



UFS BUSINESS SCHOOL

FORMAL PROGRAMME BROCHURE

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*Inspiring excellence, transforming lives
through quality, impact, and care.*

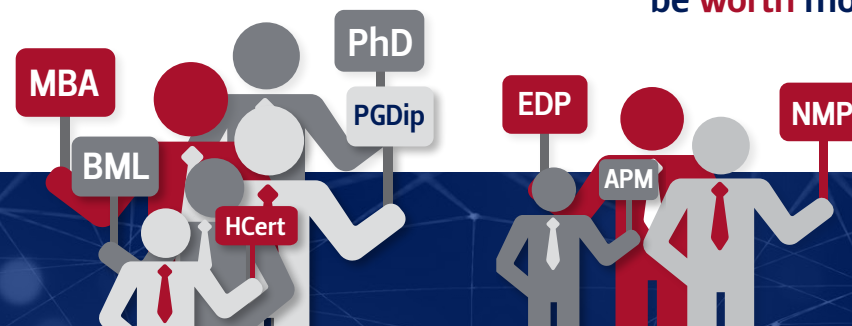
VISION **130**
Renew and Reimagine
for 2034

UFS



BUSINESS SCHOOL
BE WORTH MORE

PROGRAMMES ON OFFER



FORMAL PROGRAMMES

SLP's

Short Learning Programmes

Recognition through RPL

Several Leadership, Management, Functional and Entrepreneurship SLP's are accredited with the UFS. Refer to the value proposition for executive education.

HCert

Higher Certificate in Management Development

NQF level 5
1 Year

The Higher Certificate in Management Development is a formal higher certificate, accredited by SAQA.

BML

Bachelor of Management Leadership

NQF level 7
4 Years

Upon completion of the Bachelor of Management Leadership, or any other first degree, students may apply for the Post Graduate Diploma in Business Administration.

PGDip

Postgraduate Diploma in Business Administration

NQF level 8
1 Year

Upon completion of the Postgraduate Diploma in Business Administration, or any relevant Honors Degree, students may apply for the Master of Business Administration.

MBA

Master of Business Administration

NQF level 9
2 Years

Upon completion of the Master of Business Administration, students may apply for the PhD.

PhD

Doctor of Philosophy with specialisation in Business Administration

NQF level 10
3 Years

Upon completion of the PhD the students contribute to the field via authoritative research articles and presentations.

The city of Bloemfontein, situated in the South African province of the Free State, is home to the University of the Free State.

Founded in 1904, the UFS currently serves more than 35 000 residential and non-residential students. Thanks to a tradition of excellence and progressive learning programmes, the University of the Free State is regarded as one of the top academic institutions in the country.

The UFS Business School, located in the Faculty of Economic and Management Sciences, has firmly established itself as a leader in the provision of management and leadership programmes within South Africa, specifically central South-Africa.



*The UFS Business School provides
an exceptional opportunity to
Be Worth More.*

DECIDING WHICH QUALIFICATION IS THE MOST APPROPRIATE

How old are you? (minimum age requirement, although the average age of Business School students are 35)	What are your previous qualifications?	Do you have any work experience?	Additional requirements to keep in mind	Consider the following qualification
22	National Senior Certificate or National Certificate Vocational (Level 4)	3 years management experience or 5 years work experience		HCert
23	A Senior certificate	A permanent work employment 2 years work experience	Proficiency in Maths, English and Computer literacy	BML
24	Any Bachelor's degree or advanced diploma on NQF 7 with 360 credits	A permanent work employment 2 years work experience		PGDIP
25	An applicable 4 year Bachelor/Hons/PGDIP on NQF 8	A permanent work employment 3 years work experience		MBA
	A Bachelor degree on NQF 7 with 360 credits An Hons or PGDIP on NQF 8 An MBA or Masters on NQF 9	Not applicable	Masters degree with at least 65% for all modules Masters level research project = at least 65% Masters level Research methods =65%	PhD

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Invest in your career and
Be Worth More



The UFS Business School is fully accredited by

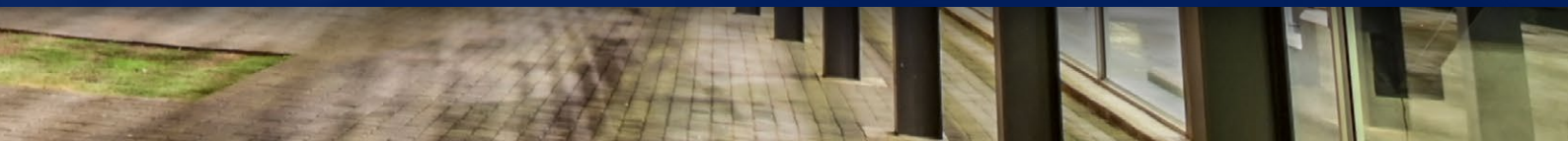
The Council on Higher Education (CHE)

It was a strategic imperative of the UFS Business School to become internationally accredited to highlight the quality education, research and value-adding engagement offered by the School.

Memberships

- **AABS** (Association of African Business Schools)
- **AACSB** (Association to Advance Collegiate Schools of Business)
- **BGA** (Business Graduates Association)
- **CEEMAN** (Central and East European Management Development Association)
- **EQUAA** (Education Quality Accreditation Agency)
- **SABSA** (South African Association for Business Schools)

The Business School has been awarded 3 Palmes by EDUNIVERSAL and belongs to the 3rd League of the 1000 Best Business Schools worldwide.



HIGHER CERTIFICATE IN MANAGEMENT DEVELOPMENT

The Higher Certificate in Management Development 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 at developing employees, especially focused on middle management level, to enterprising and professional managers. The programme can be customised.



Application and registration dates

- During November for commencement in January
- During May for commencement in July



Admission requirements

- 22 Years of age
- National Senior Certificate or National Certificate Vocational (Level 4)
- Three years management experience or five years work experience and a manager's/supervisor's recommendation



Fees

The fee structure is available on our website:
www.ufs.ac.za/cbd



Duration

The duration of the programme is approximately 12 months. The programme is offered online.



Curriculum (135 Credits – NQF Level 5)

The content is covered in 16 academic modules.

- Foundation Skills
- General Management and Communication
- Business and Information Technology
- Economics and Banking for Managers
- Enterprise Risk Management
- Entrepreneurship and Innovation
- Ethics and Governance
- Financial Management and Cost Accounting or *Financial Management in the Public Sector
- Institutional Memory and Knowledge Management
- Labour Relations or *Business Challenge
- Leadership Development
- Marketing and Digital Marketing
- Operations and Logistics Management
- People Management
- Project and Programme Management
- Strategic and Change Management

*** Electives only available to customised inhouse HCert groups**

For the full curriculum, kindly visit our website:
www.ufs.ac.za/bus

Learning outcomes and articulation

After the successful completion of the programme, the student will receive a certificate (NQF level 5) issued and endorsed by the UFS.



FOR MORE INFORMATION PLEASE CONTACT

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BACHELOR OF MANAGEMENT LEADERSHIP

A dynamic addition to the spectrum of management programmes on offer is the Bachelor of Management Leadership (BML) aimed at working adult learners. This qualification is based on experiential learning and the assessment and recognition of prior learning. The objective of the BML is to deliver a new generation of formally qualified and innovative managerial leaders equipped to excel in and add value to today's corporate and business environment.

The BML programme was developed in collaboration with the School for New Learning at De Paul University in Chicago.

UNIQUE CHARACTERISTICS

- Modules offered at a time and place available to working people
- Presenters who understand and communicate with adults
- A dynamic and flexible 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 differing learning styles
- A commitment to dialogue and negotiation that enables the adult learner to own his/her learning

Our approach to management training is characterised by the emphasis on the need for students to become critical and creative thinkers and eventually leaders who utilise innovative approaches in start-up ventures or within established organisations. Graduates of this programme will be able to compete successfully in the domestic economy.



Application and registration dates

The closing date for applications is:

- 30 September for first semester (studies to commence in January of the following year)
- 30 April for second semester (studies to commence in July of the current year)



Admission requirements

Over and above the rules regarding admission to this university, the following specific entrance requirements must be met:

- 23 Years of age
- A permanent work appointment
- An endorsed senior certificate with at least 2 years working experience, or
- A senior certificate with at least 2 years working experience, or
- A certificate with conditional exemption issued by the Matriculation Board, with at least 2 years rking experience
- An equivalent qualification, and
- Proficiency in English
- Proficiency in Mathematics
- Adequate computer literacy
- Be in possession of a desktop/laptop with a stable and reliable internet connection

Admission to the BML programme is subject to a psychometric selection process.



Fees

The fee structure is available on our website: www.ufs.ac.za/bus



Duration

The programme is aimed at working adults. The expected and recommended duration of study is 4 years. However, the period may be shorter if a student obtains credits for sufficient prior learning but not less than the minimum study period of 2 years..



Assessment

The BML programme has a system of continuous assessment. Assessment may include field exercises and reports, teamwork exercises, class participation and presentation, independent projects, simulated applications, consultant reports and integrated assessment.

BACHELOR OF MANAGEMENT LEADERSHIP (continued)



Mode of delivery

- **Online (one intake per year in January):** Except for the introductory Portfolio Development Course, students attend a full week contact session once per year on campus. During the course of the year students have online contact with lecturers on a weekly basis. Online classes are scheduled after hours.
- **Modular (one intake per year in July):** Students attend classes on campus once a term for a full week. Classes are scheduled from Monday to Friday.



Curriculum (365 Credits – NQF Level 7)

The BML programme consists of the following three learning areas. Some of the modules comprising the learning area are:

Environment

- Labour economics
- Cultural diversity
- International finance
- Labour law
- Political dynamics
- Understanding Basic macro-economics
- The financial system

Management

- Entrepreneurship
- Financial accounting
- General management
- Business finance
- Small business management
- Strategic management
- Marketing management

Leadership

- Leadership models and theories
- Becoming an effective leader
- Leading change
- Managing personal stress
- Communication in the workplace
- Power and networking
- Diversity in organisations
- Career planning
- Decision-making
- Conflict
- Motivation
- Human Capital management
- Ethical leadership

For the full curriculum, kindly visit our website:
www.ufs.ac.za/bus

Learning outcomes and articulation

On completion of the programme students should be able to:

- Apply and interpret environmental factors that will have an impact on the management of the business and community context
- Analyse and interpret management theories in the business context
- Apply knowledge regarding leadership and people processes to transform themselves, their communities and organisations
- Apply and integrate the knowledge, skills and attitudes regarding environmental factors, management and leadership to their personal, community and business contexts

After the successful completion of the programme, the participant will receive a degree (NQF level 7) issued and endorsed by the UFS.

On completion of the BML, learners may continue with postgraduate studies in several directions, including the Postgraduate Diploma in Business Administration.



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3 POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

The Postgraduate Diploma in Business Administration introduces a new phase to the academic offering of the UFS Business School. The PGDip in Business Administration provides a valuable articulation route to students with a first degree planning to register for an MBA in future.



Closing dates for applications:

- 30 September for first semester (studies to commence in January of the following year)
- 30 April for second semester (studies to commence in July of the current year)



Admission requirements

- At least 24 years of age
- Any undergraduate bachelor's degree at NQF level 7 or an advanced diploma of an NQF level 7 comprising of at least 360 credits
- Two years relevant work experience



Fees

The fee structure is available on our website: www.ufs.ac.za/bus



Duration

The minimum time for completing the programme is 1 year and the maximum time is 2 years.



Assessment information

The PGDip programme has a system of continuous assessment. Assessment procedures may include field exercises and reports, teamwork exercises, class participation and presentation, independent projects, simulated applications, consultant reports and integrated assessments.



Mode of delivery

Blended

Students attend classes in the evenings online (Monday – Thursday) and on-campus once a semester for a full week (Monday – Friday).



Curriculum (120 Credits – NQF Level 8)

The PGDip in Business Administration consists of 12 compulsory semester modules:

- Business Skills
- Integrated Management and Leadership
- Economics for Managers
- Digital Transformation
- Marketing for business managers and leaders
- Supply chain management
- Ethics and corporate governance
- Financial and Managerial Accounting
- Entrepreneurship
- Human Capital Optimisation
- Operational Management and Logistics
- Systems Thinking

For the full curriculum, kindly visit our website: www.ufs.ac.za/bus

Learning outcomes and articulation

After completion of the PGDip the graduate will be equipped to:

- To cultivate an understanding of the integrated nature of management and leadership. Identifying the principles of leadership
- Explain how the competitive environment of the firm influences its output, price and other strategic decisions

On completion of the Postgraduate Diploma in Business Administration, learners may continue to apply for the Master of Business Administration.



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4 MASTER OF BUSINESS ADMINISTRATION

“The secret of business is to know something that nobody else knows.”

– Aristotle Onassis

The programme content of the UFS Business School MBA enhances and develops managers and leaders, broadly covering all aspects and challenges that managers and leaders might face in today's ever changing business environment. Graduates of our MBA programme will be able to compete in both the domestic and global economic and business environment.



Application and registration dates

The closing date for applications is:

- 30 September for first semester (studies to commence in January of the following year)
- 30 April for second semester (studies to commence in July of the current year)



Admission requirements

- At least 25 years of age
- At least 3 years of relevant managerial experience / work experience
- A four year applicable Bachelor's degree (NQF level 7 and comprising of at least 360 credits)
- A Postgraduate Diploma in Business Administration on NQF level 8 of at least 120 credits; or
- An applicable Honours degree (NQF level 8)

Admission to the MBA programme is subject to a psychometric selection process.



Fees

The fee structure is available on our website: www.ufs.ac.za/bus



Duration

The minimum time for completing the programme is 2 years and the maximum time is 3 years.



Assessment Information

The MBA programme has a system of continuous assessment. Assessment may include field exercises and reports, teamwork exercises, class participation and presentation, independent projects, simulated applications, consultant reports and integrated assessments.



Curriculum (195 Credits – NQF Level 9)

The Master of Business Administration consists of 13 core semester modules, a research project and 1 elective module.

- Personal development
- Financial management
- Leadership
- Strategic marketing
- Analytical methods
- Business conditions analysis
- Corporate strategy and leading innovation
- Business research methods
- Corporate governance and business law
- Organisational behaviour and change
- Project management
- Research project
- Managing society and the future
- Scenario planning
- Elective

For the full curriculum, kindly visit our website:
www.ufs.ac.za/bus

Learning outcomes and articulation

After completion of the MBA programme the graduate will be equipped to:

- Demonstrate a broad, specialised understanding of general management and the business/ management environment
- Demonstrate a specialised understanding of the interaction between operational and strategic management
- Identify and solve problems on an executive level, demonstrating critical and creative thinking
- Apply the general (compulsory) management skills in various contexts
- Appraise and integrate management issues from the various knowledge fields
- Integrate and apply knowledge and work experience by means of an applied research output in the form of a minidissertation.

After the successful completion of the programme, the participant will receive a degree (NQF level 9) issued and endorsed by the UFS. On completion of the MBA, learners may continue to apply for the PhD in Business Administration if all minimum requirements for the PhD have been met.



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5 DOCTOR OF PHILOSOPHY WITH SPECIALISATION IN BUSINESS ADMINISTRATION

With the PhD programme the School completes its menu of academic options.

The PhD is a part-time research-based programme.



Application and registration dates

The closing date for application is 30 June each year for commencement in the following year.



Admission requirements

- A Bachelors degree or equivalent on NQF level 7 with at least 360 credits; and
- An Honours or equivalent postgraduate qualification on NQF level 8 with at least 120 credits; and
- An MBA or equivalent masters degree with an average of 65% for all modules on NQF level 9 with at least 180 credits; and
- At least 65% for Business Research Methods done on a masters level; and
- At least 65% for an expanded MBA or equivalent dissertation (minimum 60 credits) with a duration of at least one academic year.



Fees

The fee structure is available on our website www.ufs.ac.za/bus



Duration

The minimum time for completing the programme is 2 years and the maximum time is 4 years.



Curriculum (360 Credits – NQF Level 10)

Learning outcome and articulation

After the successful completion of the programme, the student will receive a degree (NQF level 10) issued and endorsed by the UFS. The PhD will be awarded with an endorsement “Business Administration”.



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6 APPLICATION PROCEDURE

For all programmes, the following documents must be submitted

Certified copies of:

- Identity / Passport document
- SAQA verification – foreign qualifications

All foreign qualifications must be verified by SAQA and it is the responsibility of the applicant to take care of this process.

Visit SAQA at [www://www.saqa.org.za](http://www.saqa.org.za). Kindly note that this may take several weeks. Therefore, do apply for verification as soon as possible. Students will not be allowed to register without the verification certificate

Additional documents to submit for specific programmes

	Higher Certificate in Management Development	Bachelor of Management Leadership	Postgraduate Diploma in Business Administration	Master of Business Administration	Doctor of Philosophy with specialisation in Business Administration
Completed recommendation form signed by your employer	✓	✓	✓	✓	
Proof of payment of selection fees		✓	✓	✓	✓
National Senior Certificate / Grade 12 results (certified)	✓	✓	✓	✓	
Certified certificate of highest school qualification (with school stamp)		✓			
Certified copy of qualifications obtained from other institutions		✓	✓	✓	✓
Certified copy of ID / Passport	✓	✓	✓	✓	✓
Certified copy of bachelor's degree			✓	✓	✓
Certified copy of bachelor's degree academic record			✓ (NQF level 7 and 360 credits)	✓ (NQF level 8 and 480 credits)	✓ (NQF level 7 and 360 credits)
Certified copy of applicable honours degree			✓	✓	✓
Certified copy of PGDip in Business Administration				✓	✓
Certified copy of PGDip in Business Administration academic record				✓	✓
Honours or equivalent postgraduate qualification			✓	✓	✓ (NQF level 8 with at least 120 credits)
Certified copy of MBA or equivalent master's degree					✓
Certified copy of master's degree academic record					✓
International qualifications – SAQA verifications		✓	✓	✓	✓
Curriculum Vitae with references		✓	✓	✓	✓

Selection fees / Banking details

The UFS Business School's banking details as well as the applicable selection fees payable per programme are available at www.ufs.ac.za/bus or contact the relevant programme coordinator.

Kindly note that once your application has been processed, further information regarding selection test dates will be communicated to you directly from the UFS Business School.

Admission to the UFS Business School is subject to the condition that the applicant comply with the admission requirements of the University of the Free State as well as the admission requirements of the UFS Business School.

Should you have any enquiries, kindly direct them to the relevant staff member, as stipulated in the UFS Business School brochure.

Disclaimer: The University of the Free State reserves the right, in its sole and absolute discretion, to withdraw your application to the University, should the attached results, documentation and/or information requested in terms of this form, be found to be erroneous or fraudulent.



Please note that the following programmes presented by the UFS Business School are subject to a selection process:

- Bachelor of Management Leadership (BML)
- Postgraduate Diploma in Business Administration (PGDip)
- Master of Business Administration (MBA)
- Doctor of Philosophy with specialisation in Business Administration (PhD)

Higher Certificate in Management Development

Bachelor of Management Leadership

Postgraduate Diploma in Business Administration

Master of Business Administration

Doctor of Philosophy with specialisation in Business Administration

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