



**MBA**

**Programme Booklet**

**NWU School of Business & Governance**

**(5BE Q01; NQF level 9)**

**2018**

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**RULES & REGULATIONS**

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# 1 INTRODUCTION

The Master of Business Administration (MBA) is the flagship of business education, which aims at raising levels of managerial and leadership capacity in public, private, parastatal and non-governmental organisations.

In order to achieve this aim, a number of procedures and regulations must be observed and be adhered to by students wishing to gain the skills and expertise needed to perform effectively in a changing management environment and job market. It is therefore expected of each student registered in the programme to read this manual in conjunction with the programme brochure and the general academic rules. The rules are subject to change.

The General Academic Rules of the University, to which all students have to subject themselves and that apply to all the qualifications offered by the University, appear in a separate publication and are available on the web at: <http://www.nwu.ac.za> This manual should be used in conjunction with the NWU General Academic Rules, Faculty calendar and the manual for postgraduate studies.

Please note: Although the information in this manual has been compiled with the utmost care and accuracy, the Council and the Senate of the University accept no responsibility whatsoever for errors that may occur. Before students finally enrol for modules, they must consult the class and examination timetables. If a clash occurs in the planned selection by a student, the relevant module combination is not permitted.

Please take note that all detailed specifications of module activities are the prerogative of the particular module lecturer as indicated in the module study guides, during contact sessions, or on the eFundi platform.

- **Please mention your university number in all correspondence.**

Professor Ronnie Lotriet

Programme manager

## **2 THE MBA PROGRAMME**

### **2.1 MBA ALIGNMENT WITH NWU TEACHING & LEARNING STRATEGY**

#### **2.1.1 VISION**

The North-West University is a leading South African provider of multimodal education, known for its excellence in innovative teaching and learning and an outstanding student learning experience in all modes of educational delivery.

#### **2.1.2 MISSION**

The overarching mission that guides this teaching and learning strategy is as follows:

The North-West University fosters vibrant intellectual inquiry among its staff and students, in order to provide meaningful teaching and learning experiences and responsive and enabling environments. While academic staff have the primary responsibility for providing such experiences and environments, they do so in consultation and collaboration with members of support staff and students. In this manner, the NWU supports its students so that they can progressively become self-directed and lifelong learners who make distinctive contributions to society and the world of work.

### **2.2 OVERALL APPROACH TO TEACHING AND LEARNING**

In its approach to teaching and learning, the NWU School of Business & Governance intends to develop a shared understanding of the way in which the MBA programme will engage with the opportunities and challenges of the South African higher education environment, the realities and opportunities presented by the changing global environment, and the goals and objectives of its own strategic agenda.

In accordance with the University's values, the teaching and learning approach on the MBA is imbedded in an organisational culture evidenced by behaviour congruent with a transformational focus, which includes the valuing of diversity and inclusiveness, ethical conduct and care, a value-based collective identity that

promotes integration, participation and collaboration, innovation, dedication to core business, accountability, robust engagement, and academic integrity.

## **2.3 OUTCOMES**

### **2.3.1 OVERALL OUTCOMES OF THE MBA**

The MBA programme is designed for students to go through the four phases resulting in growth and personal development creating managing leaders who add value to the market.

### **2.3.2 EXIT-LEVEL OUTCOMES**

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

- apply critical analytical thought
- internalise core dynamics of various management fields
- apply above-mentioned insight to management issues
- apply research skills in order to address empirical issues
- communicate effectively
- address management challenges within an ethical context
- convert senior-level quality into purpose-driven value
- perform as an empowered manager-leader
- demonstrate strategic analytical thought

## **2.4 GRADUATE ATTRIBUTES**

NWU MBA graduates will stand out as responsible and engaged members of society, knowledgeable, highly-educated professionals, innovative and critical thinkers, principled leaders, effective communicators and skilled collaborators.

## 2.5 MBA CURRICULUM

5BE/Q01	E701P /E701M	MASTER OF BUSINESS ADMINISTRATION
<b>YEAR 1</b>		
BLOCK A	Semester 1	
MODULE CODE	MODULE DESCRIPTION	CREDITS
MBAA 811	Corporate Governance	12
MBAA 812	Operations Management (NEA)	12
MBAA 813	Managerial Economics	12
MBAA 874	Research Methodology (NEA)	12
BLOCK B	Semester 2	
MBAB 821	Technology Management	12
MBAB 822	Human Resource Management (NEA)	12
MBAB 823	Managerial Accounting	12

<b>YEAR 2</b>		
BLOCK C	Semester 3	
MODULE CODE	MODULE DESCRIPTION	CREDITS
MBAC 811	Strategy Management	12
MBAC 812	Company Project (NEA)	12
MBAC 813	Financial Management	12
MBAC 873	Research Project	54
BLOCK D	Semester 4	
MBAD 821	Leadership	12
MBAD 822	Marketing Management (NEA)	12
MBAD 823	Entrepreneurship	12

## 2.6 SKILLS MATRIX

### Programme Exit Level Outcomes – Matrix

After completion of the MBA, the <u>graduate</u> will be equipped to:		MBA MODULES													
		MBAA 811 Corporate Governance	MBAA 812 Operations Management	MBAA 813 Managerial Economics	MBAB 821 Technology Management	MBAB 822 Human Resource Management	MBAB 823 Managerial Accounting	MBAC 811 Strategy Management	MBAC 812 Company Project	MBAC 813 Financial Management	MBAD 821 Leadership	MBAD 822 Marketing Management	MBAD 823 Entrepreneurship	MBAA 874 Research Methodology	MBAC 873 Research Project
EXIT LEVEL OUTCOMES		Fo	Fo	Fo	Fo	Fo	Fo	Fu	Fu	Fu	Fu	Fu	Fu	I	I
	a. apply critical analytical thought	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	b. internalise core dynamics of various management fields	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	c. apply above-mentioned insight to management issues	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	d. apply research skills in order to address empirical issues	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	e. communicate effectively	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	f. address management challenges within ethical context	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	g. convert senior-level quality into purpose-driven value	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	h. perform as an empowered manager-leader	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	i. demonstrate strategic analytical thought	●	●	●	●	●	●	●	●	●	●	●	●	●	●

\*Take note that the skills matrix is in each MBA module study guide, where the relevant skills application is indicated



### 3 GOVERNANCE OF THE MBA PROGRAMME

#### 3.1 GENERAL FACULTY RULES FOR POSTGRADUATE QUALIFICATIONS IN THE FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

##### 3.1.1 AUTHORITY OF THE A-RULES

The Faculty rules applicable to the different programmes of the Faculty of Economic and Management Sciences and included in this calendar of the Faculty are subject to the general academic rules of the North-West University, as determined from time to time by the Council of the North-West University on the recommendation of the Senate, and therefore the Faculty rules have to be read together with those general academic rules (henceforth referred to as general rule(s)).

The General Academic Rules are published on the web pages of the University: [http://www.nwu.ac.za/webfm\\_send/57625](http://www.nwu.ac.za/webfm_send/57625)

##### 3.1.2 CAPACITY STIPULATION

Please take cognisance of the fact that, owing to specific capacity constraints, the University reserves the right to select candidates for placement in certain fields of study. This means that prospective students who comply with the minimum requirements may not necessarily be admitted to the relevant courses

##### 3.1.3 SCHOOLS AND RESEARCH ENTITIES IN THE FACULTY

The Faculty of Economic and Management Sciences consists of five schools. A director manages each school. In every school, there are different programmes, each with a programme leader.

The different schools and programmes are the following:

SCHOOL	PROGRAMMES
NWU School of Business and Governance	<b>Executive Education:</b> Fundamental Management Programme Middle Management Programme Advanced Management Programme <b>Post-graduate programmes:</b> Post-graduate Diploma in Management MBA

The North-West University is authorised to award the MBA at a post-graduate level in the Faculty of Economic and Management Sciences.

## **3.2 MAGISTER IN BUSINESS ADMINISTRATION (MBA)**

### **3.2.1 Admission requirements for the MBA programme**

- Honours/Post-graduate Diploma in Management/four-year degree;
- At least three years' work experience;
- Successful completion of the admission assessment.

### **3.2.2 Rules pertaining to the progress and completion of the MBA programme**

- Modules are presented in each semester of the two years of the MBA programme (Blocks A to D);
- The programme entails, among others, four compulsory study schools (one in each of blocks A-D) and an MBA research day per semester after each block's examination schedule;
- A student starts with the MBA programme at the beginning of the calendar year (with block A of the MBA programme) and studies according to the programme succession (except where rules allow otherwise);
- Only two registrations per module are allowed – should a specific module be failed again during the second registration, the student's studies will be terminated;
- It is a two year part time programme with a maximum of three continuous registration years (without interruption) allowed. Should a student's degree not be completed after three registration years, his/her studies will be terminated;
- A student who does not perform satisfactorily in the MBA programme will have his/her studies blocked on the student system according to the discretion of the programme manager. The examination committee will

decide whether a student must re-apply or if his/her studies should be terminated.

The examination committee will make decisions regarding termination of studies during the meeting of the committee on account of the following rules:

- If a student fails one module, he/she must repeat it during the next academic year;
- If a student fails two modules, he/she must repeat it during the next academic year;
- Should a student fail three or more modules per year, his/her studies will be blocked and terminated on the student administration system;
- As in the case with the other programme modules, a student may only register twice for the research project before the MBA studies are terminated;
- It is the discretion of the MBA programme manager's examination committee to decide on sitting for the second examination opportunities.
- Any non-participation or no examination admission of a module is regarded by the Business School as a failure of the specific module;
- Failed modules must be repeated during the immediate following academic year.

### **3.2.3 Issuing of qualification**

The Business School issues the MBA qualification on behalf of the North-West University after successful completion of all the specified and required modules. Prospective graduates will receive notification prior to the MBA graduation ceremony from the NWU. You are required to reply to the notification.

### **3.2.4 Termination of studies**

The NWU School of Business & Governance may, in terms of the prescribed rules and upon the recommendation of the relevant Vice-Rector: Academic, terminate the studies of any student.

The University will terminate a student's studies if he/she:

- fails to comply with the requirements laid down by the Senate and/or Faculty;
- does not complete the MBA within the required maximum of three years, or should a student fail to successfully complete all the modules within the specified prescribed period.
- does not pass any module within the minimum required two formal registrations per module.
- fails more than two of the modules of the curriculum concerned per year.
- and, once a student's studies have been terminated, he/she will neither be allowed to apply nor to register again in future for the MBA at the NWU School of Business & Governance.
- NOTE: THE STUDENT STILL REMAINS LIABLE FOR ALL OUTSTANDING FEES!

## **4 NWU SCHOOL OF BUSINESS & GOVERNANCE**

### **4.1 PROGRAMME STRUCTURE**

#### **4.1.1 Duration:**

The minimum duration and maximum duration of the MBA programme are respectively two and three continuous academic years. The MBA programme consists of four semesters (semester A, B, C and D) and four MBA research days (days A, B, C and D)

#### **4.1.2 Study schools:**

Two compulsory study schools are scheduled annually.

This amounts to a total of four study schools (blocks A, B, C and D) spread over the two academic years.

- MBA research days: It is expected from students to also attend one additional designated MBA day per semester (MBA Day A, B, C and D).

- Sites of delivery and learning options for contact sessions:

CAMPUS	LANGUAGE	MODE OF DELIVERY	DAYS	TIME SLOTS
Potchefstroom	Afrikaans	Part-time contact	Saturday	7:30-15:10
Vanderbijlpark	English	Part-time contact	Monday	15:30-23:10
Mafikeng	English	Part-time, block release	Weekends	Friday-Sunday

## 4.2 APPLICATION PROCESS

Admission to the MBA programme for a given academic year falls under the auspices of the NWU Business School's Admission Committee under the chairmanship of the programme manager.

### 4.2.1 Admission requirements:

Admission to the MBA programme is subjected to strict criteria and in accordance with fully-accredited business schools in South Africa.

Applicants should meet the following requirements:

- A recognised four-year degree qualification (or equivalent) on NQF level 8.
- Any international qualifications must be verified by the South African Qualification Authority (SAQA). This verification process is the responsibility of the applicant and not that of the NWU. For more information, please consult the following website:
- <http://www.saqa.org.za/docs/critguide/foreignevaluation/main.html> ; or
- An honours degree on NQF level 8; or
- A post-graduate diploma on NQF level 8;
- PLUS a minimum of three years' working experience;

- PLUS successful completion of the admission test. An application form is available on our website: [commerce.nwu.ac.za/business-school](http://commerce.nwu.ac.za/business-school)

All qualifications must be certified by a designated authority or official.

#### **4.2.2 Application process:**

Consult: (<http://www.nwu.ac.za/postgrad/how-to-apply>)

Applications for the next academic year open 15 September, and close the second week in January. There are limited numbers of seats available on the MBA every year, and therefore the applications might close earlier.

- Step 1: In order to apply for admission, a prospective student needs to complete an application form and submit it with all the required supporting documents as indicated in the guidelines for applicants; namely, a CV, a motivational letter, two ID photos, application fee, as well as certified copies of all required documents, e.g. the ID document, academic records and related certificates. The application can then be forwarded to the relevant administrative faculty advisor at the MBA office. All applications are accepted in electronic as well as printed format.
- Step 2: Applicants will be notified with regard to their admission status after the paper selection. Successful applicants will be contacted to take the SHL admission test.
- Step 3: Applicants must write the SHL assessment for admission according to a fixed schedule. Successful applicants will be notified by the MBA office via e-mail and also receive an official letter of acceptance via e-mail from the Higher Degrees Administration Department.
- Step 4: The NWU School of Business & Governance reserves the right to invite applicants for a personal interview should the need arise to do so.

#### **4.2.3 Assumed prior learning (RPL)**

If a student does not conform to the minimum admission requirements for the programme, the school director determines, in consultation with the programme manager, and if necessary after consulting the Dean and with notice to the Faculty Board, whether the candidate may be admitted to the programme on account of

the strength of knowledge and skills acquired by prior learning and work experience that led to learning.

Programme-specific assumed learning is, where applicable, indicated in each of the programme descriptions.

#### **4.2.4 Module credits/exemption**

Registered students may apply for exemption for a maximum of two year-one modules. Exemption/credit will be considered only if the same module(s) has/have been successfully completed on the same NQF level in the MBA programme of another HEQC-accredited South African business school.

Students, who have successfully completed the Post-graduate Diploma in Management, will be granted credit for the three modules indicated in the curriculum, namely Managerial Economics, Corporate Governance and Strategic Talent Management (HR).

This is done by submitting a student request form and the syllabus and proof of the NQF level of the module. It is the responsibility of the applicant to provide proof of the abovementioned to the Business School.

Application for module credits should be done during the study schools and before the semester classes have commenced. No credit will be granted for modules passed more than five years prior to the student's registration for the specific MBA module.

#### **4.2.5 DISCLAIMER**

The number of seats on the MBA programme for a specific year is limited. It is filled on a first-come-first-serve principle.

The registration process follows after the application process, but cannot continue without written consent from the School of Business & Governance that a student's application was successful and that he/she has been accepted to enrol for the MBA programme.

## **4.3 REGISTRATION**

**NB!!** No administrative work will be considered without the required payment first being made. Write your full name, surname and ID number on ALL documentation.

The signing of the application form constitutes a legal and binding contract. Therefore, it is the responsibility of an applicant to acknowledge the necessary terms and conditions before a contract is signed. Furthermore, it is also the student's responsibility to have read all the information of the programme.

### **4.3.1 Registration provisions**

- A student who enrolls for the first year of the programme automatically registers for all modules. He or she will sit for the examinations of the first-year modules if he/she qualifies.
- A student can only be allowed to register second-year modules of the programme if he/she has demonstrated an acceptable level of progress during the first academic year, which falls under the auspices of the NWU Business School's examination committee chaired by the programme manager. All the outstanding modules of the first year of study that he/she is entitled to carry over must also be registered together with second-year modules, provided there are no clashes in the timetable and/or examination dates.
- A student must complete the research project during the second phase of the MBA programme. Only after a research examination committee sitting (supervisor, research manager and programme manager) will a student be allowed to complete the MBA programme in a third (extra) year. Performance will be key consideration for continuance.
- To complete the programme, a student must successfully complete all the modules and the research project.
- A student must comply with curriculum and programme changes, which may be reviewed from time to time irrespective of year of study and registration, unless otherwise specifically determined by the Academic Programme Committee.



- Only registered MBA students may use the facilities of the University. No person will be registered as a student unless such a person has already been admitted as a student to a specific MBA curriculum.

### **4.3.2 Annual registration**

A student who has been admitted must register annually for the duration of a specific curriculum at the time and place determined by the University for that purpose. Please note the NWU School of Business & Governance falls under the jurisdiction of the financial regulations of the NWU. As such, the Business School has no authority to negotiate any financial matters regarding student fees.

Registration will take place once a student has paid the prescribed minimum fee for registration (Consult: Fees Payable & Financial Rules on the NWU website: <http://www.nwu.ac.za>), completed the registration form, affixed the required signatures and filled out the registration form of the University. Proof of registration will then be handed to the student.

Students attending lectures, writing tests, submitting assignments and writing examinations without having officially registered, will not obtain any credits for modules/courses passed. This rule applies even where a student has paid the prescribed fees.

### **4.3.3 Registration according to the rules of the qualification and compliance with requirements**

A student must register on the date of registration in accordance with the rules of the qualification, curriculum and modules concerned as determined in the rules of the NWU School of Business & Governance. It is the personal responsibility of the student to ensure that all requirements for registration in respect of such qualification, curriculum and modules are complied with. The University reserves the right to cancel any erroneous registration and may revoke any qualification erroneously conferred upon a student.

### **4.3.4 Student cards**

Registered students visiting the Campus on a regular basis may apply for a University card at Security Services of the respective campus upon proof of registration or with your NWU university number.

Only active NWU registered students with valid student cards will be admitted to the library. If the student record is not found on the library system, the student will be asked to submit a receipt or other dated proof of registration to be able to borrow books.

#### **4.3.5 Registration for additional modules**

Because of the intensive curriculum of the MBA, students will not be allowed to register for additional modules. Students, who experience extra capacity, are encouraged to work on their research projects.

#### **4.3.6 Learning material**

**Study guides:** A study guide is available for each registered module to guide you through the study of each module. It contains information on what you have to do and how it should be done. It supplies information on outcomes, procedures, etc. **Study guides are only available** electronically on the eFundi platform of the NWU. For more information on eFundi, please consult the guidelines for eFundi on the website of the NWU.

**Textbooks:** Prescribed textbooks for each module will also be made available at specified local book shops in Potchefstroom, Mafikeng and Vanderbijlpark, respectively.

### **4.4 CANCELLATION POLICY**

#### **4.4.1 Cancellation of registration**

Notice to cancel registration must be submitted in writing to the University on the prescribed form and within the period determined by the University annually.

The completed form together with a motivated cancellation letter must be referred to the administrative office per campus.

Please note that the registration fee is non-refundable. Moreover, in order to be refunded for tuition fees, students must cancel their studies before the due dates determined by the University (Consult: **Fees Payable & Financial Rules** on the NWU website: <http://www.nwu.ac.za>).

Students who cancel their studies must bear in mind that the level of fee reimbursement will be calculated on a pro-rata basis after the deduction of the non-refundable registration fee taking into consideration programme schedule at the time of cancellation from the programme.

#### **4.4.2 Interruption of studies**

A student who had interrupted his/her studies must apply for re-admission to the NWU School of Business & Governance. A written motivational letter explaining the reasons why the student will be able to complete his/her MBA studies after the interruption must be submitted together with the application.

Re-admission is not an automatic process. Aspects such as academic performance and the limited seats available are taken into account by the admission committee when considering approval of re-admission.

### **4.5 VENUES AND TIMETABLES**

Formal lectures and tutorial sessions will take place at the venues designated by the Business School. In addition, syndicate groups' meetings are held on their own.

Students will be provided with an annual academic plan indicating dates for contact sessions, block release dates, assignment submissions, study schools, MBA research days and examination dates.

### **4.6 ATTENDANCE**

Attendance of all classes, study weeks, MBA days (A-D), tutorial exercises, and syndicate group meetings is compulsory. Examination participation could be withheld on account of insufficient class participation and attendance.

## 4.7 ASSESSMENT (EXAMINATION)

### Formative (participation mark)

Assessment method	Number	Maximum marks	Weight (guidelines)
Individual assignments	Continuous	100	Minimum 50
Group assignments	Continuous	100	Minimum 50
Class and eFundi activities	Continuous	100	To a maximum 20

It is the prerogative of the module lecturer to adjust the participation mark weights according to other class and electronic/eFundi activities

### Summative (examination mark)

Assessment method	Number	Maximum marks	Weight
Open-book examination	1 (4 hours)	100	100
Supplementary examination	1 (4 hours)	100	100 (with a final maximum of a 50% pass rate)

### Results

Module final mark: Formative/summative: 50/50; as well as a maximum final pass mark of 50%.

### Examination results

Examination results falls under the auspices of the NWU Business School's examination committee.

- Within approximately seven working days from the date of the examination, the results will be submitted by the lecturer to the marks officer who will capture it and after that verify with the lecturer to ensure that everything is correct. A moderation process is also prescribed.
- The examination committee meets with all responsible semester module lecturers under chairmanship of the MBA programme manager. The marks will be released after this meeting only. The examination committee also decides on the basis of evidence when a student qualifies for a second examination opportunity. Any certified documentary evidence in this regard (e.g. a medical certificate) must reach the MBA administration office within seven day after the examination date; definitely before the meeting of the examination committee.
- After correctness is verified, the marks will be transferred to the main marks frame of the University and will be available for the students.
- Students may consult the NWU website under the heading “Exam Results” to access their personal results. Access is obtained by using their student numbers and a pin number created by themselves on the “exam results” site.
  - or students can also phone the MTN number 083 123 222 to receive their final results.
  - or use Quick Direct via SMS: Type: NWU, space and your university number for final results SMS to 35606.
  - No results will be made available telephonically by any staff member;
  - Because of the examination committee verification and system of moderators, no remarks are allowed on MBA level.

#### **4.7.1 ASSIGNMENTS**

The MBA programme comprise various individual and syndicate group activities, tutorial exercises, tests, projects and assignments. Any other module activities may also be taken into consideration.

Each student must submit individual and group assignments per module in order to build a module participation mark.

The module lecturer could deny a student access to a module examination on account of insufficient participation in module activities.

### **Guidelines for writing assignments**

- **Adhere to the following guidelines in general:**
  - Correct referencing to the sources used.
  - Inclusion of a reference list/bibliography.
  - Inclusion of practical examples from your place of work to demonstrate that you can apply your theoretical knowledge.
  - Presentation of information from sources in your own words – do not quote directly from the study material.
  - Keeping to the topic of the assignment/instruction, i.e. relevance to the topic.
  - Lay-out and professional impression of your work.

In general, with management training the ‘dualism’ in doing assignments or writing your examinations is that firstly, you must link up with the existing body of knowledge (textbook and study guide – theory, models, etc.) and secondly, connect when possible or applicable to your work experience (practical applications).

### **The following prescriptions serve as a guideline when writing assignments:**

- Plan your assignment beforehand.
- The structure of the assignment.
  - The assignment, where applicable, should form a logically structured unit consisting of an introduction, statement of the problem and how you intend to address it, explanation of your own method of approach, as well as sources of authors cited correctly. Do not insert unnecessary quotes (they only disrupt the line of argumentation), and a conclusion summarising the main findings/ points.

## Technical aspects

- Apply what you are taught in the Research Methodology module and consult the guidelines on scientific writing, with the Harvard methodology pertaining to referencing.
- Use the supplied assignment cover and indicate your name (as well as other contributors) and surname, student number, address and, module code;
- Complete and sign the Solemn Declaration form;
- Include a table of contents;
- Proofread your assignment;
- Structure! Number your headings and subheadings, and leave open lines between different sections of the answer;
- Number each page of the assignment, and write your name, student no. and module code on every page of your assignment;
- Make sure and keep to the required length;
- Source references are included in the following style: "... as occurs in the majority of cases" (Beachlon, 2016: 56);
- Include an alphabetically arranged reference list of all the sources that you have consulted at the end of the assignment. These sources are presented in the following fashion: Angelica, A.A. 2010. The Globalization of Credit. Pretoria: Van Schaik. (First, the surname of the author, then his initials, then the year of publication, the title, its place of publication, and finally the publisher). Articles from scientific journals are indicated as follows: Angelica, A.A. 2010. The Globalization of Credit. *Journal of Management*, 7(1): 39-85, January (first the surname of the author(s), then his initials, then the year of publication, the title of the article, then the journal in italics or underlined, then the volume and number in the volume between brackets, the specific page-numbers after the colon, and finally the month in which the number appeared). Always be precise in punctuation (full stops, commas, brackets, colons and so forth).

## **Submission dates of assignments**

Consult the module study guides for assignment information. The assignment submission schedules are included in all the module study guides. MBA students must comply with the ruling that assignments must be submitted only during contact sessions as scheduled. Students will not be granted any exemption on the premise that they were unaware of these dates or that other material may have listed different dates. No extensions will be granted.

Assignments that are sent through mail should be posted timeously so that they reach the relevant module lecturer on or before the due date. No assignments may be faxed or e-mailed to the relevant module lecturer. The MBA Office will not accept any responsibility for late or lost assignments.

Under no circumstances should students e-mail assignments directly to module lecturers or submit it on eFundi, without following the correct procedures as arranged by the module lecturer. The NWU Business School will not accept such assignments for assessment.

To ensure that assignments do not get lost, it should only be submitted to the module lecturer or his/her delegate.

## **Requirements for individual assignments**

This assignment will be a single piece of coursework or work from each module. Each assignment must be submitted separately with its own assignment cover. Should you staple more than one assignment together with one cover, you will receive marks for one assignment only!

PLEASE keep a COPY of all assignments as back-up/proof when submitting.

- The assignment should be typed on A4-sized paper with 1.5 line spacing and 12pt size and Arial font. Number each page of the assignment – in the case of an assignment with five pages: 1/5; 2/5, etc. Print on one side of the page only.

All references, including primary and secondary sources, must be correctly acknowledged or referenced in the text of an assignment and bibliography (Harvard methodology).



All assignments should comply with the technical requirements for assignment writing and be submitted on the due date.

- **No late assignments will be accepted.**

Assignments are individual tasks and not group activities (unless explicitly indicated as group activities), and therefore proof of individual research must be shown. Any assignment without a signed solemn declaration will be penalised and referred back.

Students, who do not adhere to these prescribed technical specifications, will be penalised.

### **Requirements for syndicate group assignments**

Each syndicate group will do group syndicate assignments, which must be submitted during the contact session on the due date. The syndicate group work may take forms of assessment that include assignments, case studies, essays and field studies.

All syndicate group presentations must be typed on A4-sized paper with 1.5-line spacing, 12pt size and Arial font. All sources must be well acknowledged and referenced.

Each assignment must be submitted separately with its own assignment cover.

PLEASE keep a COPY of all assignments when submitting.

Number each page of the assignment – in the case of an assignment with five pages: 1/5; 2/5, etc. Print of one side of the page only.

Students, who do not adhere to these prescribed specifications, will be penalised. Any assignment without a signed solemn declaration will be penalised and referred back.

It is the responsibility of the syndicate group leader to ensure that the work of his/her group meets the required standard and is submitted on time. As with any assignment, no extension will be granted for submission of syndicate group work.

## Syndicate group formation

It is the responsibility of the students to arrange their syndicate groups.

- **Size**

A syndicate group comprises a minimum of three (3) to a maximum of eight (8) persons arranged by the students themselves. The management of diversity is encouraged by the Business School as subjacent principle in syndicate group forming. It remains the student's responsibility to become part of a syndicate group as soon as possible.

The assignments of groups that exceed the maximum or do not comply with the minimum syndicate group member size, will not be marked.

- **Group leader**

A syndicate group must select a leader or liaison person who will be the contact person between the programme officials and the group. This should be communicated to the MBA administration office as soon as possible.

A syndicate group leader must appoint a secretary from his/her group who will be tasked with recording and keeping the minutes of the meetings of the group. The minutes should indicate the number of people present and absent, issues to be discussed, issues explored and time spent by the group.

A syndicate group leader must ensure that his/her group submits typed minutes to the relevant module lecturer. No assignments will be accepted by the School without minutes of the group attached as an appendix to the assignment.

A syndicate group leader must ensure full contribution of all members of his/her group in the required activities and be submitted to the relevant module lecturer. No marks will be allocated to the syndicate group member/s whose record cannot be established in the undertaking of syndicate work. In the same circumstances, no group work may be submitted individually outside group work. .

- **Suspension of membership**

Only the programme manager has the authority to allow/endorse the suspension of membership of a syndicate group member on the recommendation and proof of all the transgressions of the syndicate group leader.

If group membership of a particular student is suspended due to poor contribution to the group activities, his/her studies will be put on hold for the specific academic year.

Should members have differences between them and cannot work together in such a way that effective functioning of the group to perform cannot take place, the programme manager reserves the right to cancel the MBA studies of the entire group until the next academic year.

- New members

No group is allowed to refuse a new member allocated at a later stage to their group by the programme manager. To the contrary, the best practice is that such a new member is included in all group activities as soon as possible.

- Disputes regarding assignments

You will be required to sign any assignment or documents that you submit. Keep all assignments that have been marked in a safe place until your examination results have been verified – in a dispute, no changes can be made without proof! If an assignment mark is disputed, the original assignment must be presented to the module lecturer – faxes or photocopies are not accepted. (Keep a copy for yourself.)

Edited assignment covers (where the marks or module code have been changed) will not be accepted.

No complaints/disputes will be considered later than 24 hours after marks had been made available to students.

- Company project (MBAC 812)

Each syndicate group should make their presentation for the Company project. Every member of the syndicate group must be involved in at least one of the formal presentations to the examiner/s.

Please consult your Company project study guide for the format of the presentations and documents to be submitted.

#### **4.7.2 EXAMINATIONS**

Please verify the facts regarding plagiarism in order to safeguard yourself

##### **General**

- You are going to write an open-book examination in the MBA programme. Obviously, your answers must be in writing and no printed portions or annexures will be accepted. No laptops are allowed in the examination, but any study material may be utilised – as such, the risk of the availability of any required material lies with you.
- Examinations are written in June and November of the particular calendar year.
- Familiarise yourself with your personal examination timetable and be prepared to write the examinations on the appropriate days. The examination timetables have been finalised by the North-West University and no changes will be considered. No special examinations will be allowed or organised.
- Lecturers of the Business School set the examination papers and also mark the examination scripts.
- As soon as your results have been processed and the examination committee has concluded, the marks will be officially made available to you.
- The University decides the final promotion.
- No re-marking will be considered, as both the examination committee and the moderation procedure safeguards the assessment process.
- Any query about results must be delivered in writing to the relevant module lecturer within seven days after writing the module paper.
- Results are only released to registered students with paid-up accounts.
- Participation in the examination is subject to satisfactory progress expected of a student with his/her studies during the course of the

module. A participant with a participation mark lower than 40% does not have admittance to the examination.

- In order to pass a module, the participant must obtain a final mark of at least 50%. The weight of the participation mark and examination mark is 50%, respectively. A subminimum of 45% must be obtained in each examination of a module in order to pass the module in the end.
- A second opportunity is granted for students with a final mark of at least 45% plus an examination mark of at least 40%. It is also granted for students with a final mark of 50% and an examination mark of at least 35%.

### **Requirements for admission to the examination**

Admission to the examination is subject to satisfactory progress with the required work of a module:

- **Proof of participation**

A student, who achieved the required participation mark or proof of participation prescribed by these rules, is admitted to the examination in the module concerned.

A student obtains proof of participation by having completed all the assignments, tasks or performances as required per module. The proof of participation can also be an arithmetic figure/number. It determines entry to the final examination in the particular module(s).

- **Participation mark**

Compulsory assignments will be evaluated and a mark allocated. This mark will be presented as a mark out of 100 and will represent your participation mark for the module in question.

Admission to the examination is further subject to attendance of classes, tutorial exercises, submission of minutes of syndicate group meetings, syndicate group presentations and at least a 40% mark of the continuous assessment of an individual module for MBA.

A student will not receive results in modules where proof of participation was not obtained. A participant with a mark of less than 40% does not have admission to the examination.

Students may only write examinations in modules that they are registered for. If they are not registered for a particular MBA module, they will not be indicated on your examination timetable and you will NOT receive results for such modules.

- **Examination mark**

This is the mark obtained in the examination. A student must obtain a subminimum of 45% in the examination to pass that specific module.

- **Research project**

To pass the research module, a final mark of 50% is required.

- **Module mark/final mark**

The participation mark plus the examination mark make up the module mark in the ratio 50:50. A module mark of 50% is required to pass the module.

- **Number of examination opportunities**

A student who fails one or more of the modules of an MBA examination may be granted a second examination opportunity in the affected module(s) by the examination committee after consultation with the programme manager. A second examination opportunity may be granted to a candidate prevented from taking part in the first examination due to illness, circumstances of personal distress worthy of special consideration such as death of a family member, provided that the certified required proof has been submitted in time. Second opportunity examinations will be written only on the 3 campuses during the normal second examination timetable determined by the School and there shall be no further re-examination, for example in Potchefstroom, Vanderbijlpark and Mafikeng. A second opportunity is granted by the examination committee, not requested by the student.

The participation mark will also be taken into account in calculating the final mark for the second examination opportunity.

A module mark of 50% is the pass mark for all modules and the research projects, provided that the required 45% examination subminimum was obtained. The 50% pass in a module is constituted by an average of the examination and participation marks.

A four-hour formal module open-book examination will normally be written in each module, unless indicated as NEA. The entire examination paper is allocated 100 marks.

- **Examination rules of conduct**

Students must obey any instruction given out by an examination invigilator(s). Instructions are usually printed on the examination slip and overleaf the answer book and will be communicated verbally by the invigilator prior to the commencement of an examination.

- **Examination regulations**

Students must adhere to the examination regulations.

## **Second opportunity**

Should a student fail a module, ONLY the examination committee can decide on whether a student QUALIFIES for a second examination opportunity according to the set timetable.

- **Distinction**

Distinction denotes that a candidate has obtained a final pass mark of no less than 75% in a module.

- **CUM LAUDE**

In order to pass his/her degree cum laude, a student must:

- complete the degree within the prescribed minimum of two academic years; and

- obtain an average of at least 75% for all the modules, bearing in mind that the research project carries the weight of four times a single module, since it has the credits of four modules.

## 4.8 NON-EXAMINATION ASSESSMENT (NEA)

Non-examination assessed modules will be graded on the basis of continuous assessment, implying a dedicated portfolio of evidence that needs to be drafted, and continuously submitted.

Students will be assessed on the following to obtain a participation mark, which will qualify them to write examinations:

- individual assignment;
- group assignment ;
- class test;
- exercises; and
- presentations.

### 4.8.1 NON-EXAMINATION ASSESSMENT PLAN

- **Formative (participation mark)**

Assessment method	Number	Maximum marks	Weight
Individual submissions	Continuous	100	Minimum 40
Group project	Continuous	100	Minimum 40
Class and eFundi activities	Continuous	100	Maximum 20

- Before EVERY contact session, EVERY student has to submit a one-page summary of the theory covered during that assignment.
- Individual assignment: Each student will be required to submit complete reports during two contact sessions. Names of students will be drawn to decide during which contact session they have to submit. Submissions



will be distributed such that there are equal numbers of submissions for each contact session.

- Individual assignment on quantitative methods: The module includes some basic calculations underpinning the theory. This will be assessed using electronic testing on eFundu or as indicated by the module lecturer.
- Group assignment: Selected syndicate groups will submit group reports on the module project during two contact sessions, evenly distributed. This will be supplemented by a final group portfolio plus a class presentation. The sum of these will count as your group assignment.
- The total mark for the individual continuous reports will count as the individual assignment.
- Portfolio of evidence: An individual portfolio of evidence will replace the final examination.

#### **Summative (NEA mark)**

<b>Assessment method</b>	<b>Number</b>	<b>Maximum marks</b>	<b>Weight</b>
Individual portfolio of evidence		100	100
Supplementary resubmission of POE	1	100	100 (with a final maximum of a 50% pass rate)

Module mark: Formative: Summative = 50:50

#### **4.8.2 PORTFOLIO OF EVIDENCE**

Your final examination is replaced by a portfolio of evidence of the learning that took place during the semester. This portfolio will be in the form of a management report to the management of an organisation.

#### **NEA module format**

The essence of the portfolio is not only to compile your weekly submissions into one single document, but to use the information acquired through the semester to propose an allocated module-specific management plan to the organisation that you have analysed throughout the semester. Note: you are not, for example, required to suggest a new company strategy (vision, mission, etc.) for the company, but a 'way forward' for the company. It could have an influence on the overall company strategy, though.

#### **4.8.3 PERFORMANCE LEVELS**

**Pass/fail criteria: A student will fail the 'examination' if his/her portfolio**

- is simply a compilation of the seven weekly submissions; or
- does not address the module-specific instruction pertaining to the specific module instructions.

**A student will pass the portfolio if he/she can prove to the examiner that he/she**

- understands the theoretical background;
- has a practical grasp of the concepts covered in the syllabus;
- has critically analysed the company's present situation, such as operations management; and
- can present the information in a way that can shed light on addressing the module-specific problem statement, for instance the strategic direction that the company should follow in terms of their operations management.

In summary, if a student can compile a module-specific management plan that critiques the present management set-up in the organisation and suggests changes and/or opportunities for optimisation, he/she should pass.

**Note:**

If the present situation that you have analysed is good in your opinion, you should defend it based on the applicable management theory. It is not required that you understand the strategic process in the organisation – this is covered in the strategy

module year. What is required is that you understand where the functionalities, such as operations, fit into the strategy and the changes that could be made on functional level to the present strategy to improve the management of operations, or any other module-specific problem statement, such as strategic talent management.

### **Distinction criterion**

A student will receive a distinction for the portfolio if he/she can convince the examiner that he/she has a thorough level of module-specific insight to such an extent that he/she can present scientific solutions to a company's board of directors and blow their minds!

### **Moderators' input**

Ten percent of the portfolios will be randomly selected and distributed to a selection of other lecturers at the Business School to be moderated. The moderator will NOT know the original mark awarded by the examiner. After all portfolios have been moderated, the average difference (up or down) between the marks awarded by the examiner and moderator(s) will be calculated. Should that mark differ from the marks awarded by the examiner by more than 5% of the total (either way), all the marks will be adjusted by that percentage. For example, if, on average, the moderators' marks are 8% higher than the examiner's marks, all students' (not only those that were moderated!) marks will be upwardly adjusted by 8%. The same applies if the moderators' average is more than 5% lower than that awarded by the examiner. This is necessary to ensure that the performance level of the NEA modules is on par with that of other MBA modules and that we still comply with the performance levels prescribed by accreditation bodies, such as the HEQC and AMBA (London).

The same level of confidentiality that was assured when the project was started at the start of the semester will be guaranteed by the examiner and all the moderators.

### **Supplementary examination**

Final marks will be on eFundi seven working days after the final submission date as stated in the study guide. The same fail/pass/sub-minimum criteria that apply to examinations, also apply to the portfolio. The examination committee determines

whether students failing the portfolio can sit for a supplementary examination/resubmit an amended portfolio of evidence on the date supplied in the study guide, provided they achieve the necessary subminimum required for a supplementary examination. The normal examination commission rules apply. A maximum final mark of only 50% will be allocated in such case.

### **Technical requirements for the portfolio of evidence**

The length of the portfolio body is set out below. An executive summary, table of contents and attachments are not included in this limitation. In terms of structure, it is required that you include the following:

- An executive summary;
- A table of contents;
- An introduction, describing (especially to the moderators) the nature of the company/department/business/office/plant that you are discussing (one page maximum).
- The student should briefly describe the stated current situation, for example the strategic direction of the company at present, as provided by the executive management of the company/department (one page maximum).
- The student should also include an analysis of whether the present management structure (all the elements that we have covered in class) would let the company reach this management goal (maximum 5 pages) and, based on this analysis and the theory, proposed changes (maximum 5 pages) that will take the company towards this identified goal.
- A conclusion at the end.
- A testimonial/declaration from the organisation that you have actually shared the report with them. Should there be any photos that you would like to include (evidence of changes actually made and their effects), they can be included below.
- A reflection of what you have learned about module-related management during the semester (both individual and group projects) and how it influenced your understanding of management and your outlook on the world.

- References and acknowledgements.
- All seven your submissions for the contact sessions must be included as attachments.
- If you use external sources, including your textbook, use proper referencing using the Harvard method.
- NOTE: This portfolio will be marked very strictly, as it is benchmarked against the examination papers for other subjects. Ten percent of the portfolios will be moderated. The level of confidentiality that your employer requires is guaranteed, both by the lecturer and the moderators.
- Students who fail the portfolio of evidence can sit for a supplementary examination/resubmit an amended portfolio of evidence as decided by the examination committee.

The usual technical specifications as specified earlier must be adhered to.

The final completion date is contact 8 or the specific block release date for both the hard copy and the electronic copy or as determined by the module lecturer. Some might need both a copy on eFundi (in pdf format) as well as a hard copy, submitted at the Business School MBA office in Potchefstroom, Quest or Mafikeng.

Failure to submit on eFundi will cost you 50% of your mark and failure to submit a hard copy will cost you the other 50% of your mark. **NO LATE SUBMISSIONS WILL BE ACCEPTED!** Do not blame Eskom or the NWU network for late submission: You have ample time to submit before d-date!

For the portfolio, marks will be allocated for the following:

- Mastering of the theory;
- Insight;
- The ability to apply the theory strategically;
- Technical quality; and
- An impression mark about the value of the portfolio to the organisation.

#### 4.8.4 CRITERIA FOR MARKING

##### Portfolio of evidence

Criteria for marking individual final portfolio of evidence	
1	Content (50)
1.1	Did the candidate convince me that he/she has a thorough understanding of the theory?
1.2	Did the candidate convince me that he/she can practically apply the theory in an organisation?
1.3	Are the identified opportunities for improvement realistic within the constraints of an actual organisation?
2	Insight: Did the candidate convince me that he/she has a genuine insight into the application of the theory and how the specific management strategically fits into the rest of the organisation? (20)
3	Layout and technical aspects (10)
4	Marker's general impression (10)
5	Value added: Did the candidate convince me that he/she can add value to the company through application of this knowledge? (10)

##### Individual assignment

Criteria for marking individual assignment for two selected contact sessions	
1	Content
1.1	Summary of theory: (10)
1.2	Application in your organisation (30)
1.3	Suggestions for improvement (30)
2	Insight (10)
3	Layout and technical aspects (10)
4	Marker's general impression (10)

- **Group assignment**

Criteria for marking individual assignment for two selected contact sessions	
1	Content

1.1	Summary of theory: (10)
1.2	Application in your organisation (30)
1.3	Suggestions for improvement (30)
2	Insight (10)
3	Layout and technical aspects (10)
4	Marker's general impression (10)

#### **4.8.5 ACADEMIC INTEGRITY**

All academic work must be based on honesty. The attempt of any student to present as his/her own work that which she/he has not produced is a serious offence. Students are considered to have plagiarised, for example, if they copy word for word the work of another student or author without proper citation or heavily paraphrased the work of another student or author without acknowledgement or used unauthorised material or other aids during examination or, in part, without acknowledging the contribution or assistance by someone else. Students guilty of plagiarism may be penalised for the module involved and/or may be suspended or excluded from the University based on a disciplinary hearing.

#### **The following are some of the forms of plagiarism**

There are many forms of plagiarism. The following are some (even overlapping) examples of it, but the list is not exhaustive:

- Copying texts, without correct recognition of their sources. Examples include:
- Copying parts or the whole of another student's work.
- Copying from published sources.
- Copying lecture notes.
- Copying material that was obtained from the internet
- Mere translation of such material.
- Loosely paraphrasing or summarising someone else's work.
- Theft of ideas. This form occurs more often in works of art, but is also possible in academic or general writing.
- DISHONESTYA 'ZERO TOLERANCE' APPROACH BY THE BUSINESS SCHOOL!

In business, a high premium is placed upon honesty and integrity. Any form of dishonesty during examinations, or the copying of an assignment from someone else and submitting it as your own work, will be viewed in a serious light. Offenders are subject to disciplinary action in terms of the Statute of the North-West University and may lead to cancellation of a particular course unit or your expulsion as a student. Your company shall also be notified as this relates also to the capacity of a management job. Students who are disciplined remain liable for the payment of fees.

## **5 RESEARCH PROJECT**

### **MEMORANDUM OF UNDERSTANDING**

#### **The research process**

- A student must complete a research project according to the specified research schedule.
- Should the student fail to complete the research project within the second year of study, the research project must be completed and submitted by the end of March for the September graduation ceremony of the following year, provided that the examination committee has allowed the student to continue with his/her research project.
- A student will be provided with a research project title registration form, which shall indicate the topic of the research project, central questions, methodology and chapter outline. An ethical clearance form must also be completed by all involved.
- Upon submitting the research project registration form to the research manager, a supervisor who is able to undertake the supervision of the research project will be assigned.
- A student will be provided with the timetable for research project preparation in accordance with the main stages of the research project. Students are also advised to arrange to meet their supervisors on a regular basis. The number of meetings will vary depending on the individual requirements and research project topic.



- The research project should be well typed on A4-sized paper, 1.5 spacing, 12pt Arial font and on one side of the page only. Pages shall normally be numbered consecutively through the main text and be located centrally at the top of the page. The outside cover shall be carefully bound and should bear the title of the research project and the author's names and surname in at least 24pt fonts. The title page shall bear the title of the research project and the full name of the author in the centre and the full designation of the degree, the name of the University and the month and year of presentation at the bottom right-hand corner. The table of contents shall normally follow the title page. Acknowledgments shall normally appear on the page following the table of contents and any list of tables or figures.
- Following the acknowledgments, there shall be a signed declaration that the candidate is the author of the research project and that, unless otherwise specifically stated, all references cited have been consulted by the candidate; that the work of which the research project is a record has been done by the candidate, and that it has not been previously accepted for a higher degree or professional qualification at any other higher education institution.
- Below the student's declaration, the supervisor shall also sign a statement to the effect that the requirements of the applicable MBA programme rules and regulations have been fulfilled.
- Following the declaration statement by both the student and the supervisor, there shall be a summary of the contents of approximately 300 words.
- The research project must be submitted to Turn-it-in to test for plagiarism before being submitted to Administration for evaluation. A copy of the report must be made available to the research supervisor.
- The research project shall normally be submitted for examination on or before the due date specified by the date scheduled by the NWU. The number of copies (hard bound and electronic) of the research project as prescribed by the Higher Degrees Administration shall be submitted in an approved style. The submitted copy (copies) of the research project shall become the property of the University and shall be lodged with the library and the Business School.

- The supervisor and student must both sign a solemn declaration that must be submitted with the evaluation documents.

### **Duties of the supervisor**

A supervisor or promoter who has agreed to guide a certain student in his or her master's studies undertakes to:

- guide the student in such a manner in the introductory phase of the research that the student selects a feasible research theme within the programme of the focus area, demarcates the problem and the aim of the research clearly.
- guide the student in such a manner during the planning phase that the student submits an acceptable research proposal with a time schedule, and selects the correct and appropriate research methods to reach the objectives of the research.
- support the student to such an extent in the implementation phase that the student can obtain the required data, solve practical problems when gathering data and draw meaningful, correct and logical conclusions.
- encourage the student in the reporting phase and provide guidance with respect to all aspects of the writing of the report, and the presentation of the results of the research at national and international conferences and in scientific journals.
- assess in the evaluation phase the standard of the student's work and determine whether the research project meets the requirements and academic standards before the student submits the work for examination purposes. The supervisor/promoter must be satisfied with the quality of the research project (i.e. that the document complies with the accepted academic standards).

### **Duties and responsibilities of students**

The responsibilities of students include:

- ensuring that their obligations to their employers and/or sponsors are met by the timely submission of the research project.

- familiarising themselves with the relevant guidelines for the preparation of the research project as well as the requirements imposed on the by MBA programme rules and regulations.
- preparing a programme of work at appropriate intervals in consultation with supervisors and ensuring that any deviation from the programme is reported to supervisors without delay.
- ensuring that they undertake the required research training and seek advice from supervisors on the appropriate options.
- ensuring that any circumstances that might require their mode of study to be modified or their registration to be extended, suspended or withdrawn are brought to the attention of their supervisors at the earliest opportunity.
- discussing with supervisors the type of guidance and comment they find most helpful and agreeing on a schedule of meeting
- taking initiative in raising problems or difficulties, however elementary they may seem.
- maintaining the progress of work in accordance with the stages agreed with supervisors, including in particular the presentation of written work as required in sufficient time to allow for comments and discussion before proceeding to the next page.
- planning when they wish to submit, taking due account of the opinion of their supervisors.
- assuming responsibility for writing their research project and ensuring that the research project is in satisfactory form, presentation and literary standards.
- showing drafts of their research project to the supervisors so that appropriate advice and comments may be given well ahead of the date for formal submission.
- and, if, for any reason, there is a breakdown in the personal relationship between a student and a supervisor, or if a student feels that progress is not being maintained at a satisfactory level, for reasons beyond his/her control, the matter should be discussed with the research manager. If

the matter cannot be resolved immediately, the research manager should forward a written statement from the student providing details of the difficulties to the programme manager and school director.

- The studies of a student who does not progress according to the dates scheduled for the research project or do not show satisfactory progress, may be suspended or terminated by the NWU School of Business & Governance.

Signed on \_\_\_\_\_ at \_\_\_\_\_

Name of student \_\_\_\_\_ Signature \_\_\_\_\_

Name of supervisor \_\_\_\_\_ Signature \_\_\_\_\_

## **6 GENERAL ADMINISTRATION**

### **6.1 Notification of change in contact details**

Students must notify the MBA administration office at the Higher Degrees Administration of any change of address, telephone or fax numbers. No responsibility will be accepted if correspondence does not reach students because of changes that were not communicated to the MBA administration office.

### **6.2 Problem-solving procedures**

All academic and non-academic problems must first be brought in writing to the attention of the module lecturer. If a student is not satisfied with the outcome of his/her problem, he/she may lodge a written appeal or grievance to the programme manager, and after that, to the director of the NWU School of Business & Governance.

### **6.3 Student academic support**

#### **6.3.1 Making contact with a lecturer for academic enquiries**

The MBA is a contact session-oriented qualification and as such it is expected from participants to utilise these interactions with lecturers to address subject matter in class. Contact a lecturer directly by using the contact details supplied in the study guide of a particular module.

#### **6.3.2 eFundi**

eFundi is an academic platform and learning management system that allows students to access learning materials on time at any place. The system facilitates learning among students as well as their lecturers. Tests and quizzes can be written online and assignments can also be submitted via the system, provided that the lecturer is in favour of the latter. eFundi assists students to become self-directed and independent while promoting soft skills and ease of access. It can be accessed from a phone or computer. Make sure that your account is active; if not, then you can liaise with the IT department to have it activated.

### 6.3.3 LIBRARY SERVICES

- **Library and study support**

All registered students and staff are members of the three NWU Campus libraries. This provides you access to all the electronic (e-journals, e-books and e-theses) and print resources available at NWU University libraries. Training on how to access the NWU libraries' resources can be arranged with the Faculty information librarian either individually or as a group. The training includes a demonstration of how to use reference management tools such as Endnote.

Through the inter-library loans, post-graduate students and staff are able to request material from anywhere in the world. An arrangement with other public university libraries in South Africa enables us to arrange access for staff, master's, and doctoral students who reside far from our library to have access to other public university libraries free of charge.

The library facilities include the sought-after study carrels for postgraduate students that you can book in advance. There is an annual fee payable for this service.

- **The catalogue**

Students can access the catalogue (of books and journals) on the main webpage of the library via the internet: <http://sierra.nwu.ac.za/search>

- **Journal databases**

ONLY registered students (with a North-West University number) have access to the journal databases:

Recommended databases are EBSCOhost, ScienceDirect, SA ePublications. Access these databases from the libguides page for <http://libguides.nwu.ac.za/>

Off-campus users will be prompted for a username and password. Type your surname in the first block and your identity number (ID) in the second block.

- **Examination papers**

Go to the libguides page for MBA <http://libguides.nwu.ac.za/>

Under the 'Getting started' tab on the left-hand column under Library Services is a link to examination papers or alternatively go to the link directly <http://collections.nwu.ac.za/dbtw-wpd/textbases/exam-papers.html>

- **General information about service and facilities**

The University's library is a fully-equipped and staffed library of a size and standard compatible with a modern research and teaching university in South Africa and international context. The library puts a high premium on being sensitive and responsive to user's needs.

### **6.3.4 STUDENT SUPPORT SERVICES**

- **Reading laboratory:**

Reading laboratory services are available on requested bookings

- **Support for students with disabilities**

The disability unit aims to facilitate equity in access to resources and facilities on Campus for students with disabilities. This is primarily achieved by liaising with faculties for extra time during tests and examinations for affected students, securing prescribed textbooks and study guides for students with disabilities, making equipment available to enable visually impaired students to access their lectures easily and securing assistive devices for students with disabilities.

- **International students**

We are delighted that you have either chosen to study at our campus or are considering making this campus your academic home for the next few years.

The International Office of the North-West University will become your 'home away from home' during your time at the NWU and we are always here to assist you in any way we can. We view our university and this

campus as a space for academic freedom, exciting new prospects and personal growth. We trust that you will employ each and every day of your stay with us to strive for new knowledge and wisdom. May the NWU be a place where you are empowered to actively seek out the knowledge you require; a place where you will also grapple with challenging new concepts, explore the parameters of your intellectual talents and ultimately excel.

**Contact numbers:**

Potchefstroom: 018 299 2919/2948

Vanderbijlpark: 016 910 3114/3340/3093

Mafikeng: 018 398 2025/2464

- **Protection services**

Protection Services' mandate is to ensure a safe and secure campus environment within which balanced teaching, learning and research can flourish. In addition, Protection Services provides a range of additional services relating to the access of authorised students, staff and visitors in order to ensure a pleasant experience on our campuses.

Security Services require appropriate mechanisms that ensure that the Campus community, the property of the University, as well as the property of staff and students are at minimum risk. This sometimes necessitates measures that may cause inconvenience. However, it is the objective of Protection Services to provide the most efficient safety measures with the least possible inconvenience to staff and students.

- Furthermore, the Campus Protection Services is responsible for the issuing of student cards to all registered students of the University.



## **6.4 WEBSITES**

### **6.4.1 NWU School of Business & Governance**

Visit the website of the Business School ([commerce.nwu.ac.za/business-school](http://commerce.nwu.ac.za/business-school)) for the following information when or where applicable:

- FAQs (frequently asked questions): those questions that students ask;
- Schedules;
- Brochures;
- Rules;
- Study school programmes;
- Lists of textbooks.

### **6.4.2 North-West University**

Visit the website of the NWU ([nwu.ac.za/current-students](http://nwu.ac.za/current-students)) for information regarding:

- eFundi platform;
- Registration;
- Student accounts;