



**Tshwane University  
of Technology**  
*We empower people*

# Business School

*An MBA will not change the world,  
we leave that to our graduates*



***New MBA at NQF Level 9 starting 2017 - granted full  
accreditation by the Council of Higher Education (CHE).  
Number of Credits: 180***

## MBA PROGRAMME

The Tshwane University of Technology is the only University of Technology offering an MBA programme. The MBA programme focuses on developing and preparing professionals and entrepreneurs for strategic leadership roles.

Living in a challenging, transitional South African economy, the TUT Business School trains its graduates to develop vision, insight and courage whilst being encouraged to:

1. Take bold decisions to create more successful and profitable organizations and communities
2. Establish social entrepreneurship whilst creating new value and sustainability
3. Promote a 'can do' attitude in all that they do and with everyone they do business with

### Quality Curriculum

Our curriculum comprises a range of highly rated courses which have been specially designed to prepare the professional person aspiring for senior roles. We regularly modify and update our MBA modules to deliver current ideas and concepts. Our strong case study approach also helps develop skills required by our graduates to become successful entrepreneurs and strategic managers. These skills include: the ability to 'think quickly on your feet', solve problems and to identify opportunities when confronted with challenges.

### Class Offering

Classes are offered on a part-time basis, which consists of Saturday lectures from 07:00 until 14:30. Our curriculum is divided into 3 Trimesters in a year with a two week break in between each trimester. Each trimester consists out of 10 weeks. There are 2 modules offered per trimester. The MBA Programme can be completed within a minimum of 3 years and a maximum of 5 years.

### Delivery site:

159 Nana Sita Street (then Skinner). Bosman and Nana Sita Streets, Pretoria

### Entrance Requirements

- A duly completed application form
- A Bachelor Honours degree or equivalent OR a relevant NQF Level 8 degree from a recognised academic institution
- A percentage mark of 50% or more in GAT (General Aptitude Test from TUT Business School). Other acceptable admissible tests are GMAT (Graduate Management Aptitude Test) and GRE (Graduate Record Exam)
- A minimum of five years in a business-related environment including government, parastatals, academic and research institutions.

### Application Procedure

Contact the MBA Office via e-mail or visit our website ([www.tut.ac.za](http://www.tut.ac.za)) for application forms.

### Fees

For a quotation contact the Student Accounts Department at [MthombeniSP@tut.ac.za](mailto:MthombeniSP@tut.ac.za)

**For more enquiries regarding the MBA Programme at the TUT Business School contact:**

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## Course Outline for MBA Programme

YEAR 1 + YEAR 2 + YEAR 3	
YEAR 1 (1st Trimester)	YEAR 2 (1st Trimester)
Leadership and Organisational Behaviour (LOB639M) Quantitative and Qualitative Data Analyses for Business Studies (DAT639M)	Human Resource and Change Management (HRC639M) Accounting and Financial Management (AFM639M)
YEAR 1 (2nd Trimester)	YEAR 2 (2nd Trimester)
Marketing Management and Globalization (MMG639M) Macro & Micro Analysis (MMA639M)	Research Methodology (RMD639M) Research Dissertation (DIS639M) Elective
YEAR 1 (3rd Trimester)	YEAR 2 (3rd Trimester)
Operations Management and Operations Research (OMR639M) Business Strategy (BST639M)	Elective Elective

*The Business School reserves the right to make changes which will help with improvements to the programme.*

### Leadership & Organisational Behaviour (LOB639M)

1 X 4 hours paper (open book)

Good leadership, good corporate governance, effective leadership in the South African context, the human side of enterprise from a wholesome perspective of spirit, soul, body and social dimensions, teams, individuals, and networks in the context of the determinants of group culture, managing the performance of individuals subordinates, establishing productive relationships with peers and seniors over whom the manager has no formal authority, successful leaders in action, developing a vision of the future, aligning the organization behind the vision of the organization, motivating people to achieve the vision of the organization, designing effective organizations and changing them to achieve superior performance. (Total tuition time: ±40 hours)

### Quantitative & Qualitative Data Analyses for Business Studies (DAT639M)

1 X 4 hours paper (open book)

As part of the quantitative aspect of study, the course introduces students to types of variables, frequency tables for categorical variables, summary statistics for continuous variables, one and two-sample tests of hypotheses and confidence intervals, two-by-two tests of associations, simple and multiple linear regression and correlation analysis, binary logistic regression analysis, analysis of variance, financial calculation for business studies, factor analysis, time series analysis, sample size calculations, the design of questionnaires, and proposal writing. As part of the qualitative aspect of study, the course will cover topics such as in-depth interviews, coding, text analysis, thematic analysis, discourse analysis and triangulation. Statistical packages such as SPSS, STATA, NVINO and Atlas will be used for teaching the course. (Total tuition time: ±40 hours)

### Marketing Management & Globalization (MMG639M)

1 X 4 hours paper (open book)

Optimal local and global marketing strategies, market segmentation, market segmentation, market information and research, product strategy, pricing strategy, distribution strategy, sales and selling, promotion strategy, planning and strategies, the impact of globalization on marketing goods and services locally and internationally. (Total tuition time: ±40 hours)

### **Macro & Micro Analysis (MMA639M)**

1 X 4 hours paper (open book)

Principles of macroeconomic analysis, introduction to microeconomic analysis, the economic model of the firm, revenue and demand analysis, elasticity, production cost and analysis, estimation demand and cost, profitability analysis, profit maximisation, market structure and competition, pricing strategies, decision and risk analysis. (Total tuition time: ±40 hours)

### **Operations Management & Operations Research (OMR639M)**

1 X 4 hours paper (open book)

External environment and stakeholders, the logistics concept, strategic approaches to logistics, operations and material flow, elements of supply chain, inbound logistics, production requirements through purchasing, the production system, design and productivity, production planning and control, the impact of inventory on production, inventory management, outbound logistics, operations management in service industries, relevance of operations research to entrepreneurial and management studies, constraints and feasible solutions, linear programming, decision analysis, production of goods or services, scheduling, networking, facility location, management of service systems, and quality assurance. (Total tuition time: ±40 hours)

### **Business Strategy (BST639M)**

1 X 4 hours paper (open book)

Basic management principles, nature and value of strategic management, the strategic management process, defining the business, analysis of external environment, industry and competitive analysis, internal analysis and company profiles, generic business strategies and industrial environments, strategic analysis and choice. (Total tuition time: ±40 hours)

### **Human Resources & Change Management (HRC639M)**

1 X 4 hours paper (open book)

Optimal management strategies, manpower utilization, the rights and responsibilities of employees, labour related matters in the context of South Africa, commonly used global and local human resources management strategies, environmental issues, affirmative action, human resources development, factors that affect human productivity in complex organizations, creating a strategic organization, creating a learning organization, the professional development and training of employees in complex organizations, strategic industrial relations management, key success factors and measures, implementation of strategies, performance management contracts, assessment of productivity at the workplace, good governance, utilization of modern and innovative methods, sharing and dissemination of business-related and personal information at the workplace, utilization of latest technologies, software applications, problem-solving and decision-making, data warehousing, information systems and e-commerce. (Total tuition time: ±40 hours)

### **Accounting and Financial Management (AFM639M)**

1 X 4 hours paper (open book)

South African accounting procedures and guidelines for business administrators, the South African tax system, time value of money, financial statement analysis and interpretation, working capital management, investment in capital projects, financial decisions, business valuation, mergers and take-overs, Objectives of managerial finance, cost analysis and behavior patterns, costing systems and cost allocation, budget planning and control, decision-making, performance budget planning and control, performance appraisal through statement analysis, activity-based accounting, strategic management accounting and control. (Total tuition time: ±40 hours)

### **Research Methodology (RMD639M)**

1 X 4 hours paper (open book)

Principles of conducting research in business and entrepreneurial studies, a review of the literature, scientific writing, the write-up of research proposals, ethics in research, study designs, measurements of variables, scaling design, sampling design, secondary data sources, conducting surveys, communication with respondents, instruments for data collection, validity and reliability of measurements, observational studies, experimentation, data preparation and preliminary analysis, hypothesis testing, measures of association, multivariate analysis, and written and oral presentation of results of studies. (Total tuition time: ±40 hours)

## ELECTIVES

### **Project Management (PMT639M)**

1 X 4 hours paper (open book)

Principles of project management, qualities of a good project leader, planning and organizing projects, SWOT analysis, project implementation, PERT analysis, network analysis, lags, leads and floats, precedence diagrams, early start and early finish, forward pass, backward pass, earned value analysis, monitoring, evaluation and control. (Total tuition time: ±40 hours)

### **Management of Technology and Innovation (MTI639M)**

1 X 4 hours paper (open book)

Principles of innovation in business and entrepreneurial sciences, value creation, the various types of innovation, the relationship between technology and innovation, tools and resources that are vital for the effective management of technology in business enterprises, managing technological breakthroughs as the catalyst for new innovation products and or processes. (Total tuition time: ±40 hours)

### **Public Sector Management and Service Delivery (PSD639M)**

1 X 4 hours paper (open book)

Principles of social services, the South African public sector, South African Local Governments and Municipalities, performance management contracts in the South African public service sector, Key Performance Areas, Key Performance Indicators, mentoring, evaluation and control in the South African public service sector, good governance and leadership in the South African public service sector, accountability, transparency, fairness, equitable distribution of resources, the role of the private sector in ensuring optimal service delivery, functions of the South African Auditor-General, the South African Batho-Pele principle, the role of the South African judiciary and media in ensuring adequate service delivery in the public sector. (Total tuition time: ±40 hours)

### **Quality Management and Monitoring & Evaluation (QME639M)**

1 X 4 hours paper (open book)

Principles of quality management and monitoring and evaluation, factors that affect quality, total quality management, steps in the improvement of quality, relevant techniques and philosophies, statistical process control, documentation systems, enhancing management for quality (planning, organising, leading, controlling), growth, technology and innovation, process and document ownership, ISO 900, monitoring, evaluation and control principles in the South African public and private sectors. (Total tuition time: ±40 hours)

### **International and Environmental Management (IEM639M)**

1 X 4 hours paper (open book)

Principles of international management, the development, operation and maintenance of multinational operations, knowledge and skills that are required for successful international entrepreneurial operations, basic of environmental management systems, overview of environmental standards, the ISO 14000, series of standards, environmental impacts and legal requirements, environmental aspects and impacts, planning and environmental policy, environmental auditing, eco-balances, environmental reporting, developing an environmental management programme, operational control, and emergency preparedness and response. (Total tuition time: ±40 hours)

### **Technological Entrepreneurship and Sustainable Development (TED639M)**

1 X 4 hours paper (open book)

Principles of technological entrepreneurship, sustainable development in the context of South Africa and Sub-Saharan African countries, the relationship between entrepreneurship and technological advances, creativity, innovative ideas, feasibility, growth strategies, electronics and the entrepreneur, family businesses, the Entrepreneurship Day. (Total tuition time: ±40 hours)