

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY (NUST)

YEARBOOK 2017

PART 8

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

(Note: The final interpretation of all regulations in this *Yearbook for the Harold Pupkewitz Graduate School of Business* shall be vested in Council).

NOTE

The *Yearbook for the Harold Pupkewitz Graduate School of Business* is valid for 2017 only. Curricula and syllabi may be amended for 2018.

It is obtainable free of charge from:

The Registrar
Namibia University of Science and Technology (NUST)
Private Bag 13388
Windhoek
NAMIBIA

Location: 13 Storch Street, Windhoek

Telephone: (+264-61) 207 2008 / 2118

Fax: (+264-61) 207 2113

Website: www.nust.na

E-mail: registrar@nust.na

Although the information contained in this Yearbook has been compiled as accurately as possible, Council and Senate accept no responsibility for any errors and omissions, which may occur. The University retains the right to amend regulations or conditions without prior notice.

Due to the rapidly changing external environment that many programmes operate in, and the University's desire to remain constantly relevant in its offerings, some programmes may be significantly amended after publication of this Yearbook. Please consult our website for the latest versions of our curricula, syllabi and academic regulations.

The fact that particulars of a specific programme, field of study, subject, or course have been included in this Yearbook does not necessarily mean that such a programme, field of study, subject, or course will be offered in the academic year 2017.

©Namibia University of Science and Technology/Office of the Registrar.

CONTACT DETAILS

Central Administration and Lecturers' Offices

Postal Address: Private Bag 13388, Windhoek, NAMIBIA
Street Address: 13 Storch Street, Windhoek, NAMIBIA
Student post to: Private Bag 13388, Windhoek, NAMIBIA
Website: www.nust.na
Email: registrar@nust.na

CENTRE FOR OPEN AND LIFELONG LEARNING

Postal Address: Private Bag 13388, Windhoek, NAMIBIA
Street Address: 13 Storch Street, Windhoek, NAMIBIA
Tel: 207 2081/2206
Fax: 207 2208
Website: www.nust.na/coll
E-mail: coll@nust.na

TELEPHONE NUMBERS

NUST Switchboard Operator:		207 9111
Office of the Vice Chancellor:	Vice Chancellor	207 2000/1-3
	Deputy Vice Chancellor: Administration and Finance	207 2004/5
	Deputy Vice Chancellor: Academic Affairs	207 2280/1
Office of the Registrar:	Registrar	207 2008/2118
	Assistant Registrar: Academic Administration	207 2351/2667
	Examinations Office	207 2027/2412
	Student Enquiries, Registrations, and Records	207 2056
Office of the Bursar:	Bursar	207 2007
Department of Student Services:	Dean of Students	207 2165
	Students Councillor	207 2270
	Cultural Department	207 2070
	Sports Department	207 2298
Students Representative Council:		207 2457
Information & Communications Technology:	Director	207 2275
Library & Information Services:	Library, Enquiries and Loan Counter	207 2022/2621
Hostels:		
Men: Shangri-La	Superintendent	207 2132
House Committee		207 2375
Call Office		229413/233130
Ladies: Mon Resa	Superintendent	207 2131
House Committee		207 2127
Call Office		229405/234193/233100
Ladies: Höpker	Superintendent	207 2131
House Committee		207 2130

NB: The international code in all numbers is +264-61

CONTENTS

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

	Page
Note	ii
Contact Details	iii
Contents	iv
Staff	1
Master of International Business (MIB)	2
Master of Leadership and Change Management (MLCM) (Revised Programme) (Phased in 2016)	12
Master of Leadership and Change Management (MLCM) (Phasing out from 2016)	19
Master of Business Administration (MBA)	24
Executive Master of Business Administration (EMBA)	29
Programme Information and Contacts	33

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

- Director** : **Prof. Grafton Whyte**, PhD, MBA (*CumLaude*), BA Hons.
- Professors** : **Prof. Frederick Ahwireng-Obeng**, PhD Economics, B.Sc. Hons.
Agric. Econ.
: **Prof. Neeta Baporikar**, D. Sc.: Mgmt. Studies, PhD: Mgmt., UB (Spl),
MBA
- Associate Professor** : **Prof. Samuel Mensah**, PhD Econ., M.Sc. Dev. Econ. B.Sc. Econ Hons., ABD
(Agric.Econ.)
- Senior Lecturer** : **Dr. Isaac Randa**, PhD (ML Sukhadia), M.Com., B.Com., CTPM (GIBS)
: **Dr Christina Swart-Opperman**, PhD, D. Phil., MA, BA Hons., BA
- Secretary** : **Rebecca Mujazu**, Dip: OMT (PoN)
Telephone Number : 061-207-2850
Fax Number : 061-207-2944
E-mail Address : rmujazu@nust.na
- Coordinator: Administrative Support** : **Dioné Izaks**, BA Hons. German (US), BA Media Studies (UNAM)
Telephone Number : 061-207-2981
Fax Number : 061-207-9981
E-mail Address : dizaks@nust.na
- Faculty Officer** : **Mercia Richards**, MLCM (NUST), B.Tech.: OMT (PoN)
Telephone Number : 061-207-2964
Fax Number : 061-207-2944
E-mail Address : mrichards@nust.na
- Manager: Academic Programmes:** : **James F van Rooi**, EMBA, HED, B.Econ.
Telephone Number : 061-207-2493
Fax Number : 061-207-2944
E-mail Address : jvanrooi@nust.na
- Manager: Executive Education Training** : **Cynthia Kauami**, M.Sc., MDP, B.Com.
- Visiting Professors** : **Theunis G Pelser**, PhD, M.Com
: **Strini Pillay**, PhD (KZN)
: **Zoran Mitrovic**, DTech (Informatics)
: **Sunday Babalola**, PhD
: **Chetty Rajendera**, PhD
: **F De Waal**, CA (SA), M.Com.
- Adjunct Lecturers** : **Hylton Villet**, PhD
: **Trevor Lake**, MBA, B.Sc.Eng
: **Jacqui Meyer**, LLM
: **F Mulungu**, PhD
: **Rosemary Sibanda**, DBL
: **Lovemore Matipira**, M.Sc.
: **Chris Magombedze**, PhD

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

CODE 55

MASTER OF INTERNATIONAL BUSINESS (MIB)

22MIIB

NOTE: The last intake for the MIB was in April 2012. This programme is being phased out systematically until 2017 with no disruption to existing students' learning and progression.

University's Statutes and Regulations

The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Master degrees by coursework and thesis or mini-thesis.

Programme Duration

Ordinarily the modular Master of International Business programme will be covered over a minimum period of two and half (2½) years, however if the thesis is carried out concurrently with other modules in the fourth phase then the programme can be completed in two (2) years.

The entire programme must be completed in maximum period of five (5) years from the date of first registration.

Programme Structure

The programme is divided into four phases: (i.) theory and practice of management, (ii.) value creating skills, (iii.) networking across cultures and (iv.) managing for results. All the modules in phases I to III are considered core management areas and are therefore compulsory for all the students except for exchange students who have covered the equivalent in other institutions. The modules in phase IV are optional and at least one area must be taken in addition to the core modules.

The course Business Information and Decision Processes is divided into three (3) parts: Systems thinking; Decision Making Methodologies and Business Intelligence. All the parts require adequate coverage and assessment.

Students will choose one of the following options to complete Phase 4:

- i. Enroll for only one group of specialisation modules together with a 1080 notional hour Thesis; the Thesis in this case shall be allocated 45 % of the programme's time;
- ii. Alternatively, enroll for two (2) phase four specialisation groups together with a Mini Thesis of 720 notional hours (30 % of the programme's time); or
- iii. Finally, opt for a semester abroad and a Mini Thesis of 720 notional hours.

Examination Admission

All modules assessed by both continuous assignments and/or tests and examination will require students to obtain a minimum continuous assessment (CA) mark of 40 % for them to be eligible to write the final examination in the particular module.

Programme Assessments

- i. The assessment outcomes listed in table 3 below are based on the National Qualification Framework (NQF) in Namibia and the Graduate Management Recruitment Agencies descriptors in Table 4;
- ii. Each of the modules must be passed with a final mark of 50 % comprising of assignments, tests and examination as appropriately indicated in table 3;
- iii. In the determination of the final score for passing a module, cognisance will be taken of the following:
 - a. A student must obtain a subminimum of 40 % in the examination.
 - b. A student will be given an opportunity to obtain a Continuous Assessment (CA) mark, which may be comprised of an assignment, a test or both.
 - c. Both the examination and the CA marks are added together proportionately according to the table below to obtain the final mark for passing the module which is 50 %.
 - d. In the case of a module not assessed by an examination, the entire final mark is deemed to come from the CA.

- iv. All the candidates are required to pass all the core or compulsory management modules in phases (I – III) before taking on the specialisation or optional modules in phase four (IV); only under exceptional circumstances may a student be allowed to proceed to phase IV without meeting this condition; and
- v. Students who fail to attend or pass particular modules in the programme will be required to continue in the following cohort or year. Such students will be expected to sit for second opportunity examination as appropriate, subject to the maximum programme duration allowed.

Table 3: Program Assessment Schedule

		Total Hours	NQF Level Outcomes	Test(s)	Assign	Exam	Total
Code	Module			%	%	%	%
TPM511M	Presentation & Communication		AF	20	80		100
2M-7M	Individual Presentation/Seminar		AF				
BID510C	Business Information and Decision Processes		BC	50		50	100
TPM515M	Accounting & Finance		DN	50		50	100
TPM516M	Human Resource Management		DN	50		50	100
TPM517M	Applied Economic Analysis		DN	50		50	100
	Phase 1: Summary	360					
8M-11M	Group Presentation/Seminar		FX		100		100
VCS521M	Intl. Marketing & Customer relationship		DN	40		60	100
VCS522M	Services Management and Logistics		DN	40		60	100
VCS523M	Managerial Accounting		DN	40		60	100
VCS524M	Management Simulation		BX		100		100
	Phase 2: Summary	288					
GRP536A	Group Project: Knowledge Acquisition						
NBC531A	Team Work Debriefing / Brief		FY				
NBC531B	Team Design & Role Games		FY		100		100
GRP536B	Group Project: Project Acquisition		DN				
NBC532M	Economics of Namibia and SADC Countries		CZN	40		60	100
NBC533M	Intercultural Management		DN	20	30	50	100

NBC534M	Negotiation & Conflict Management		CZN	20	30	50	100
NBC535M	International Business Law		DN	20	30	50	100
GRP536C	Group Project: Project Contracting		DN				
	Phase 3: Summary	312					
GRP545D	Group Project: Execution & Report		DN		100		100
	Elective 1		DN	20	30	50	100
	Elective 2		DN	20	30	50	100
	Elective 3		DN	20	30	50	100
EDP546M	Expert Delphi Panel / Open		FY		100		100
	Phase 4: Summary	312					
LRM547M	e-Learning Research Methodology	48	DN				
TSS5441/ MTS5442	Thesis / Mini Thesis	1080 / 720	AE		100		100
Total Hours		2400					

Table 4: Notes on the Descriptors A – Z

The Major Outcomes of the MIB Programme

- A Capacity for self-directed study and ability to work independently;
- B Advanced information retrieval, processing, analysis, synthesis and independent valuation of quantitative and qualitative data;
- C Identification, analysis and proposed responses to the real world on complex issues and problems drawing systematically and creatively on the principles, theories and methodologies of particular disciplines (in this case: International Trade and Logistics, Finance, and Entrepreneurship);
- D Comprehensive and systematic knowledge in a discipline or field (International Business) with specialist knowledge in an area at the forefront of that discipline or field (Trade, Finance or Entrepreneurship);
- E Planning and carrying out of a substantial piece of original research or scholarship to internationally recognised standards involving a high order of skill in analysis and critical evaluation;
- F Ability to present and communicate academic or professional work effectively, catering for a wide range of specialist and non-specialist audiences and/or in diverse genre;
- X Strong interpersonal and communication skills;
- Y Proven ability to perform; and
- Z Cultural fit with an organisation within a competitive business environment.

Module Descriptions

PHASE I: THEORY AND PRACTICE OF MANAGEMENT

Presentation and Communication - TPM511M

One of the major competencies expected from a Master programme graduate is to be “able to present and communicate academic or professional work effectively, catering for a wide range of specialist and non-specialist audiences and/or in diverse genres”. Although many opportunities exist during the programme to acquire and develop these skills, a firm basis is needed not only to ensure the communication and

presentation skills of the individual modules but also to enhance the learning experience and benefit of the fellow participants in the programme.

Business Information and Decision processes - BID510C

This course is part of the Theory and Practice of Management phase and is divided into three sections that support each other: Systems Thinking, Decision Making Methodologies and Business Intelligence.

The systems thinking introduce the essential concepts of complexity theory and insight into systems relating to the business environment, planning, learning processes, and information management. Rational decision-making is based on a systematic and systemic understanding of system elements and their interactions in any given situation. According to Peter Senge, systems are “perceived wholes whose elements must ‘hang together’ because they continually affect each other over time and operate toward a common purpose”.

The sustainable running of a project or an enterprise is based on an appropriate assessment of the underlying factors as represented by the information gathered – business intelligence and on an evaluation of the options available. Decision making methodologies address decisions in complex business set ups often encountered in competitive business environments that require choice in the associated methodologies to deal with particular situations; the second part of this course therefore gives workable insights to the practising manager on possible combination of techniques. It presents the methodologies for situational analysis and data processing techniques leading to an adequate information base for decision making. Business intelligence on the other hand is a process for increasing the competitive advantage of a business by the intelligent use of available data in decision-making and reporting. In this section special attention is given to the collection, collation and analysis of data. Various market research methods will be discussed. Different forecasting techniques will be investigated and the information technology support function will be outlined. Furthermore, methods of measuring business performance will be investigated, e.g. the Balanced Scorecard.

Thus, the course provides know-how together with tools to be applied in subsequent parts of the programme.

Accounting and Finance - TPM515M

Making sound business decisions means having good information and using it effectively. The principal goal of this course is to provide an understanding of financial information as presented in the financial statements and how this information can be used in financial planning and analysis of the enterprise. This course therefore, will cover the basic financial statements and how these financial statements are used to value and evaluate the performance of an enterprise for better business decisions. In addition, the course presents the fundamental concepts used in finance, thus emphasising basic financial literacy and the tasks associated with making responsible financial management decisions. Sources and uses of capital and functions of financial markets will be addressed to include time value of money, risk and return as well as fundamental aspects of investments management.

Human Resource Management - TPM516M

This course is designed to give a thorough foundation of Strategic Human Resource Management. The concept of “Strategic HRM” means that HR activities within an organisation should be directly linked to the wider overarching business goals, as well as to the internal and external environment in which the organisation operates. The aims of this course are to ensure that students: (i) develop a sound knowledge base of, and (ii) critically assess various aspects of human resource management that are of strategic relevance to work in the organisations.

Applied Economic Analysis - TPM517M

The main objective of this course is to facilitate critical economic thinking for optimal decision making. The participants will be prepared to apply theoretical economic concepts and principles in finding optimum solutions to practical economic problems that confront their businesses and communities as a whole.

PHASE II: VALUE CREATING SKILLS

Marketing and Customer Relations Management - VCS521M

International Marketing and Customers Relationship Management (CRM) is all about the management of marketing functions at national/international level as well as the identification of marketing-based international business opportunities and the understanding of the cultural factors in buyer behaviour.

It is about managers constructing and evaluating global and culturally adjusting marketing strategies to meet the various market challenges for their products. The second part however entails how marketing managers need to move from the customers' satisfaction tenet to a broader and more modern customers' relationship/intimacy tenet.

Services Management and Logistics - VCS522M

The aims of this course are to teach the student about the different links in the supply chain that cross international boundaries and enable the student to develop a supply chain for future business ventures. Beginning with the service encounter, service managers are required to blend together marketing, technology, people, and information to achieve a distinctive competitive advantage culminating in customer satisfaction.

Managerial Accounting - VCS523M

Decision-making in organisations is based on systematic sieving of relevant information that is available to managers on a daily basis. This course emphasises the use of accounting information by managers for decision-making. It is designed to impart skills required by managers to make use of information supplied by accounting systems in organisations. The course provides an in-depth exposure to the principles of managerial accounting through concepts, practices and skills needed to effectively use accounting information in managerial decision-making situation. In addition, this course provides skills required to appropriately evaluate managers' performance and control operations of the organisation.

Management Simulation Games - VCS524M

This course provides practical experience quickly and in a risk free environment. Emphasis is on the use of competencies gained in all the other modules to make effective business decisions in changing times and yet remain competitive. Participants team up in a multidisciplinary (self-managed) team faced with a real world situation and compete against other teams in simulating business decision making scenarios. This is a practical course establishing links between business management theory and business management in practice.

PHASE III: NETWORKING ACROSS CULTURES

Team Design and Role Games - NBC531M

The 2009 Global Corporate Recruiters Survey by the Graduate Management Admission Council (GMAC) identified the top three characteristics looked for in a job candidate: strong communication and interpersonal skills, proven ability to perform, and cultural fit with the company. Consequently, an important focus of the MIB programme is the team playing capabilities of the participants. In this context, it is not only crucial to receive adequate feedback as a team member but that tools and methods are also introduced which enable the participants to effectively design teams and assess their relationships and performance.

Intercultural Management – NBC533M

This course examines the impact of culture on communication and, therefore, interpersonal relationships. It identifies potential problems which might be encountered in team work, and provides directives regarding the variables that play a significant role in inter-cultural communication. The premise on which this course is based is that the individual and his/her culture are interlocking.

Economics of Namibia and SADC - NBC532M

The main objective of this course is to get the programme participants exposed to the operations and functioning of the Namibian economy as well as the economies of the SADC countries. The course begins by exposing the participants to the structure of the Namibian economy as well as its performance since the attainment of independence twenty years ago. The course deals mainly with performance policies within the CMA regime and covers the economic integration mechanisms not only within the region but also with regard to the ROW.

Negotiation and Conflict Management - NBC534M

This course serves to explore the negotiation process not only in terms of the local participants but also within an international environment. Not only are the negotiation styles debated but also the appropriate communicative approach analysed. Since the cultures of the negotiating parties often differ, conflict could arise. How to deal with potential conflicts and resolve such conflicts would also be examined and debated.

International Business Law - NBC535M

The objective of this course is to introduce the students to some of the legal considerations involved in doing business internationally. A brief review of the international legal framework will be followed by an examination of the international sale of goods and international investment flows. The examination of the international sale of goods will deal, inter alia, with the following: formation and performance of export contracts; some special forms of export contracts; standardisation of international trade terms (Incoterms); the international carriage of goods; payment and financing of the transaction; and insurance. The examination of international investment will include a discussion of the following: the types of foreign investment (FI); reasons for FI; incentives for FI; transfer of technology; joint ventures; principles of international business conduct. The alternative forms of dispute settlement available for resolving disputes that may arise in either the international trade or investment transaction which will be examined. Emphasis here will be on arbitration as the preferred method of dispute settlement.

**PHASE IV: SPECIALISATION (ELECTIVE) MODULES
INTERNATIONAL TRADE AND LOGISTICS****Global Supply Chain Management - ITL5411**

This module evaluates the strategic role of logistics and supply chain management in the modern global organisations. This is achieved through the examination of the principles of strategic supply chain management and their application to examples and case studies relating to a range of supply chain scenarios in relevant organisations. The nature and characteristics of global supply chains are explained. Transport options and inventory strategies are discussed. Various tools for supply chain mapping are applied to relevant examples. Emphasis is placed on the information needs for successful strategic supply chain management in a modern global organisation. Topics covered include the design and operation of logistics information systems, the use of key performance indicators and benchmarking. Structural issues relating to effective management structures, inter-company supply chain relationships, partnerships, strategic alliances and the emergence of the virtual supply chain organisations are explored in a global business context.

International Economics and Economic Cooperation - ITL5412

This module aims to provide a highly focused discussion of topics in International Economics. International Economics comprises two separate subject areas—international trade and international finance. The module commences with a detailed discussion of the theories of international trade and trade policy. This part of the module relies heavily on the tools of microeconomics and therefore can be called International Microeconomics. The second part of the module deals with issues in international finance and makes use of concepts and tools of macroeconomics. Topics included are a discussion of the foreign exchange market, exchange rate policy, international lending and financial crises, and operations of the open macro-economy under different exchange rate regimes. Finally the last part of the module will deal with the international and regional trade cooperation issues and breakthroughs, including the creation of regional free-trade area.

International Trade and Project Management - ITL5413

Discussions on this module centre on managing multiple projects/deadlines, and how the basic project management tools are applied to optimise resources (capital, time and human). In this module students will acquire relevant skills to manage international trade activities effectively while ensuring competitive advantage in initiating, planning, implementing, executing and closing international business ventures and collaborations. It is a primary cornerstone of this specialisation and will culminate with the preparation of an International Business Plan.

FINANCIAL MANAGEMENT (INTERNATIONAL TRADE RELATED)

Financial Institutions and Markets - FIM5421

As national boundaries become increasingly irrelevant in the global financial marketplace, students of business need a good understanding of the complex interrelationship between international financial markets and national macroeconomic policy-making. On the one hand, there is a growing appreciation of the potential of foreign exchange markets and stock markets to affect national macroeconomic performance. On the other hand, the turbulence experienced by many emerging and developed markets in recent years has raised the profile of international financial flows and substantially altered the incentives for international policy coordination. This self-contained module aims to alert students to these new realities and develop their interest in the operations of the international monetary and financial system via a combination of economic and political theory. The focus throughout is on the two-way interaction between international financial markets and institutions and how these interactions affect the national macroeconomic policy decisions.

Corporate Finance and Investment Management - FIM5422

Building on a summary review of the issues covered in International Financial Markets, Foundations of Finance and Corporate Finance, such as EMH, PD, CAPM, etc., the module provides an introduction to the general issues related to investments, asset allocation, securities, portfolios, and capital markets, followed by key issues relating to securities valuation, selection, and portfolio management. The three most important types of securities that are fundamental to investment choices – equities, bonds (fixed income), derivatives – will be analysed from the point of view of valuation, returns, risk, and portfolio choices. The role of cash and other alternate investments in an investment portfolio will also be discussed.

The module is designed to meet the expectations of two different types of target audiences at the graduate level. The first target group is those students who may be seriously contemplating a very lucrative but challenging career in the investments industry. The second target group is those students who are curious about investment techniques and strategies for their own personal investment choices.

Financial Risk Management - FIM5423

Unpredictable movements in exchange rates, interest rates, and commodity prices can affect not only a firm's market value, but also whether the firm will survive or not. The global financial crises in the late 1980s, 1990s and 2000s have definitely convinced many firms that risk management should play an important role in a firm's overall strategic development. In fact, lapses in risk control often lead to huge financial losses to a company. On the other hand, sound risk management practices can increase the market value of the firm. The purpose of this module is to offer a step-by-step approach to the development of a proper risk management strategy for a company. The module will focus on: the identification and measurement of a firm's exposure to financial risk; use of various financial instruments in managing the firm's exposure to risks; and implementation of a risk management programme.

A break-down in risk control system eventually costs the shareholder money, directly or indirectly, either by being forced to inject more capital or by seeing the value of equity fall when losses resulting from risk control failures becomes public knowledge. It is thus within every manager's interest to understand the impact of risk management to the market value of a firm.

ENTREPRENEURSHIP MANAGEMENT

Innovation and Process Management - ENM5431

This module is divided into two parts: part one is about technology management and involves an understanding of technology development process as an object of management and learning of the basic principles of the management of technology and innovation. Further it explores the impact of Japanese traditions and cultures on management industry and understanding of major factors influencing Japanese technology development and management practices. It proceeds to point out the sources of success and barriers to technological innovation in Japan. And finally it assesses the opportunities for successes in international collaboration amongst companies in technological development. The second part focuses on the development and management of new and existing products from a decision-making perspective. Successful innovation requires a balance of creativity and commercialisation. Both are explored in this module.

As product innovation is a multi-disciplinary field, this section, while focusing on marketing's role in product innovation, heavily relies on techniques that encompass engineering, research and development, management, production, and design.

International Perspective of SME Sector - ENM5432

Small and Medium Enterprises (SMEs) are the economic backbone of many developing countries. This module will focus on programmes that enhance their knowledge base and capabilities in order to increase their productivity and profitability based on international experiences and practices. Further it touches on the impact of SME's based on their rapid expansion on the environment brought about by their drastic changes in their production processes and inputs. Equally important is how to bring about sustainable development of SMEs to remain competitive nationally and internationally. This requires well-balanced economic, social and environmental dimensions in development. This module will cover all these dimensions and their policy instruments.

High Performance Management - ENM5433

This module covers the basics of performance management and then proceeds to performance updates and end-of-cycle reviews. In conducting all these it introduces the students to the aspects of developing & setting performance objectives including: introduction to performance objectives setting; developing measurable performance objectives; conducting an objective-setting discussion; performance action planning. Coaching and handling performance reviews by: giving and receiving performance feedback; coaching; conducting a performance update discussion; conducting an end-of-cycle performance appraisal; handling unacceptable performance. And finally, continuing development: career planning and professional development.

SUSTAINABLE DEVELOPMENT

SUD5442 - Management of Sustainable Projects

Governments are praised for their strength of vision, whilst criticised when it comes to the implementation the same visions. There is a shift away from an emphasis on large scale, big size, centralised responsibility, problem-solving, and externally focused projects, to small, adaptive, decentralised improvement and consumer focus in service delivery. Public managers of local development projects and programmes need to be able to execute what is prescribed by policy. Therefore, project management is about developing and implementing sustainable programmes and projects. In this module, students will be equipped with project management skills that will enable them to implement institutional policies effectively and efficiently. The module is based on sound theoretical and practical foundations, enabling the students to emerge from the module with a clear concept on how to apply the skills required for the project management cycle in practice within their specified work contexts.

SUD5441 - Economic Approaches to Local Development

This module aims at highlighting the basic concepts in sustainable development and showing some policy implications in selected relevant contexts. Special attention will be devoted to the focusing of general concepts and methodological issues, but empirical examples will be discussed, too.

The module starts by addressing the very definition of the local community and from that the local economy and the rationale for its consideration as a distinct entity within the development process, followed with the definition of sustainability from three aspects. The first is the economic perspective. This would assess sustainability in terms of market values, and from within the context of the development of the national economy. The second perspective is that of external economies, specifically with respect to the environment. The concept of sustainability is nowadays indissolubly bound with the debate on environmental issues. Finally, the role of the state is examined and a classification of policy options is presented.

The laboratories will look at international resolutions on the environment and sustainable development. This is followed by case studies that enable the student to look at experiences in sustainable local development in a variety of contexts, rural and urban, in developing and developed economic contexts. Finally specific spatial development programmes are discussed.

SUD5443 - Environmental Conservation and Protection

The world's natural resources have and continue to undergo changes due to "ego-centric" human exploitation. Exploitation means have evolved with advances in technology and human population growth. The human imprint on some of these resources has comprised their persistence ability. Therefore, the need for managers to understand the historical aspects of natural resources use in order to understand today's natural resources status. Furthermore, managers need to develop management plans according to the best available knowledge using the best available assessment and monitoring techniques. In addition, they need to be able to communicate their results to different audiences in a compelling way. In this module, students will be exposed to environmental history as a tool to understand current world resources problems and a range of techniques to monitor both the physical and biological resources and further introduce them to different methods of how to rely on the results.

INTEGRATED RESOURCE MANAGEMENT

IRM5453 - Energy Systems Management

This module is designed to provide the students with the methods, tools and perspectives to understand critique and influence the management of technical, economic, and policy choices regarding the options for energy generation, marketing, and use. In this regard, the focus of this module is on the technical, socio-economic, political and environmental impacts of energy consumption.

IRM5451 - Cleaner Production

Cleaner Production (CP) tools and techniques are becoming very popular in today's industry as they face the challenges of bridging the gap between competitive industrial production and environmental concerns. CP is more than just a technical solution. It has wide spread application at all decision-making levels in industry, with the chief focus on adoption of cleaner technologies and techniques within the industrial sector. Costly end-of-pipe pollution control systems are gradually being replaced with a strategy that reduces and avoids pollution and waste throughout the entire production cycle, from efficient use of raw materials, energy and water to the final product.

This module will seek to expose the participants to the concepts of cleaner production, its tools and techniques that are necessary to identify and apply CP in industries. The module will begin first by introducing the participants to the issues of impacts of conducting business to the environment in order for them to appreciate the necessity of changing the way production processes are designed and run. Then the details of CP concepts, approach and tools will be covered.

Through case studies, games and excursions, participants will be able to acquire the necessary CP knowledge and various CP option identification skills during the entire module and be able to apply them in their respective workplaces as they seek to plan and manage business processes.

IRM5452 - Economic Instruments for Environmental Management

Environmental economics places more emphasis on the central role of the market and focuses primarily on efficient allocation of scarce resources. Both environmental and ecological economics approaches provide valuable insights into a wide range of environmental issues such as the causes and control of pollution; resource degradation, depletion and remediation; congestion and urban sprawls, despoliation and privatization of the global commons, and they raise vital questions of intra and inter-generational equity and policy-making.

The environmental policy and management, currently embraced by the developed and developing countries alike, is divorced from the reality of economic policy and sustainable development. The developed countries having achieved high levels of economic development with unrestricted access to resources and unhindered by environmental concerns, have sought to protect their environment and ultimately their quality of life from the side effects of economic activity. However, the challenge for developing countries and transitional economies in this milieu is to identify and adopt instruments that integrate environmental and economic policy and that are parsimonious in their use of scarce developmental and management resources; instruments that allow differential response by economic units and adjust flexibly to changing circumstances. The focus of this module is to identify instruments of environmental management in developing countries and transitional economies which essentially is a search for instruments of sustainable development. Certain

economic instruments meet most of these conditions and are uniquely suited for the integration of environmental issues and economic policy and therefore can be designed to advance sustainable development.

Group Project - GRP535A/B/C and GRP545D

This is a management development training exercise and consolidates the students' understanding of management concepts through a consolidation of classroom-taught concepts as applied in solving real world management problems using consultancy projects. It is carried out by teams of 5-6 students using an integrated dataset and case problems. The project integrates all the formal teaching in Phases I - III, and trains students to be team players in multi-disciplinary management group settings. This is a competitive exercise assessed by a panel of three including external and internal assessors.

Expert Delphi Panel / Open - EDP546M

This is a structured review process designed to help students in assessing the validity for example of methods used to measure the value of management concepts and applications to resolve management issues. It is a tool for harnessing the views of geographically dispersed and anonymous group of experts in a particular field.

Other uses for Expert Delphi panels are in the surfacing and judging components of messy issues.

Research Methodology - LRM547M

This is a skills-based module and will provide an understanding of an integrated research methodology competency which will enable students to undertake a study commensurate with master's level research. The module will show how academic theory is developed and will provide research training in the individual components of research design, implementation and reporting. The module will outline the basic steps in the formulation of research questions and the way in which this should be used to derive a data specification and method of data collection. Strengths and weaknesses of different data collection methods will be emphasised and students will be encouraged to develop their own research skills.

Thesis/ Mini-thesis - MTS5441

The aim of this module is to develop the student's skills and ability to carry out an original investigation in a particular field of specialisation outlined in phase IV. The module is underpinned by LRM547M, e-Learning Research Methodology in which an appropriate thesis topic will have already been identified. Students will receive regular weekly supervision from their supervisor who will provide further guidance on methodology, literature sources and review techniques, specification of data requirements, data collection and analysis, and final presentation. The thesis/mini-thesis will normally be between 20 000 to 30 000 words. There are four types of research projects:

- i. a consultancy project agreed with your organisation focusing on significant strategic issues or a major operational change within the organisation;
- ii. an entrepreneurial project where the client could be an individual e.g. a business start-up or an organisation interested in the business;
- iii. an action research project where the research is centered around the participants work in an organisation and studying the impact of their interventions, and finally
- iv. a thesis/mini-thesis focusing on a particular topical issue or market of interest to the participant.

The major purpose of the Master's Research Project is careful application of an appropriate methodology and technologies to a relevant research topic. A Master's Research Project is not required or expected to result in new knowledge creation.

The Thesis/Project must be completed within the prescribed period from the date of registration. Failure to do so will result in re-registration of the Thesis.

**MASTER OF LEADERSHIP AND CHANGE MANAGEMENT (MLCM)
(Revised Programme) (Phased in 2016)**

09MLAM

Description

The development and implementation of the Master of Leadership and Change Management (MLCM) is a critical element to the realisation of the University's vision and Namibia's Vision 2030. The Namibia University of Science and Technology launched the first version of the MLCM programme in 2012. Therefore using that foundation as an invaluable learning platform provides an opportunity for the further review and development of the Master of Leadership and Change Management programme.

The MLCM has been specifically designed to prepare participants to meet the challenges of the ever changing organisational context globally whilst incorporating Namibian specific needs and issues. Graduates of the MLCM programme will not only be able to have career progression, but also contribute to organisational growth and effectiveness. The programme is fully aligned with requirements of the NUST Curriculum Framework, the National Qualifications Framework (NQF), and *European Foundation for Management Development (EFMD)*.

Statutes and Regulations

The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Master degrees by coursework and thesis or mini-thesis.

Admission Criteria

The MLCM will recruit suitably qualified applicants who are, or have the potential to become, change management leaders and capable of benefitting from, contributing to, and successfully completing the programme. In order to be considered for admission to this programme, prospective students must:

- Hold a recognised four-year Bachelor degree from a recognised institution, or an equivalent qualification at NQF Level 8, which shall include a component of supervised research or a recognised graduate degree with a research component;
- Have at least three years of work experience in a managerial capacity (i.e. responsibility for the work of a team of employees) and may include both pre and post qualification work experience;
- Demonstrate competency in English communication in business at post graduate level by either:
 - the fact that the undergraduate degree was done in the medium of English, or
 - successful completion of the International English Language Testing System (IELTS) at a minimum of band seven (7) or an equivalent test.
 - alternatively, proficiency in English language should be demonstrated at the appropriate level through written assessments under controlled conditions, while applicants may also be required to take part in an interview.
- Applicants will be required to write an admission test based on a simplified analytical skills test modelled in line with internationally recognised Admission Tests to Graduate Management Education GMAT® or computer based tests with similar predictive attributes concerning the applicant's general aptitude.
 - Alternatively, where appropriate, applicants are eligible to submit recent Graduate Management Admission Test (GMAT) results in lieu of the admission test.

Selection Process

- An evaluation of the applicant's academic records, other submissions including performance in the admission test and a personal letter providing reasons for wishing to enroll for the MLCM will be used for selection.
- Alternatively the assessment of achievement of a high diversity of prior experiences in different sectors through interviews might also be considered as a selection criterion in order to enhance the effectiveness of the programme.

Qualification Outcomes

Upon completing this programme, graduates will be able to:

- demonstrate a critical understanding of the strategic role of a leader as facilitator, coach and mentor in a variety of circumstances within an organisation;

- apply critical and evaluative competencies to solve complex organisational and managerial problems systemically in order to improve and sustain organisational performance through sound leadership and change management practices;
- evaluate the distinctiveness of transformational leadership and its creative value to the future of any organisation, in terms of setting an organisational culture and vision;
- evaluate and apply advanced management techniques, concepts, methodologies and diagnostic tools to a range of both strategic and operational issues;
- demonstrate the ability to adapt to changing environmental challenges both nationally and internationally in dealing with key stakeholder's expectations;
- evaluate current research and scholarship in the field of change management with reference to organisational governance, social responsibility and productivity issues;
- demonstrate an awareness of the imperative for honest reflection on both personal and professional strengths and weaknesses, as well as the opportunities for development and growth;
- communicate and network effectively at both operational, tactical and strategic levels;
- apply appropriate financial management and accounting concepts and techniques to organisational planning, control and strategic analysis to synthesise and achieve a greater level of organisational effectiveness; and
- plan and carry out a substantial piece of supervised research to internationally acceptable standards involving the application of a high order of skills in analysis and critical evaluation.

Fees Information

The fees charged for the Master of Leadership and Change Management programme covers tuition, books and course materials, but does not include accommodation and transport expenses which the participants will incur for their stay in Windhoek while attending the programme. The fees are payable in 2 installments per semester per module. A deposit with registration and final payment must be made before the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2017, please see the separate fees booklet.

Articulation Arrangements

Transfer of credits will be dealt with according to the University's regulations on Recognition of Prior Learning. These provide for course-by-course credits as well as credit transfer by volume under certain academic conditions. Maximum credit that can be granted is 50 % of the credits for a qualification excluding the mini-thesis.

The MLCM will provide access to further studies at NQF Level 10 in the same/similar cognate area of learning.

Mode of Delivery

This programme will be offered on part-time mode of study delivered by 2 x 3-day monthly weekend study schools per course supplemented by action learning sets meetings both during and outside study-school blocks.

Requirements for Qualification Award

This qualification will be awarded to candidates credited with a minimum of 240 credits (all at NQF Level 9), and who have met the detailed qualification requirements as set out below. Students are required to complete 11 compulsory courses (worth 132 credits), 2 elective courses (24 credits), and a mini-thesis (84 credits) in a minimum period of two years. In addition, candidates must meet the administrative and financial requirements as spelt out in the Yearbook of the Namibia University of Science and Technology.

Teaching and Learning Strategies

The requirements of the NQF underline the acquisition of cognitive skills and competencies exceeding knowledge and understanding of subject specific knowledge items and professional/technical competencies. The MLCM therefore focuses on the engagement of students in an interactive learning process in order to provide for the development of generic cognitive and intellectual skills, key transferable skills, and, as the case may be, subject specific and/or professional/technical and practical skills. This learning process will be facilitated both in and outside the classroom, requiring specific tasks to be carried out by the student individually and in a team. This facilitation will make use of, *inter alia*, lectures, practical projects, tutorials, case studies, problem based learning and individual and/or group work within blocks delivered in 2 x three day (Friday – Sunday) monthly study schools. The progress of learning embedded in such tasks will be monitored, recorded and assessed.

Assessment Strategies

Students will be assessed through diversified continuous assessment. These assessments will focus on the achievement of qualification outcomes and take the form of problem solving exercises, individual/group assignments and presentations, case study analyses, report writing, practical application of skills and competencies, tutorials, practical projects and tests. In addition, verbal defence of the mini-thesis may be required to ensure the work is indeed that of the student.

In specific courses that will require the administration of tests in line with AMBA requirements for programme rigour; such tests will be conducted in controlled environments similar to the institutional requirements for conduct of examinations. Where applicable, tests will carry a weight of 40 % in the total course grade with a sub-minimum of 40 % for a pass; the weighted arithmetic mean value of the remaining assessments will be assigned a weight of 60 %. The overall pass mark of the course taking into account the performance in both the test and other remaining assessments will be 50 %. The Mini-thesis will be assessed in accordance with the University's rules for studies at postgraduate level, including an oral defence of the thesis as applicable.

The Thesis must be completed within the prescribed time from date of registration. Failure to do so will result in re-registration.

Quality Assurance Requirements

Each course (please refer to the Detailed Qualification Requirements) will have one or more examiner and one moderator. The required minimum qualification of the moderator should be a Master degree in a related field of study or the person must be a well-respected expert in the field. Lecturing staff will set and mark assignments and tests which will, together with relevant study materials of that particular course and other materials containing course learning outcomes in the context of the qualification learning outcomes, be forwarded to the moderator for moderation purposes, thereby, ensuring quality of the assessments and the qualification as a whole. All MLCM courses will be externally moderated while the mini-thesis will be moderated in accordance with the University's rules on postgraduate studies.

Transition Arrangements

The Master of Leadership and Change Management (old curriculum) will be phased out systematically until 2019 with minimal disruption to existing student's learning progression. The last intake of 1st year students for the out-phasing programme (old curriculum) was in 2015.

Students who are registered in 2015 for the 1st year of the phasing-out programme (old curriculum), and who fail more than 50 % of the courses at the end of the year, will be required to change their registration to the revised programme (new curriculum) in 2016, and will be granted credits on a course-by-course basis in accordance with information in Table 1 below.

The Master of Leadership and Change Management (new curriculum) will take effect from July 2016. Courses will only be offered based on the revised syllabi in 2016. Students who fail any of the courses on the old curriculum will be required to repeat the failed course based on syllabi of revised corresponding courses as detailed in Table 1 below.

The deadline for completely phasing out of the Master of Leadership and Change Management (old curriculum) is 2019 after which students must automatically switch to the new programme and fulfil all requirements based on the new curriculum.

Table 1: Credit of Corresponding Courses

Course code	Master of Leadership and Change Management (Old curriculum)	Course code	Master of Leadership and Change Management (Corresponding New/Revised Courses To Be Done, If Failed)
1st Year			
PDP911M (Old MLCM)	Personal Development Planning	MSO911S	Managing Self and Organisations
OBE921M (EMBA)	Organisational Behaviour and Ethics	OBC911S	Organisational Behaviour and Communications
ODP931M (Old MLCM)	Organisational Development	ODM911S	Organisational Development and Change Management
LDP912M (EMBA)	Leadership	LDP912M	Leadership
RMD922M (EMBA)	Research Methodology	BRM910M (MBA)	Business Research Methods and Statistical Analysis
BPM932M (Old MLCM)	Business Process Management	BPM932M (Old MLCM)	Business Process Management
SUS942M (EMBA)	Sustainable Strategy	STM921S	Strategic Management
GVN952M (Old MLCM)	Governance	COG921S	Corporate Governance
2nd Year			
SUD5442 (MIB)	Sustainable Project Management	PTM912S	Project Management
VCS521M (MIB)	Marketing and Customer Relations Management	VCS521M	Marketing and Customer Relations Management
EPI923M (EMBA)	Entrepreneurship and Innovation	EPI923M	Entrepreneurship and Innovation
TPM515M (MIB)	Finance and Accounting	FAM911S	Finance and Accounting for Managers
MTS5442 (EMBA)	Mini-Thesis	TMA921S	Mini-Thesis

The following courses in the old curriculum that do not have corresponding courses in the new curriculum will be taught until the old curriculum are phased out completely in 2019:

- ERM941M Employees Relations Management
- MCC951M Managing Communications and Conflict

CURRICULUM

Year 1

Semester 1

Course Code	Course Title	Prerequisite
MSO911S	Managing Self and Organisations	None
OBC911S	Organisational Behaviour and Communication	None
ODM911S	Organisation Development and Change Management	None
FAM911S	Finance and Accounting for Managers	None
GBE911S	Global Business Environment	None

Semester 2

LDP912M (MLCM)	Leadership	None
BPM932M (MLCM)	Business Process Management	None
PTM912S	Project Management	None
STM921S	Strategic Management	None
COG921S	Corporate Governance	None

Year 2

Semester 3

BRM910M (MBA)	Business Research Methods and Statistical Analysis	None
---------------	--	------

Plus any two of the following elective courses:

VCS521M (MBA)	Marketing and Customer Relationship Management	None
EPI923M (MLCM)	Entrepreneurship and Innovation	None
PMM911S	Performance Management	Organisational Behaviour and Strategic Management

Semester 4

TMA921S	Mini-Thesis	Business Research Methods and Statistical Analysis
---------	-------------	--

Module Descriptions (New)

Managing Self and Organisations

This course provides students with the opportunity to manage self, develop personal and interpersonal skills needed for their personal and professional spheres. Examples of such skills include: Personal skills like self-awareness, time and stress management, creative and critical thinking, life-long learning; interpersonal skills like effective communication, collaborative and cooperative approaches, negotiations and conflict management, group skills like team building, team work, and change management.

On successful completion of this course students will be able to critically analyse and evaluate concepts, develop reflective practice in the context of self as students, individual professionals and team leaders.

Organisational Behaviour and Communication

The aim of this course is to expose students to different facets of organisation behaviour and in the process give students practical skills and knowledge about organisational behaviour and communication strategies. Students are expected to appreciate that organisational behaviour focuses on behavior – individuals, in groups or teams and as an organisation. The students are also expected to understand/know individual versus group dynamics and how groups or teams operate and contribute to organisation performance and effectiveness.

Organisation Development and Change Management

The aim of this course is to expose students to planned, systematic change through strategic restructuring, effective human resource utilisation, effective use of technology; and re-design of organisational structures and boundaries. The course will enable students to appreciate transformation of businesses as a central managerial challenge for business leaders, requiring a coordinated effort to reframe, restructure, revitalise and renew organisations. Students will be aware that transformation is a multi-track change process demanding attention to issues of organisation direction, the identification of new business opportunities, customer delivery, and the mobilisation of people to optimise the redesign of organisations.

Finance and Accounting for Managers

The aim of this course is to illustrate how effective use of financial information embedded within the accounting function can improve organisational decision-making and performance. By examining the design and operation of accounting systems, external users such as investors, or internal users, managers are enabled to use financial information effectively. The course aims to significantly empower managers through the understanding of finance related frameworks needed to manage organisations. It provides participants with the ability to identify and to critically evaluate a range of finance related issues and frameworks.

Ultimately, the course is designed to help students apply appropriate Management Accounting and Financial Management techniques to achieve a greater level of effectiveness in strategic analysis, planning and control, both in the long and short term.

Global Business Environment

The course focuses on helping students to develop the ability to evaluate the global business environment in the context of multinational firms operations. It seeks to analyse multinational businesses response to threats and opportunities in the global business environment.

It also aims to show how international business is affected by different types of environmental factors like, economic, political, social, technological, financial and cultural factors. The course discusses the relevance of international institutions, governments and nongovernmental organisations to international business. Besides, the course focuses on the international business while anchored on the local environment. The course also addresses various theories of international trade, foreign direct investment, foreign exchange market and political economy of the global business environment.

Project Management

The purpose of this course is to provide knowledge, understanding and critical awareness of contemporary approaches to the strategic and operational issues surrounding project management and business process management. The course examines planning and controlling a project environment and considers a wide range of issues and events that may impact on the success of a project. The course will enable the student to evaluate critically the unique and multi-elemental nature of projects and to instill the motivation and commitment needed to develop and implement projects in a professional manner.

Strategic Management

The course aims to enable and develop the student to understand concepts and critically analyse facets of strategic management in organisations. Especially in the application of types of strategies - resource based strategy, business and corporate strategies. Further, it proposes to analyse dimensions of strategic dynamics and management including corporate cultures, and stakeholder configurations as well as evaluate these systems and their integration into corporate management strategies.

On the basis of classical and contemporary research in strategic management, management ethics, legal frameworks and corporate social responsibility the student will be introduced to the different approaches of strategy and how they are reflected in management and organisation practice.

Corporate Governance

This course aims to provide students with the necessary competencies to apply an integrative approach to good governance by including principles of good social, ethical and environmental practice. This course aims to develop a critical understanding of the nature, behaviour and outcomes associated with the social, economic, political and legal systems that govern the modern corporation, understand the key roles and relationships through which corporate governance is realised, recognise key pressures for reform in national corporate governance systems and appreciate some of the ethical issues that arise in relation to corporate activity and explore the inter-relationship between corporate, societal and personal values.

Performance Management

The course aims to equip the students with an understanding of performance management, process, models and the linkage for effective strategic management. The course aims to significantly empower students through the understanding of performance management related frameworks needed to manage organisations. It provides students with the ability to identify and to critically evaluate a range of issues and frameworks for creating high performance organisations. Ultimately, the course is designed to help students to apply appropriate management techniques and tools including benchmarking to achieve a greater level of performance both at individual and organisational level in the long term.

Mini-Thesis

This course aims at enabling students to apply their theoretical knowledge and research skills in addressing a research question(s) or problem(s).

MASTER OF LEADERSHIP AND CHANGE MANAGEMENT (MLCM)
(Phasing out from 2016)**09MLCM****NQF Level: 9****NQF Credits: 240****NQF Qualification ID: Q0274****Description**

The Master of Leadership and Change Management (MLCM) programme is designed to educate and develop leaders in the public and private sectors, state-owned enterprises and non-governmental organisations to improve the efficiency, productivity and effectiveness of their organisations. This Master's programme adds value by developing skilled, flexible and adaptable leaders to play a pivotal role in organisational change. Graduates of this programme will be able to enhance organisational competitiveness that can lead to value-added economic activity and thereby contribute significantly to Namibia's National Development Programmes and Vision 2030.

Statutes and Regulations

The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Master degrees by coursework and thesis or mini-thesis.

Admission Requirements

The requirements for admission to the Master of Leadership and Change Management programme are as follows:

- i. A recognised four-year Bachelor degree from a recognised institution, or an equivalent qualification at NQF Level 8, which shall include a component of supervised research or a recognised graduate degree with a research component;
- ii. At least three years' work experience in a managerial capacity (i.e. responsible for the work of a team of employees);
- iii. Access to a computer and the internet is advisable;
- iv. Competency in English communication in business at post-graduate level demonstrated by either:
 - the fact that the undergraduate degree was done in the medium of English, or
 - successful completion of the International English Language Testing System (IELTS) at a minimum of
 - band seven (7), or an equivalent test.

Exceptions to the above requirements may be based on the Recognition of Prior Learning (RPL) whereby candidates will be required to demonstrate through rigorous assessments that they possess the necessary competences to succeed in the programme.

An evaluation of the applicant's academic record and a letter of motivation for wishing to enroll for the MLCM will be used for initial short-listing. Candidates on the final shortlist may be invited to a selection panel interview.

Qualification Outcomes

Upon completing this programme, students will be able to:

- demonstrate a deepened understanding of the strategic role of a leader as facilitator, coach and mentor in a variety of circumstances within an organisation;
- apply critical and evaluative competencies to solve complex organisational and managerial problems in order to improve and sustain organisational performance;
- evaluate the distinctiveness of transformational leadership and its creative value to the future of any organisation, in terms of setting an organisational culture and vision;
- evaluate and apply management techniques, concepts, methodologies and diagnostic tools to a range of strategic and operational issues;
- deal constructively with the dynamics of key stakeholders' expectations and demonstrate the ability to adapt to changing environmental challenges;
- evaluate current research and scholarship in the field of change management with special regard to ethical issues;

- demonstrate an awareness of the imperative for reflection on personal and professional strengths and weaknesses, as well as the ability to identify the opportunities for development and growth;
- communicate and network effectively at a strategic level;
- plan and carry out a substantial piece of original research to internationally-recognised standards involving a high order of skill in analysis and critical evaluation.

Programme Duration

Ordinarily the course-work for the Master of Leadership and Change Management programme will be covered over a period of one and a half (1½) years. Unless the Mini-thesis is completed concurrently with coursework the programme will usually take two (2) years to complete. The entire programme must be completed in a maximum period of four (4) years from the date of first registration, with due approval of documented appeals for extensions by the students.

Fees Information

The fees charged for the Master of Leadership and Change Management programme covers tuition, books and course materials, but does not include accommodation and transport expenses which the participants will incur for their stay in Windhoek while attending the programme. The fees are payable in 2 installments per semester per module. A deposit with registration and final payment must be made before the commencement of the examinations/tests at the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2017 Fees, please see the separate fees booklet.

Mode of Delivery

This programme will be offered on the part-time mode of study delivered by one 3-day weekend study-school in Windhoek every month, supplemented by action learning outside study-school blocks. Typically students will be expected to do readings for each course in the week prior to its study-school, and complete assignments for the course in the fortnight following the study-school. Exams will be scheduled approximately each quarter and will cover all the courses completed immediately prior.

PROGRAMME STRUCTURE

CURRICULUM

Semester 1

Course Code	Course Title	Prerequisite	NQF Level	NQF Credits
PDP921M	Personal Development	None	9	12
ODP931M	Organisation Development	None	9	12
ERM941M	Employee Relations Management	None	9	12
MCC951M	Managing Communications and Conflict	None	9	12
OBE921M	Organisational Behaviour and Ethics	None	9	12

Semester 2

LDP912M	Leadership	None	9	12
BPM932M	Business Process Management	None	9	12
SUS942M	Sustainable Strategy	None	9	12
GVN952M	Governance	None	9	12
RMD922M	Research Methodology	None	9	12

Semester 3

SUD5442	Sustainable Project Management	None	9	12
---------	--------------------------------	------	---	----

Any two of the following Elective Courses:

VCS521M	Marketing and Customer Relationship Management	None	9	12
---------	--	------	---	----

EPI923M	Entrepreneurship and Innovation	None	9	12
---------	---------------------------------	------	---	----

TPM515M	Finance and Accounting	None	9	12
---------	------------------------	------	---	----

Semester 4

MTS5442	Mini-Thesis	Research Methodology	9	84
---------	-------------	----------------------	---	----

Assessment Strategies

Participants will be assessed through both continuous formative and summative assessments focused on the achievement of qualification outcomes. These assessments could take the form of problem solving exercises, individual/group assignments and presentations, case studies, report writing, practical application of skills and competencies, tutorials, practical projects, tests and/or examinations.

All the M.LCM courses will be assessed by Continuous Assessment.

The Mini-Thesis will be assessed in accordance with the University's rules and regulations on postgraduate studies and must be completed within the prescribed time. Failure to do so will result in re-registration for the Thesis.

Students will be allowed two examination attempts with a particular Continuous Assessment (CA) mark only. Failure to achieve an overall pass mark in any of these attempts will automatically render the CA mark not usable for further examination attempts. Students will subsequently be required to re-register for that particular module.

Module Descriptions**Core Modules****Personal Development Planning**

This course provides students with the opportunity to develop the personal and inter-personal skills needed in their personal, academic and professional spheres. On successful completion of this course students will be able to analyse critically and evaluate the concepts of action learning and reflective practice in the context of their personal development as students, professionals, team leaders and as individuals.

Organisational Behaviour and Ethics

This course will provide the knowledge, skills and values to undertake an organisational diagnosis of an organisation's supervisory/managerial environment; identify appropriate methodologies for improving organisational and individual performance and be able to gain approval for and implement agreed interventions. Students will learn how managers optimise employees' contribution to creating stakeholder value and sustainable competitive advantage ethically in different operating environments.

Organisational Development

This course will develop competencies to optimise the productivity, efficiency and effectiveness of organisation systems. Students will learn to evaluate and lead the transformation of organisations through implementing processes that leads to enhanced organisational performance metrics and sustained change.

Employee Relations Management

This course seeks to instill competencies to evaluate the employee relations environment of an organisation, develop alternative approaches and outcomes and decide on the most appropriate systems and culture to optimise productivity in the organisation. Students will learn to evaluate and manage sources of co-operation and conflict between the actors (State, Employers and Employees) to optimise organisational productivity, efficiency and sustainability and evaluate decisions within the situational frames of reference.

Managing Communications & Conflict

This course aims to explore the range of communication options available in managing and leading change including options to enhance employee participation, negotiation and managing conflict at individual, team and group levels. Students will learn to evaluate the effects of communication, consultation, negotiation and conflict management systems on organisational productivity and efficiency in the case of individual, teams and group contexts.

Leadership

This course seeks to enable the development and implementation of innovative solutions to organisational challenges drawing on leadership and management theories and methodologies. Students will learn to make competitive managerial and leadership related decisions using critical and creative thinking.

Research Methodology

This skills-based course focuses on providing students with in-depth knowledge and understanding of the necessary skills to complete a substantial piece of original research in business and management. It is designed to equip students to carry out research projects independently and/or evaluate research evidence for application in the business environment and/or within any organisation they might find themselves.

Business Process Management

This course addresses innovation and business process management in promoting the sustainable growth of organisations. In particular, it examines key aspects of how organisational leadership understands and improves its business processes for the delivery of sustainable improvement in business performance. Students will learn to produce a justified and costed business process improvement plan taking account of the organisational context and the requirements of sustainable change.

Sustainable Strategy

This course provides the skills to analyse and synthesise information pertaining to creating strategies and at the same time ensuring the sustainability of organisations. Students who complete this course will have the knowledge, skills and values to do a situational analysis; to evaluate the executive environment; to apply a strategic management process; to evaluate an organisation's resources and competitive position; and to recommend and assess a competitive strategy for implementation.

Governance

This course aims to provide students with the necessary competencies to apply an integrative approach to good governance by including principles of good social, ethical and environmental practice. Students will learn to evaluate and apply appropriate governance control measures to optimise organisational performance and sustainability by integrating social, ethical, financial and environmental practice.

Sustainable Project Management

This course centres on managing multiple projects/deadlines, and how the basic project management tools are applied to optimise resources (capital, time and human). Students will learn to apply project management skills that will enable them to implement policies effectively and efficiently in any business context.

ELECTIVE MODULES

Marketing & Customer Relationships

This course will focus on marketing as one of the fundamental areas of business management, with application also to government and not-for-profit organisations. It will provide an orientation to the analysis, planning, implementation, and control of the marketing function in an organisation. By integrating theoretical foundations and practical considerations students will gain a comprehensive understanding of the marketing decisions that African managers in general are faced with.

Entrepreneurship and Innovation

This course focuses on businesses that are not intended to be small throughout their duration, but rather those businesses that with hard work and good luck can be expected to develop into large and complex enterprises. A key vehicle is the business plan which helps engage and energise the founding team, investors, strategic partners and vendors. Entrepreneurship teaches the entire spectrum of entrepreneurial activity and skills through the team development of a business plan.

Finance & Accounting

The principal goal of this course is to provide an understanding of financial information as presented in the financial statements and how this information can be used in financial planning and valuation of the enterprise. This course, therefore, will cover the basic financial statements and how these financial statements are used to evaluate the performance of an enterprise for better business decisions.

COMPULSORY MINI-THESIS

This course aims at enabling students to apply their theoretical knowledge and research skills in addressing a research question(s) or problem(s). Students will demonstrate an in-depth knowledge and understanding of a relevant area of business and management theory and practice by conducting research under supervision and produce a comprehensive research report. The mini-thesis will normally be between 20 000 to 30 000 words. There are four types of research projects:

- i. a consultancy project agreed with your organisation focusing on significant strategic issues or a major operational changes within the organisation;
- ii. an entrepreneurial consultancy project where the client could be an individual e.g. a business start-up or an organisation interested in a particular business;
- iii. an action research project where the research is centered around the participant's work in an organisation and studying the impact of their interventions, and finally
- iv. a thesis/mini-thesis focusing on a particular topical issue or market of interest to the participant.

The major purpose of the Master's Research Project is careful application of an appropriate methodology and technologies to a relevant research topic. A Master's Research Project is not required or expected to result in new knowledge creation.

MASTER OF BUSINESS ADMINISTRATION (MBA)

09MBA

NQF Level: 9

NQF Credits: 240

NQF Qualification ID: Q0483

Description

The Master of Business Administration (MBA) is a postgraduate programme, registered at NQF level 9, and replaces the modular Master of International Business (MIB). This programme aims at developing a critical awareness and an integrated understanding of organisational management amongst students, as well as their ability to take on leadership and management roles in public, private and not-for-profit organisations of different sizes and structures as managers and business specialists.

Statutes and Regulations

The programme shall be offered within the University's, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Master degrees by coursework and thesis or mini-thesis.

Qualification Outcomes

Upon completing this programme, students will be able to:

- Apply consistently in-depth knowledge and theories of business and management, based on previous work experience and advanced study in critically reflexive, creative and novel ways to address the inherent complex practical and theoretical problems of organisations and businesses;
- Operate independently in a business environment, and take full responsibility and accountability for their work, including leading/initiating processes and systems, as well as applying sound resources management and governance practices;
- Design and implement strategies for systematically and creatively processing and managing organisational information, and make sound judgments in the absence of complete data involving analysis and synthesis;
- Solve complex and unstructured business problems in unpredictable contexts based on an understanding of the relationships of internal and external stakeholders;
- Interact effectively within a multicultural team, make autonomous ethical decisions dealing with emerging complex organisational or professional issues, and contribute to the development of ethical organisational standards;
- Communicate clearly and comprehensively, both orally and in writing, complex and sophisticated business ideas as well as research findings at a high level using a range of formats and media targeting specialist and non-specialist audiences; and
- Plan and carry out a substantial piece of original research to internationally recognised standards aimed at solving real business, organisation and world problems.

Admission Requirements

In order to be considered for admission to this programme, applicants must:

- I. Hold a recognised four-year Bachelor degree from a recognised institution, or an equivalent qualification at NQF Level 8, which must include a component of supervised research, or a recognised graduate degree with a research component;
- II. Have at least two years appropriate business and managerial experience in a government, corporate, entrepreneurial, or equally relevant setting;
- III. Be employed or self-employed, at the required level, for the duration of the programme;

Applicants will be required to write an admission test based on a simplified analytical skills test modelled in line with internationally recognised Admission Tests to Graduate Management Education GMAT® or computer based tests with similar predictive attributes concerning the applicant's general aptitude. Additionally, proficiency in English language should be demonstrated at the appropriate level through written assessments under controlled conditions, while applicants may also be required to take part in an interview.

Alternatively, where appropriate, applicants are eligible to submit recent Graduate Management Admission Test (GMAT) results in lieu of the admission test.

Selection Process

An evaluation of the applicant's academic records, other submissions including performance in the admission test and a personal letter providing reasons for wishing to enroll for the MBA will be used for selection.

The achievement of a high diversity of prior experiences in different sectors might also be considered as a selection criterion in order to enhance learning experience of all participants.

Programme Duration

Ordinarily the course-work for the Master of Business Administration (MBA) programme will be covered over a period of two years.

The entire programme must be completed in a maximum period of four (4) years from the date of registration.

Fees Information

The fees charged for the Master of Business Administration programme covers tuition, books and course materials, but does not include accommodation and transport expenses which the participants will incur for their stay in Windhoek while attending the programme. The fees are payable in 2 installments per semester. A deposit with registration and final payment must be made before the commencement of the following semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2017 Fees, please see the separate Fees Booklet.

Mode of Delivery

The MBA programme will be offered on the part-time mode of study delivered by 2 x 3 day monthly weekend study schools per course supplement by action learning sets meetings both during and outside study school blocks.

PROGRAMME STRUCTURE**CURRICULUM****Semester 1**

Course Code	Course Title	Prerequisite	NQF Level	NQF Credits
ISB910M	Information Systems Management and Business Communication	None	9	12
SHM910M	Strategic Human Resources Management	None	9	12
BEA910M	Business Economic Analysis	None	9	12
FRC910M	Financial Reporting and Control	None	9	12
SOM910M	Service Operations Management	None	9	12

Semester 2

BLE920M	Business Law and Ethics	None	9	12
VCS521M	Marketing and Customer Relationship Management	None	9	12
SUS942M	Sustainable Strategy	None	9	12
FMA920M	Financial Management	None	9	12

Any one of the following Elective Courses:

EPI923M	Entrepreneurship and Innovation	None	9	12
BPM932M	Business Process Management	None	9	12
SUD5442	Sustainable Project Management	None	9	12

Semester 3

BRM910M	Business Research Methods and Statistical Analysis	None	9	12
---------	--	------	---	----

Semester 4

MTH910M	Thesis	Business Research Methods and Statistical Analysis	9	108
---------	--------	--	---	-----

Assessment Strategies

Participants will be assessed through both continuous formative and summative assessments focused on the achievement of qualification outcomes. These assessments could take the form of problem solving exercises, individual/group assignments and presentations, case studies, report writing, practical application of skills and competencies, tutorials, practical projects and tests. The writing of the transfer papers and the feedback of their supervisors will prepare the students for their work on the final thesis. To obtain a final pass mark, a student must attain at least 50 % in each course.

In specific courses that will require the administration of tests in line with AMBA requirements, such tests will be conducted in controlled environments similar to the institutional requirements for examinations. Tests will carry a weight of 40 % in the total course grade with a subminimum of 40 % for a pass; the arithmetic mean value of the remaining assessments will be assigned a weight of 60 %.

Students must obtain an overall final mark of at least 50 % to pass each course. The assessments will be designed to ensure that the learning outcomes of a particular course are attained.

The Mini-Thesis will be assessed in accordance with the University's rules and regulations on postgraduate studies and must be completed within the prescribed time. Failure to do so will result in re-registration for the Thesis.

Module Descriptions

Core Modules

Information Systems Management and Business Communication

This course is designed to enable students to evaluate how software systems can be leveraged to improve organisational control and performance, and thus enhance competitiveness.

Furthermore, the course imparts skills that are essential for business managers in the current technological age through the exploitation of the great processing power and analytical capabilities that are often embedded in computer systems in order to give a business organisation competitive advantage in the market place.

Strategic Human Resources Management

The aim of this course is to examine the context of strategic human resource management (SHRM) in the organisation by developing a framework for the practice of SHRM, exploring how managers develop and implement effective and efficient human resource practices that support the strategic and business objectives of their firms.

Business Economic Analysis

This course aims to provide an overview of the main principles, theories and techniques of economics and their relevance to the management of enterprises in market economies. The main analytical framework for the course rests upon two building blocks. The first is that human behaviour is aptly characterised by the rational actor paradigm. Secondly, the art of business is moving assets from lower valued uses to higher valued uses.

Financial Reporting and Control

The aim of this course is to illustrate how effective use of financial information embedded within the accounting function can improve organisational decision-making. By examining the design and operation of accounting systems, external users such as investors, or internal users, managers are enabled to use financial information effectively.

Service Operations Management

The primary aim of this course is to provide students with a comprehensive understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service organisation requiring a strategy for providing service, which matches the target market with the strengths of the service company.

Business Law and Ethics

The aim of this course is to provide an interdisciplinary approach to the study of the legal, ethical, political and regulatory environment in which the business community locally and internationally functions.

Marketing and Customer Relationship Management

This course will focus on marketing as one of the fundamental areas of business management, with application also to government and not-for-profit organisations. It will provide an orientation to the analysis, planning, implementation, and control of the marketing function in an organisation. By integrating theoretical foundations and practical considerations students will gain a comprehensive understanding of the marketing decisions that African managers in general are faced with.

Sustainable Strategy

This course provides the skills to analyse and synthesise information pertaining to creating strategies and at the same time ensuring the sustainability of organisations. Students who complete this course will have the knowledge, skills and values to do a situational analysis; to evaluate the executive environment; to apply a strategic management process; to evaluate an organisation's resources and competitive position; and to recommend and assess a competitive strategy for implementation.

Financial Management

The aim of this course is to enable students to critically evaluate the fundamental concepts and theories of modern financial management and analyse how these can be effectively applied in both national and multinational organisations to enhance and sustain shareholders value.

ELECTIVE MODULES**One (1) of the following three (3)****Entrepreneurship and Innovation**

This course focuses on businesses that are not intended to be small throughout their duration, but rather those businesses that with hard work and good luck can be expected to develop into large and complex enterprises. A key vehicle is the business plan which helps engage and energise the founding team, investors, strategic partners and vendors. Entrepreneurship teaches the entire spectrum of entrepreneurial activity and skills through the team development of a business plan.

Business Process Management

This course addresses innovation and business process management in promoting the sustainable growth of organisations. In particular, it examines key aspects of how organisational leadership understands and improves its business processes for the delivery of sustainable improvement in business performance. Students will learn to produce a justified and costed business process improvement plan taking account of the organisational context and the requirements of sustainable change.

Sustainable Project Management

This course centres on managing multiple projects/deadlines, and how the basic project management tools are applied to optimise resources (capital, time and human). Students will learn to apply project management skills that will enable them to implement policies effectively and efficiently in any business context.

Compulsory

Business Research Methods and Statistical Analysis (BRMSA)

The BRMSA course is a skill-based course which focuses on providing students with in-depth knowledge and understanding of the necessary competencies to complete a substantial piece of original research in Business and Management.

Thesis

This course aims to equip students in the field of Business Administration with knowledge and skills to plan and conduct a substantial piece of original applied research to internationally recognised standards, as well as guiding them to produce scientific papers based on the findings of their research projects.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION – EMBA**09EMBA****NQF Level: 9****NQF Credits: 240****NQF Qualification ID: Q0484****Description**

The Executive Master of Business Administration (EMBA) is registered at level 9 of the NQF. The programme specifically targets experienced and senior management professionals, or senior business specialists, and builds on the competencies of qualifying degrees at NQF level 8, or equivalent. This Master's programme will provide students with competencies that will enable them to lead innovative business growth and administrative reforms. The programme adds value by capacitating students to demonstrate an integrated, critical awareness and understanding of the management of organisations in an international environment.

Statutes and Regulations

The programme shall be offered within the University's Statutes, general rules and guidelines. Thus, the rules in this Yearbook must be interpreted in line with the University's General Academic Regulations for Master degrees by coursework and thesis or mini-thesis.

Qualification Outcomes

Upon completing this programme, students will be able to:

- Organise and manage activities responsibly and effectively as individuals and as members of a team, group, organisation and community through personal planning and use of appropriate Information and Communication Technologies (ICTs);
- Demonstrate deepened knowledge of the world as a set of socially, psychologically, biologically and physically related systems and the nexus between such social systems and managerial challenges;
- Appraise and apply market based and resource based concepts of strategic management and executive action within their social and legal framework;
- Evaluate and demonstrate social and conceptual leadership capabilities towards innovation and organisational effectiveness;
- Apply advanced leadership and management skills in cultural and ethical responsiveness across a range of social contexts;
- Reason critically and holistically using qualitative and quantitative methods, as well as philosophical enquiry in decision making;
- Develop and implement innovative solutions to organisational challenges, including sustainable growth, by drawing on leadership and management theories and methodologies;
- Plan and carry out a substantial piece of original research to internationally recognised standards involving a high order of skill in analysis and critical evaluation aimed at solving real world problems.

Admission Requirements

In order to be considered for admission to this programme, applicants must:

- Hold a recognised four-year Bachelor degree from a recognised institution, or an equivalent qualification at NQF Level 8, which shall include a component of supervised research, or a recognised graduate degree with a research component;
- Have at least five years' appropriate managerial experience and is working at senior / executive level or has a successful record in ambitious, growth-oriented entrepreneurship;
- Be employed or self-employed, at the required level, for the duration of the programme.

An evaluation of the applicant's academic record and a personal letter providing reasons for wishing to enroll for the EMBA will be used for selection purposes.

The HP-GSB will introduce additional criteria in compliance with internationally recognised Admission Tests to Graduate Management Education, e.g. GMAT® or computer based tests and interviews with similar predictive attributes concerning the applicant's aptitude. A simplified analytical skill test modeled according to the GMAT® will be used in the selection process. Additionally, proficiency in English language should be demonstrated at the appropriate level through written assessments under controlled conditions, while applicants may also be required to take part in an interview.

Programme Duration

Ordinarily the course-work for the Executive Master of Business Administration (MBA) programme will be covered over a period of two years. The entire programme must be completed in a maximum period of four (4) years from the date of registration, with due approval of documented appeals for extensions by the students.

Fees Information

The Executive Master of Business Administration programme covers tuition, books, course materials and travelling and subsistence for the two week International residency, but does not include accommodation and transport expenses which the participants will incur for their stay in Windhoek while attending the programme. The fees are payable in 2 installments per semester. A deposit with registration and final payment must be made before the commencement of the examinations, before the end of the semester. Any different arrangement shall be negotiated between the student and the Bursar's Office, and confirmed in writing to the programme coordinator.

For 2017 Fees, please see the separate Fees Booklet.

Mode of Delivery

This programme will be offered on the part-time mode and will be conducted in short blocks (8-9 days consecutively). Every block release session will be preceded by a phase of self-directed preparation and learning, and succeeded by a phase of deepening the course content through self-directed research and learning activities that will be documented in course related research papers.

PROGRAMME STRUCTURE

CURRICULUM

Semester 1

Course Code	Course Title	Prerequisite	NQF Level	NQF Credits
GMW910M	General Management and Work Environment	None	9	15
SMC910M	Strategic Management and Corporate Social Responsibility	None	9	15
SMS910M	Strategic Marketing and Sales Management	None	9	15

And any one of the following Elective Courses

IME910M	International Management and Leadership (Euro-African Context)	None	9	15
IMS910M	International Management and Leadership (SADC Context)	None	9	15

Semester 2

IMA920M	Information Management and Analysis	None	9	15
IPM920M	Innovation and Project Management	None	9	15
FME920M	Financial Management for Executives (EMBA)	None	9	15
LHR920M	Leadership, Communication and Human Resources Management	None	9	15

Semester 3

ETH910M	Mini - Thesis	None	9	120
---------	---------------	------	---	-----

NOTE: Instead of a special Research Methodology course, the assessment strategy of the Executive Master of Business Administration is focused on the integration of research and course work by requiring at least one research paper on selected aspects of the course work. Based on those papers, a group coaching research

seminar of three times 2 days length, inclusive of research proposal writing, will be offered during semester 3 and 4.

Assessment Strategies

Students will be assessed through continuous assessment based on case analysis and its presentation, project and course content specific papers and other research papers. In addition, a written test is integrated into the continuous assessment of the first course of the programme. Personal authentication of much more than the minimum of 50 % of the credits is ensured by presentations and thesis defence, as well as by the written test connected with the first course of the programme.

The assessments will focus on the achievement of qualification outcomes and take the form of problem solving exercises, individual/group assignments and presentations, case studies, report writing, practical application of skills and competencies, tutorials, practical projects and questioning (tests). The writing of the applied research papers and the feedback of supervisors will prepare the student for his/her work on the final thesis. To obtain a final pass mark, a student must attain at least 50 % in each course. The assessments will be designed to ensure that the learning outcomes of a particular course are attained. The thesis will be assessed in accordance with the NUST rules for studies at postgraduate level.

Module Descriptions

Core Modules

General Management and Work Environment

This course aims to enable the student to analyse cutting edge and present state-of-the-art advanced studies of organisations, their management and changing nature. The second part of the course aims at enhancing lifelong learning skills and personal development to ensure self-direction and originality while contributing to business and society at large.

Strategic Management and Corporate Social Responsibility

The course aims to enable students to analyse cutting edge and present state-of-the-art advanced studies of strategic management. The second part of the course aims at enabling students to conceptualise and evaluate the integration of corporate strategy and executive management into society, with specific emphasis on corporate social responsibility, the ethical and legal framework of executive management, inclusive of contract and labour law.

Strategic Marketing and Sales Management

This course aims at enabling students to evaluate and apply the Strategic Marketing concept by developing a unique customer value proposition. Emphasis will also be placed on customer segmentation and positioning, as well as on branding for goods or services, while concepts of sales management will be integrated.

ELECTIVE MODULES

Any one of the following two (2)

International Management and Leadership (Euro-African Context)

The course aims at enabling students to evaluate cutting edge management theory and practice based on the internationalisation of organisations and markets within the bilateral Euro-African context.

International Management and Leadership (SADC Context)

The course aims at enabling students to evaluate cutting edge management theory and practice based on the internationalisation of organisations and markets within the multilateral SADC context.

Compulsory Modules

Information Management and Analysis

This course aims at enabling students to demonstrate a deepened understanding of information management processes, systems and technology. Furthermore, analysis and evolution of quantitative and qualitative data and its synthesis towards information and knowledge will be addressed.

Innovation and Project Management

The course aims at enabling students to evaluate and apply knowledge of innovation, production, service, operations and project management processes, systems and technologies.

Financial Management for Executives

The course aims at enabling students to evaluate different financial management systems based on financial, managerial accounting and configurations related to legal, industry and market environments.

Leadership, Communication and Human Resource Management

The course aims at enabling the students to evaluate leadership skills, and cutting edge methods of HR development and talent management.

Thesis

This course aims to equip students in the field of Business Administration with knowledge and skills to plan and conduct a substantial piece of original applied research to internationally recognised standards, as well as guiding them to produce scientific papers based on the findings of their research projects.

ADDITIONAL INFORMATION APPLICABLE TO ALL PROGRAMMES IN THE SCHOOL (MIB, MLCM, MBA, EMBA)**Class Attendance**

Students must attend a minimum of 2/3 of the study school for each course. Students who are absent for more than a day or the entire study school of a course even for medical, official or personal crises reasons, will be required to attend the study school in the next intake in the following year or with the approval of both the programme coordinator and school director, attend an equivalent course in another HP-GSB master's programme.

Assessment Grading Scheme

The overall performance in a module shall be graded on a percentage scale divided as follows:

75 and above	Distinction
70 – 74	Merit
60 – 69	Credit
50 – 59	Pass
0 – 49	Fail

Transfer of Credits

The Registrar may, upon recommendation of the Head of Department concerned, grant recognition for examinations and/or courses completed successfully at other institutions up to a maximum of 50 % of the courses required for the qualification. Such recognition shall be applied for on the prescribed form and shall be granted on merit as judged against the following criteria:

- I. There is at least 80 % overlap between the contents of the two courses concerned: the one presented for recognition and the other for which recognition is requested;
- II. The institution at which the course was completed is recognised by the relevant authorities and is an accredited institution in the country of origin;
- III. The academic standard and the standard of assessment in the course are to the satisfaction of the School or Department;
- IV. The curriculum of the course presented has not changed significantly since the completion of the course; and
- V. Courses completed four or more years before the date of application for exemption will not be recognised for credit purposes.

The proposed curriculum for the MBA differs significantly from the curriculum of the modular MIB; hence it is not viable to transition students who are currently registered on the MIB to this programme.

Students who are registered on the MBA will also not receive credit recognition for courses on EMBA programme given the difference in purpose and nature of the two programmes.

Accommodation

Students coming to the study-schools and examination periods may arrange accommodation at guest-houses around the campus or in town. The University does have accommodation at its Hotel School or nearby Pension Kleines Heim which may be available to students. The arrangement of accommodation is the sole responsibility of the student and its cost is not included in the fees.

Facilities and Services

- I. Rooms
- II. All classes for the different programmes, unless otherwise announced, are held at the HP-GSB on the third floor of the Science and Technology Building, Lower campus. Discussion rooms may be booked by participants for individual and group study. The keys will be made available by the administrative officer on surrender of student cards. Alternatively students are encouraged to use the tables and seating around the atrium.
- III. Library Services
 - a. Automatic membership;
 - b. Resources and facilities;

The Library provides, besides a variety of printed books, the following resources and facilities:

- Periodicals; Online Resources; OPAC; Inter-Library
- Loans; Group Study Areas and Carrels;
- Internet; and
- Borrowing Privileges and Rules
(<http://www.nust.na/library/library.html>)

- IV. Computer Laboratories
- V. Auditoria and Conference Rooms; and
- VI. Faculty from the University and its partner institutions.

Further, each student will be provided with career guidance and counseling. Mentoring programmes and career development will be available to round up the package of support for the students.

Refund Policy and Privacy Statement

(ref. Gen. Rules F 7.1.8)

Students who wish to request a refund due to cancellation as a result of factors beyond their control may appeal to the Registrar in this regard. Such appeal must be submitted to the relevant Faculty Officer. Refunds are not guaranteed.

Claims for refunds made on official claim forms must be completed and handed in at the Student Information Desk, Ground Floor, Administration Building and will be processed twice a month.

Student Forum

An *ad hoc* focus group will be convened at least once per semester to discuss the progress of the programmes and to provide an opportunity for participants to formally bring matters to the attention of the School. This meeting will form part of the school's programme monitoring and is made up of both staff and participants.

Programme Information

All enquiries about the Masters programmes ought to be directed in the first instance to the Faculty Officer and/or the Senior Administrative Officer and Programmes Manager of the Harold Pupkewitz Graduate School of Business:

Ms Mercia Richards

Faculty Officer
Ground floor, Polyheight's Building (Upper Campus)
Tel: 061-207-2964
Fax: 061-207-2944
E-mail: mrichards@nust.na
Website: www.hpgsb.nust.na

Dioné Izaks

Coordinator Administrative Support
Room 3.48 Sc. & Tech. Building (Lower Campus)
Tel: (+264 61) 207 2969
Fax: (+264 61) 207 2944
Email: dizaks@nust.na
Website: www.hpgsb.nust.na

James F van Rooi

Manager: Academic Programmes
Room 3.58 Sc. & Tech. Building (Lower Campus)
Tel: (+264 61) 207 2493
Fax: (+264 61) 207 2944
Email: jvanrooi@nust.na
Website: www.hpgsb.nust.na