



**JBS**  
JOHANNESBURG  
BUSINESS SCHOOL

JOHANNESBURG BUSINESS SCHOOL  
**RULES AND REGULATIONS  
QUALIFICATIONS 2024**

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The right to add withdraw or in any way change any part or any regulation without prior notification remains vested in the Johannesburg Business School

■ THE BUSINESS  
of REIMAGINING  
YOUR FUTURE

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## SECTION A: GENERAL INFORMATION

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**For more information: [www.jbs.ac.za](http://www.jbs.ac.za)**

## **GENERAL UNIVERSITY OF JOHANNESBURG INFORMATION AND CONTACT DETAILS**

### **INFORMATION CENTRE (UJ)**

Call Centre: (011) 559-4555

### **STUDENT FINANCE**

**Tuition Fees** are determined yearly per course or module.

Visit the website: <http://www.uj.ac.za>, Student Finance Division

### **APK**

Contact No: (011) 559-4661/4647

### **POSTAL ADDRESS**

Auckland Park Kingsway Campus (APK)  
PO Box 524  
Auckland Park  
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### **UJ WEB ADDRESS**

[www.uj.ac.za](http://www.uj.ac.za)

## SECTION B: SPECIFIC REGULATIONS FOR THE COLLEGE OF BUSINESS AND ECONOMICS

### JBS.1 ACADEMIC REGULATIONS

The Johannesburg Business School (JBS) regulations must be read together with the Academic Regulations of the University of Johannesburg. The UJ Academic Regulations are available online on the JBS website.

### JBS.2 RULES OF ACCESS

The offering of any programme at a particular campus is subject to viability and adequate student numbers.

The Johannesburg Business School reserves the right to limit student numbers per programme. It could happen that an applicant satisfies the minimum selection criteria, but that no space is available on the programme.

Prospective students, who wish to apply for exemption on the basis of post-school qualifications, must complete such applications before registration.

### JBS.3 ADMISSION

English has been regarded as the Language of Teaching and Learning. Applicants that meet the minimum criteria are not guaranteed automatic admission or registration.

### JBS.4 DURATION OF POSTGRADUATE DEGREES

Duration of programmes if registered full time:

Qualification	Minimum Credits	Minimum Duration	Maximum Duration
PG Diploma	130	1 year	2 years
Master's Degree	190	1 year	2 years
Doctoral Degree	360	2 years	4 years

One year can be added for part-time studies.

### JBS.5 REGISTRATION AND CANCELLATION OF STUDIES

**Students may not attend lectures or any contact sessions in a module, receive study material or supervision, have access to any electronic study material or sources or be assessed in a module if they are not registered students at the Johannesburg Business School for the relevant module or programme for the relevant academic year.**

1. Students register for an academic programme as contained in the Johannesburg Business School's Programme Qualification Mix (PQM) as well as in the UJ Rules and Regulations, or for an institution-approved continuing education programme.
2. Continuing students register for a programme subject to the regulations that applied at the time of first registration for that particular programme, provided that:
  - (a) if the regulations are amended, students who commenced their studies under the previous regulations and who have not interrupted their studies and are compliant with all the other rules that were applicable at the time of their first registration provided that they complete their studies within the maximum period allowed, may complete their studies according to the previous regulations;
  - (b) if the new regulations are beneficial to them, students may complete their studies under these new regulations;
  - (c) the Board of JBS may set special transitional arrangements, approved by Senate, in respect of programmes where a change has been approved, and determine a date on which new regulations will be phased in and previous regulations phased out.

3. Students in contact programmes who interrupt their studies are required to apply for special permission from the relevant JBS Officer to continue their studies. Continuation of studies may be subject to conditions.
  - (a) Outstanding modules including Service Learning will result in registration the next year.
  - (b) The JBS officer in consultation and with the permission of the Dean may in exceptional circumstances allow students to continue their studies according to conditions that may be determined.
4. When regulations are amended, Senate may formulate transitional regulations for students to complete a specific programme according to the new regulations.
5. Applicants who are admitted for a particular academic year must register for that year according to the registration dates as determined by the Johannesburg Business School.
6. The Management Executive Committee (MEC) may, by notice to the applicants and students, bring the closing date for registration for a programme forward to remain within the enrolment cap for the programme.
7. An applicant or student who does not register for a programme before the cap is reached forfeits the right to register for the programme for the particular academic year.
8. Fees are determined by the Johannesburg Business School and are payable annually upon registration. (Refer to the JBS online website for fees of fully online programmes.)
9. After registration, students are obliged to pay the outstanding fees due on or before the dates stipulated by the Johannesburg Business School. The deadlines for fee payment are included in the JBS Fee Booklet.
10. Students who have cancelled their studies or who have registered and not taken up their studies remain liable for their fees in accordance with the JBS Fee Booklet.
11. Students are not allowed to register outside the prescribed and approved registration periods unless the Management Executive Committee (MEC) formally extends the registration period. Students who register late may be liable for the payment of a late registration fee in accordance with the Student Fees Policy and decisions taken by the MEC in this regard.
12. Students sign a formal agreement with the University of Johannesburg in electronic format when they register online. Students who do not register online must complete, sign, and submit a hard copy of the agreement. In the case of all minors, their parents or guardians must also sign and submit a hard copy of the agreement.
13. Students must adhere to the policies, rules and regulations of the Johannesburg Business School and undertake to pay the prescribed fees by signing the official registration form and the formal agreement with the Johannesburg Business School.
14. The registration of students is valid for the applicable registration period only and lapses on expiry of this period.
15. Students may not register simultaneously for two programmes at the Johannesburg Business School, or for a programme or module at another university, concurrently with their registration at the Johannesburg Business School without prior written consent of the Dean of the Johannesburg Business School and the relevant authority of the other university.
16. Senate may determine the minimum number of students who should register for a programme or a module for it to be offered on a particular campus and/or in a particular year.
17. A student may not register for more than the prescribed number of modules per academic year/semester as:
  - (a) approved by the Board of JBS and Senate;
  - (b) reflected in the JBS Rules and Regulations and curriculum; and
  - (c) specified per year level.

The Dean of the JBS may approve a maximum of two additional semester modules or one, year module per academic year.
19. The JBS Board may determine the maximum number of students who may register for a programme or module in accordance with the Johannesburg Business School's Enrolment Management Plan or in order to ensure quality teaching.
20. Registration takes place in accordance with the Programme Qualification Mix (PQM) and related Higher Education Management Information System (HEMIS) business rules approved by the Department of Higher Education and Training (DHET).

21. The Johannesburg Business School does not guarantee that students (including those with a disability/impairment) who register for a qualification and successfully complete that qualification will be registered with a professional board/council or be successful in obtaining employment.
22. Students must update any changes in their names, surname, or any other personal details on uLink.
23. No assessment result obtained by a student is official if the student was not registered for the relevant module when the result concerned was obtained.

### **REGISTRATION FOR FULLY ONLINE PROGRAMMES**

1. Once a student is admitted to a fully online programme, he/she registers at no fee for that programme. The next step is to register for one or more modules according to one of the registration dates specified on the online website. All module registrations must be accompanied by full payment for the module. Students register only for modules offered during the specific study period selected.
2. For subsequent study periods, students will register for further modules, in terms of the requirements of the programme being followed and the registration dates specified in the Online Website. Programme requirements may specify compulsory, elective and prerequisite modules, which must be passed prior to proceeding to higher level modules.
3. Guidance as to the registration process and programme requirements will be available from the Call Centre.
4. Students are required to renew their registration for a fully online programme in accordance with the Academic Calendar for online programmes.
5. Online students agree to the terms and conditions of the online digital access and policy at registration.
6. Students who are admitted for a fully online programme and who failed to register for that fully online programme within the calendar year applied for will forfeit the right to register for the following calendar year. However, if the student was admitted for the fully online programme within the last four months of a calendar year, the admittance will be carried over to the following calendar year.
7. Fully online students are required to comply with the University of Johannesburg Academic Regulations in terms of attendance as applicable. Attendance in fully online programmes is measured in the following ways:
  - (a) the frequency and duration that the student spends online;
  - (b) the extent of participation in fully online discussions;
  - (c) the timely submission of tasks and assignments;
  - (d) data-gathering allowing for advanced data analytics to foster improved teaching and learning
8. Students are required to complete tasks as specified for the module/s for which they are registered.

### **REGISTRATION FOR POSTGRADUATE DIPLOMA PROGRAMMES**

1. Admission to Postgraduate Diploma programme: relevant bachelor's degree, advanced diploma, or an equivalent qualification on NQF Level 7 in the same or relevant field of study as determined by the JBS Board.
2. In addition to institutional requirements, programme-specific admission requirements are determined by the JBS Board, approved by Senate and contained in the JBS Rules and Regulations.
3. Before admission to the programme, the Dean or his/her delegated authority may, in consultation with the Academic Director, determine further conditions to be satisfied by prospective students either before or during the programme.
4. The Academic Director may, where applicable, initiate the University's Policy and procedures on RPL to award academic status equivalent to that of the prerequisite qualification to applicants in order to allow them access to the programme as determined by the relevant JBS Board and approved by Senate.
5. The University reserves the right not to admit applicants to a particular programme in accordance with programme-specific selection and other relevant criteria. Applicants who have applied for admission and have been refused despite meeting the minimum admission criteria may request written reasons for such refusal from the Academic Director.



6. Meeting the minimum requirements of JBS for a particular programme does not necessarily guarantee admission to that programme. Specific selection criteria may be applied within the required Enrolment Management Plan as JBS has a specific number of places available as approved by the DHET.
7. Applicants register for the programme subject to confirmation that they have met the minimum admission requirements and have been selected.
8. Renewal or suspension of registration of students is based on the promotion requirements as determined by the relevant JBS Board, approved by Senate and contained in the relevant JBS Rules and Regulations.

## **REGISTRATION FOR MASTER'S PROGRAMMES**

1. The minimum admission requirement for a master's programme is a qualification at NQF Level 8; an honours qualification, a four-year 480 NQF credit bachelor's qualification (with a minimum of 96 credits at NQF Level 8), or a postgraduate diploma, in the same or a relevant field of study or discipline. The relevant field of study or discipline is determined by the JBS Board, approved by the Senate Higher Degrees Committee and ratified by Senate.
2. Applicants apply for admission and, if successful, register for a research master's programme, a coursework master's programme or a professional master's programme.
3. Online applicants apply for admission not later than the programme-specific closing dates listed on the JBS Online Website, and, if successful, register for a coursework master's programme as offered in the available online programmes. All applications must be made online and must include all required documentation.
4. Additional admission and selection requirements may be determined by the JBS Board, approved by Senate and contained in the UJ Rules and Regulations.
5. In the case of interdisciplinary master's programmes, additional admission requirements may be set by the two or more relevant interdisciplinary fields/departments/faculties, approved by Senate and contained in the JBS Rules and Regulations.
6. The success of an international application depends on both the confirmation of academic acceptance and the obtaining of the necessary statutory documentation.
7. The Executive Dean may, where applicable, initiate the Johannesburg Business School's Policy and Procedure on RPL to award academic status equivalent to that of an honours degree or a four-year 480 NQF credit bachelor's qualification at NQF Level 8 or postgraduate diploma to applicants in order to allow them access to a master's programme as determined by the JBS Board, approved by Senate and contained in the UJ's Rules and Regulations .
8. The Johannesburg Business School reserves the right not to admit applicants to a particular master's programme in accordance with programme-specific selection criteria and other relevant criteria such as:
  - (a) the limitations of enrolments per programme;
  - (b) capping of admissions in terms of the Johannesburg Business School's approved enrolment plan or professional regulatory requirements;
  - (c) the inability to identify an appropriate supervisor within the Johannesburg Business School.
9. Applicants whose application for admission has been refused despite meeting the minimum admission requirements may request written reasons for such refusal from the Executive Dean.
10. Registration is done in accordance with dates set by the Johannesburg Business School.
11. Renewal of registration for a minor dissertation or dissertation takes place during the first semester of the academic year as contained in the Johannesburg Business School's Year Programme.
12. Failure to submit the minor dissertation or dissertation research proposal within the time frame specified in the Higher Degrees Policy may result in cancellation of registration.
13. Interruption of study may be granted by the -Academic Director who responsible for postgraduate studies for legitimate reasons, as reflected in the Higher Degrees Administration: Structure and Processes.
14. Allowance is made for a possible pre-registration period during which a student will have limited access to Johannesburg Business School resources such as the library. This is done in accordance with the UJ's Rules and Regulations .
  - (a) The pre-registration period may extend from a minimum of three months to a maximum of twelve months. Where the pre-registration period carries over to the following academic year, the student must re-register. Pre-registration will be accommodated on the student administration system in either the first semester or the second semester of the academic year.

- (b) Pre-registration is only available according to the published registration dates set for the programme. Students who fail to meet the pre-registration requirements will not be given a second chance.
  - (c) In order to qualify for formal registration, the student must have complied with all the conditions for progression set and recorded by the JBS, in time to register in accordance with the times set by the Johannesburg Business School.
15. Students register for a master's programme full-time or part-time in accordance with the specific requirements of the programme as contained in the relevant UJ's Rules and Regulations as approved by Senate, and with due regard to the PQM as approved by the DHET.
  16. The minimum duration of a master's programme is one academic year. Residency less than the prescribed minimum study period may not be granted.
  17. The maximum period of registration for a master's programme is two years full time or three years part-time. Further registration may be granted by the Academic Director responsible for postgraduate studies in accordance with the Johannesburg Business School's Higher Degrees Policy and the Higher Degrees Administration: Structures and Processes.
  18. The approval of applicants' research proposals, supervisors, study fields and provisional and/or final titles of minor dissertations or dissertations takes place in accordance with the Johannesburg Business School's Higher Degrees Policy, the Higher Degrees Administration: Structures and Processes and JBS's regulations as determined by the JBS Board, approved by Senate and contained in the relevant UJ's Rules and Regulations .
  19. Any amendment to a project or research title is done in accordance with JBS-specific requirements. The amendment is approved by the relevant JBS Board or JBS higher degrees' committee and noted by the Senate Higher Degree Committee (SHDC). A change in project title at any stage does not constitute valid grounds for the extension of registration, residency or formal duration of study.
  20. The renewal of students' registration for a master's programme is subject to satisfactory progress in accordance with the Johannesburg Business School's Higher Degrees Policy and the Higher Degrees: Administration: Structures and Processes, JBS-specific requirements and, where applicable, professional regulatory requirements, with due regard also to the Johannesburg Business School's Enrolment Management Plan and subsequent throughput interventions.
  21. If students' progress is unsatisfactory, the JBS Board may decide to terminate their registration for the master's programme.

## **REGISTRATION FOR DOCTORAL DEGREES**

1. For admission to a doctoral programme, applicants must have successfully completed a relevant master's programme in the same or relevant field of study or discipline as determined by the JBS Board, approved by the SHDC, ratified by Senate and contained in the JBS Rules and Regulations.
2. The extent to which applicants meet admission requirements is assessed by the Academic Director, in consultation with the prospective supervisors, in accordance with the admission requirements for the DPhil programme determined by the JBS Board, approved by Senate and contained in the JBS Rules and Regulations. The Academic Director, in consultation with the relevant committee responsible for postgraduate studies may set additional admission requirements, as approved by the JBS higher degrees committee, for a particular student.
3. In the case of interdisciplinary doctoral programmes, additional admission requirements may be set by the two or more relevant interdisciplinary fields, departments or faculties, approved by Senate and contained in the relevant JBS Rules and Regulations.
4. The relevant Academic Director (where applicable) may initiate the University's Policy on RPL to award academic status equivalent to that of a master's degree to enable applicants to gain access to a doctoral programme. Each individual case is considered by the relevant JBS Board, submitted to the Senate Higher Degrees Committee (SHDC) for consideration and approved by Senate.
5. The University reserves the right not to admit applicants to the DPhil programme in accordance with the programme-specific selection criteria and other relevant criteria or if the department lacks adequate supervision capacity. Compliance with minimum admission requirements does not constitute automatic right of admission to the programme.
6. The success of an international application depends on both the confirmation of academic acceptance and the obtaining of the necessary statutory documentation and state approval.

7. Applicants who have applied for admission and have been refused despite meeting the minimum admission requirements may request written reasons for such refusal from the relevant Academic Director or Vice-Dean responsible for postgraduate studies.
8. Applicants register for the DPhil programme in accordance with the registration dates set by the University, JBS-specific procedure and in terms of the requirements of the Higher Degrees Policy and the Higher Degrees Administration: Structure and Processes.
9. Renewal of registration takes place during the first semester of the academic year.
10. Failure to submit the research proposal within the specified time frame may result in cancellation of registration.
11. The Academic Director responsible for postgraduate studies may grant a student permission to put his/her study in abeyance for legitimate reasons, as reflected in the Higher Degrees Policy and the Higher Degrees Administration: Structure and Processes.
12. Allowance is made for a possible pre-registration period during which a student will have limited access to university resources such as the library. This is done in accordance with the JBS Rules and Regulations.
  - (a) The pre-registration period may extend from a minimum of three months to a maximum of twelve months. Where the pre-registration period carries over to the following academic year, the student must re-register. Pre-registration will be accommodated on the student administration system in either the first semester or the second semester of the academic year.
  - (b) Pre-registration is only available according to the published registration dates set for the programme. Students who fail to meet the pre-registration requirements will not be given a second chance.
  - (c) In order to qualify for formal registration, the student must have complied with all the conditions for progression set and recorded by JBS, in time to register in accordance with the times set by the University.
13. Students register for the doctoral programme full-time or part-time in accordance with the specific requirements of the programme as contained in the JBS Rules and Regulations, as approved by Senate, and with due regard to the approval of the DHET, as accredited by the CHE (HEQC) and registered by SAQA
14. The minimum duration of a doctoral programme is two academic years (part-time or full time). Residency less than the prescribed minimum period is not granted.
15. The maximum period of registration for a doctoral programme is four years full time or five years part-time. Further registration may be granted by the Academic Director responsible for postgraduate studies in accordance with the University's Higher Degrees Policy and the Higher Degrees Administration: Structures and Processes.
16. The approval of students' research proposals, supervisors, study fields and provisional or final titles of theses is in accordance with the University's Higher Degrees and Postgraduate Studies Policy and JBS-specific regulations determined by the JBS Board, approved by Senate as recommended by the SHDC.
17. Any amendment to the title of a thesis is in accordance with JBS-specific requirements, and such amendment is approved by the JBS Board or JBS committee with delegated authority, and noted by the SHDC. A change in project title at any stage does not constitute valid grounds for the extension of registration or residency/formal duration of study.
18. Scholarship development at doctoral level may consist of at least the following formative and integrated assessment opportunities, as determined by the JBS Board, approved by Senate and contained in the JBS Rules and Regulations:
  - (a) regular discourse engagement with the supervisor(s), as contained in the JBS-specific guidelines for doctoral programmes; and
  - (b) two doctoral seminars during the course of the programme: one to present and defend the research proposal and one to present the results of the research project and simultaneously to justify the originality of the thesis.
19. The renewal of students' registration for a doctoral programme is subject to their satisfactory progress in accordance with the Higher Degrees Policy, Higher Degrees Administration: Structures and Processes, JBS-specific requirements and, where applicable, professional regulatory requirements.
20. In the event of students' progress being unsatisfactory, the relevant JBS Board recommends to the SHDC that their registration for the doctoral programme be terminated. The decision of the SHDC is final.

21. Interruption (a study break which does not count against a student when calculating the period within which the study must be completed) may be granted in exceptional circumstances, for a maximum of twelve months, and only once during the period of study.

## **JBS.6 CANCELLATION OF STUDIES OR CERTAIN MODULES**

- 6.1 Students cancel their studies in a particular programme or module by official notification on a prescribed form and in accordance with the prescribed procedure thereof before the date determined by the Johannesburg Business School. This form is submitted to the relevant JBS officer for processing.
- 6.2 Students who fail to notify the Johannesburg Business School officially before the prescribed dates will forfeit any claim to the reimbursement of money paid to the Johannesburg Business School.
- 6.3 Cancellation of studies in a semester module(s) or a year module(s) within the 21-calendar day period before the beginning of the assessment opportunity will be regarded as absent from the assessment opportunity. Cancellation of studies in a continuous evaluation year module within the 42-calendar day period before the beginning of the assessment opportunities will be regarded as absent from the assessment opportunity.
- 6.4 **Online students** who cancel their registration before the end of the first week of the module (by midnight of the Sunday South African time), are entitled to a refund of 90% of the module fee; or to a credit of 90% of the module fee. Students who cancel their registration before the end of the second week of the module are entitled to a 50% credit or 50% refund of the module fee. Credit into the student's account will be given automatically; a refund will be paid on submission of a written application on the appropriate form. Students who fail to notify the Johannesburg Business School officially of cancellation of a module after the end of the second week are not entitled to any reimbursement or credit of the module fee.
- 6.5 Upon total cancellation of studies or cancellation of certain modules, the rebate on residence fees is calculated according to a sliding scale based on the actual days in residence.
- **Cancellation on or before 25 February 2024:**  
Total remission of tuition fees with the exception of the registration fee and ICT levy.
  - **Cancellation after 25 February 2024:**  
Rebate is calculated as mentioned in (b) below.
- 6.6 Students wishing to cancel a module must do so in writing to the Programme Manager of the specific programme. (Please consult the JBS Fees booklet for the exact date of cancellation).

### **First semester modules:**

- Cancellation on or before 25 February 2024: No fees payable.
- Cancellation on or before 8 April 2024: 50% credit is granted.
- Cancellation after the 8 April 2024: No credit.

### **Second semester modules:**

- Cancellation on or before 29 July 2024: No fees payable.
- Cancellation on or before 2 September 2024: 50% credit is granted.
- Cancellation after the 2 September 2024: No credit.

### **Year modules:**

- Cancellation on or before 25 February 2024: No fees payable.
- Cancellation on or before the 8 April 2024: 75% credit is granted.
- Cancellation on or before 29 July 2024: 50% credit is granted.
- Cancellation after 29 July 2024: No credit is granted.

## **6.7 Class attendance for contact programmes**

1. Students have the responsibility to attend all classes unless they have a legitimate reason, and where appropriate, the necessary evidence thereof, for being absent.
2. Students might be required at any time to account for their irregular attendance, either by personal explanation to their lecturer or by a written statement from a guardian or another authority.
3. In borderline academic result cases, information on class attendance is taken into account by faculties.
4. Students are expected to attend a minimum of 80% of tutorials.

## **JBS.7 CREDIT AND PROMOTION REQUIREMENTS**

- 7.1 Students may receive credit only once for an interchangeable module in any programme at the equivalent NQF level and with the same number or higher NQF credits.
- 7.2 A module passed at a particular NQF level may not serve as an equivalent for a module at a higher NQF level.
- 7.3 Students retain credit for exemption and/or renewal of registration purposes for a module passed for a period not exceeding seven years, provided that there are no material changes to the curriculum content in this period and provided further that there has been no change in the statutory body regulating the relevant qualification. This retention is also subject to the programme-specific requirements contained in the UJ's Rules and Regulations . Exceptions may be allowed by the Executive Dean.
- 7.4 Students who have temporarily discontinued their studies and who have passed a module whose content has in the meantime undergone substantial changes may be refused admission to a module for which this module is a prerequisite.
- 7.5 Students who have failed a module twice will not be allowed to continue their studies in the same module at the Johannesburg Business School, except with the permission of the Executive Dean or his delegated authority on recommendation of the relevant Academic Director after consultation with the Lecturer, or on recommendation of the JBS's examination or assessment committee.
- 7.6 Students who have not been promoted to the following year of study for any two years of study will not be permitted to continue with that programme and will academically be excluded except with the special permission of the Executive Dean. The Executive Dean may stipulate conditions for students to continue with their studies.
- 7.7 Unsatisfactory attendance of lectures, participation in an electronic learning environment, tutorials and practical's (where applicable) is taken into consideration when decisions are made regarding the academic exclusion For of students.
- 7.8 For particular rules and regulations regarding credit transfers and exemptions for specific programmes, please see information listed in the section relating to postgraduate qualifications offered at the Johannesburg Business School, in this document.

## **JBS.8 ASSESSMENT**

Any form of dishonesty, including plagiarism, in relation to any assessment event in any programme, will be dealt with in accordance with the Johannesburg Business School's disciplinary code and/or criminal law.

### **8.1 REQUIREMENTS FOR ALL MODULES**

1. When a traditional examination is used as a last summative assessment opportunity (exam), a minimum final period/semester or year mark of 40%, submission of a minimum of 80% of all assignments (where applicable and indicated in the learning guide) and attendance of a minimum of 80% of tutorial classes (where applicable and indicated in the learning guide) is required for undergraduate and postgraduate and coursework master's students to gain access to the last assessment opportunity (exam). Each assessment opportunity carries a predetermined weight in accordance with the OUTCOMES. The uniqueness of the subject is taken into account in determining the weighting. This predetermined weighting will be communicated to students.
2. The final period/semester/year/module mark and the mark of the last summative assessment opportunity (exam) constitute 50% each towards the calculation of the final mark. Any deviation from this must be approved by the Board of JBS and will be communicated to the students in the relevant study guides. It is also included with each module in this yearbook.
3. Any assessment requirements higher than those indicated above are determined by the Board of JBS, approved by Senate and contained in the JBS Rules and Regulations.
4. When a traditional examination (non-continuous assessment) is used as a last assessment, a sub-minimum of 40% for the last assessment opportunity examination (EM) and a final mark (FM) of 50% is required to pass the module.
5. A student passes a module with distinction if the final mark (FM) is 75% or more.
6. The scheduling of the last summative assessment opportunities (exam) occurs according to the fixed

timetable for last assessment opportunities (exam). The onus is on the student to complete the last summative assessment (exam) on the date, at the time and in the venue specified.

7. The judgement of the JBS Assessment Committee is final.

## **8.2 SUPPLEMENTARY SUMMATIVE ASSESSMENT OPPORTUNITIES**

1. Supplementary summative assessment opportunities are automatically granted to a student for those modules where:
  - a) the student failed a module but obtained a final mark of at least 40%; or
  - b) the student failed the module but obtained a final period/semester/year/module mark of at least 60%.
2. Supplementary summative assessment opportunities for postgraduate modules are granted by the programme manager, in consultation with the Executive Dean, and the assessors.
3. The scheduling of supplementary summative assessment opportunities occurs according to the fixed timetable for supplementary summative assessment opportunities. The onus is on the student to complete the supplementary summative assessment on the date, at the time and in the venue specified.
4. The supplementary summative assessment opportunity is based on all the outcomes of the specific module and the duration must be the same as that of the last summative assessment opportunity except in the case of an oral assessment.
5. When a supplementary summative assessment is written the final period/semester/year/module mark is taken into account when calculating the final mark for the module. Any deviation from this must be approved by the Board of JBS.
6. When a supplementary summative assessment is written, the final mark is capped at 50%. This rule does not apply to continuous assessment modules.
7. Students are personally responsible for ascertaining whether they qualify for a supplementary summative assessment opportunity and for acquainting themselves with the details of the timetable and venue.
8. Students' entitlement to a supplementary summative assessment opportunity lapses if they fail to use the opportunity.
9. Students may not be granted another supplementary summative assessment opportunity if they have used and failed a previous one except if the Executive Dean waives one or more of the conditions (a) or (b) under point 1 of paragraph 8.4.

## **8.3 SPECIAL SUMMATIVE ASSESSMENT OPPORTUNITIES**

1. Special summative assessment opportunities are considered by the JBS in which the programme/qualification resides, for students who, in the event of illness, for compassionate reasons, on religious grounds or for similar legitimate reasons, were prevented from attending an assessment opportunity. Students may be granted a special assessment opportunity if they apply for it within seven calendar days after the original date of the relevant assessment opportunity. The Executive Dean or the Vice Dean, in consultation with the relevant Academic Director, considers all applications and decides whether or not to grant the special assessment opportunity.

### **Valid reasons include the following:**

- a) acceptable medical certificates; or
  - b) prior application (with confirmation from the Sports Bureau or Cultural Office) for participating in provincial, national or international sports or cultural events; or
  - c) compassionate reasons such as the death or serious illness of a close family member or friend (documentary evidence is required and must be submitted); or
  - d) prior application in respect of assessments conducted on dates and times that clash with religious obligations as certified by the responsible authorities of the religion indicated on the particular student's registration form for that particular year; or
  - e) other excuses deemed acceptable by the Executive Dean in consultation with the Academic Director.
2. The Board of JBS determines the procedure for and manner of such application in accordance with Johannesburg Business School's procedure. The application procedure must be contained in a relevant programme-specific information or learning guide.

3. The scheduling of special summative assessment opportunities occurs according to the fixed timetable for supplementary summative assessment opportunities. The onus is on the student to complete the special summative assessment on the date, at the time and in the venue specified.
4. Students' entitlement to a special summative assessment opportunity lapses if they fail to use the opportunity.
5. No capping of a final mark is applicable in the case of a special summative assessment opportunity.

#### **8.4 SPECIAL SUPPLEMENTARY SUMMATIVE ASSESSMENT OPPORTUNITIES**

1. The Assessment Committee or a senior administrative officer in which the qualification resides may grant a student a special supplementary assessment opportunity (exam) if the student requires not more than the equivalent of two semester modules or one, year module for the completion of the relevant qualification, provided that the student:
  - a) was registered for the relevant module in the current academic year; and
  - b) was admitted to, and participated in the last summative assessment opportunity (exam) in the relevant module; and
  - c) has complied with all the experiential or practical requirements prescribed for the qualification (where applicable); and
  - d) was not granted a supplementary last assessment opportunity (exam) in the relevant module during the current academic year.

The Executive Dean where the qualification resides may, in exceptional circumstances and in consultation with the Executive Dean where the particular modules reside, waive one or more of the conditions specified in (c) or (d).

2. The scheduling of a special supplementary summative assessment opportunity occurs according to the fixed timetable for special supplementary summative assessment opportunities. The onus is on the student to complete the supplementary summative assessment on the date, at the time and in the venue specified.
3. The special supplementary summative assessment opportunity is based on all the outcomes of the specific module and the duration must be the same as that of the last summative assessment opportunity except in the case of an oral assessment.
4. When a special supplementary summative assessment is written the final period/semester/year/module mark is taken into account when calculating the final mark for the module. Any deviation from this must be approved by the Board of JBS.
5. When a special supplementary summative assessment is written, the final mark is capped at 50%.
6. Students are personally responsible for ascertaining whether they qualify for a special supplementary summative assessment opportunity and for acquainting themselves with the details of the timetable and venue.
7. Students' entitlement to a special supplementary summative assessment opportunity lapses if they fail to use the opportunity.

#### **8.5 APPEAL OF FINAL MARKS**

1. After the final mark (FM) for a module is made known, students:
  - a) who failed the module with a final mark (FM) of at least 40%; or
  - b) whose last summative assessment opportunity (examination mark) (EM) is at least 15% lower than their final period/semester/year/module mark; or
  - c) who passed a module without distinction, but whose final period/semester/year/module mark or last assessment opportunity (examination mark) (EM) was a distinction; may apply to the lecturer who awarded the marks in the final period/semester/year/module mark or last assessment opportunity (examination) for an explanation of the final mark obtained.
2. Requests for the explanation of the award of final marks of the first semester's final summative assessment opportunity must be made within 10 days after classes commenced for the second semester. In the case of a final second semester assessment opportunity requests must be made three days prior to commencement of classes for the first semester. No assessment material (for example answer scripts or portfolios) or copies of it may be provided to students after such explanatory discussion if such material would not otherwise have been returned to the student.

3. If, after the explanation has been provided as described in 2. above, students are still dissatisfied with the award of marks, they may appeal to the Executive Dean. Executive deans may, at their own discretion decide to appoint an external arbiter to re-assess the final and/or last summative assessment opportunity's answer script of the student. A fee, as determined by the Johannesburg Business School, is payable for the assessment by arbitration. The decision of the Executive Dean is final.
4. The fee is refunded if the arbiter alters results from a fail to a pass or from a pass without distinction to a pass with distinction. In all other cases the fee is forfeited to the Johannesburg Business School.

### 8.6 EXPLANATION OF GLOBAL RESULT CODES

After completion of the last summative assessment opportunity session, students will receive a global result code regarding the overall performance for the semester/year. The following table explains the result codes given to students after the last summative assessment (examinations).

CODE	DESCRIPTION
P8	DEGREE/DIP/CERT CUM LAUDE Congratulations! Degree/Diploma obtained with distinction.
P7	OBTAINED DEGREE/DIPLOMA/CERT Congratulations! Obtained degree/diploma.
P6	DEGREE/DIPL/CERT COND SSA EXAMS The completion of your qualification depends on the result of the supplementary assessment.
P5	MAY CONTINUE STUDIES You may continue studies.
P4	MAY CONTINUE STUDIES Congratulations! You have been promoted to enrol for modules on the next year of your qualification.
PH	POTENTIAL GRADUATE Awaiting outcome of dissertation/thesis result.
E4	PROCEED: PASS ALL COURSES NOV(P) (Postgraduate) Warning: Proceed on condition that all modules must be passed during November assessment. Failing to comply may lead to academic exclusion from JBS.
E5	PROCEED: PASS ALL COURSES JUNE(P) (Postgraduate) Warning: Proceed on condition that all modules must be passed during June assessment. Failing to comply may lead to academic exclusion from JBS.
E6	UNSATISFACTORY PROGRESS DISS/THESIS (Postgraduate) Your application for extension of studies was approved until end October of the new academic year to complete your qualification, failing which you may not be allowed further registration in the JBS.
E7	DISS/THESIS NOT COMPLETED IN TIME (Postgraduate) You have used the maximum time allowed to complete your degree. To be considered for further registration, you need to apply for study extension. Contact your supervisor/coordinator urgently.
7F	NO RE-ADMISSION FOR SEM 1 (Postgraduate) You have been academically excluded from CBE due to inadequate academic performance in Sem 2. You can appeal this decision. (Enquire at the Administration office about dates)
DF	NO RE-ADMISSION FOR SEM 2 (Postgraduate) You have been academically excluded from CBE due to inadequate academic performance in Sem 1. You can appeal this decision. (Enquire at the Administration office about dates)
6F / 9F	POSTGRADUATE APPEAL SUCCESSFUL – SEMESTER 1 / SEMESTER 2
8F / 0F	POSTGRADUATE APPEAL UNSUCCESSFUL – SEMESTER 1 / SEMESTER 2
FT	RESULTS OUTSTANDING/RESULTS NOT FINALISED Your global result code depends on the outcome of your supplementary/special assessment result.
F5	CONTINUATION CONDITIONAL – DEAN Final warning. If you do not submit within the next six months you may not be allowed further registration in the JBS.
L2	CONDITIONS NOT MET – NO READMISSION When a student appealed an academic exclusion and the appeal was successful, there are conditions that the student has to meet such as



CODE	DESCRIPTION
	that the student have to pass all modules registered for in the next semester and the student is not allowed to cancel any modules. If the student did not meet these conditions an L2 will be allocated and the student will be excluded academically. The student cannot appeal again.
SR	STUDY INTERRUPTED- NO APPROVAL Studies have been interrupted without notifying the Johannesburg Business School or applying for a study break. If the minimum study time for the qualification was exceeded, re-admission might be declined.
WD	WELL DONE!
FD	DEFERMENT/STUDY ABEYANCE Your application for interruption of studies has been approved
XA	EXTENSION OF STUDIES APPROVED Your application for extension of studies has been approved
VA	MAY CONTINUE WITH PROPOSAL (Postgraduate) You may continue with the development of your proposal.
VN	PROPOSAL NOT APPROVED (Postgraduate) Proposal for dissertation/thesis has not been approved. You may not continue with your registration.
VY	PROPOSAL SUCCESSFUL (Postgraduate) Proposal for dissertation/thesis has been approved. You may continue with your registration for Masters/Doctoral degree.

### JBS.9 APPEALS AGAINST ACADEMIC EXCLUSION

1. Students from the JBS may lodge an appeal against their academic discontinuation **once** [i.e. receiving an 7F (postgraduate) at the end of the year, or an DF (postgraduate) in the middle of the year] online on the JBS website. Specific dates when a submission could be made will be publicised by the JBS, to facilitate the appeals process.
2. Applicants who want to appeal must follow the prescribed administrative procedure by submitting their motivation and supporting documents when completing the appeals template online on the JBS website.
3. The JBS's Appeals Committee will consider the appeals and may refuse or allow readmission. The decision is made by the JBS Appeals Committee and not by an individual, therefore the decision is final and an appeal upon an appeal cannot be lodge.
4. If a student was readmitted, the student has to take up studies directly afterwards. A student cannot take a gap year after a successful appeal before commencing with studies.
5. Students will be notified of the outcome of the appeal via SMS, therefore students should ensure that their most recent contact detail is on the JBS system.
6. Students who transfer to another faculty retain their academic record related to their previous registration for any other programme/s.
7. When the JBS Appeals Committee allows re-admission under circumstances where a student had submitted incorrect information and documentation material to an appeal, or had omitted to provide information or documentation material to an appeal, the JBS Appeals Committee may reverse its decision and the registration of the student may be cancelled.

### JBS.10 OBTAINING A QUALIFICATION

Students obtain a qualification if they have passed every module prescribed for a programme and have successfully completed service or work-integrated learning where applicable. It is the student's responsibility to ensure all prescribed modules, service or work-integrated learning are completed.

A qualification is awarded or conferred with distinction if the requirements below are met:

a) **Duration:**

- i. Students must complete a postgraduate diploma, within one year if registered full time and within two years if registered part-time.
- ii. Students must complete a master's qualification within the maximum period allowed for the master's programme.

**b) Average final mark for the qualification:**

- i. Students must achieve an average final mark for a postgraduate diploma qualification, of at least 50% calculated by weighting the final marks for all the modules comprising the qualification in accordance with the NQF credit values allocated to the modules.
- ii. Students for a master's qualification by coursework must achieve an average final mark for the qualification of at least 50% calculated by weighting the average final marks for all the coursework modules and the final mark for the minor dissertation in accordance with the credit values allocated to all the coursework modules and the minor dissertation respectively (for example, if the credit value of the minor dissertation represents 40% of the total credit value of the qualification, the average final mark for the qualification will be weighted in the proportion of 40% for the minor dissertation and 60% for all the coursework modules).
- iii. Decimal marks may be rounded upwards or downwards in accordance with the decision taken by the JBS Assessment Committee concerned.

**c) Special conditions:**

- i. A student must never have failed a module as a first attempt in the relevant programme.
- ii. A student must have obtained a minimum mark of 65% in every prescribed module at NQF LEVEL: 8 for Postgraduate Diplomas and NQF LEVEL: 9 for Master's Degrees and in the case of a master's qualification by coursework, in the minor dissertation as well.
- iii. Students must have been registered for the full curriculum as prescribed for each academic year on a full-time or part-time basis, as the case may be.
- iv. If students are transferred from another Higher Education Institution in the same qualification to JBS the same requirements as stated above shall apply.

If students change programmes within JBS only the modules related to the new programme will be taken into consideration in calculating whether the qualification is obtained with distinction

## **JBS.11 RECOGNITION OF PRIOR LEARNING (RPL)**

### **Application for admission to study at the Johannesburg Business School**

1. Prospective students must apply for admission to programmes not later than the determined programme specific closing dates as stipulated on the official JBS website. An annually determined application fee is payable for paper applications. Online applications are free.
2. Admission is subject to selection in accordance with programme-specific admission requirements determined by the Board of JBS, as well as minimum requirements set for transfer students, approved by Senate and contained in the relevant JBS Rules and Regulations.
3. The Johannesburg Business School has the right to revoke or amend the admission status of an applicant and cancel or refuse the registration of an applicant or student who provided incorrect information and documentation material to an application for admission or re-admission, or who omitted to provide information or documentation material to an application for admission or re-admission.
4. No notice regarding an applicant's admission status is official and binding on the Johannesburg Business School, unless it has been sent by email to an applicant from the Johannesburg Business School's server or uploaded by the Johannesburg Business School to the online Student Portal application status page.
5. Admission is also subject to
  - a) the Johannesburg Business School's Enrolment Management Plan approved by the Department of Higher Education and Training, the Senate and JBS Board;
  - b) caps for elective modules as approved;
  - c) professional regulatory requirements where programmes are regulated by external regulatory boards/councils;
  - d) requirements related to the student equity profile; and
  - e) Senate-approved selection, placement and admission tests.

For full Rules and Regulations please refer to the Academic Rules and Regulations of the Johannesburg Business School. A list of relevant acts/policies/documents are available on ULink: <https://ulink.uj.ac.za/pages/regulations.php>

## **JBS.12 NQF LEVEL OF POSTGRADUATE QUALIFICATIONS**

NQF LEVEL: (National Qualifications Framework)

NQF Level:	Qualification type	Minimum total credits
10	Doctoral Degree Doctoral Degree (Professional)	360 (Min. credits at level 10: 360)
9	Master's Degree Master's Degree (Professional)	190 (Min. credits at level 9: 190)
8	Postgraduate Diploma	130 (Min. credits at level 8: 130)

### JBS.13 POSTGRADUATE QUALIFICATIONS OFFERED AT THE JOHANNESBURG BUSINESS SCHOOL

<b>MASTERS</b>			
All Masters degrees listed below are offered full and/or part-time. (Consult with the relevant Department)			
Qualification Name	Code	Offered By	Page
Postgraduate Diploma of Business Administration – PGDip (BA) (Contact /Face-to-face)	E19BAQ	Johannesburg Business School	20
Postgraduate Diploma of Business Administration – PGDip (BA) (online)	E19B1O – Jan Intake E19B2O – July Intake	Johannesburg Business School	23
<a href="#">Postgraduate Diploma in Business Administration – PGDip (BA) Graduate (Contact /Face-to-face)</a>	<a href="#">E19BAQ</a>	<a href="#">Johannesburg Business School</a>	
Postgraduate Diploma in Public Policy and African Studies (Contact /Face-to-face)	E34PPQ	Johannesburg Business School	26
Master of Business Administration / Face-to-face (MBA)	MBA19Q MBA34Q	Johannesburg Business School	29
Master of Business Administration (MBA) (Online)	MBA9QP MBA3QP	Johannesburg Business School	34
Doctorate of Philosophy in the field of Digital Transformation (Contact/Face-to-face/ Blended Learning)	P19DTQ	Johannesburg Business School	67

## SECTION C: FIELDS OF STUDY

### JBS.14 POSTGRADUATE DIPLOMA CURRICULA

- \* *Postgraduate Diploma in Business Administration (Coursework)*
- \* *Postgraduate Diploma in Business Administration (Coursework – Fully Online)*

### CLOSING DATE FOR ALL PGDIP APPLICATIONS:

- Last day of November annually for study commencing in the following year except were stated otherwise.

### CLOSING DATE FOR REGISTRATIONS:

- End of February for study commencing in the year following the year of application.

More information is obtainable from the relevant Department.

**JBS.15 POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION – PGDIP (BA) – (CONTACT/FACE-TO-FACE) – (BLENDED MODE)**

**NQF LEVEL: 8**

**E19BAQ  
NUMBER OF CREDITS: 130**

**PURPOSE**

The purpose of the PGDip (BA) is to develop senior managers so that they can manage and lead sustainable businesses by employing 4IR technologies and general management skills.

**RULES OF ACCESS**

Access will be provided to the student who is in possession of:

- A Bachelor's Degree or Advanced Diploma at NQF level 7 with an overall average of 60% or above
- A minimum of two years' work experience
- Acceptable JBS Admission Test (Psychometric Tests) scores
- Mathematics: A level of competence equivalent to the requirements of the NSC is advisable
- A SAQA accreditation of qualifications (international applicants only)
- Proof of English language proficiency (for students who have not studied at tertiary level in English)
- Students not meeting the above requirements can apply for Recognition of Prior Learning (RPL). The official JBS and faculty processes will have to be followed.

Students not meeting the above requirements can apply through the Recognised Prior Learning (RPL) route. The JBS selection committee will review all RPL prior to the acceptance of an applicant.

**POSTGRADUATE DIPLOMA 2024 – EARLY BIRD STREAM – 23 and 30 January 2024 – 02 December 2024**

Block	Modules	Dates	Module Codes	NFQ Level Credits
Orientation	Orientation and Study Skills	Monday 23 January – Monday 30 January 2023	OAT8X01	0
	Personal Development			
Block 1	Digital Marketing	Wednesday 18 January – Saturday 18 March 2023	DIM8X02	10
	Entrepreneurship with a Growth Mindset		ENT8X02	10
	E-Business Platforms and Customer-centric Innovations		EDU8X02	10
Block 2	Operations and Supply Chain Management in the Digital Age	Wednesday 22 March – Saturday 27 May 2023 EASTER BREAK - 10 to 15 April 2023	OPS8X02	10
	Economics & International Business		EIB8X02	10
	Personal Development (1 Lecture)		PER8X02	0
Block 3	People Management in the New World of Work	31 May – 29 July 2023	PEM8X01	10
	Competitive Strategy: Winning in the Digital Marketplace		CSM8X01	10
	Personal Development		PER8X02	0
Block 4	Accounting & Financial Management	02 August – 30 September 2023	AFM8X01	10
	Digital Technologies		DIG8X01	10
	Personal Development (1 Lecture)		PER8X02	0
Block 5	Business Law, Ethics and Sustainability in a Digital Era	03 October to 02 December 2023	BUS8X02	10
	Elective 1			
	Elective 2			

	Personal Development (1 Lecture)		PER8X02	0
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**Electives\*: Choose TWO electives:**

Block	Modules	Dates	Module Codes	NFQ Level Credits
Block 5	Global Business Environment and New Trend in Management	03 October to 02 December 2023	GEN8X02	10
	Introduction to Business & Professional French		IBP8X02	10
	Multinational Enterprise Strategy and Performance		MEP8X02	10
	New Venture Creation & Business Model Generation		NBG8X02	10

**POSTGRADUATE DIPLOMA 2023 – WEEKENDER STREAM – 23 and 30 January 2023 – 02 December 2023**

Block	Modules	Dates	Module Codes	NFQ Level Credits
Orientation	Orientation and Study Skills	Monday 23 January – Monday 30 January 2023	OAT8X01	0
	Personal Development			10
Block 1	Digital Marketing	Saturday 21 January – Saturday 18 March 2023	DIM8X02	10
	Entrepreneurship with a Growth Mindset		ENT8X02	10
	E-Business Platforms and Customer-centric Innovations		EDU8X02	10
Block 2	Operations and Supply Chain Management in the Digital Age	Saturday 25 March – Saturday 27 May 2023 EASTER BREAK - 10 to 15 April 2023	OPS8X02	10
	Economics & International Business		EIB8X02	10
	Personal Development		PER8X02	10
Block 3	People Management in the New World of Work	Saturday 03 June – 29 July 2023	PEM8X01	10
	Competitive Strategy: Winning in the Digital Marketplace		CSM8X01	10
	Personal Development		PER8X02	10
Block 4	Accounting & Financial Management	Saturday 05 August – 30 September 2023	AFM8X01	10
	Digital Technologies		DIG8X01	10
	Personal Development (1 Lecture)		PER8X02	10
Block 5	Business Law, Ethics and Sustainability in a Digital Era	Saturday 07 October to 02 December 2023	BUS8X02	10
	Elective 1 (please see below)			
	Elective 2 (please see below)			
	Personal Development		PER8X02	10
		<b>Subtotal</b>	<b>11</b>	<b>110</b>
	Elective 1 (please see below)			10
	Elective 2 (please see below)			10
		<b>Total</b>	<b>13</b>	<b>130</b>

**Electives\*: Choose TWO electives:**

Block	Modules	Dates	Module Codes	NFQ Level Credits
Block 5	Global Business Environment and New Trend in Management (International Management Stream)	03 October to 02 December 2023	GEN8X02	10
	Introduction to Business & Professional French (international Management Stream)**		IBP8X02	10
	Multinational Enterprise Strategy and Performance (Enterprise Development Stream)		MEP8X02	10
	New Venture Creation & Business Model Generation (Enterprise Development Stream)		NBG8X02	10

**\*PGDip (BA) Specialisation Streams:**

From 2023, students will be able to select an area of specialisation in the PGDip (BA) programme. Electives should be selected from two streams:

a) International Management

OR

b) Enterprise Development

For elective selections please see electives listed.

\*\*\*\*Please note, not all elective modules listed will be taught in each academic year, JBS reserves the right to run elective modules in priority of student specialisation selections and requirements, at the discretion of the JBS academic leadership.

**Credits granted towards MBA Programme from PGDip (BA) Programme:**

A total number of 60 credits at an NQF level 08 may be transferred from the PGDip (BA) onto the JBS MBA programme (up to 6 x 10 credit modules, i.e. Credits granted per module individually, not a collective of all six modules)

The following credits will be granted (and students will be exempt from study for these six modules) to those students who have successfully completed the JBS PGDip (BA). Module credits will not be granted for students who have completed their PGDip studies from other institutions other than JBS.

Please note, admission onto the MBA programme requires a final overall academic average score of a minimum of 60% on the PGDip (BA) programme.

The relevant modules to which credits will be transferred into the MBA from the PGDip (BA) programme are as follows:

PEM8X01	People Management in the New World of Work	10 credits
CSM8X01	Competitive Strategy: Winning in the Market Place	10 credits
AFM8X01	Accounting and Financial Management	10 credits
DIG8X01	Digital Technologies	10 credits
OPS8X02	Operations and Supply Chain Management in the Digital Age	10 credits
EIB8X02	Economics and International Business	10 credits

**JBS.16 ALPHABETICAL LIST OF MODULE CODES, MODULE NAMES AND PREREQUISITES  
FOR POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (CONTACT/FACE-  
TO-FACE) MODULES**

<b>Modules</b>	<b>Module Codes</b>	<b>Pre-Requisite</b>
Accounting & Financial Management	AFM8X01	N/A
Business Law, Ethics and Sustainability in a Digital Era	BUS8X02	N/A
Competitive Strategy: Winning in the Digital Marketplace	CSM8X01	N/A
Digital Marketing	DIM8X02	N/A
Digital Technologies	DIG8X01	N/A
E-Business Platforms and Customer-centric Innovations	EDU8X02	N/A
Economics & International Business	EIB8X02	N/A
Entrepreneurship with a Growth Mindset	ENT8X02	N/A
Global Business Environment and New Trend in Management	GEN8X02	N/A
Introduction to Business & Professional French	IBP8X02	N/A
Multinational Enterprise Strategy and Performance	MEP8X02	N/A
New Venture Creation & Business Model Generation	NBG8X02	N/A
Operations and Supply Chain Management in the Digital Age	OPS8X02	N/A
Orientation and Study Skills	OAT8X01	N/A
People Management in the New World of Work	PEM8X01	N/A
Personal Development	PER8X02	N/A

**JBS.17 POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDIP BA) –  
(ONLINE)**

**(E19B10) – Jan Intake  
(E19B20) – July Intake**

**NQF LEVEL: 8**

**NUMBER OF CREDITS: 130**

All fully online programmes use the “carousel model” of enrolment using two cohorts of enrolment. This model enables two student intakes per year. The model has been designed to allow for students to start in January or July.

## PURPOSE

The purpose of the PGDip (BA) is to develop senior managers so that they can manage and lead sustainable businesses by employing 4IR technologies and general management skills.

## RULES OF ACCESS

Access will be provided to the student who is in possession of:

- A Bachelor's Degree or Advanced Diploma at NQF level 7 with an overall average of 60% or above
- A minimum of two years' work experience
- Acceptable JBS Admission Test (Psychometric Tests) scores
- Mathematics: A level of competence equivalent to the requirements of the NSC is advisable
- A SAQA accreditation of qualifications (international applicants only)
- Proof of English language proficiency (for students who have not studied at tertiary level in English)
- Students not meeting the above requirements can apply for Recognition of Prior Learning (RPL). The official JBS and faculty processes will have to be followed.

Students not meeting the above requirements can apply through the Recognised Prior Learning (RPL) route. The JBS selection committee will review all RPL prior to the acceptance of an applicant.

## CURRICULUM

Module Names	Module Code	NQF Credits	Module Names	Module Code	NQF Credits
<b>E19B10</b>			<b>E19B20</b>		
<b>JANUARY 2024 – DECEMBER 2024</b>			<b>JULY 2023 - JUNE 2024</b>		
Accounting and Financial Management	AFM1110	10	Accounting and Financial Management	AFM1120	10
Business Law, Ethics & Sustain in a Digital Era	BUS1110	10	Business Law, Ethics & Sustain in A Digital Era	BUS1120	10
Competitive Strategy: Winning in The Market Place	CSW1110	10	Competitive Strategy: Winning in The Market Place	CSW1120	10
Digital Marketing	PER1120	10	Digital Marketing	PER1110	10
Digital Technologies	DIG1110	10	Digital Technologies	DIG1120	10
E-Business and Customer Centric Innovation	EDU1110	10	E-Business and Customer Centric Innovation	EDU1120	10
Economics & International Business	EIB1110	10	Economics & International Business	EIB1120	10
Entrepreneurship with a Growth Mind-Set	ENT1120	10	Entrepreneurship With a Growth Mind-Set	ENT1110	10
Operations & Supply Chain Management	OSC1110	10	Operations & Supply Chain Management	OSC1120	10
Orientation And Study Skills	OSS1110	0	Orientation And Study Skills	OSS1120	0
People Management in The New World of Work	PEM1110	10	People Management in The New World of Work	PEM1120	10
Personal Development	PMN1120	10	Personal Development	PMN1120	10
<b>Subtotal</b>	<b>12</b>	<b>110</b>	<b>Subtotal</b>	<b>12</b>	<b>110</b>
	<b>Modules</b>	<b>Credits</b>		<b>Modules</b>	<b>Credits</b>
Elective 1*		10	Elective 1*		10
Elective 2*		10	Elective 2*		10
<b>Total</b>	<b>14</b>	<b>130</b>	<b>Total</b>	<b>14</b>	<b>130</b>



**Electives\*: Choose TWO electives:**

E19B1O			E19B2O		
JANUARY 2024 – DECEMBER 2024			JULY 2023 - JUNE 2024		
Module Names	Module Code	NQF Credits	Module Names	Module Code	NQF Credits
Global Business Environment and New Trend in Management (International Management Stream)	GEN112O	0	Global Business Environment and New Trend in Management (International Management Stream)	GEN112O	10
**Introduction to Business & Professional French (international Management Stream)	IBP112O	10	Introduction to Business & Professional French (international Management Stream)	IBP112O	10
Multinational Enterprise Strategy and Performance (Enterprise Development Stream)	MEP112O	10	Multinational Enterprise Strategy and Performance (Enterprise Development Stream)	MEP112O	10
New Venture Creation & Business Model Generation (Enterprise Development Stream)	NBG112O	10	New Venture Creation & Business Model Generation (Enterprise Development Stream)	NBG112O	10

**\*PGDip (BA) Specialisation Streams:**

From 2023, students will be able to select an area of specialisation in the PGDip (BA) programme. Electives should be selected from two streams:

a) International Management

OR

b) Enterprise Development

For elective selections please see electives listed.

\*\*Please note, not all elective modules listed will be taught in each academic year, JBS reserves the right to run elective modules in priority of student specialisation selections and requirements, at the discretion of the JBS academic leadership.

**Credits granted towards MBA Programme from PGDip BA Programme:**

A total number of 60 credits at an NQF level 08 may be transferred from the PGDip (BA) onto the JBS MBA programme (up to 6 x 10 credit modules, ie. Credits granted per module individually, not a collective of all six modules).

The following credits will be granted (and students will be exempt from study for these six modules) to those students who have successfully completed the JBS PGDip (BA). Module credits will not be granted for students who have completed their PGDip studies from other institutions other than JBS.

Please note, admission onto the MBA programme requires a final overall academic average score of a minimum of 60% on the PGDip (BA) programme.

The relevant modules to which credits will be transferred into the MBA from the PGDip (BA) programme are as follows:

<b>E19B1O</b>	<b>E20B2O</b>		
<b>1<sup>st</sup> Intake</b>	<b>2<sup>nd</sup> Intake</b>		
PEM111O	PEM112O	People Management in the New World of Work	10 credits
CSW111O	CSW112O	Competitive Strategy: Winning in the Market Place	10 credits
AFM111O	AFM112O	Accounting and Financial Management	10 credits
DIG111O	DIG112O	Digital Technologies	10 credits
OSC111O	OSC112O	Operations and Supply Chain Management in the Digital Age	10 credits
EIB111O	EIB112O	Economics and International Business	10 credits

### **JBS.18 POSTGRADUATE DIPLOMA IN PUBLIC POLICY AND AFRICAN STUDIES**

**(E34PPQ)**

**NQF LEVEL: 8**  
**120**

**NUMBER OF CREDITS:**

#### **PURPOSE**

The purpose of the PGDip (Public Policy and African Studies) is to assist future leaders to develop, formulate and implement public policy within the African context, and to equip students to find solutions to public policy problems on the African continent. The programme will allow students to develop a public policy toolkit of analytical approaches that will enable them to explore the intricacies of social problems in Africa; understand how public decisions are made; devise thoughtful responses to serious problems and navigate the challenges that arise when solutions are implemented. The programme will equip both aspiring and current public service professionals as well as civil society leaders with the tools to analyse policy, lead and manage organisations and teams.

#### **RULES OF ACCESS**

Access will be provided to the student who is in possession of:

- A Bachelor's Degree or Advanced Diploma at NQF level 7 with an overall average of 60% or above
- A minimum of two years' work experience
- Acceptable JBS Admission Test (Psychometric Tests) scores
- Mathematics: A level of competence equivalent to the requirements of the NSC is advisable
- A SAQA accreditation of qualifications (international applicants only)
- Proof of English language proficiency (for students who have not studied at tertiary level in English)
- Students not meeting the above requirements can apply for Recognition of Prior Learning (RPL). The official JBS and faculty processes will have to be followed.

Students not meeting the above requirements can apply through the Recognised Prior Learning (RPL) route. The JBS selection committee will review all RPL prior to the acceptance of an applicant.

#### **CURRICULUM**

<b>CURRICULUM FIRST YEAR</b>		
<b>YEAR MODULES</b>		
<b>Module Name</b>	<b>Module Code</b>	<b>NQF Credits</b>
Research Practice for Leaders A	RPL8X01	26

<b>Electives - Choose TWO of the following: * (when a particular first year module is taken, the matching second year module is compulsory)</b>		
Strategic Diplomacy A	SDP8X01	17
Industrial Policy A	IND8X01	17
Transitional Justice A	TRJ8X01	17
<b>3 Year Modules</b>	<b>60 Credits</b>	

<b>SECOND YEAR</b>		
<b>YEAR MODULES</b>		
<b>Module Name</b>	<b>Module Code</b>	<b>NQF Credits</b>
Research Practice for Leaders B	RPB8X01	26
<b>Electives - Choose TWO of the following: * (when a particular first year module is taken, the matching second year module is compulsory)</b>		
Strategic Diplomacy B	SDP8X02	17
Industrial Policy B	IND8X02	17
Transitional Justice B	TRJ8X02	17
<b>3 Year Modules</b>	<b>60 Credits</b>	

### **JBS.19 RESEARCH PRACTICE FOR LEADERS: COMPULSORY MODULE**

**RESEARCH PRACTICE FOR LEADERS: COMPULSORY MODULE**

**RPL8X01/RPL8X02**

**NQF LEVEL: 8**

**NUMBER OF CREDITS: 50**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

This module assists participants to build knowledge and understanding of key research methodology issues in social science, with particular focus and examples drawn from the study of diplomacy, economic development and conflict management. It also introduces participants to discussions about the politics of evidence and research. The purpose is to develop in participants the capabilities to commission research, and to know how to 'consume' evidence and research claims. These capabilities are increasingly important in policy fields where organizations hire 'evidence brokers' and there are strong commitments to 'evidence based policy'.

#### **OUTCOMES**

**At the end of this module the student will be able to:**

- Appraise the fundamentals of research methodology and its relevance to public policy;
- Assess the ethical ramifications of research;
- Commission a research project;
- Formulate evidence based research to enhance policy;
- Reconstruct a menu of policy options and their prospects for creating conditions for sustainable development on the African continent;
- Based on a topic discussed in lectures, formulate a position paper.

### **JBS.20 INDUSTRIAL POLICY – A & B**

**INDUSTRIAL POLICY - A & B**

**IND8X01/IND8X02**

**NQF LEVEL: 8**

**NUMBER OF CREDITS: 35**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to provide a comparative and historical political economy perspective on industrial policy with a view toward developing frameworks to help design viable policies to promote industrialisation in sub-Saharan Africa. It examines a range of industrial policy instruments that can be effective in promoting manufacturing in less developed countries at different stages of development. It does not only address technical issues, but also examines how and why political economy factors at the domestic and international level can affect the implementation of otherwise well designed industrial policies. It also links to theoretical issues with case study evidence, drawing on national-level and firm level experiences. The module is designed principally for leading policy-makers in Africa from a range of sectors including government ministries and state enterprises, private corporations, business chambers, labour unions, political parties, regional and international organisations, and NGOs.

### **OUTCOMES**

At the end of this module, the students will be able to:

- Identify the different positions in the debates around industrial policies,
- Appraise trends in Growth and Manufacturing in Developing Economies
- Assess the Role of the State in Promoting Infant Industries
- Appraise the various instruments of Industrial Policy
- Evaluate the State-Owned Enterprises versus Private owned Enterprises
- Critique to Development State Model
- Critique the Africa's growth path with reference to Natural Resources and other key sectors

## **JBS.21 STRATEGIC DIPLOMACY – A & B**

**STRATEGIC DIPLOMACY – A & B**  
**NQF LEVEL: 8**

**SDP8X01/SDP8X02**  
**NUMBER OF CREDITS: 35**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to provide students with a theoretically and comparative introduction to key issues in the contemporary international politics of Africa and the two main external actors- the United States and Europe- who played a key role in influencing the region's international relations. The module comprises of two parts. The first introduces students to themes of international relations; a survey of imperialism from the colonial age to the present; and the international relations of Africa. In the second part, the theory and practice of diplomacy is examined around some of the key themes in the international politics of Africa, those of security, migration and human rights. The module enables students to develop disciplinary insights from political theory and the comparative study of international.

### **OUTCOMES**

By the end of the module students should be able to:

- Display a detailed knowledge of a specific sub-regional/country as well as insights into such thematic issues as: security, international/African political economy and human rights.
- Appraise the major forces in the international relations of Africa from the 19<sup>th</sup> century to the present
- Analyse the points of conflict and cooperation in Africa and the key outside actors
- Critically evaluate the diplomatic history of Africa, current dynamics and future challenges
- Evaluate the existing the theoretical approaches to inter-regional relations and foreign policy-making of the various states.

## **JBS.22 TRANSITIONAL JUSTICE – A & B**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

This module offers historical, theoretical and empirical perspectives on the nature and causes of conflict and its impact on social and economic development in Africa and elsewhere over the past century. These issues form the basis for consideration of transitional justice, memorialisation, peace and security responses to violence. It also emphasises the crucial linkages of conflict, memory, justice and peace, in particular the prevalence of unaddressed or manipulated memories of violence, historical grievance and impunity as causes of further conflict.

### **OUTCOMES**

At the end of this module, participants will be able to:

- Assess the Narratives of Conflict Theory;
- Appraise the concept of Transitional Justice: Historical, Conceptual and Methodological Issues;
- Assess the Conceptual and Institutional Challenges in Addressing Violence;
- Critique the various African country case studies responses to conflict;
- Critique the International Criminal Court as the Global Accountability Regime.

### **JBS.23 MASTERS CURRICULA**

\* *Master of Business Administration (Coursework + Independent Study – Contact/Face-Face)*

\* *Master of Business Administration (Coursework + independent Study– Fully Online)*

### **CLOSING DATE FOR ALL MASTERS APPLICATIONS:**

- Last day of October annually for study commencing in the following year except where stated otherwise.

### **CLOSING DATE FOR REGISTRATIONS:**

- End of February for study commencing in the year following the year of application.

More information is obtainable from the relevant Department.

### **JBS.24 MASTER OF BUSINESS ADMINISTRATION (MBA) (CONTACT/FACE-TO-FACE)**

**(MBA19Q)/(MBA34Q)**

**NQF LEVEL: 9**

**NUMBER OF CREDITS: 190**

### **PURPOSE**

The purpose of this qualification is to develop the capabilities and skills of current and potential managers and professionals to deal effectively with the challenges of managing and leading in the digital economy. It is the intention of the qualification to transform incoming students by equipping them with the high order skills by leveraging technology and effectively employing soft skills, in an ethical and sustainable manner required for high impact in their environments.

### **RULES OF ACCESS**

Access will be provided to the student who is in possession of:

- Honours Degree in a relevant field (NQF Level 8) with an overall average of 60%; or
- PGDip in Management, PGDip in Business Management, PGDip in Business Administration or related NQF Level 8 qualifications with an overall average of 60%; or
- A cognate Bachelor's Degree equivalent at NQF level 8; or
- A three-year degree plus a PGDip (NQF level 8).
- Acceptable GMAT score or an acceptable JBS Admission Test score;
- Mathematics: Acceptable level of competence on NSC results;

- SAQA Accreditation (international applicants only). SAQA Help desk: +27 12 431-5070 or go to: <http://www.saqa.org.za>
- Proof of English language proficiency (for students who have not studied at tertiary level in English);
- A minimum of 4 years work experience at an appropriate level; and
- Advanced computer skills.

Students not meeting the above requirements can apply through the Recognised Prior Learning (RPL) route. The JBS selection committee will review all RPL prior to the acceptance of an applicant.

### Credit granted towards MBA Programme from PGDip BA Programme:

A total number of 60 credits at an NQF level 08 may be transferred from the PGDip (BA) onto the JBS MBA programme (up to 6 x 10 credit modules, ie. Credits granted per module individually, not a collective of all six modules).

The following credits will be granted (and students will be exempt from study for these six modules) to those students who have successfully completed the JBS PGDip BA. Module credits will not be granted for students who have completed their PGDip studies elsewhere at other institutions other than JBS.

Please note, admission onto the MBA programme requires a final overall academic average score of a minimum of 60% on the PGDip BA programme.

The relevant modules to which credits will be transferred into the MBA from the PGDip (BA) programme are as follows:

PGDip (BA) Contact	PGDip (BA) Online			
	E19BAQ	E19B10		
	1 <sup>st</sup> Intake	2 <sup>nd</sup> Intake		
PEM8X01	PEM1110	PEM1120	People Management in the New World of Work	10 credits
CSM8X01	CSW1110	CSW1120	Competitive Strategy: Winning in the Market Place	10 credits
AFM8X01	AFM1110	AFM1120	Accounting and Financial Management	10 credits
DIG8X01	DIG1110	DIG1120	Digital Technologies	10 credits
OPS8X02	OSC1110	OSC1120	Operations and Supply Chain Management in the Digital Age	10 credits
EIB8X02	EIB1110	EIB1120	Economics and International Business	10 credits

### CURRICULUM

FIRST YEAR					
YEAR MODULE					
Module Name		Module Code		NQF Credits	
Contemporary Management		CON9X00		10	
		1 Year module		10 Credits	
SEMESTER MODULES					
FIRST SEMESTER (EARLY BIRD)/(WEEKENDER)			SECOND SEMESTER (EARLY BIRD)/(WEEKENDER)		
JANUARY – JUNE 2023			JULY - NOVEMBER 2023		
Module Name	Module Code	NQF Credits	Module Name	Module Code	NQF Credits
Orientation and Teamwork	OAT9X01	0	Operations and Supply Chain Management in the Digital Age	OPS9X02	10
Competitive Strategy: Winning in the Digital Market Place	CSM9X01	10	Accounting and Financial Management	AFM9X01	10
People Management in the New World of Work	PMA9X01	10	Advanced E-Commerce	AEP9X02	10

			Platforms for Entrepreneurship		
Advanced Digital Marketing	ADM9X02	10	Economics and International Business	EIB9X02	10
Digital Technologies	DIG9X01	10			
	<b>5 Modules</b>	<b>40 Credits</b>		<b>4 Modules</b>	<b>40 Credits</b>

## SECOND YEAR

### Year Module

Module Name	Module Code	NQF Credits
Capstone Consultancy Project	CCP9X00	50
	1 Year module	50 Credits

## FIRST SEMESTER (EARLY BIRD)/(WEEKENDER)

Module Name	Module Code	NQF Credits	Module Name	Module Code	NQF Credits
Consulting Skills, Quantitative Methods and Data Analytics	CSQ9X01	10			
Ethical Leadership in the Digital Economy	ELD9X01	10			

### Electives\* – Choose THREE of the following:

\*Please note, not all elective modules listed will be taught in each academic year, i.e.. On average, five or less elective modules will be timetabled. JBS reserves the right to run elective modules in priority of student specialisation selections and requirements, at the discretion of the JBS academic leadership.

QUARTER 2	QUARTER 3
APRIL – JUNE 2024	JULY – AUGUST 2024

Competitive Intelligence	COI9X01	10	Advanced AI and Robotics for Business	AAI9X01	10
Entrepreneurship and Start-ups	ESU9X01	10	Blockchain Applications for Business	BCI9X01	10
Contemporary Issues in Costing and Pricing Models	CPM9X01	10	Big Data & Data Analytics for Managers in the 4 <sup>th</sup> IR	BDD9X01	10
			International Elective A	IEA9X01	10
			International Elective B	IEB9X01	10

**RESEARCH TIME: 26%**

### JBS.24.1 MBA ELECTIVES:

#### Healthcare Management Stream

A Healthcare Management are of specialisation is available to students on the JBS MBA programme in **2024**. Students need to undertake one (1) non-credit bearing module that is **ONLY** compulsory should students choose to complete Healthcare Management as the focal area for elective specialisation. This module serves in preparation of a broad understanding of Healthcare Management, so as to provide context to the healthcare elective modules, and therefore is not assessed or holds credit value.

Addition of the following five (5) ELECTIVE modules (have to select only three – electives that will run in any one year is dependent on the availability of faculty and the number of students who select modules, ie. On average typically 8 electives are offered each year)

- Economics in Healthcare Management, 10 credits;
- Legislation and Ethics in Healthcare, 10 credits;
- Big Data and Analytics in Healthcare, 10 credits;
- Systems for Healthcare Operations Management, 10 credits;
- Innovation in Healthcare Management.

Students who choose Healthcare Management as a focus area of specialisation for their electives, are also required to also complete the following compulsory non-credit bearing module in addition to their three chosen electives, which serves in preparation of studying these the Healthcare Management topical electives:

- Fundamentals of Healthcare Operations Management, 0 credits. (Compulsory module for students specialising in healthcare)

#### JBS.25 TEACH-OUT PLAN (MBA34Q): 2021 - 2023:

##### Teach-out Plan (MBA34Q): 2021 – 2023

2020	2021	2022	2023
2020 Cohort - First year of registration & study.	2020 Cohort - 2nd year and last year of study including final submission of Capstone Research Project.  2021 Cohort - First year of registration & study.	2020 Cohort - 3 <sup>rd</sup> year permitted to register to complete any outstanding requirements towards fulfilment of qualification.  2021 Cohort – 2 <sup>nd</sup> year and last year of study including final submission of Capstone Research Project.	2021 Cohort - 3 <sup>rd</sup> year permitted to register to complete any outstanding requirements towards fulfilment of qualification.
		Registrations for amended new MBA (MBA19Q) with new 4IR curriculum focus.	

The following arrangements will apply:

- Teach out will only apply to students who have registered for the current programme (MBA34Q) in 2020 and 2021.
- All new intake registrations for the MBA Contact programme from January 2022 will be against new programme code MBA19Q.
- Students who have first registered in 2020 and 2021 against old MBA programme (MBA34Q) will be granted **two further years** in order to complete the qualification, including submission of their research project in their final year of study (maximum 3 years).

#### JBS.26 ALPHABETICAL LIST OF MODULE CODES, MODULE NAMES AND PREREQUISITES FOR MASTER'S DEGREE IN BUSINESS ADMINISTRATION (CONTACT/FACE-TO-FACE) MODULES

Module Code	Module Name	Pre-Requisite
AFM9X01	Accounting & Financial Management	N/A
AAI9X01	Advanced AI and Robotics for Business	N/A
ADM9X02	Advanced Digital-Marketing	N/A
AEP9X02	Advanced E-Commerce Platforms for Entrepreneurship	N/A
BDD9X01	Big Data & Data Analytics for Managers in the 4 <sup>th</sup> IR	N/A



<b>Module Code</b>	<b>Module Name</b>	<b>Pre-Requisite</b>
BCI9X01	Blockchain Applications for Business	N/A
CCP9X00	Capstone Consultancy Project	N/A
CLO9X01	Cloud Computing*	N/A
COM9X01	Common Cloud-Platforms – Advanced Training*	N/A
CPM9X01	Contemporary Issues in Cost & Price Models	N/A
CSM9X01	Competitive Strategy: Winning in the Digital Market Place	N/A
CSQ9X01	Consulting Skills, Quantitative Methods and Data Analytics	N/A
COI9X01	Competitive Intelligence	N/A
CIB9X01	Contemporary Issues in International Business*	N/A
CON9X00	Contemporary Management	N/A
CYB9X01	Cybersecurity*	N/A
DAL9X01	Developing Authentic Leadership*	N/A
DIG9X01	Digital Technologies	N/A
DRP9X01	Disruptive Technologies for Industry Sectors*	N/A
EIB9X02	Economics and International Business	N/A
EIR9X01	Entrepreneurship & Innovation in the 4th IR	N/A
ESU9X01	Entrepreneurship and Start-ups	N/A
ELD9X01	Ethical Leadership in the Digital Economy	N/A
ITH9X01	Internet of Things*	N/A
IEA9X01	International Elective A	N/A
IEB9X01	International Elective B	N/A
IEC9X01	International Elective C*	N/A
NEG9X01	Negotiation Skills*	N/A
OPS9X02	Operations and Supply Chain Management in the Digital Age	N/A
OAT9X01	Orientation and Teamwork	N/A
PPM9X01	People Management for Empowerment and Collaboration*	N/A
PEM9X01	People Management in the New World of Work	N/A
STO9X01	Storytelling*	N/A
VIR9X01	Virtual Reality in the Business World*	N/A
Module code not yet available	Economics in Healthcare Management	N/A
Module code not yet available	Legislation and Ethics in the Healthcare Sector	N/A
Module code not yet available	Big Data and Analytics in Healthcare	N/A

Module Code	Module Name	Pre-Requisite
Module code not yet available	Systems for Healthcare Operations Management	N/A
Module code not yet available	Innovation in Healthcare Management	N/A
Module code not yet available	Fundamental of Healthcare Operations Management	N/A

\*Module not available in 2023

RESEARCH TIME: 26%

**JBS.27 MASTER OF BUSINESS ADMINISTRATION (MBA) (ONLINE) (MBA3QP)/(MBA9QP)**  
**NQF LEVEL: 9 NUMBER OF CREDITS: 190**

All fully online programmes use the “carousel model” of enrolment using six cohorts of enrolment. This model enables six student intakes per year. The model has been designed to allow for students to start in any given term.

**PURPOSE**

The purpose of this qualification is to develop the capabilities and skills of current and potential managers and professionals to deal effectively with the challenges of managing and leading in the digital economy. It is the intention of the qualification to transform incoming students by equipping them with the high order skills by leveraging technology and effectively employing soft skills, in an ethical and sustainable manner required for high impact in their environments.

**RULES OF ACCESS**

Access will be provided to the student who is in possession of:

- Honours Degree in a relevant field (NQF Level 8) with an overall average of 60%; or
- PGDip in Management, PGDip in Business Management, PGDip in Business Administration or related NQF Level 8 qualifications with an overall average of 60%; or
- A cognate Bachelor's Degree equivalent at NQF level 8; or
- A three-year degree plus a PGDip (NQF level 8).
- Acceptable GMAT score or an acceptable JBS Admission Test score;
- Mathematics: Acceptable level of competence on NSC results;
- SAQA Accreditation (international applicants only). SAQA Help desk: +27 12 431-5070 or go to: <http://www.saqa.org.za>
- Proof of English language proficiency (for students who have not studied at tertiary level in English);
- A minimum of 4 years work experience at an appropriate level; and
- Advanced computer skills.

Students not meeting the above requirements can apply through the Recognised Prior Learning (RPL) route. The JBS selection committee will review all RPL prior to the acceptance of an applicant.

**CURRICULUM – MBA9QP**

Module Code	Module Name	Module Credits
<b>CORE:</b>		
MBA02PA	Accounting	5
MBA35P1	Advanced E-Commerce Platforms for Entrepreneurship	10
MBA37P1	Advanced Digital Marketing	10
MBA04P1	Competitive Strategy: Winning in the Digital Market Place	10
MBA05PA	Contemporary Management A	5
MBA05PB	Contemporary Management B	5

Module Code	Module Name	Module Credits
MBA40PA	Consulting Skills,	5
MBA36P1	Digital Technologies	10
MBA06P1	Economics and International Business	10
MBA45PB	Ethics in the Digital Economy	5
MBA02PB	Financial management	5
MBA45PA	Leadership in the Digital Economy	5
MBA38P1	Operations and Supply Chain Management in the Digital Age	10
MBA39P1	People Management in the New World of Work	10
MBA40PB	Quantitative Methods and Data Analytics	5
MBA00P1	Self-Mastery*	0
<b>ELECTIVES* (choose three):</b>		
*Please note, not all elective modules listed will be taught in each academic year, ie. On average, five or less elective modules will be timetabled. JBS reserves the right to run elective modules in priority of student specialisation selections and requirements, at the discretion of the JBS academic leadership.		
MBA42P1	International Elective A	10
Module not available in 2023	Consumer Intelligence*	10
MBA43P1	Entrepreneurship and Start-Ups	10
MBA11P1	Contemporary Issues in International Business	10
MBA46P1	Developing Authentic Leadership	10
MBA47P1	Big Data & Data Analytics for Managers in the 4 <sup>th</sup> IR	10
MBA48P1	Cloud Computing*	10
MBA49P1	Internet of Things*	10
MBA50P1	Cybersecurity*	10
MBA51P1	Advanced AI and Robotics for Business*	10
MBA52P1	Blockchain Applications for Business	10
MBA53P1	Virtual Reality in the Business World*	10
MBA54P1	Disruptive Technologies for Industry Sectors	10
MBA55P1	Negotiation Skills	10
MBA56P1	Storytelling*	10
MBA39P1	People Management in the new world of work	10
MBA58P1	Common Cloud-Platforms – Advanced Training	10
Module not available yet	Economics in Healthcare Management	10
Module not available yet	Legislation and Ethics in the Healthcare Sector	10
Module not available yet	Big Data and Analytics in Healthcare	10
Module not available yet	Systems for Healthcare Operations Management	10
Module not available yet	Innovation in Healthcare Management	10
Module not available yet	Fundamental of Healthcare Operations Management	0
<b>INDEPENDENT STUDY: CAPSTONE CONSULTANCY PROJECT</b>		
MBA19PA	Capstone Project Concept	5

Module Code	Module Name	Module Credits
MBA19PB	Capstone Project Proposal	5
MBA20PBA	Capstone Project Milestone 1	5
MBA20PB	Capstone Project Milestone 2	5
MBA21P1	Capstone Project Report	30

\* Module not available in 2023

## 27.1 MBA ELECTIVES

### Healthcare Management

The introduction of one (1) non-credit bearing module that is ONLY compulsory should students choose to complete Healthcare Management as the focal area for elective specialisation. This module serves in preparation of a broad understanding of Healthcare Management, so as to provide context to the healthcare elective modules, and therefore is not assessed or holds credit value.

Addition of the following five (5) ELECTIVE modules (have to select only three – electives that will run in any one year is dependent on the availability of faculty and the number of students who select modules, ie. On average typically 8 electives are offered each year)

- Economics in Healthcare Management, 10 credits;
- Legislation and Ethics in Healthcare, 10 credits;
- Big Data and Analytics in Healthcare, 10 credits;
- Systems for Healthcare Operations Management, 10 credits;
- Innovation in Healthcare Management.

Students who choose Healthcare Management as a focus area of specialisation for their electives, are also required to also complete the following compulsory non-credit bearing module in addition to their three chosen electives, which serves in preparation of studying these the Healthcare Management topical electives:

- Fundamentals of Healthcare Operations Management, 0 credits. (Compulsory module for students specialising in healthcare)

### JBS.28 TEACH-OUT PLAN (MBA3QP): 2021 - 2024

#### Teach-Out Plan (MBA3QP): 2021 – 2024

2021	2022	2023	2024
Last year of registration on carousel model (intakes Jan, March, May, July, September, November) – registration and tuition offered for	2nd year of study - registration and tuition offered for two modules per intake.	2nd year of study - registration and tuition offered for two modules per intake.	3 <sup>rd</sup> and last year of study - registration and tuition offered for two modules per intake, and final submission of Capstone Research Project.

two modules per intake			
	Registrations for amended new MBA (MBA9QP) with new 4IR curriculum focus.		

The following arrangements will apply:

- Teach out will only apply to students who have registered for the current Distance Learning (Online) programme (MBA3QP) in 2021.
- All new intake registrations for the MBA Online programme from January 2022 will be against MBA9QP.
- Students who have first registered in 2021 against old MBA programme (MBA3QP) in any sequence on the carousel model will be granted **three further years** in order to complete the qualification, including submission of their research project in their final year of study (maximum 4 years).

Curriculum MBA3QP

Module Code	Module Name	Module Credits
<b>CORE:</b>		
MBA00P1	Self-Mastery	0
MBA02PA	Accounting	5
MBA02PB	Financial management	5
ICT9X01	Digital Technologies	10
EIR9X02	Advanced E-Commerce Platforms for Entrepreneurship	10
MBA04P1	Competitive Strategy: Winning in the Digital Market Place	10
MBA01PA	Leadership in the Digital Economy	5
MBA01PB	Ethics in the Digital Economy	5
CSQ9X01	Consulting Skills	5
CSQ9X02	Quantitative Methods and Data Analytics	5
MBA05PA	Contemporary Management A	5
MBA05PB	Contemporary Management B	5
MBA06P1	Economics and International Business	10
MBA07P	Advanced Digital Marketing	10
MBA08P1	Operations and Supply Chain Management in the Digital Age	10
MBA09P1	People Management in the New World of Work	10
<b>ELECTIVES (choose three):</b>		
IEA9X01	International Elective A	10
IEB9X01	International Elective B	10
IEC9X01	International Elective C	10
COI9X01	Consumer Intelligence	10
ESU9X01	Entrepreneurship and Start-Ups	10
	Contemporary Issues in Costing and Pricing Models	10
CIB9X01	Contemporary Issues in International Business	10
DAL9X01	Developing Authentic Leadership	10
BDD9X01	Big Data & Data Analytics for Managers in the 4 <sup>th</sup> IR	10
CLO9X01	Cloud Computing	10
ITH9X01	Internet of Things	10
CYB9X01	Cybersecurity	10
AAI9X01	Advanced AI and Robotics for Business	10
BCI9X01	Block Chain Applications For Business	10
VIR9X01	Virtual Reality in the Business World	10
DRP9X01	Disruptive Technologies for Industry Sectors	10
NEG9X01	Negotiation Skills	10
STO9X01	Storytelling	10
PMM9X01	People Management for Empowerment and Collaboration	10
COM9X01	Common Cloud-Platforms – Advanced Training	10
	Economics in Healthcare Management	10
Module not available yet	Legislation and Ethics in Healthcare	10
Module not available yet	Big Data and Analytics in Healthcare	10
Module not available yet	Systems for Healthcare Operations Management	10
Module not available yet	Innovation in Healthcare Management	10
Should students choose to select Healthcare Management electives, they will be required to complete the following module. This is only compulsory for students electing the Healthcare specialisation stream:		
Not available	Fundamentals of Healthcare Operations Management	0
<b>INDEPENDENT STUDY:</b>		

MBA19PA	Capstone Project Concept	5
MBA19PB	Capstone Project Proposal	5
MBA20PBA	Capstone Project Milestone 1	5
MBA20PB	Capstone Project Milestone 2	5
MBA21P1	Capstone Project Report	30

Research Time: 26%

**JBS.29 ALPHABETICAL LIST OF MODULE CODES, MODULE NAMES AND PREREQUISITES FOR MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA) ONLINE MODULES**

<b>Module Code</b>	<b>Module Name</b>	<b>Pre-Requisite</b>
MBA02PA	Accounting	N/A
MBA04P1	Competitive Strategy: Winning in the Digital Market Place	N/A
MBA41P1	Consumer Intelligence	N/A
MBA40PA	Consulting Skills	N/A
MBA11P1	Contemporary Issues in International Business	N/A
MBA05PA	Contemporary Management A	N/A
MBA05PB	Contemporary Management B	N/A
MBA35P1	Advanced E-Commerce Platforms for Entrepreneurship	N/A
MBA06P1	Economics and International Business	N/A
MBA25P1	Entrepreneurship and Start-ups	N/A
MBA02PB	Financial management	N/A
MBA36P1	Digital Technologies	N/A
MBA07P1	Advanced Digital-Marketing	N/A
MBA42P1	International Elective A	N/A
MBA43P1	International Elective B*	N/A
MBA44P1	International Elective C*	N/A
MBA45PB	Ethics in the Digital Economy	N/A
MBA45PA	Leadership in the Digital Economy	N/A
MBA08P1	Operations and Supply Chain Management in the Digital Age	N/A
MBA39P1	People Management in the New World of Work	N/A
MBA40PB	Quantitative Methods and Data Analytics	N/A
MBA19PA	Capstone Project Concept	N/A
MBA20PA	Capstone Project Milestone 1	N/A
MBA20PB	Capstone Project Milestone 2	N/A
MBA19PB	Capstone Project Proposal	N/A
MBA21P1	Capstone Project Report	N/A
MBA00P1	Self-Mastery*	N/A
MBA46P1	Developing Authentic Leadership	N/A
MBA47P1	Big Data & Data Analytics for Managers in the 4 <sup>th</sup> IR	N/A
MBA48P1	Cloud Computing*	N/A
MBA49P1	Internet of Things*	N/A
MBA50P1	Cybersecurity*	N/A
MBA51P1	Advanced AI and Robotics for Business*	N/A
MBA52P1	Blockchain Applications for Business	N/A
MBA53P1	Virtual Reality in the Business World*	N/A

Module Code	Module Name	Pre-Requisite
MBA54P1	Disruptive Technologies for Industry Sectors	N/A
MBA55P1	Negotiation Skills	N/A
MBA56P1	Storytelling*	N/A
MBA57P1	People Management for Empowerment and Collaboration*	N/A
MBA58P1	Common Cloud-Platforms – Advanced Training*	N/A
Module not available yet	Economics in Healthcare Management	N/A
Module not available yet	Legislation and Ethics in the Healthcare Sector	N/A
Module not available yet	Big Data and Analytics in Healthcare	N/A
Module not available yet	Systems for Healthcare Operations Management	N/A
Module not available yet	Innovation in Healthcare Management	N/A
Module not available yet	Fundamental of Healthcare Operations Management	N/A

RESEARCH TIME: 26%

\*Module not available in 2023

#### SECTION D: CALCULATION CRITERIA, PURPOSE AND OUTCOMES OF MODULES OFFERED ON THE POSTGRADUATE DIPLOMA IN THE JOHANNESBURG BUSINESS SCHOOL

### JBS.30 ACCOUNTING AND FINANCIAL MANAGEMENT

ACCOUNTING AND FINANCIAL MANAGEMENT  
NQF LEVEL: 8

(AFM8X01)/(AFM1110)/(AFM1120)  
NQF CREDITS: 10

#### CALCULATION CRITERIA

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark – 50%

#### PURPOSE

The purpose of this module is to teach students the principles of accounting and how accounting is used for management decision making in organisations.

#### OUTCOMES

Students should be able to:

- Understand the relationship between accounting and the financial statements in an organisation;
- Analyse a set of financial statements;
- Differentiate between different methods of costing and give the benefits of Activity Based Costing;
- Examine an organisation's business environment by means of a range of valuation concepts and techniques;
- Appraise risk versus return in order to optimise investment portfolios within an organisation;
- Critically evaluate organisational cost of capital and market value;
- Assess the effect of borrowing (leverage) on financial attributes of an organisation.



## **JBS.31 BUSINESS LAW, ETHICS AND SUSTAINABILITY IN A DIGITAL ERA**

### **BUSINESS LAW, ETHICS AND SUSTAINABILITY IN A DIGITAL ERA**

**(BUS8X02)/(BUS1110)/BUS1120**

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to provide a theoretical and practical understanding of principles of commercial law including digital law. In addition, the purpose is for students to gain an understanding of the practice of ethics and good governance needed to be responsible managers of businesses. The module provides students with an overview of the challenges that need to be addressed from both commercial and legal (international and local) perspectives, in addition to addressing general social concerns like online privacy and copyright infringement in South Africa and globally. The moral complexity of ethical issues as they relate to digital applications, social media and the internet are introduced in order for students to arrive at their own worldview of justice and fairness in the virtual world.

#### **OUTCOMES**

Students should be able to:

- Assess the fundamental components of contract and company law;
- Evaluate and assess the legal and policy frameworks relevant and necessary for digital environments;
- Critically evaluate the foundations of ethical decision-making and behaviour in businesses;
- Assess the priorities of a business in terms of Profits, People and Planet.

## **JBS.32 COMPETITIVE STRATEGY: WINNING IN THE DIGITAL MARKET PLACE**

### **COMPETITIVE STRATEGY: WINNING IN THE DIGITAL MARKET PLACE**

**(CSM8X01)/(CSW110)/(CSW1120)**

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to equip students with the knowledge and approaches that will allow them to formulate digital marketing strategies for businesses and organisations that will succeed in the 4IR market place.

#### **OUTCOMES**

Students should be able to:

- Categorise and outline key concepts related to digital marketing including e-business models, e-consumer behaviour, online marketing communications, website design and social media marketing;
- Craft competitive digital marketing strategies to ensure sustainability.
- Illustrate tactical decisions concerning effective product, pricing, distribution and promotion decisions in digital marketing.

## **JBS.33 DIGITAL MARKETING**

### **DIGITAL MARKETING**

**(DIM8X02)/(PER1120)/(PER1110)**

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

The purpose of this module is to equip students with the knowledge and skills to sell and market goods and services to support the expansion of the digital business.

## **OUTCOMES**

Students should be able to:

- Categorise and outline key concepts related to digital marketing including e-business models, e-consumer behaviour, online marketing communications, website design and social media marketing;
- Evaluate the role that digital marketing can play in business strategy;
- Illustrate tactical decisions concerning effective product, pricing, distribution and promotion decisions in digital marketing;
- Break down the practical implementation of a digital marketing strategy from a critical and evaluative perspective.

## **JBS.34 DIGITAL TECHNOLOGIES**

### **DIGITAL TECHNOLOGIES**

**NQF LEVEL: 8**

**(DIG8X01)/(DIG1110)/(DIG1120)**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

The purpose of this module is to interpret the different dimensions of decision-making in an organisation by means of quantitative data analysis and attention to detail in order to describe and act upon risk and uncertainty in various business contexts. This module will examine these issues in the context of digital transformation technologies such as Web and Digital Communication, Programming, Information Support & Services, Network Systems pathways, artificial intelligence, The Internet of Things, data analytics, cybersecurity and cloud computing. The conceptual frameworks and how these technologies integrate in support of various different business platforms are assimilated, rather than the technical knowledge detail of each aspect.

## **OUTCOMES**

Students should be able to:

- Identify bias in critical decision-making.
- Appraise different approaches to optimal decision-making
- Justify analytical applications supporting effective decision-making in different scenarios;
- Integrate various information management and digitalisation theories and technology tools to suggest specific strategies and options for organisational requirements;
- Critically assess proposals and plans around the execution and delivery of IT and concomitant digital transformation projects;
- Justify analytical applications supporting effective decision-making in different scenarios, particularly in the context of the 4th Industrial Revolution.

## **JBS.35 E-BUSINESS AND CUSTOMER-CENTRIC INNOVATIONS**

### **E-BUSINESS AND CUSTOMER-CENTRIC INNOVATIONS**

**NQF LEVEL: 8**

**(EDU8X02)/(EDU1110)/EDC1120)**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

The purpose of this module is to expose students to the realm of e-business and what is required to innovate and disrupt in the context of the 4th IR. It provides students with an overview of digital innovation through the

lens of customer experience management as defined by the quality of all of a consumer's encounters with a digital company's products, services, and brand.

### **OUTCOMES**

Students should be able to:

- Critically appraise the unique problems faced by e-businesses in the market place;
- Assess online requirements for e-commerce in terms of presence, security and payment systems;
- Differentiate between traditional and online capabilities for product and service differentiation and customer loyalty;
- Identify appropriate digital platforms to meet an organisation's consumer encounters from a customer-centric perspective;
- Critically assess interventions to maintain constant innovation in e-business.

## **JBS.36 ECONOMICS AND INTERNATIONAL BUSINESS**

### **ECONOMICS AND INTERNATIONAL BUSINESS**

(EIB8X02)/(EIB1110)/(EIB1120)

**NQF LEVEL: 8**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to gain insight into the academic discipline of economics and international business. In addition, policy challenges which affect the world's digital economies will also be examined.

### **OUTCOMES**

Students should be able to:

- Appraise economic and policy challenges confronted by the world's digital economies along the development spectrum, including emerging economies with specific reference to African digital economies;
- Critique important macroeconomic schools of thought and political ideology in terms of their influence on economic policy in both advanced and developing economies.

## **JBS. 37 ENTREPRENEURSHIP WITH A GROWTH MIND-SET**

### **ENTREPRENEURSHIP WITH A GROWTH MIND-SET**

(ENT8X02)/(ENT1120)/(ENT1110)

**NQF LEVEL: 8**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to assist the students to develop a growth mind-set by understanding the entrepreneurial process. Students will also learn how to recognise the potential pitfalls that could derail the growth of businesses.

### **OUTCOMES**

Students should be able to:

- Critically evaluate the characteristics of successful entrepreneurs;
- Assess the common challenges faced by entrepreneurs when they grow or scale a business;
- Differentiate between the tasks and tactics required for maintenance versus growth of the business;
- Design a plan for accelerating the growth of a digital business.

## **JBS.38 GLOBAL BUSINESS ENVIRONMENT AND NEW TREND IN MANAGEMENT**

### **GLOBAL BUSINESS ENVIRONMENT AND NEW TREND IN MANAGEMENT**

**(GEN8X02)/(GEN1120)/(GEN1110)**

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to provide a comprehensive look at new trends in global business and management. Students will explore key issues, approaches and challenges associated with new, emerging trends and changes in global business and multinational management including global value chains, emerging markets, digital transformation and other contemporary topics in international business and management.

#### **OUTCOMES**

- Evaluate and assess digital processes through a systems thinking approach and identify the appropriate connections between systems, solutions and societal needs;
- Effectively demonstrate the links necessary to build systems that correlate the interdependence between complex frameworks;
- Illustrate effective systems approaches to understand systems and work with complexity, uncertainty and risk;
- Critically assess the characteristics of multinational management in various real-world contexts, such as developed markets, emerging markets, and sunrise and sunset industries;
- Assimilate and critically analyse information and data concerning a specific business problem faced by a company, industry or market to draw arguments and conclusions towards resolution;
- Identify the blend of the theory and practice required to resolve management or commercial problems;
- Evaluate the various issues related to managing firms and organisations in global markets.

## **JBS.39 INTRODUCTION TO BUSINESS AND PROFESSIONAL FRENCH**

### **INTRODUCTION TO BUSINESS AND PROFESSIONAL FRENCH (IBP8X02)/(IBP1120)/(IBP1110)**

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

This module is designed to assist students to make steady progress in grasping an introduction to written and spoken French for business and professional advancement purposes. In this module, students will be able to make steady progress in French while specialising in the language of the workplace. It comprises French spoken and written communication with a special focus on Business French and professional communication, including oral expression. The module helps student to learn to speak in public in a work context: presenting themselves or their company, explaining a project, chairing a meeting; communicating in French with colleagues and clients; taking part in conference calls or telephone conversations. It also aides improving written communication at work and develops intercultural skills. Students will benefit from learning to communicate in French in an international and professional context, particularly while doing business in francophone countries in Africa.

#### **OUTCOMES**

- Consolidate existing spoken and written French communication skills or to introduce basic fluency for students new to the language.
- Define and examine basic grammar rules for written communication.

- Express elementary fluency for oral French communication, including listening comprehension in business and professional situations and contexts.
- Develop intercultural competence.

## **JBS.40 MULTINATIONAL ENTERPRISE STRATEGY AND PERFORMANCE**

### **MULTINATIONAL ENTERPRISE STRATEGY AND PERFORMANCE**

**(MEP8X02)/(MEP1120)/(MEP1110)**

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

This module is designed to provide students with knowledge of international business strategy and the implications of such a strategy on the financial and operational performance of the multinational enterprise. It assists students to grapple with what does globalisation and regionalisation mean for today's managers. It also highlights how multinational enterprises function. The module provides basic frameworks for analysing the link between business strategies and financial and operating performance, and how that performance might be qualitatively and quantitatively measured for multinational enterprises. The module will use a wide range of examples of real-world firms across the global north, Africa and Asia.

#### **OUTCOMES**

- Critically assess the nature of globalisation and regionalisation and the prominent role of multinational enterprises.
- Distinguish the interaction between the internal (firm factors) of the multinational company and relevant external country environment factors.
- Examine and appraise critical elements of successful international business strategies and unifies them into a clear framework that can be applied to real world businesses worldwide.
- Critically analyse the strategic issues facing multinational enterprises.
- Identify the relationship between international business strategy and the financial and operating performance of the multinational enterprise.

## **JBS.41 NEW VENTURE CREATION AND BUSINESS MODEL GENERATION**

### **NEW VENTURE CREATION AND BUSINESS MODEL GENERATION**

**(NBG8X02)/(NBG1120)/NBG1110)**

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to assist students with applied knowledge of the role new venture creation in enterprise development, and builds insights and skills in the tools and processes by which new business ventures are created by entrepreneurs. The module introduces students to the process of identifying new business opportunities, researching and developing an innovative business concepts and business model, and analysing the resources and strategies necessary to implement it in the form of a new venture. Students will analyse how different types of business models are key to long term business success in entrepreneurship.

#### **OUTCOMES**

- Explain the entrepreneurial process from idea generation to concept development and creation of a new venture.
- Critically appraise business models as strategy for new venture creation and growth, through a set of constructs that define a business that may affect a new venture's chances of durable success.

- Examine new venture ecosystems through a review of the historical context and evolution of enterprise markets with the aim of anticipating future opportunities.
- Identify opportunities and the drivers of new venture creation processes.
- Evaluate the resources required for implementing a designed new venture concept and business model.

## **JBS.42 OPERATIONS AND SUPPLY CHAIN MANAGEMENT IN THE DIGITAL AGE**

### **OPERATIONS AND SUPPLY CHAIN MANAGEMENT IN THE DIGITAL AGE**

(OPS8X02)/OSC1110)/(OSC1120)

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to develop deep insight into contemporary operations and digital supply chain management, critical to promote cost effective and efficient businesses;

#### **OUTCOMES**

- Evaluate strategic decisions about digitalised operations and supply chain management, with particular reference to safety and quality of products;
- Resolve complex operational and supply chain problems in a fast paced and interconnected and modernised 4IR world;
- Evaluate comprehensive plans for operations and supply chain systems for digitally transformed organisations;
- Evaluate solutions to shorten lead-time, reduce inventory and promote improved throughput in a growing business.

## **JBS.43 ORIENTATION AND STUDY SKILLS**

### **ORIENTATION AND STUDY SKILLS**

(OAT9X01)/(OSS1110)/OSS1120)

**NQF LEVEL: 8**

**NQF CREDITS: 0**

#### **CALCULATION CRITERIA**

Not applicable. Attendance module only, non-credit bearing.

#### **PURPOSE**

The purpose of this module is to introduce students to the business school's digital transformation focus, the learning contract, and to inform them of the necessary requirements for the qualification. In addition, the module will also equip them with the necessary study and appropriate academic writing skills. Students will also engage in a number of activities to facilitate effective small group work.

#### **OUTCOMES**

Students should be able to:

- Critically assess the behaviours that lead to effective team performance in the digital age;
- Appraise insights into one's own personality preferences and evaluate the implications for work performance;
- Critically analyse different approaches to effective postgraduate study techniques and academic writing;
- Interrogate the different forms of plagiarism.

## **JBS.44 PEOPLE MANAGEMENT IN THE NEW WORLD OF WORK**

### **PEOPLE MANAGEMENT IN THE NEW WORLD OF WORK**

(PEM8X01)/(PEM1110)/(PEM1120)

**NQF LEVEL: 8**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to equip students with the knowledge to be able to manage the performance of others, and to understand the key human resource management functions in digitally transformed organisations.

### **OUTCOMES**

Students should be able to:

- Appraise different approaches to employee recruitment and selection to determine their relative effectiveness;
- Evaluate different approaches to training and development in 4IR environment;
- Compare and contrast the objectives of performance appraisal and performance management;
- Evaluate the factors that influence employee retention in a connected world.

## **JBS.45 PERSONAL DEVELOPMENT**

### **PERSONAL DEVELOPMENT**

**NQF LEVEL: 8**

**(PER8X02)/(PMN1120)/(PMN1110)**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is for students to gain self-understanding and to develop a personal action plan in order to enhance their leadership role and realise their potential in the context of the 4IR digital landscape.

### **OUTCOMES**

Students should be able to:

- Develop mechanisms for creating self-awareness;
- Critically analyse one's strengths and weaknesses;
- Construct and implement a personal development plan incorporating new knowledge gained on the programme;
- Compare and contrast different personal career options;
- Critically assess mechanisms for building and maintaining personal networks.

## **SECTION E: CALCULATION CRITERIA, PURPOSE AND OUTCOMES OF MODULES OFFERED ON THE MASTER OF BUSINESS ADMINISTRATION (MBA) IN THE JOHANNESBURG BUSINESS SCHOOL**

## **JBS.46 ACCOUNTING**

### **ACCOUNTING**

**NQF LEVEL: 9**

**(MBA02PA)**

**NQF CREDITS: 5**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark – 50%

### **PURPOSE**

The purpose of this module is to introduce participants to basic financial reporting, the role of management control systems in business, management accounting and the citizenship and risks attached to tax compliance.

### **OUTCOMES**

Students should be able to:

- explain the purpose, frameworks, processes and sources of information supporting financial reporting;
- identify the users of the financial statements and their reporting requirements;
- identify governance and management responsibilities in order to ensure an effectively controlled environment;
- justify assurance providers' responsibilities in ensuring sound controls including internal audit, external audit and compliance measures;
- unpack tax residency issues in terms of the challenges emerging from the interaction between tax legislation and Double Taxation Agreements; and
- report on Tax Governance including the impact of regulation on risk and compliance, tax-combined assurance and the tax risks for taxpayers transacting in a global environment (e.g. Transfer Pricing, CFC legislation, tax relief).

## **JBS.47 ACCOUNTING AND FINANCIAL MANAGEMENT**

**ACCOUNTING AND FINANCIAL MANAGEMENT**  
**NQF LEVEL: 9**

**(AFM9X01)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
 Full-period weight – 50%  
 Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to teach students the principles of accounting and how accounting is used for management decision making in organisations.

### **OUTCOMES**

Students should be able to:

- Understand the relationship between accounting and the financial statements in an organisation.
- Analyse a set of financial statements
- Differentiate between different methods of costing and give the benefits of Activity Based Costing
- Examine an organisation's business environment by means of a range of valuation concepts and techniques;
- Appraise risk versus return in order to optimise investment portfolios within an organisation.
- Critically evaluate organisational cost of capital and market value
- Assess the effect of borrowing (leverage) on financial attributes of an organisation

## **JBS.48 ADVANCED DIGITAL-MARKETING**

**ADVANCED DIGITAL MARKETING**  
**NQF LEVEL: 9**

**(ADM9X02)/(MBA07P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
 Full-period weight – 50%  
 Examination weight mark 50%

### **PURPOSE**

The purpose of the module is to critically analyse contemporary and holistic marketing strategies in order to secure a sustainable competitive advantage, especially for growing businesses.

### **OUTCOMES**

Students should be able to:

- Categorise and outline key concepts related to digital marketing including e-business models, e-consumer behaviour, online marketing communications, website design and social media marketing;
- Evaluate the role that digital marketing can play in business strategy;
- Illustrate tactical decisions concerning effective product, pricing, distribution and promotion decisions in digital marketing.
- Estimate the practical implementation of a digital marketing strategy from a critical and evaluative perspective.



## **JBS.49    ADVANCED AI AND ROBOTICS FOR BUSINESS**

**ADVANCED AI AND ROBOTICS FOR BUSINESS**  
**NQF LEVEL: 9**

**(AAI9X01)/(MBA51P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

This module introduces students to the essence and the most important applications of Robotics and Artificial Intelligence in the world of business, under three main domains: Industrial, Mobility and Consumer. Students will gain awareness of the uses and applications for 3D-Printing, and will demonstrate an working knowledge of how to integrate robotics and AI technology into business models, design new products or services, and transform processes to achieve greater efficiency, better customer experiences and social prosperity.

### **OUTCOMES**

Students should be able to:

- Contextualise the introduction of industrial robots in the 4th IR.
- Critically assess various applications of artificial intelligence in business environments.
- Distinguish strategic applications of mobility robotics versus consumer robotics as business tools.

## **JBS.50    ADVANCED E-COMMERCE PLATFORMS FOR ENTREPRENEURSHIP**

**ADVANCED E-COMMERCE PLATFORMS FOR ENTREPRENEURSHIP**  
**NQF LEVEL: 9**

**(EIR9X02)/(MBA35P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to expose students to the realm of e-business and what is required to innovate and disrupt in the context of the 4th IR. It also provides students with an overview of digital innovation through the lens of customer experience management as defined by the quality of all of a consumer's encounters with a digital company's platforms, products, services, and brand.

### **OUTCOMES**

Students should be able to:

- Critically appraise entrepreneurial behaviour within the context of the 4th Industrial Revolution.
- Assess appropriate strategies for corporate venturing.
- Critically assess corporate entrepreneurship and innovation in South African organisations.
- Differentiate between Intrepreneurship and entrepreneurship (corporate entrepreneurship).
- Assess online requirements for e-commerce in terms of presence, security and payment systems.
- Differentiate between traditional and online capabilities for product and service differentiation and customer loyalty.
- Identify appropriate digital platforms to meet an organisation's consumer encounters from a customer-centric perspective.
- Critically assess interventions to maintain constant innovation in e-business.

## **JBS.51    BIG DATA & DATA ANALYTICS FOR MANAGERS IN THE 4TH IR**

**BIG DATA & DATA ANALYTICS FOR MANAGERS IN THE 4<sup>TH</sup> IR**  
**NQF LEVEL: 9**

**(BDD9X01)/ (MBA47P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%  
Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to prepare students for effective business intelligence, analytics, data science, and leadership roles by focusing on business acumen, data command, technology, and communication.

### **OUTCOMES**

Students should be able to:

- Critically analyse the principles and skills of economics, marketing, and decision making to contexts and environments in data analysis and big data utilisation.
- Create and develop business intelligence models through adapting the appropriate technology and software solutions.
- Design tested and effective advanced analytics models and simulations for business decision-making.

## **JBS. 52 BIG DATA & DATA ANALYTICS IN HEALTHCARE**

**BIG DATA & DATA ANALYTICS IN HEALTHCARE**  
NQF LEVEL: 9

**CODE: NOT AVAILABLE**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to define data in healthcare, as well as how data can deliver value in operations and management of healthcare facilities and in the sector in general. It also introduces the student to data analytics tools, data and reporting, data and management. The module also provides insights into the use of data for business intelligence, and for informed decision-making from facilities operations management to strategic investments. It also explores the ethics of data gathering, handling, analysis and sharing.

### **OUTCOMES**

Students should be able to:

- Critically assess the current status on information management at healthcare facilities and the healthcare sector in South Africa.
- Identify which available tools are appropriate for healthcare data analysis and its capacities.
- Critically analyse information obtained from data analytics for informed decision-making for application to promote the optimisation of facilities operations, logistics management and strategic investments.
- Appraise ethical data gathering, handling, analysis and shared practices.

## **JBS.53 BLOCKCHAIN APPLICATIONS FOR BUSINESS**

**BLOCKCHAIN APPLICATIONS FOR BUSINESS**  
NQF LEVEL: 9

**(BCI9X01)/(MBA52P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

### **PURPOSE**

This module is designed to explain the fundamentals of blockchain technology and how it works at a high level. Students will build an awareness of blockchain technology instruments and how it can be used to process products such as cryptocurrency transactions across an open and distributed ledger. The module will also provide students with a sufficient basic knowledge of blockchain, in order to determine how the technology can support business operations.

### **OUTCOMES**

Students should be able to:

- Critically analyse blockchain as a business tool and identify the different components involved within Blockchain development.

- Distinguish applicable contents when and why the use Blockchain within an environment is desirable.
- Demonstrate a high-level critical assessment of cryptocurrency and its advantages and disadvantages in the digital age.

### **JBS.54 CAPSTONE CONSULTANCY PROJECT – MBA CONTACT**

**CAPSTONE CONSULTANCY PROJECT**  
**NQF LEVEL: 9**

**(CCP9X00)**  
**NQF CREDITS: 50**

**CALCULATION CRITERIA**  
 Not applicable

#### **PURPOSE**

The purpose of this module is to illustrate critical thinking, problem solving, collection and analysis of data and effective written communication aimed at analysing business dynamics in Africa and the compatibility thereof to own organisational setting. In addition, the Capstone Project will challenge the student to document their own learning journey throughout the completion of the project. Students will be required to document their insights and the value of these insights to business leaders as part of the Capstone Project.

#### **OUTCOMES**

Students should be able to:

- Construct a key statement of organisational imperatives, centred on doing successful business in Africa.
- Interrogate literature in the field to demonstrate the ability to conduct independent research.
- Write an academic report that conforms to the standards required for a Master's level research project.
- Communicate orally or in writing with professional audiences.
- Challenge orthodoxies and redefine existing knowledge, while demonstrating an awareness of the nature of knowledge in the field.

### **JBS.55 CAPSTONE CONSULTING PROJECT – MBA ONLINE**

**PROJECT CONCEPT**  
**NQF LEVEL: 9**

**(MBA19PA)**  
**NQF CREDITS: 5**

**CALCULATION CRITERIA**  
 Not applicable

#### **PURPOSE**

The purpose of this module is to illustrate critical thinking, problem solving, collection and analysis of data and effective written communication aimed at analysing business dynamics in Africa and the compatibility thereof to own organisational setting. In addition, the Capstone Project will challenge the student to document their own learning journey throughout the completion of the project. Students will be required to document their insights and the value of these insights to business leaders as part of the Capstone Project.

#### **OUTCOMES**

Students should be able to:

- Construct a key statement of organisational imperatives, centred on doing successful business in Africa.
- Interrogate literature in the field to demonstrate the ability to conduct independent research.
- Write an academic report that conforms to the standards required for a Master's level research project.
- Communicate orally or in writing with professional audiences.
- Challenge orthodoxies and redefine existing knowledge, while demonstrating an awareness of the nature of knowledge in the field.

**PROJECT MILESTONE 1**  
**NQF LEVEL: 9**

**(MBA20PA)**  
**NQF CREDITS: 5**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%  
Examination weight mark 50%

**PURPOSE**

See Capstone Consulting Project details.

**OUTCOMES**

See Capstone Consulting Project details.

**PROJECT MILESTONE 2**  
**NQF LEVEL: 9**

**(MBA20PB)**  
**NQF CREDITS: 5**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

**PURPOSE**

See Capstone Consulting Project details.

**OUTCOMES**

See Capstone Consulting Project details.

**PROJECT PROPOSAL**  
**NQF LEVEL: 9**

**(MBA19PB)**  
**NQF CREDITS: 5**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

**PURPOSE**

See Capstone Consulting Project details.

**OUTCOMES**

See Capstone Consulting Project details.

**PROJECT REPORT**  
**NQF LEVEL: 9**

**(MBA21P1)**  
**NQF CREDITS: 30**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

**PURPOSE**

See Capstone Consulting Project details.

**OUTCOMES**

See Capstone Consulting Project details.

**JBS.56 CLOUD COMPUTING**

**CLOUD COMPUTING**  
**NQF LEVEL: 9**

**(CLO9X01)/(MBA48P1)**  
**NQF CREDITS: 10**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

**PURPOSE**

The purpose of this module is to introduce students to the concepts related to the analysis, design and implementation of computation and storage clouds, specifically from a strategic business perspective with basic overviews of the technical terminology and definitions.

## **OUTCOMES**

Students should be able to:

- Critically investigate the necessary theoretical background for computing and storage clouds environments.
- Differentiate between the methodologies and technologies for the development of applications that will be deployed and offered through cloud computing environments.
- Identify necessary cloud infrastructures by using strategic frameworks for business, with a critical analysis of concepts of cloud applications.

## **JBS.57 COMMON CLOUD PLATFORMS – ADVANCED TRAINING**

**COMMON CLOUD PLATFORMS – ADVANCED TRAINING**  
**NQF LEVEL: 9**

**(COM9X01)/(MBA58P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to assist students to gain a higher level of mastery on the cloud-based platforms that are used to get their day-to-day work done.

For example, word-processing, spreadsheets, databases and presentation apps

### **OUTCOMES**

Students should be able to:

- Critically analyse and master the use of advanced features of the cloud-based apps in: word-processing, spreadsheets, databases and presentation.

## **JBS.58 COMPETITIVE STRATEGY: WINNING IN THE DIGITAL MARKET PLACE**

**COMPETITIVE STRATEGY: WINNING IN THE DIGITAL MARKET PLACE**

**NQF LEVEL: 9**

**(CSM9X01/MBA04P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to equip students with the knowledge and approaches that will allow them to formulate digital marketing strategies for businesses and organisations that will succeed in the 4IR marketplace.

### **OUTCOMES**

Students should be able to:

- Categorise and outline key concepts related to digital marketing including e-business models, e-consumer behaviour, online marketing communications, website design and social media marketing;
- Craft competitive digital marketing strategies to ensure sustainability; Illustrate tactical decisions concerning effective product, pricing, distribution and promotion decisions in digital marketing.

## **JBS.59 CONSULTING SKILLS**

**CONSULTING SKILLS**  
**NQF LEVEL: 9**

**(MBA40PA)**  
**NQF CREDITS: 5**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

The purpose of this module is to develop new subject-specific and transferable skills within students. The module is organised around a group-based consultancy assignment with a real time client scenario. It requires students to deconstruct and negotiate a new consultancy project task, apply a range of frameworks to structure analytical thinking, apply quantitative methods techniques and data analytics to complete the required project, and demonstrate effective presentation skills in communicating the final results to their client. The principles of effective consultancy and project management are introduced alongside the barriers to successful intervention and how consultants manage risk.

## **OUTCOMES**

Students should be able to:

- Appreciate the nature consulting, clients and the consulting process, and theories associated with facilitating change in organisations.
- Adopt consulting and intervention styles and client-centeredness.
- Manage relationships with clients using the consulting cycle – including managing risk, productive relationships, expectations, handling problems, barriers to implementation, evaluation.

## **JBS.60 CONSULTING SKILLS, QUANTITATIVE METHODS AND DATA ANALYTICS**

### **CONSULTING SKILLS, QUANTITATIVE METHODS AND DATA ANALYTICS**

**(CSQ9X01)**

**NQF LEVEL: 9**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

The purpose of this module is to develop new subject-specific and transferable skills within students. The module is organised around a group-based consultancy assignment with a real time client scenario. It requires students to deconstruct and negotiate a new consultancy project task, apply a range of frameworks to structure analytical thinking, apply quantitative methods techniques and data analytics to complete the required project, and demonstrate effective presentation skills in communicating the final results to their client. The principles of effective consultancy and project management are introduced alongside the barriers to successful intervention and how consultants manage risk.

## **OUTCOMES**

Students should be able to:

- Appreciate the nature consulting, clients and the consulting process, and theories associated with facilitating change in organisations.
- Adopt consulting and intervention styles and client-centeredness.
- Manage relationships with clients using the consulting cycle – including managing risk, productive relationships, expectations, handling problems, barriers to implementation, evaluation.
- Apply quantitative and data analytics as methodologies to help with structured thinking.

## **JBS.61 COMPETITIVE INTELLIGENCE**

### **COMPETITIVE INTELLIGENCE**

**(COI9X01/MBA41P1)**

**NQF LEVEL: 9**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

The purpose of this module is to conceptualise the ability to gather, analyse, and use information collected on competitors, customers, and other market factors that contribute to a business's competitive advantage. Competitive intelligence is important because it helps businesses understand their competitive environment and the opportunities and challenges it presents. Foreknowledge of your competitors' strategic and tactical plans gives you the edge to continue improving so you are able to set your business apart. The intelligence gathered also serve as a useful tool for planning your own business decisions.

## **OUTCOMES**

Students should be able to:

- Critically assess the importance of information and the right questions to ask your collection network
- Synthesise and interpret (rather than just report on) dynamic industry developments, i.e., see the forest from the trees.
- Identify competitors' behaviours and predict significant competitive moves
- Distinguish competitors' soft spots, blind spots, and strategic vulnerabilities
- Communicate with and have an impact on executive, C-suite leaders regarding strategic intelligence around competitors.

## **JBS.62 CONTEMPORARY ISSUES IN COSTING AND PRICING MODELS**

### **CONTEMPORARY ISSUES IN COSTING AND PRICING MODELS**

**NQF LEVEL: 9**

**(CPM9X01)**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to equip students with the knowledge and insight into effective models of costing goods and services. In addition, the module will cover the mechanism for establishing effective pricing for different markets.

## **OUTCOMES**

Students should be able to:

- Formulate appropriate costing methods for good and services;
- Critique the various costing models for goods and services;
- Interrogate the factors that influence the setting of a price point in a market;
- Evaluate and propose the appropriate pricing model for various markets.

## **JBS.63 CONTEMPORARY ISSUES IN INTERNATIONAL BUSINESS**

### **CONTEMPORARY ISSUES IN INTERNATIONAL BUSINESS**

**NQF LEVEL: 9**

**(CIB9X01/MBA11P1)**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

This international business module is intended to provide fundamental knowledge around the trade of goods, services, technology, capital and/or knowledge across national borders and at a global or transnational level.

## **OUTCOMES**

Students should be able to:

- Define the nature of international markets in relation to other economic markets, in terms of size, structure and operations in various functional areas, e.g., banking.
- Describe the mechanisms by which international businesses fail and how to make them work with reference to a specific context or situation (e.g., case study analysis).
- Motivate either in favour of or against the success (or otherwise) of a selected global enterprise, supporting your answer with various economic, sustainability and social metrics.

## **JBS.64 CONTEMPORARY MANAGEMENT A**

**CONTEMPORARY MANAGEMENT A**  
**NQF LEVEL: 9**

**(MBA05PA)**  
**NQF CREDITS: 5**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark – 50%

### **PURPOSE**

The purpose of this module is to challenge students to critically examine current business/management issues as they arise in South Africa within the context of the 4th and 5th Industrial Revolution and new world of work.

### **OUTCOMES**

Students should be able to:

- Assess a current South African business/management issue and analyse digital transformation lessons to be learnt from this issue.
- Reflect on the different role players in the particular business/management issue and identify the strengths and weaknesses of each.
- Identify underlying causes of the business/management issues.

## **JBS.65 CONTEMPORARY MANAGEMENT B**

**CONTEMPORARY MANAGEMENT B**  
**NQF LEVEL: 9**

**(MBA05PB)**  
**NQF CREDITS: 5**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark – 50%

### **PURPOSE**

The purpose of this module is to challenge students to critically examine current business/management issues as they arise in South Africa within the context of the 4th and 5th Industrial Revolution and new world of work.

### **OUTCOMES**

Students should be able to:

- Assess a current South African business/management issue and analyse digital transformation lessons to be learnt from this issue.
- Reflect on the different role players in the particular business/management issue and identify the strengths and weaknesses of each.
- Identify underlying causes of the business/management issues.

## **JBS.66 CYBERSECURITY**

**CYBERSECURITY**  
**NQF LEVEL: 9**

**(CYB9X01/MBA50P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark – 50%

### **PURPOSE**

This module deals with the most important elements beyond technology that shape the playing field on which cybersecurity problems emerge and are managed. The module emphasises how ethical, legal, and economic frameworks enable and constrain security technologies and policies. It introduces the most important macro-elements (such as national security considerations and interests of nation-states) and micro-elements (such as behavioural economic insights into how people understand and interact with security features). Specific



topics include policymaking, business models, legal frameworks, national security considerations, ethical issues, standards making, and the roles of users, government, and industry.

## **OUTCOMES**

Students should be able to:

- Critically analyse and resolve security issues in a simulated company to secure an IT infrastructure.
- Design, develop, test and evaluate secure software.
- Establish policies and procedures to manage enterprise security risks.
- Evaluate and effectively communicate the human role in security systems with an emphasis on ethics, social engineering vulnerabilities and training.
- Interpret and forensically investigate security incidents.

## **JBS.67 DEVELOPING AUTHENTIC LEADERSHIP**

### **DEVELOPING AUTHENTIC LEADERSHIP**

**NQF LEVEL: 9**

**(DAL9X01/MBA46P1)**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark – 50%

### **PURPOSE**

The purpose of this module is to assist students to become authentic leaders. To do this, they will first need to know themselves and then practice being themselves.

Authentic leaders must have high-levels of self-awareness and this module will promote this through 360-degree feedback and group-work aimed at soliciting feedback from peers.

## **OUTCOMES**

Students should be able to:

- Critically analyse one's own 'life story' to determine the drivers of your leadership behaviour
- Design a leadership performance improvement plan based on feedback from 360-degree leadership feedback report
- Critically assess different approaches to becoming an authentic leader.

## **JBS.68 DIGITAL TECHNOLOGIES**

### **DIGITAL TECHNOLOGIES**

**NQF LEVEL: 9**

**(DIG9X01/MBA36P1)**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to interpret the different dimensions of decision-making in an organisation by means of quantitative data analysis and attention to detail in order to describe and act upon risk and uncertainty in various business contexts. This module will examine these issues in the context of digital transformation technologies such as Web and Digital Communication, Programming, Information Support & Services, Network Systems pathways, artificial intelligence, The Internet of Things, data analytics, cybersecurity and cloud computing. The conceptual frameworks and how these technologies integrate in support of various different business platforms are assimilated, rather than the technical knowledge detail of each aspect.

## **OUTCOMES**

Students should be able to:

- Identify bias in critical decision-making.
- Appraise different approaches to optimal decision-making
- Justify analytical applications supporting effective decision-making in different scenarios;

- Integrate various information management and digitalisation theories and technology tools to suggest specific strategies and options for organisational requirements;
- Critically assess proposals and plans around the execution and delivery of IT and concomitant digital transformation projects;
- Justify analytical applications supporting effective decision-making in different scenarios, particularly in the context of the 4th Industrial Revolution

## **JBS.69 DISRUPTIVE TECHNOLOGIES FOR INDUSTRY SECTORS**

**DISRUPTIVE TECHNOLOGIES FOR INDUSTRY SECTORS**  
**NQF LEVEL: 9**

**(DRP9X01/MBA54P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

This module deals with an analytical review historical disruptive technologies to date and societal/market transitions. Using case study tools, students will be able to map a desired future sustainable transition, with its accompanying future technology applications for various industry sectors, such as agriculture, manufacturing, financial services, and transport, etc.

### **OUTCOMES**

Students should be able to:

- Articulate the role of systems and actors in technology-related transitions.
- Describe and explain how and why disruptive technologies emerge and how they impact (and are impacted by) incumbent organisations as well as entrepreneurial start-ups.

## **JBS. 70 ECONOMICS IN HEALTHCARE MANAGEMENT**

**ECONOMICS IN HEALTHCARE MANAGEMENT**  
**NQF LEVEL: 9**

**CODE: NOT AVAILABLE**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to introduce the student to the concepts of economics application in the healthcare sector in SA. The module defines and determines how the various role-players of the healthcare sector impacts healthcare costs. The role players that would be considered in the module are the public, patients, healthcare service providers, healthcare practitioners, medical aids, government, and public and private institutions. In addition, it adopts an inclusive approach with the objective of sustainable social systems. This would include economic evaluation and priority investment strategies for current facilities, technological-social-economic evaluation to maximise strategic investment to advance service delivery. The module would also consider the impacts of digital transformation on healthcare economics.

### **OUTCOMES**

Students should be able to:

- Critically analyse economic of existing portfolios within healthcare.
- Critically assess the economics of new and emerging portfolios within healthcare.
- Evaluate the economic analysis of technological integration in healthcare.
- Identify appropriate financial limitations and strategic investments, with the objective of maximising service delivery and financial management in healthcare.

## **JBS. 71 ECONOMICS AND INTERNATIONAL BUSINESS**

### **ECONOMICS AND INTERNATIONAL BUSINESS**

**NQF LEVEL: 9**

**(EIB9X02/MBA06P1)**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to gain insight into the academic discipline of economics and also international business. In addition, policy challenges which affect the world's economies will also be examined.

#### **OUTCOMES**

Students should be able to:

- Appraise economic and policy challenges confronted by the world's economies along the development spectrum, including emerging economies with specific reference to African economies;
- Critique important macroeconomic schools of thought and political ideology in terms of their influence on economic policy in both advanced and developing economies;

## **JBS.72 ENTREPRENEURSHIP AND START-UPS**

### **ENTREPRENEURSHIP AND STARTUPS**

**NQF LEVEL: 9**

**(ESU9X01/MBA43P1)**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to analyse traditional and contemporary business development theories, strategies, and tools aimed at new business development in existing or start-up organisations.

#### **OUTCOMES**

Students should be able to:

- Integrate customer discovery and customer validation research supporting innovative, scalable business concepts, in a contemporary and traditional entrepreneurship setting;
- Construct a business model grounded on stakeholder theory, pivoting and iterating until the concept is proven;
- Develop a business proposition to launch a new venture by utilising the entrepreneurial development path from idea to establishment;
- Pitch business concepts to stakeholders in order to introduce the new venture into the market.

## **JBS.73 ENTREPRENEURSHIP AND INNOVATION IN THE 4<sup>TH</sup> IR**

### **ENTREPRENEURSHIP AND INNOVATION IN THE 4<sup>TH</sup> IR**

**NQF LEVEL: 9**

**(AEP9X01)**

**NQF CREDITS: 10**

#### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

#### **PURPOSE**

The purpose of this module is to analyse traditional and contemporary business development theories, strategies, and tools aimed at new business development in existing or start-up organisations.

#### **OUTCOMES**

Students should be able to:

- Integrate customer discovery and customer validation research supporting innovative, scalable business concepts, in a contemporary and traditional entrepreneurship setting;

- Construct a business model grounded on stakeholder theory, pivoting and iterating until the concept is proven;
- Develop a business proposition to launch a new venture by utilising the entrepreneurial development path from idea to establishment;
- Pitch business concepts to stakeholders in order to introduce the new venture into the market.

## **JBS.74 ETHICAL LEADERSHIP IN THE DIGITAL ECONOMY**

**ETHICAL LEADERSHIP IN THE DIGITAL ECONOMY**  
**NQF LEVEL: 9**

**(ELD9X01)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to assist the students to understand the role ethics in leadership within the context of the digital economy.

### **OUTCOMES**

Students should be able to:

- Analyse the characteristics and roles of a leader in influencing followers to achieve the goals and objectives of an organisation within a 4IR environment.
- Appraise leadership approaches to ensuring employee engagement within the organisation in the new world of work.
- Differentiate between tasks and activities that grow a business versus those that are necessary for maintaining order.
- Understand the role of leader in fostering collaboration throughout a digitally transformed organisation.

## **JBS.75 ETHICS IN THE DIGITAL ECONOMY**

**ETHICS IN THE DIGITAL ECONOMY**  
**NQF LEVEL: 9**

**(MBA45PB)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to offer key theoretical tools to understand ethics in the digital world. Students will become familiar with digital ethics and theories of ethical action. This module will give the students the possibility to acquire and understand major terms and concepts in order to communicate their ideas, proposals, analysis and critical reasoning in the field of digital ethics in the most effective and appropriate way. In addition, students will be able to verbally express their arguments in a reasonable way in the presence of other students.

This module will also contribute to empower students with the tools to determine why certain public policies and/or ethical frameworks are followed and others are not and to evaluate explanatory the models in an independent way.

### **OUTCOMES**

Students should be able to:

- Write argumentative analyses of case studies in digital ethics using ethical theories and their decision procedures.
- Analyse different problems in digital ethics and demonstrate an in-depth, critical understanding of the scope and challenges of public policies currently in place or possible in the near future.

## **JBS.76 FINANCIAL MANAGEMENT**

**FINANCIAL MANGEMENT**

**(MBA02PB)**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

**PURPOSE**

The purpose of this module is to teach students the principles of accounting and how accounting is used for management decision making in organisations.

**OUTCOMES**

Students should be able to:

- Understand the relationship between accounting and the financial statements in an organisation.
- Analyse a set of financial statements
- Differentiate between different methods of costing and give the benefits of Activity Based Costing
- Examine an organisation's business environment by means of a range of valuation concepts and techniques;
- Appraise risk versus return in order to optimise investment portfolios within an organisation.
- Critically evaluate organisational cost of capital and market value
- Assess the effect of borrowing (leverage) on financial attributes of an organisation.

**JBS.77 FUNDAMENTAL OF HEALTHCARE OPERATIONS MANAGEMENT****FUNDAMENTAL OF HEALTHCARE OPERATIONS MANAGEMENT**

**NQF LEVEL: 9**

**CODE: NOT AVAILABLE**

**NQF CREDITS: 0**

**CALCULATION CRITERIA**

Not applicable. Non- credit bearing.

Attendance module only.

**PURPOSE**

The purpose of this module is to broadly introduce students to the healthcare sector in South Africa and globally. It contextualises the South African healthcare sector; its needs, its challenges, its roles players, drivers and barriers and considers its future path. The module also looks at the demand, drivers and challenges of the global healthcare sector and current trajectories in healthcare management.

**OUTCOMES**

Students should be able to:

- Define the current status of the South African healthcare sector, its challenges and opportunities for improvement.
- Compare and prioritise the various healthcare demands in South Africa and globally.

**JBS.78 INNOVATION IN HEALTHCARE MANAGEMENT****INNOVATION IN HEALTHCARE MANAGEMENT**

**NQF LEVEL: 9**

**CODE NOT AVAILABLE**

**NQF CREDITS: 10**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

**PURPOSE**

This module provides a critical review of the latest healthcare technologies and innovations and their impact on the operations of healthcare facilities from delivery of service to costs. This includes mobile technology, telehealth, healthcare at home, technology innovations, etc. The module also discusses the innovation lifecycle and its impact to healthcare improvement.

**OUTCOMES**

Students are to:

- Differentiate various global developments in the healthcare sector and the alignment of such for application in a South African context.
- Identify opportunities for innovation and to harness and facilitate innovation in the SA healthcare sector.

## **JBS.79 INTERNATIONAL ELECTIVE**

**INTERNATIONAL ELECTIVE A**  
**NQF LEVEL: 9**

**(IEA9X01/MBA42P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to serve as a vehicle to grant credits to students who undertake their pre-approved electives at partner Business Schools, i.e. a Memorandum of Agreement is in place. The student completes his or her studies at a partner school and receives a mini transcript from the partner school for the modules he or she has undertaken.

### **OUTCOMES**

The outcomes for the electives undertaken by “exchange students” are the prerogative of the partner school, however, when approving a student’s elective choices, the link between the core themes of the JBS MBA will be taken into account. The Senior Director of JBS would approve each elective course that a student wishes to take. All the international electives would have to be assessed to be at an NQF level 9.

**INTERNATIONAL ELECTIVE B**  
**NQF LEVEL: 9**

**(IEB9X01)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

- Individual exam and tests: 75% (This could be made up of multiple tests, and a final exam, and/or written assignment etc.)
- Group/syndicate assignment/s: 25% (This would typically comprise a group/syndicate assignment and/or presentation.)
- Minimum full-period mark for examination admission 40%
- Full-period weight-50%
- Examination weight mark 50%..

### **PURPOSE**

The purpose of this module is to serve as a vehicle to grant credits to students who undertake their pre-approved electives at partner Business Schools, i.e. a Memorandum of Agreement is in place. The student completes his or her studies at a partner school and receives a mini transcript from the partner school for the modules he or she has undertaken.

### **OUTCOMES**

The outcomes for the electives undertaken by “exchange students” are the prerogative of the partner school, however, when approving a student’s elective choices, the link between the core themes of the JBS MBA will be taken into account. The Senior Director of JBS would approve each elective course that a student wishes to take. All the international electives would have to be assessed to be at an NQF level 9.

**INTERNATIONAL ELECTIVE C**  
**NQF LEVEL: 9**

**(IEC9X01/MBA44P1)**  
**NQF CREDITS: 30**

### **CALCULATION CRITERIA**

- Individual exam and tests: 75% (This could be made up of multiple tests, and a final exam, and/or written assignment etc.)
- Group/syndicate assignment/s: 25% (This would typically comprise a group/syndicate assignment and/or presentation.)
- Minimum full-period mark for examination admission 40%
- Full-period weight-50%
- Examination weight mark 50%.

## **PURPOSE**

The purpose of this module is to serve as a vehicle to grant credits to students who undertake their pre-approved electives at partner Business Schools, i.e. a Memorandum of Agreement is in place. The student completes his or her studies at a partner school and receives a mini transcript from the partner school for the modules he or she has undertaken.

## **OUTCOMES**

The outcomes for the electives undertaken by “exchange students” are the prerogative of the partner school, however, when approving a student’s elective choices, the link between the core themes of the JBS MBA will be taken into account. The Senior Director of JBS would approve each elective course that a student wishes to take. All the international electives would have to be assessed to be at an NQF level 9.

## **JBS.80 INTERNET OF THINGS**

**INTERNET OF THINGS**  
**NQF LEVEL: 9**

**(ITH9X01/MBA49P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to create awareness for students to explore the interconnection and integration of the physical world and the cyber space. The module provides articulation of the design & development of IOT devices.

### **OUTCOMES**

Students should be able to:

- Critically distinguish the application areas of IOT.
- Interrogate the revolution of Internet in Mobile Devices,
- Critically analyse Cloud & Sensor Networks.
- Identify the building blocks of Internet of Things and characteristics.

## **JBS.81 LEGISLATION IN HEALTHCARE MANAGEMENT**

**LEGISLATION IN HEALTHCARE MANAGEMENT**  
**NQF LEVEL: 9**

**CODE NOT AVAILABLE**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of the module is to define and determine how governmental policies and legislations influence the practices of the healthcare sector from healthcare facilities to medical practitioners to medical aids. Healthcare ethics and how its application influences healthcare decisions are defined from facility operations to patients’ diagnosis. Aspects such as malpractice, confidentiality, patient rights, etc. will be considered from both the ethical and legal standpoint. The impact of laws, policies and healthcare ethics on adoption of digital technologies towards transformation of the sector; security and privacy of information. In addition, the module considers how public healthcare legislation differ in countries with optimally operating public healthcare services and respective ethic protocols.

### **OUTCOMES**

Students should be able to:

- Critically analyse the various legislations and policies and its influence on decision-making by the various roles players in the healthcare sector and on management of healthcare facilities.
- Define how ethics impacts decision-making of the various role players in the healthcare sector and the management of healthcare facilities.
- Distinguish the impacts of laws, policies, and ethics in the digital transformation of the sector.

## **JBS.82 NEGOTIATION SKILLS**

**NEGOTIATION SKILLS**  
**NQF LEVEL: 9**

**(NEG9X01/MBA55P1)**  
**NQF CREDITS: 10**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

**PURPOSE**

The purpose of this module is to equip students with an essential framework that forms the basis of any type of negotiation and its consequent employment in the business environment. The module will deal with key negotiation principles in practice, while also observing and delivering critique on others during simulated negotiation settings. This approach specifically aims to build the student's confidence and develop their ability to negotiate more successfully.

**OUTCOMES**

Students should be able to:

- Critically assess the bargaining arena and apply a negotiation framework.
- Identify the appropriate skills needed to negotiate effectively.
- Critically analyse the win-win principle that can be achieved in most negotiations.
- Display real-time negotiation scenarios in a professional manner to for deal-making and establishing long-term relationships.

**JBS.83 OPERATIONS AND SUPPLY CHAIN MANAGEMENT IN THE DIGITAL AGE**

**OPERATIONS AND SUPPLY CHAIN MANAGEMENT IN THE DIGITAL AGE**

**(OPS9X02/MBA38P1)**  
**NQF CREDITS: 10**

**NQF LEVEL: 9**

**CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%  
Full-period weight – 50%  
Examination weight mark 50%

**PURPOSE**

The purpose of this module is to develop deep insight into contemporary operations and digital supply chain management, critical to promote cost effective and efficient businesses.

**OUTCOMES**

Students should be able to:

- Evaluate strategic decisions about digitalised operations and supply chain management, with particular reference to safety and quality of products;
- Resolve complex operational and supply chain issues in a fast paced and interconnected and modernised 4IR world;
- Evaluate comprehensive plans for operations and supply chain systems for digitally transformed organisations;
- Evaluate solutions to shorten lead-time, reduce inventory and promote improved throughput in a growing business.

**JBS.84 ORIENTATION AND STUDY SKILLS**

**ORIENTATION AND STUDY SKILLS**  
**NQF LEVEL: 9**

**(OAT9X01)**  
**NQF CREDITS: 0**

**CALCULATION CRITERIA**

Not applicable. Attendance module only, non-credit bearing.

**PURPOSE**

The purpose of this module is to introduce students to the business school's digital transformation focus, the learning contract, and to inform them of the necessary requirements for the qualification. In addition, the module will also equip them with the necessary study and appropriate academic writing skills. Students will also engage in a number of activities to facilitate effective small group work.



## **OUTCOMES**

Students should be able to:

- Critically assess the behaviours that lead to effective team performance in the digital age;
- Appraise insights into one's own personality preferences and evaluate the implications for work performance;
- Critically analyse different approaches to effective postgraduate study techniques and academic writing;
- Interrogate the different forms of plagiarism.

## **JBS.85 PEOPLE MANAGEMENT FOR EMPOWERMENT AND COLLABORATION**

**PEOPLE MANAGEMENT FOR EMPOWERMENT AND COLLABORATION**

**(PMM9X01/MBA57P1)**

**NQF LEVEL: 9**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to equip managers and leaders with the skills they need to manage people in ways that liberate their potential through both empowering them and creating an environment that fosters collaboration.

This approach to management is particularly relevant in the 4IR business world, where results must be produced quickly and in innovative ways.

## **OUTCOMES**

Students should be able to:

- Critically analyse the factors that lead to effective empowerment of followers
- Evaluate the conditions necessary for collaboration in work teams
- Critically assess different approaches adopted by managers and leaders in these two areas – empowerment and fostering collaboration
- Justify the importance of collaboration for 4IR companies.

## **JBS.86 PEOPLE MANAGEMENT IN THE NEW WORLD OF WORK**

**PEOPLE MANAGEMENT IN THE NEW WORLD OF WORK**

**(PMA9X01/MBA09P1)**

**NQF LEVEL: 9**

**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

The purpose of this module is to equip students with the knowledge to be able to manage the performance of others, and to understand the key human resource management functions in digitally transformed organisations.

## **OUTCOMES**

Students should be able to:

- Appraise different approaches to employee recruitment and selection to determine their relative effectiveness suitable for a digital business environment;
- Evaluate different approaches to training and development in 4IR environment;
- Compare and contrast the objectives of performance appraisal and performance management;
- Evaluate the factors that influence employee retention in a 4IR connected world.

## **JBS.87 QUANTITATIVE METHODS AND DATA ANALYTICS**

**QUANTITATIVE METHODS AND DATA ANALYTICS**

**(MBA40PB)**

**NQF LEVEL: 9**

**NQF CREDITS: 5**

## **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

The purpose of this module is to develop new subject-specific and transferable skills within students. The module is organised around a group-based consultancy assignment with a real time client scenario. It requires students to deconstruct and negotiate a new consultancy project task, apply a range of frameworks to structure analytical thinking, apply quantitative methods techniques and data analytics to complete the required project, and demonstrate effective presentation skills in communicating the final results to their client. The principles of effective consultancy and project management are introduced alongside the barriers to successful intervention and how consultants manage risk.

## **OUTCOMES**

Students should be able to:

- Appreciate the nature consulting, clients and the consulting process, and theories associated with facilitating change in organisations.
- Adopt consulting and intervention styles and client-centeredness.
- Manage relationships with clients using the consulting cycle – including managing risk, productive relationships, expectations, handling problems, barriers to implementation, evaluation.
- Apply quantitative and data analytics as methodologies to help with structured thinking.

## **JBS.88 SELF-MASTERY**

### **SELF-MASTERY**

**NQF LEVEL: 9**

**(MBA00P1)**

**NQF CREDITS: 0**

## **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

See Capstone Consulting Project details.

## **OUTCOMES**

See Capstone Consulting Project details.

## **JBS.89 STORYTELLING**

### **STORYTELLING**

**NQF LEVEL: 9**

**(STO9X01/MBA56P1)**

**NQF CREDITS: 10**

## **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

## **PURPOSE**

This purpose of this module is to assist students with how to shape ideas into a story. The module provides tools for students to be able to create a story brief, iterate and evolve their story through prototyping and gathering feedback, and hone their tone and style. Storytelling techniques from best practice examples will be provided and help students gain tools and techniques that will facilitate their ability to influence and inspire in their workplace.

## **OUTCOMES**

Students should be able to:

- Develop a framework for story building and telling.
- Identify and critically assess target audience stakeholders, their needs, and map pathways to meeting ideas with set goals.
- Create a prototype of a business context story to influence a real-time situational scenario.
- Distinguish different tone and style applications for optimisation.

## **JBS.90 SYSTEMS FOR HEALTHCARE MANAGEMENT**

**SYSTEMS FOR HEALTHCARE MANAGEMENT**  
**NQF LEVEL: 9**

**CODE NOT AVAILABLE**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

This purpose of this module is to assist students with how to shape ideas into a story. The module provides tools for students to be able to create a story brief, iterate and evolve their story through prototyping and gathering feedback, and hone their tone and style. Storytelling techniques from best practice examples will be provided and help students gain tools and techniques that will facilitate their ability to influence and inspire in their workplace.

### **OUTCOMES**

Students should be able to:

- Develop a framework for story building and telling.
- Identify and critically assess target audience stakeholders, their needs, and map pathways to meeting ideas with set goals.
- Create a prototype of a business context story to influence a real-time situational scenario.
- Distinguish different tone and style applications for optimisation.

## **JBS.91 VIRTUAL REALITY IN THE BUSINESS WORLD**

**VIRTUAL REALITY IN THE BUSINESS WORLD**  
**NQF LEVEL: 9**

**(VIR9X01/MBA53P1)**  
**NQF CREDITS: 10**

### **CALCULATION CRITERIA**

Minimum full-period mark for examination admission – 40%

Full-period weight – 50%

Examination weight mark 50%

### **PURPOSE**

This module develops a student's skills and knowledge in applying consumer level VR and AR hardware and software to produce immersive interactive experiences. The module focuses on the core technical and design consideration of working with VR technologies. By doing so, the outcomes of the module are applicable to a wide range of industry challenges with applicability in areas such as health, tourism, medical, manufacturing, entertainment, etc

### **OUTCOMES**

Students should be able to:

- Develop technical workflows associated with common augmented and virtual reality platforms, including scripting and asset pipeline, apply design and project management processes.
- Differentiate real world and experimental assessments through a
- range of industry specific interactive experiences.

## **JBS.92 THE DOCTOR OF PHILOSOPHY (DPHIL) IN THE FIELD OF DIGITAL TRANSFORMATION** **THE DOCTOR OF PHILOSOPHY (DPHIL) IN THE FIELD OF DIGITAL TRANSFORMATION**

**NQF LEVEL: 10**

**(P19DTQ)**  
**NUMBER OF CREDITS: 360**

### **PURPOSE**

The DPhil programme aims to grow leaders who will find solutions to real-life challenges faced by businesses and society by using a combination of in-depth research and practical application, underpinned by academic rigour and critical thinking. To ensure success we intend to equip doctoral candidates with research methodology skills and lay the foundations underpinning digital transformation.

## **Course Overview**

During the first year, students will take tailored coursework covering research methods and relevant academic literature to enable them to carry out independent and high-calibre research with a sound understanding of the principles and theories underpinning digital transformation practices. At the end of the first year students will be required to produce and defend a final research proposal. Subsequent years of registration are taken up by the research component, which culminates in a DPhil thesis.

The DPhil programme is organised into a course-work component and supervised research:

- A discipline-based core curriculum: This structured course-work component is non-credit bearing, but candidates are required to pass the requisite courses and submit a comprehensive proposal before proceeding with their thesis.
- An independent research thesis: As a DPhil student, you will be expected to pursue supervised research culminating in a doctoral thesis which constitutes the examinable product for which the DPhil degree is eventually awarded.

## **Course structure**

### **Year 1**

Two blocks of two weeks each and proposal defence. The lectures are organised in two blocks of two weeks each and they will take place between February and May. The courses consist of highly interactive lectures, seminars and case discussions. Students are also required to defend their proposals before a review panel to be able to register for the second year.

### **Year 2 and subsequent years**

Full registration to work on your DPhil thesis under the guidance of a supervisor. Students will be required to present papers at a colloquium in May and October every year, as well as submit progress reports. Upon 2 completion, the submitted thesis will go through examination in which external examiners are involved and concluded through the viva voce examination.

## **Registration**

During the first year, students are granted provisional registration for the DPhil. Full registration for the DPhil will only be allowed after the successful completion of course work and research proposal. A minimum full registration period of two years is required.

## **Structured course work**

The two compulsory courses are designed to provide a foundation in research tools and introduce students to relevant knowledge related to digital transformation. The Advanced Research Methods and Special Topics in Digital Transformation modules will enable students to prepare and submit a research proposal on which to base their DPhil thesis. Modules are assessed by a mixture of assignments and research projects.

## **Advanced Research Methods**

This module covers research methods (qualitative and quantitative) required to undertake academic research. Students will develop skills in all aspects of the research process, including research design, data collection, data analysis, theory building, reviewing papers, interpreting research results as well as critically assessing the findings presented in other studies. In addition, a wide spectrum of technologies and algorithms in machine learning will also be covered. This will teach basic analytical skills and methodologies for large-scale data analysis. The module is complemented by research workshops on topics such as systematic literature reviews and academic writing to provide the background required to confidently choose techniques and methods suited to different types of data-sources and models.

## **Special Topics in Digital Transformation**

This module covers the most topical issues in digital transformation. Students will have access to a pool of leading academics from across the University and international guest speakers that will provide theoretical grounding, principles and global practices in digital transformation. Digital advances such as cloud computing, internet of things, artificial intelligence (machine learning, robotics), augmented reality, 3D printing, blockchain and data science will allow the reimagining of new digital business models and how they can be leveraged to meet both business and social objectives. All our efforts are directed at shedding light on questions that JBS, and businesses in the real world, deem to be interesting and important at this time.

## **Supervised Research**

Once the research proposal has been accepted, students will receive full registration as DPhil students (from your second year onwards). As a DPhil student you will be expected to pursue supervised research, culminating in a doctoral thesis which constitutes the examinable product for which the DPhil degree is eventually awarded.

The research that is produced should be of a publishable standard, thereby demonstrating an original contribution to the body of knowledge. Two articles ready for publication on the thesis content are required.

### Admission

A Masters in Business Administration, economics, science and behavioural sciences will be required, although the cross-disciplinary approach of the programme will also make provision for applicants with a Masters in the creative areas, together with the general University entrance requirements for registration in a doctoral programme. Candidates with a Master's degree in related discipline may also qualify, at the sole discretion of JBS.

### CURRICULUM

<b>FIRST YEAR</b>		
<b>YEAR MODULE</b>		
<b>MODULE NAME</b>	<b>MODULE CODE</b>	<b>NQF CREDITS</b>
Thesis: Digital Transformation (Research 2)	DTR10X1	360
	1 Year module	360
<b>SECOND YEAR and Subsequent Years</b>		
<b>YEAR MODULE</b>		
<b>MODULE NAME</b>	<b>MODULE CODE</b>	<b>NQF CREDITS</b>
Thesis: Digital Transformation (Research 2)	DTR10X2	360
	2 Year module	360



# JBS

JOHANNESBURG  
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