

MBA 2016



Universiteit van Stellenbosch Bestuurskool
University of Stellenbosch Business School

Student Guidelines

MBA Part 2



2016



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PART 2

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1. SYLLABI AND CREDITS

Program module

Code	Module	Credits	Module Name
10723	879	213	Business Management and Administration

Core modules

Code	Module	Credits	Module Name
13385	815	8	Accounting for Decision-Making
13386	815	4	Business Communication Skills
58955	815	8	Business in Society
13379	815	12	Contemporary Decision-Making
65668	815	12	Corporate Finance
13377	815	8	Digital Enterprise Management
51810	815	8	Economics for Managers
13380	815	8	Human Capital Management
13378	815	8	Integrated Case Studies
60127	815	8	International Study Module
13383	815	8	Operational Excellence
13384	815	8	Perspectives on African Frontiers
10812	815	8	Managerial Accounting
13157	815	8	Managerial Statistics
13381	815	45	Research Methodology and Assignment
59587	815	12	Strategic Management
13387	815	8	Strategic Marketing and Branding
13388	815	16	Valued-Based Leadership

Elective modules

Students need to select two elective modules of 8 credits each or one elective module of 16 credits.

The elective modules have been grouped together in specialization streams. By choosing elective modules from the same specialty, students can acquire areas of expertise in Strategy, Leadership, Finance, Marketing, Developing Markets, Project Management or other management areas. The Elective list will be made available during February.

2. COURSE MATERIAL AND TEXTBOOKS

Course material (modules outlines, mandatory reading, optional reading) will be made available on Learning Hub for each modules. No material will be distributed in physical format.

Only students who have registered for the particular module will have access to the Module on Learning Hub. Students who pass all their modules are automatically registered for all modules according to the timetables concerned, except for electives. It is the student's responsibility to register well in time for electives, modules to be repeated or if a programme different from the normal is taken. Registration takes place at the office of the programme co-ordinator on a special registration form.

3. COHORTS

Students should select their cohorts carefully upon enrolling, and then ideally stay in that cohort. USB can consider requests to transfer from one cohort to another. Switching from Modular English class 1 to

Modular (Afrikaans) or Modular English group 2 is almost seamless – but only if there is space in the specific group. No additional time is granted to complete the MBA due to switching between classes. If a student cannot attend a block, they will have no option but to move to another cohort since class attendance is compulsory.

4. GROUPS AND GROUP WORK

On the MBA programme an important learning experience is obtained by participating in group work. All students are expected to contribute to group work on an equal basis.

Students who commence their studies in 2016 will be randomly allocated to a study group at the beginning of the year. Groups will typically consist of 4 to 6 students. In order to afford students the opportunity to work together with a variety of students and to give group work its rightful place, groups need to be reconstituted from time to time. Full-time groups will be reconstituted on a quarterly basis and modular groups annually. The basis for the reconstitution of groups is a voluntary association, subject to the rule that not more than two students who worked together in a group for a particular period, may work together in the same group in a subsequent period.

Groups should be reconstituted within the first week of a particular term, and may subsequently not be changed by students.

If problems with the efficient functioning of a group were to occur, the class leaders should be informed and they may attempt to resolve the problems. Dr Babita Mathur-Helm (babita@sun.ac.za) may also be consulted with the aim of settling disputes.

On the title page of the assignment, students may indicate how the marks for the assignment should be allocated to each individual. If no allocation is indicated, it will be assumed that all group members participated equally in the assignment. If a group member's name does not appear on the title page, it is assumed that he/she did not participate in the assignment and a "Discontinued" comment will be recorded for the student in the particular module.

In order to make group work a reality for modular students, it is essential that the groups meet during the campus sessions to work on assignments. Thereafter they should communicate via e-mail or other electronic means. It is also possible to set up discussion forums for groups on the internal web page of USB.

Assignments have to be submitted as indicated by the lecturer concerned and according to the separate timetable displaying submission dates. Groups will not necessarily be constructed on a geographical basis since it is impossible to accommodate all students. Students are, however, free to associate informally with other colleagues who live or work in close proximity.

5. ACCREDITATION OF PRIOR LEARNING

Although USB acknowledges the principle of recognition of prior learning, it is not applied in the MBA programme, except in extremely limited cases. This is due to the nature of MBA learning – which is a collaborative and applied way of learning – everyone has something to contribute to the learning, and it makes no sense to withdraw the most capable persons in a particular area – it will diminish the learning for everyone. In addition, the practical application is frequently not covered in non-MBA degrees. The only prior learning that may be considered for acknowledgement of prior learning is if the learning was part of another MBA programme. Students who wish to apply for accreditation of prior learning must submit their fully documented application, including full course outlines, which show the number of class contact hours, prescribed textbooks, method and weights of assessment, and topics per class session,

to the head of the MBA programme, Prof Marlize Terblanche-Smit, at Marlize.Terblanche-Smit@usb.ac.za. USB may expect students applying for accreditation of prior learning to take a competency test.

6. ELECTIVES

Electives will be presented in November (one week) to final-year students and depend on the availability of suitable lecturers, therefore USB cannot give a guarantee that a particular module will be presented. All student groups attend the electives together. **Information in this regard will be distributed during February of an academic year.**

Electives are grouped in such a way as to satisfy typical streams of study. An initial selection of electives is required at the beginning of an academic year to assess the feasibility of presenting the electives on offer. Thereafter the list of electives is pruned to a final list.

In the case of some electives, students may have to satisfy certain admission criteria. An elective will not be presented if fewer than 10 students wish to attend the module.

7. CONTINUATION AND TERMINATION OF STUDIES

7.1 Students who do not study successfully may be asked to leave the programme. This can take place under the following circumstances:

7.2 Full-time students

A student at the end of his/her residential period of the MBA programme and who still has more than one third of his/her credits in arrears will not be allowed to continue with the MBA programme.

7.3 Modular students

Students who have completed the compulsory syllabus towards the end of the first academic year and still have more than 50% of their credits of the core modules in arrear, may not continue with the MBA programme. If by the end of the second year of studies a student is in arrears by more than one third of the credits, the student may not continue with the MBA programme.

7.4 In all cases the phrase **in arrear** implies a grade of less than 50%.

7.5 Students are afforded **one year of grace** after the basic residency period to complete their studies. Applications for readmission after a period of interruption have to be addressed to the programme coordinator.

If a student is not successful in completing the MBA degree in minimum time, and he/she is afforded the opportunity to continue studying the following fees will be levied for the research assignment:

- 1st grace year: 25% of Research Assignment module fees
- 2nd grace year: 100% of Research Assignment module fees.

8. CAREER SERVICES

USB operates a career centre under the auspices of its communication division. The services that are provided include: contact for job seekers to load their CVs on appropriate web pages; contact between businesses seeking to employ MBAs and the students; presentation of workshops appropriate for potential job seekers; organise presentations by potential employers; the publication of a brochure of introduction to MBA students for access to potential employers and personnel placement agencies. The

brochure will contain only information supplied voluntarily and of students who are on schedule with their studies.

9. AWARDS AND BURSARIES

Awards are made annually to students who achieve excellent results on the MBA programme. These awards are presented during the annual year-end function for final year students. Over and above the module awards for the functional areas per class group, the Old Mutual awards are made to a number of students with excellent academic performance; the Metropolitan award is made to the best MBA student who completes his/her degree in minimum time; and a number of awards for research assignments in specific areas.

Stellenbosch University offers a limited number of bursaries in meritorious cases. Enquiries about bursaries that are available (for full-time students) should be addressed to the programme co-ordinators.

10. GUIDELINES FOR INTERNATIONAL STUDY MODULE ABROAD

All MBA students participate in one of the scheduled International Study Modules for one week during their final year of classes at the USB. The cost of this Module is included in the MBA programme fees. Attendance and participation is compulsory. The MBA degree will not be awarded if a candidate has not participated in the International Study Module successfully.

The purpose of the Module is to expose MBA students to doing business in the host country in order to develop his/her insights in doing business globally. This module consists of an academic programme offered at an international business school and is complemented by company visits. Students can choose from various destinations every year.

Please note:

- Any student who misses this compulsory module abroad without having official permission for an extension from the programme head, could be liable for the full cost of another module abroad in the next academic year
- Students cannot register for this module abroad unless their student account is settled and in order
- Students who discontinue or fail to register for the year during which the international module is scheduled, will not be allowed to participate on the programme abroad
- This is a compulsory MBA module and students are not permitted to take along spouses, partners or family.

10.1 Summary of module content:

- Doing business in the target country
- Relevant models and frameworks of the theory of management and related fields as applied in the target country
- Identifying and exploiting opportunities for business
- Cultural and societal framework of the target country
- Challenges of globalisation
- Geo-economic and geo-political frameworks.

10.2 Expected Learning Outcomes:

After completion of the module, the student will be able to:

- Integrate and reflect on main learning about the socio-political and economic environments

abroad and impact on own leadership in current company

- Identify and develop options based on opportunities and challenges with regard to doing business in the host country
- Reflect thoroughly on the broad societal and cultural environment within which business is done in the host country, develop lessons learnt for the home country
- Identify the drivers of business and managerial performance within the host country, and then develop options for addressing the issues identified as being of strategic importance
- The role of the host country with regards to regional cooperation
- Reflect on new specialist fields of knowledge students may be exposed to, and integrate the learning thereof in the student's existing body of knowledge.

10.3 Course Preparation and Assessment:

- Pre-reading and preparation: material specific to each destination and topic will be made available on Learning Hub closer to the time of departure
- Full and compulsory participation during the international module is required
- Individual learning journal/essay submitted via Turnitin ***within 14 days after the Module abroad***
- Compulsory international module evaluation online feedback form ***within 14 days after the Module abroad.***

10.4 Costs including in Programme Abroad:

- Return flights
- Comprehensive travel insurance (Chartis: Diners phase II cover)
- Accommodation for six nights, single rooms, three-star, bed and breakfast
- Most meals, except for two lunches and two dinners for students' own account, which allows students some free time during the week abroad
- Tuition fees
- Company visits
- Cultural/sightseeing component
- Official programme transport
- Golf shirt

10.5 Costs excluded from the International Module Abroad (for students' own account):

- Additional costs for extended programmes abroad (the extra costs per person will be specified in advance)
- All costs related to visa applications
- Flight ticket changes, upgrades and any related penalties
- Travel agent emergency call centre fees
- Excess baggage
- Three dinners (approximately)
- Alcoholic beverages
- Minibar, laundry, telephone and other personal expenses.

10.6 Subsistence allowance:

Where the hosts abroad do not include the specific number of meals, and for all official transport required, the USB International Affairs Office will pay a subsistence allowance into the personal bank accounts of the relevant students before departure abroad. For these purposes students will be asked to complete the diverse payments form and have it signed by their banks (see Attachment 1). Please note: Payment will only be made if students submit the diverse payment form to the International Affairs Office four weeks prior to the commencement of their academic programme abroad.

10.7 Destination selection and student allocation:

- **Destinations and dates:** Destinations abroad are identified and confirmed by the USB Academic Planning Committee and the head of the International Affairs Office. The selection is based on a number of strategic factors as well as taking into account the exchange of students among partner business schools.
- **Online registration:** Once the destinations for the next academic year are confirmed, the International Affairs Office sends the link to the online registration form to students. To register for the MBA International Study Module, students must complete their personal details, including passport numbers, and rank their destination preferences.
- **Student allocation:** The allocation of students is done with Risk Solver in Excel, a model which optimises students' first preferences. The model randomly allocates students in accordance with their selected preferences.

Once the allocation has been done, students have 2-3 days during which they may ***swop places with anybody in their own MBA class group.***

Because students change classes, discontinue their studies, and are affected by other personal matters, the final number of students travelling could change on any day. USB reserves the right to change destinations or itineraries if deemed necessary. Every effort will be made to limit such changes, and students will receive proper communication and notification of any such changes due to factors beyond USB's control.

10.8 Passports and personal details:

Students must provide a copy of their passports upon registration for the MBA International Study Module. The student's name provided on his/her online registration form must correspond with the name that appears in his/her passport.

It is the responsibility of each student to apply for a new passport in time, if:

- He/she is not in possession of a permanent passport (**NO temporary passports allowed**); or
- His/her passport expires within six months from the date of return of the proposed visit abroad;
or
- His/her passport has less than three empty pages left.

Any person blacklisted for any country should inform the USB International Affairs Office immediately.

Any changes in students' personal details must be communicated to the USB International Affairs Office in writing for immediate amendment (E-mail address, name change, new passport number, etc.) Kindly note that the MBA programme co-ordinators and other academic administration staff work separately from the International Affairs Office. Students have to contact the International Affairs Office with regard to all matters relating to the International Study Module.

10.9 Flights:

Return flights for all students are arranged and booked at the sole discretion of the USB International Affairs Office in liaison with the appointed SU travel agent and supplier. The costs of return flight tickets and comprehensive travel insurance are included by USB as part of the compulsory International Study Module abroad. USB purchases the flight tickets and informs students of the itinerary, airline and contact details of our travel agent.

Upon receipt of the flight ticket, students may change their tickets to suit their personal travel preferences. In such cases students must liaise directly with the Stellenbosch University travel agent and USB accepts no responsibility and will not participate in these communications and arrangements. The onus rests on the student to ensure he/she does not miss any of the official activities on the programme abroad during the stated dates and times.

Students are responsible to check their personal details and flight ticket itinerary and to notify the USB International Affairs Office immediately if anything is amiss or has changed.

Kindly note:

- **Students whose flight tickets have to be cancelled due to no registration, discontinued studies or other personal reasons, will be liable for all cancellation fees**
- **USB is not responsible for any flight ticket amendments or changes**
- **Airport transfers in the host country for students travelling separate from the official flights are for students' own account**
- **No refunds can be made to students from MBA tuition fees for USB flight tickets not used.**

10.10 Visas:

This cost is for students' own account. It is the responsibility of each student to obtain his/her required visa(s). The USB International Affairs Office will provide students with detailed and step-by-step information in this regard, as well as all the supporting documentation. It is the responsibility of each student to apply for his/her visa in time and to meet all the necessary requirements in this regard.

An estimate of the visa costs applicable to each country, as well as information pertaining to possible difficulties for certain nationalities to access certain foreign consulates and embassies to have their visas processed, will be communicated timeously to students. Please contact the International Affairs Office should you need any assistance, information or advice.

Kindly note that the USB shall accept no responsibility for:

- **Visa service providers and/or consulates and embassies' time frames and operations**
- **Any student whose visa application is unsuccessful**
- **Any student who does not get his/her visa in time to travel.**

**Contact details of the University of Stellenbosch Business School's
International Affairs Office:**

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