmes. A dynamic supplement to this spectrum of management programmes on offer is a Higher Certificate in Management Development. The Higher Certificate emphasises leadership development, the broadening of insight by exposure to the most important management disciplines and its integration into a total management approach. This tailor-made qualification has been designed to assist institutions in both the private and public sectors. It is aimed at developing employees, especially focused on middle management group level, to enterprising and professional managers.

This programme will not be offered in any academic year if, in the sole discretion of the UFS, a sufficient number of enrolments cannot be secured to render the programme sustainable.

General Admission Requirements

- Be at least 22 years of age
- Be in possession of a National Senior Certificate (NSC) with appropriate subject combinations and levels of achievement that has been certified with an applicable endorsement by Umalusi, or
- Be in possession of a National Certificate Vocational (NCV) with appropriate subject combinations and levels of achievement
- Have 3 years' management experience or 5 years' work experience
- Submit a manager's/supervisor's recommendation

Admission on the basis of recognition of prior learning (RPL):
Where a person does not qualify for admission to an academic qualification they can apply for admission through RPL, in accordance with the following guidelines:-

- o National Senior Certificate (as from 2008) or a School-leaving Certificate (prior to 2008), with at least five years' applicable work experience, including formal and non-formal learning. This work experience must include three years' management experience.

- o Candidates admitted according to a RPL process cannot exceed 10% intake.

Higher Certificate in Management Development

Rule F1	HCert (Management Development)	
	Minimum total credits	135
	NQF exit level	5
	Academic plan code	BC618084
	Total core modules	16
	Total electives to select	2

Core modules

Core Modules	Credits	Module code	
		Semester 1	Semester 2
Business and Information Technology	1	BITC1511/BITC1521	
Foundation Skills	1	FOSK1511/FOSK1521	
General Management and Communication	3	GMAN1513/GMAN1523	
Economics and Banking for Managers	9	ECON1519/ECON1529	
Project and Programme Management	10	PMAN1511/PMAN1521	
Strategic and Change Management	11	SMAN1511/SMAN1521	
Institutional Memory and Knowledge	1		MEMO1511/MEMO1521
Enterprise Risk Management	2		RMAN1512/RMAN1522
Ethics and Governance	1		GOVE1511/GOVE1521
Operations and Logistics Management	2		OMAN1512/OMAN1522
Marketing and Digital Marketing	12		MARK1513/MARK1523
People Management	12		HRMA1513/HRMA1523
Entrepreneurship and Innovation	20		ENTR1515/ENTR1525
Leadership Development	22		LEAD1515/LEAD1525
Core (compulsory) module credits	**107**		

Elective modules

Choose 2 modules (1 x 20 credit and 1x 8 credit module)

Elective modules	Credits	Module code	
		Semester 1	Semester 2
Financial Management and Cost Accounting	20	FMAN1514/FMAN1524	
OR			
Financial Management in the Public Sector	20	FPUB1515/FPUB1525	
AND			
Labour Relations	8	LABO1512/LABO1522	
OR			
Business Challenge	8	BUSC1511/BUSC1521	
Elective module credits	**28**		

Bachelor Degree Programme

Bachelor of Management and Leadership

Information

The Bachelor of Management Leadership is a management and leadership degree programme for working adult students following an experiential learning teaching strategy and the assessment and recognition of prior learning. It incorporates learning from experiences to support the development of knowledge, skills, and attitudes needed to succeed as educated managerial leaders. The purpose is carried out through a set of components designed to facilitate adult learning:

- A dynamic curriculum that engages adults in diverse learning experiences in management leadership.
- A competence framework that recognises valid prior learning, provides for diverse goals, and believes in different learning styles.
- A committee monitoring each student that helps the student to tailor the framework, to utilise their background and to achieve a specific goal.
- Counsellors that assist and support students with challenges that they might experience.
- A commitment to dialogue and negotiation that enables the adult student to own their learning.

The programme will not be offered if, in the sole discretion of the University of the Free State, a sufficient number of enrolments cannot be secured to render the programme sustainable.

General Admission Requirements

- At least 23 years of age
- A permanent work appointment and
- A National Senior Certificate or the National Certificate (Vocational) with appropriate subject combinations and levels of achievement, or
- Admission on the basis of recognition of prior learning, where a person does not qualify for admission to an academic qualification, they can apply for admission in terms of the RPL process, in accordance with the following guidelines:
  o National Senior Certificate (as from 2008) or a School-leaving Certificate (prior to 2008), with at least five years' applicable work experience, including formal and non-formal learning. This work experience must include three years' management experience.
  o Candidates admitted according to a RPL process cannot exceed 10% of an intake, and
- Proficiency in English
- Proficiency in Mathematics
- Adequate computer literacy

Except for students with full matriculation exemption, students admitted to the BML programme must complete an additional module, BMLB3710/BMLB3720 as approved by the Senate of the UFS.

Selection tests must be written by all applicants. A review committee will consider all applications and a policy of limited enrolment will be practiced.

Bachelor of Management Leadership

Rule F2	BML
	Minimum total credits	365
	NQF exit level	7
	Academic plan code	BC638300
	Total core modules	57
	Total electives to select	0

Modules	Credits	First academic level	Second academic level	Third academic level
Portfolio Development				
Who am I?	5	PDCB1511/1521[1]		
Business Communication	7	PDCB1512/1522[1]		
Group dynamics	5	PDCB1513/1523[1]		
Computer Literacy	3	PDCB1514/1524[1]		
Numeracy	7	PDCB1515/1525[1]		
Building on PDC: Numeracy	4		PDCB2611/2621[1]	
Building on PDC: Language	3		PDCB2612/2622[1]	
Building on PDC: Case study	1		PDCB2613/2623[1]	
Environment domain				
Political dynamics	4	ENMB1612/1622		
The principles of micro-economics	10	ENMB1613/1623		
Basic macro-economics	10	ENMB1614/1624		
Introduction to the law	3	ENMB1615/1625		
Capstone: Integrating the environment and the organisation	2	ENMB1710/1720[1]		
How to think and reason in macro-economics	10		ENMB2613/2623	
The law as a regulatory framework for management	10		ENMB2634/2644	
Managing culture	5		ENMB2633/2643	
Criminology issues in management	4		ENMB2612/2622	
Capstone: Environmental impact on organisational operations	3		ENMB2710/2720[1]	
The role of labour in the economy	10			ENMB3714/3724
International finance	10			ENMB3712/3722
Financial systems	10			ENMB3713/3723
Capstone: Integrating finance in the business environment	5			ENMB3710/3720[1]

Management domain				
General management	10	MAMB1611/1621		
Innovation management	5	MAMB1615/1625		
Introduction to marketing	5	MAMB1616/1626		
Fundamental financial accounting	12	MAMB1613/1623		
Personal financial management	5	MAMB1617/1627		
Capstone: Integrating management	2	MAMB1710/1720[1]		
Entrepreneurship	12		MAMB2615/2625	
Advanced marketing for managers	10		MAMB2611/2621	
Business Finance I	12		MAMB2612/2622	
Business Finance II	12		MAMB2613/2623	
Capstone: A toolkit for analyising the business	3		MAMB2710/2720[1]	
Strategic management	12			MAMB3715/3725
Small business management	12			MAMB3714/3724
Capstone: Analysing business performance	5			MAMB3710/3720 [1]
Leadership domain				
Introduction to the BML and leadership models	3	LEMB1611/1621[1]		
Enhancing teamwork in a group	3	LEMB1616/1626		
Decision-making	3	LEMB1614/1624		
Managing personal stress	3	LEMB1615/1625		
Understanding who you are, knowing your strengths and weaknesses	4	LEMB1612/1622		
Creating a balance between myself, my work and my family	4	LEMB1613/1623		
Communication in the workplace	5	LEMB1617/1627		
Capstone: What have I learnt about myself so far?	2	LEMB1710/1720[1]		
Leadership theories	5		LEMB2611/2621	
Power and networking	4		LEMB2612/2622	
Conflict management and negotiation	4		LEMB2618/2828	
Optimising human capital	12		LEMB2617/2627	
Capstone: Evaluating your current leadership toolkit	3		LEMB2710/2720[1]	
Motivation	6			LEMB3717/3727
Leadership and ethics	8			LEMB3711/3721
Leading change in organisations	4			LEMB3714/3724
Diversity in organisations	6			LEMB3718/3728
Career planning	8			LEMB3715/3725
Capstone: Life after the BML	5			LEMB3710/3720[1]
Major Piece of Work				
Major piece of work: Proposal	5		MPWB2711/2721[1]	
Major piece of work: Research project	20			MPWB3711/3721 [1]
Core credits	**365**			

Rules

1. No RPL credit request is possible for the modules indicated with a[1].

2. A student, who has already registered twice for a particular module and has not yet met the pass requirements, will only be allowed to renew the registration for the module with the consent of the dean and on recommendation by the Director: Business School.

3. A student who failed a module for the third time will not be allowed to register for that module again and will therefore forfeit the chance to complete the BML programme.

4. For the presentation of any module to be sustainable, at least ten students (excluding modules needed for completion of studies) must register for the particular module.

5. An academic year is not equal to one calendar year. The BML is a part-time programme, and therefore it takes students longer to complete an academic year. One academic year takes approximately 15 calendar months to complete.

6. Students that fail modules will take longer to graduate.

7. Class attendance of all modules is compulsory.

Portfolio Development Course modules

1. Class attendance of the PDC modules is compulsory.

2. The PDC is a prerequisite for the continuation of the BML.

3. The PDC is the final step in the selection process. Students will be re-evaluated on completion of the PDC. If a student fails two or more PDC modules, he/she will not be admitted to the rest of the BML programme.

4. If a student fails PDCB1515 or PDCB1525 he/she will not be allowed to continue with his/her online BML studies.

5. On completion of the PDC an additional selection process may be executed.

Module Prerequisites

BML programme

Module	Module prerequisite
All modules in the BML programme	Portfolio Development Course

Environment domain

Module	Module prerequisite
ENMB1710 or ENMB1720	All the environment modules (ENMB) on the first academic year
ENMB2613 or ENMB2623	ENMB1613 or ENMB1623 and ENMB1614 or ENMB1624
ENMB2634 or ENMB2644	ENMB1615 or ENMB1625
ENMB3712 or ENMB3722	ENMB1613 or ENMB1623 ENMB1614 or ENMB1624 ENMB2613 or ENMB2623
ENMB2632 or ENMB2642	ENMB1612 or ENMB1626
ENMB2710 or ENMB2720	All the environment modules (ENMB) on the second academic year
ENMB3714 or ENMB3724	ENMB1615 or ENMB1625 and ENMB2634 or ENMB2644
ENMB3717 or ENMB3727	ENMB2613 or ENMB2623
ENMB3710 or ENMB3720	All the environment modules (ENMB) on the third academic year

Management domain

Module	Module prerequisite
MAMB1710 or MAMB1720	All the management modules (MAMB) on the first academic year
MAMB modules on second academic year	All management modules (MAMB) presented in the first academic year
MAMB1617 or MAMB1627	MAMB1613 or MAMB1623
MAMB2612 or MAMB2622	MAMB1613 or MAMB1623 and MAMB1617 or MAMB1627
MAMB2613 or MAMB2623	MAMB1613 or MAMB1623 and MAMB1617 or MAMB1627 MAMB2612 or MAMB2622
MAMB2710 or MAMB2720	All the management modules (MAMB) on the second academic year
MAMB modules on third academic year	All management modules (MAMB) presented in the second academic year
MAMB3710 or MAMB3720	All the environment modules (ENMB), management modules (MAMB) and leadership modules (LEMB) on the third academic year

Postgraduate Programmes

General Orientation

This section of the Rule Book sets out the rules in respect of the postgraduate programmes in the Business School.

The Protection of Personal Information Act (POPIA) No. 4 of 2013 promotes the protection of personal information by public and private bodies. The PoPIA Act, therefore, influences how the faculty collects, stores or disseminates the personal information of its students. As such, any personal student information, including information about academic performance, may not be disclosed to third parties, including sponsors and parents, without the written consent of the student.

For all the various programmes, a number of rules apply.

- Two sets of rules are relevant, namely the General Rules and the Business School Rules
- **It is the responsibility of students to be conversant with the General and the Business School Rules.**

Postgraduate Diploma

Postgraduate Diploma in Business Administration
Information

The Postgraduate Diploma in Business Administration provides a valuable articulation route to students with a relevant undergraduate planning to register for an MBA in future.

The programme will not be offered if, in the sole discretion of the University of the Free State, a sufficient number of enrolments cannot be secured to render the programme sustainable.

General Admission Requirements

- Successful completion of any undergraduate Bachelor's Degree at NQF Exit Level 7 or an Advanced Diploma NQF Exit Level 7 comprising of at least 360 credits;
- A permanent work appointment of at least two years with relevant experience;
- Being at least 24 years of age;
- Proficiency in English;
- Proficiency in Mathematics; and
- Adequate computer literacy.

Only the top 50 applications as per the average of the first degree will be admitted to the PGDip (Business Administration).

Once admitted, a prospective student has one year to register for the Postgraduate Diploma in Business Administration. Students admitted to the programme and who do not register within two semesters thereof, have to apply again.

Postgraduate Diploma in Business Administration

Rule F3	PGDip (Business Administration)	
	Minimum total credits:	120
	NQF exit level:	8
	Academic plan code:	BC658100
	Total core modules:	12
	Total electives to select:	0

Semester Modules	Credits	Semester 1	Semester 2
Business Skills	8	PGBC5810/ PGBC5820	
Integrated Management and Leadership	8	PGML5813/ PGML5823	
Economics for Managers	12	PGEC5813/ PGEC5823	
Digital Transformation	10	PGDT5813/ PGDT5823	
Marketing for business managers and leaders	10	PGMA5813/PGMA5823	
Supply chain management	8	PGSC5810/ PGSC5820	
Ethics and corporate governance	8	PGCG5810/ PGCG5820	
Financial and Managerial Accounting	12		PGAC5815/PGAC5825
Entrepreneurship	8		PGEN5810/PGEN5820
Human Capital Optimisation	12		PGHR5813/PGHR5823
Operational Management and Logistics	12		PGLO5815/PGLO5825
Systems Thinking	12		PGST5810/PGST5820
Total credits	**120**		

Module Prerequisites

Module	Module prerequisite
PGAC5815 or PGAC5815	PGEC5813 or PGEC5823
PGLO5815 or PGLO5825	PGML5813 or PGML5823

Master's Degree Programme

Master of Business Administration

Information

A focus on niche markets where South Africa's management needs are the greatest combined with collaboration with one of the best business schools in the USA. These are just two of the reasons why the MBA programme of the faculty can be considered as a career investment.

Our aim is to train and develop skilled high-level managers in the field of general management, whilst also providing a new generation of innovative managers in those fields where expertise is in short supply.

Graduates of the MBA programme will be able to compete in both the domestic and global economy.

These programmes will not be offered if, in the sole discretion of the University of the Free State, a sufficient number of enrolments cannot be secured to render the programme sustainable.

General Admission Requirements

- Be at least 25 years of age
- Have a permanent appointment of at least three years with relevant work experience
- Have relevant managerial experience
- Have an applicable Bachelor's Degree (NQF Exit Level 7)

And one of the following:

- A four year applicable Bachelor's Degree with at least 480 credits (NQF Exit Level 8)
- A Postgraduate Diploma in Business Administration (NQF Exit Level 8)
- An applicable Honours Degree (NQF Exit Level 8)
- A RPL process (prospective students admitted according to a RPL process cannot be more than 10% per intake)

A selection process takes place twice a year and the admission requirements apply. If necessary, an applicant may be invited for an interview.

Once selected, a prospective student has one year to register for the MBA. If the prospective student does not use the opportunity to register for the MBA, but want to register in future he/she must complete the selection tests again. In failing to be admitted to the MBA programme a student can only re-apply after 18 months on the condition that all requirements for admission to the MBA programme are met.

Master of Business Administration

Rule F4	MBA	
	Minimum total credits	195
	NQF exit level	9
	Academic plan code	BC678100
	Total core modules	14
	Total electives to select	1

Core modules

Module	Credits	Semester 1	Semester 2	Semester 3	Semester 4
Personal development	5	MPDV7910/7920			
Financial management	10	MFIN7910/7920			
Leadership	10	MLEA7910/7920			
Strategic marketing	10	MMAR7910/7920			
Analytical methods	10		MANL7910/7920		
Business conditions analysis	10		MBCA7910/7920		
Corporate strategy and leading innovation	10		MCOR7910/7920		
Business research methods	10		MBRM7910/7920		
Corporate governance and business law	10			MLAW7910/7920	
Organisational behaviour and change	10			MBEH7910/7920	
Project management	10			MPRO7910/7920	
Research project	60			MBRP7900	
Managing society and the future	10				MMSF7910/7920
Scenario planning	10				MSEN7910/7920
Elective	10				Elective
Total core credits	**185**				
Total elective credits	**10**				

Electives

Select one elective

Module	Credit	Module code
Behavioral economics	10	MBEE7910/7920
Business negotiations	10	MBNE7910/7920
Digital marketing	10	MDMA7910/7920
International business	10	MIBS7910/7920
Investment and portfolio analysis	10	MIPA7910/7920
New venture creation	10	MNVC7910/7920
Risk management	10	MRSK7910/7920
Social entrepreneurship	10	MENT7910/7920
Total elective credits	**10**	

All elective semester modules will not necessarily be presented every year and the decision may be influenced by the availability of lecturers and other internal circumstances. For the presentation of an elective semester module to be feasible, at least ten students must enroll for it.

Module Prerequisites

Module	Module prerequisite
MBRP7900	MBRM7910 or 7920
MMSF7910 or 7920	This is a capstone module and must be registered for in the last semester of the MBA studies

Doctoral Degree Programmes

Doctor of Philosophy with specialisation in Business Administration Information

A Doctoral Degree is intended for people who would like to pursue further studies after completing a relevant Master's Degree. A Doctoral degree can be granted in the Business School on the grounds of a thesis or a number of interrelated, publishable manuscripts/published articles.

General Admission Requirements

- A first degree or equivalent with an average of 65% for all the modules
- An MBA or equivalent Master's Degree with an average of 65% for al modules.
- 65% for Business Research Methods done on a Master's level.
- The MBA Research Report must be an expanded MBA Research Report (minimum 60 credits) with duration of at least one academic year. No field studies/mini-dissertations/research reports of less than 60 credits or with duration less than one academic year will be sufficient to be considered for admittance to a PhD with specialisation Business Administration.

Adherence to the above requirements will not necessarily guarantee admission to the PhD programme. Admission is subject to approval by the Director of the UFS Business School.

All students registered should, in collaboration with the promoter(s), prepare at least one publishable manuscript in an approved research journal before the thesis is submitted for examining. Students who wish to pursue the interrelated, publishable manuscripts/published articles route should do so in compliance with the General Rules.

Doctor of Philosophy with specialisation in Business Administation

Rule F4	PhD with specialisation in Business Administration	
	Minimum total credits	360
	NQF exit level	10
	Academic plan code	BC690100

Module code

PDBA9100

Research proposal

An acceptable research proposal and provisional title must be approved by the faculty research committee within the first twelve months following registration.