PROSPECTUS

2018

TABLE OF CONTENTS

A.   INTRODUCTION TO MANCOSA

The Management College of Southern Africa (MANCOSA) is a private higher education institute registered in terms of the Higher Education Act (*Act 101 of 1997, as amended*). It was established in 1995 as a post-apartheid empowerment institution offering affordable and accessible management education primarily to persons previously denied access to post graduate education. MANCOSA has 100% Black ownership, i.e. it is owned entirely by previously disadvantaged individuals in the South African context. The Master of Business Administration (MBA) programme has been offered since 1995. Between 1995 and 2000 MANCOSA provided management programmes in association with the Buckinghamshire Chilterns University College (BCUC), a College of the University of Brunel in the United Kingdom. During this period MANCOSA was successfully quality assured by the British Quality Assurance Agency (QAA). In 2002 MANCOSA received full institutional accreditation from the Higher Education Quality Committee (HEQC), the quality assuring committee of the Council on Higher Education (CHE).

MANCOSA is one of the leading providers of international and local management programmes through supported distance learning in Southern Africa. In delivering its range of management education programmes to a diverse body of students from both the public and private sectors, MANCOSA has developed significant infrastructural, academic and intellectual capacity. As a leading provider of management programmes by supported distance education, MANCOSA has considerable expertise in the design and development of high quality and relevant course materials. It has developed unique teaching and learning strategies, particularly suited for transferring knowledge and skills to adult students, the majority of whom are in full time employment. Through its active research focus, MANCOSA is also at the cutting-edge of the latest management and leadership training trends.

B.   REGISTRATION, ACCREDITATION AND LEGAL STATUS

Registration and Accreditation

MANCOSA is registered with the Department of Higher Education and Training as a private higher education institution under the Higher Education Act, 1997. Registration certificate no. No 2000/HE07/003.

MANCOSA is registered as a private higher education institution in terms of section 54(1)(c) of the Higher Education Act, 1997 (Act [No] 101 of 1997, as amended), and Regulation 16(4)(a) of the Regulations for the Registration of Private Higher Education Institutions, 2002, registration N[o] 2000/HE07/003.

MANCOSA has been successfully quality assured and has received FULL INSTITUTIONAL ACCREDITATION by the Council on Higher Education (CHE).

In South Africa, MANCOSA programmes are:
- Registered by the Department of Higher Education and Training (DHET)
- Fully accredited by the Higher Education Quality Committee (HEQC) of the Council on Higher Education (CHE)
- Recorded on the National Qualifications Framework (NQF) by the South African Qualifications Framework (SAQA)

Outside South Africa, MANCOSA programmes are accredited and/or recognised by:
- Namibia Qualifications Authority (NQA)
- Zambia Ministry of Education
- Mauritius Tertiary Education Commission (TEC)
- Malawi Ministry of Education
- Botswana Tertiary Education Commission (TEC)

Legal status
MANCOSA (PROPRIETARY) LIMITED trading as Management College of Southern Africa is registered as a Private Company in terms of the Companies Act, 1972, Registration No. 96 04727/07.

C. THE MANCOSA MISSION AND VISION

3. THE MANCOSA VISION

MANCOSA's vision is to be the leading distance higher education provider that is responsive to the evolving education and training needs of dynamic economies through a commitment to people, opportunity and quality.

4. THE MANCOSA MISSION

MANCOSA endeavours to respond to the changing education demands of both public and private sectors in dynamic economies through the provision of innovative education.

Pursuant to the mission MANCOSA strives to:
1. Grant accessible, quality and affordable distance education.
2. Invest and conduct innovative teaching and learning.
3. Promote and conduct relevant and socially responsible research.
4. Contribute to economic and social upliftment through responsive and relevant interventions.
5. Maintain service excellence.
6. Contribute to the transformation process of higher education.
7. Promote opportunity, equality and social justice irrespective of race, colour, creed and gender.
8. Embrace ethical practice in the delivery of all its programmes.

D. MESSAGE BY THE PRINCIPAL
PROFESSOR YUSUF KARODIA

Choosing a business school is certainly one of the most important decisions, made even more difficult in our changing times where the world has lost its old equilibrium without having found new values.

The frontiers of the economy are reforming and in continuous evolution and work opportunities are emerging. In this brave new world tertiary institutions can no longer limit itself to provide text book knowledge and mere academic preparation reducing itself to an 'exam house' attaching titles and empty labels, neither can it continue to ignore the changing needs of a global employment market and the profound changes in the environment awaiting the students beyond the campuses.

MANCOSA's mission is to prepare a new breed of leaders, courageous, sincere individuals with the intellectual abilities, cross cultural versatility, practical skills and ethics needed to operate in today's business world. With programmes designed to accommodate individuals with diverse needs and lifestyles, MANCOSA distance learning programmes are in great demand with the rigour and innovation to create reflective practitioners. Participants are immersed in an active education that will challenge their assumptions, disrupt their ordinary ways of doing business, and introduce them to new and unexpected ways of thinking. By participating, you will be prepared for the next step in your career and life, demonstrating leadership skills among your peers. Most important, you will return to your organisation with fresh ideas, new business skills, and a greater capacity for addressing the challenges your company will face.

MANCOSA programmes promote a high level of independence through innovative learning and assessment interventions. You can expect a carefully integrated mix of lectures; access to well designed self study materials and online learning resources. One key feature of MANCOSA is its use of case studies, an active learning model that teaches participants how to assess, analyse, and act upon complex business issues. Rooted in real-life experiences, the business case method develops analytical skills, sound judgment, and the leadership potential within each participant. This will equip you with cutting-edge skills that will position you to be a leader in your organisation and community.

For those who are prepared to embrace the challenges of this programme, you will find unique rewards with lasting impact for your organisation and career. We wish you well in your academic endeavours and assure you of our continued support towards realising your goals. I wish you well in your studies.

Prof YM Karodia

E. MESSAGE FROM THE MANAGING DIRECTOR
MR MOHAMED GOGA

In the next few years you will be constantly engaged in academic interrogation of both theory and practice. What separates MANCOSA programmes from other programmes is our emphasis on developing the reflective practitioner - one who is constantly engaged in questioning ones practice in the real-world environment.

You will, therefore, find that the MANCOSA programmes are not textbook bound, but will test your ability to undertake independent research, analyse case studies and work in groups and teams. I wish you well and assure you of the continued support of all academic faculties during your time with our institution.

On behalf of MANCOSA, I welcome you to our institution and wish you every success in your academic endeavours.

F. DIRECTORS

DESIGNATION	NAME
Principal	Prof Y. M. Karodia
Managing Director	Mr M. Goga
Director: Programme Management (Postgraduate)	Prof K. Naidoo
Director: Programme Management (Undergraduate)	Mrs M. Moyo
Academic Registrar	Prof Z. Hamid
Director: Programme Delivery	Mr M. Seedat
Associate Director: Quality Assurance	Mrs R. Bosch

G. PROGRAMME OFFERINGS

MANCOSA programmes cover the areas of business administration, commerce, functional management and leadership and range from Certificate programmes to a Master's degree.

MANCOSA offers the following accredited and registered programmes:
1. Higher Certificate in Business Management
2. Higher Certificate in Local Government and Development Management
3. Higher Certificate in Accounting
4. Higher Certificate in Supply Chain Management
5. Higher Certificate in Information Technology
6. Higher Certificate in Public Management
7. Higher Certificate in Human Resource Management
8. Higher Certificate in Project Management
9. Higher Certificate in Marketing
10. Higher Certificate in Public Sector Procurement
11. Higher Certificate in Tax Administration
12. Advanced Certificate in Management Studies
13. Advanced Certificate in Financial Planning
14. Bachelor of Business Administration degree
15. Bachelor of Public Administration degree
16. Bachelor of Commerce in Human Resource Management degree
17. Bachelor of Commerce in Marketing Management degree
18. Bachelor of Commerce in Information and Technology Management degree
19. Bachelor of Commerce Supply Chain Management degree
20. Bachelor of Commerce in Financial Management degree
21. Bachelor of Commerce in Retail Management
22. Bachelor of Commerce in Entrepreneurship
23. Bachelor of Commerce Honours in Human Resource Management
24. Bachelor of Commerce Honours in Marketing Management
25. Bachelor of Commerce Honours in Supply Chain Management
26. Bachelor of Public Administration Honours
27. Bachelor of Business Administration Honours
28. Postgraduate Diploma in Educational Management
29. Postgraduate Diploma in Business Management
30. Postgraduate Diploma in Project Management
31. Postgraduate Certificate in Education in Further Education and Training Teaching
32. Master of Business Administration
33. Master of Public Administration

The abovementioned programmes are offered at the Durban site of delivery:

26 Samora Machel Street
Durban
4001

Tel: 031-300 7200
Fax: 031 300 7298
Email: studentservices@mancosa.co.za
Website: www.mancosa.co.za

P O Box 49494
East End
4018

H. PROGRAMME INFORMATION

(1) ADVANCED CERTIFICATE IN MANAGEMENT STUDIES

NQF LEVEL: 6

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAMAR NAIDOO

ADMISSION REQUIREMENTS
- Higher certificate or equivalent NQF level 5 qualification

PROGRAMME DESCRIPTION

The main focus of the programme is to ensure that students develop the ability to apply management theory in practice.

The MANCOSA *Advanced Certificate in Management Studies* programme comprises of 6 modules spread over 12 months. The modules covered in the *Advanced Certificate in Management Studies* programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory • Principles of Management • Marketing • Business Information Systems	**Compulsory** • Microeconomics • Business Statistics • Accounting

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the programme, the student should be able to:
- Demonstrate high level knowledge in the functional areas of business.
- Apply management principles in a work-based context.
- Anticipate and analyse trends in the business environment.
- Display competence in interpreting and analysing financial statements.
- Utilise skills to formulate business plans and make sound business decisions.
- Make sound management decisions based upon planning and examination of appropriate alternatives.
- Integrate theory and application from the various functional areas in an interdisciplinary approach.
- Demonstrate an understanding of the world as a set of related systems by recognising that problem solving contexts do not exist in isolation, and by acknowledging their responsibilities to those in the local and broader community.

ACADEMIC FACULTY				
	Name	**Qualification**	**Module**	**FT/PT**
1	Ms T Rushwaya	MBA	Principles of Management	FT
2	Mr L Mazambani	MCom	Marketing	FT
3	Ms N Lakha	MICT	Business Information Systems	FT
4	Mr A Lot	MCom	Microeconomics	FT
5	Mr N Lakaram	NDip	Business Statistics	FT
6	Mr G Desai	BCom Hons	Accounting	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(2) ADVANCED CERTIFICATE IN FINANCIAL PLANNING

NQF LEVEL: 6

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS SOORAYA EBRAHIM

ADMISSION REQUIREMENTS
• Higher certificate or equivalent NQF level 5 qualification

PROGRAMME DESCRIPTION

The programme is intended to provide students with the framework for understanding the dynamics of Financial Planning that covers all the essential elements and processes in Financial Planning.

The modules covered in the Advanced Certificate in Financial Planning programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory • Financial Planning Environment • Personal Financial Planning • Business Financial Planning	**Compulsory** • Practice Management • Income Tax Planning • Financial Management

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Advanced Certificate in Financial Planning* will be able to:
• Describe the financial planning process in detail
• Describe, explain, analyse and synthesise financial planning concepts
• Analyse a variety of products and make an informed decision based on the client's needs and suitability of the product to the need
• Provide a comprehensive financial needs analysis to a client
• Record the advice process for as per regulatory requirements
• Analyse market conditions, regulations, investment products, risk products and provide solutions to clients based on the financial need
• Implement a monitoring process for client feedback and re-evaluation
• Provide and implement a business management operation in line with the appropriate compliance requirements

ACADEMIC FACULTY				
	Name	**Qualification**	**Module**	**FT/PT**
1	Mr S Mugova	Masters	Financial Planning Environment	FT
2	Mr P Osei-Sekyere	MBA	Personal Financial Planning	FT
3	Mr L Mazambani	MCom	Business Financial Planning	FT
4	Ms T Rushwaya	MBA	Practice Management	FT
5	Mr S Mugova	Masters	Income Tax Planning	FT
6	Ms S Ebrahim	MBA	Financial Management	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(3) HIGHER CERTIFICATE IN BUSINESS MANAGEMENT

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS SOORAYA EBRAHIM

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 120 credits progressively arrayed in 8 modules over a minimum of 1 year of study.

All students take the same modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Business Management and to understand the context in which these disciplines are practiced.

The modules covered in the *Higher Certificate in Business Management* programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory • Management Principles • Marketing • Business Communication • Business Mathematics	**Compulsory** • Project Management • End User Computing • Accounting and Finance • Business Law

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Higher Certificate in Business Management* programme, students will be able to:

• Apply management principles in a work-based context;
• Utilise technology to communicate effectively;
• Communicate effectively using both verbal and non-verbal communication; and
• Display project management skills.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Mr W Ngcobo	Masters	Management Principles	FT
2	Mr L Mazambani	MCom	Marketing	FT
3	Dr C Hingston	PhD	Business Communication	FT
4	Dr K Naidoo	PhD	Business Mathematics	FT
5	Ms M Kisten	MBA	Project Management	FT
6	Mr N Lakaram	NDip	End User Computing	FT
7	Mr G Desai	BCom Hons	Accounting and Finance	FT
8	Ms TN Naidoo	LLM	Business Law	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(4) HIGHER CERTIFICATE IN LOCAL GOVERNMENT AND DEVELOPMENT MANAGEMENT

NQF LEVEL: 5

TOTAL CREDITS: 140

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAMAR NAIDOO

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The *Higher Certificate in Local Government and Development Management* is a one-year programme that aims to increase public service management capacity at local government level. It is directed towards persons who do not have any formal post school qualifications and who have limited work experience. It provides a foundational understanding of local government and development management.

The main focus of the programme is to ensure that students develop the ability to apply management theory within a local government environment. The curriculum consists of 140 credits progressively arrayed in 7 modules over a minimum of 1 year of study.

All students take the same modules in the all levels of the curriculum. These modules induce the students to learn the basic skills which the programme demands, to understand the theoretical core of the disciplines of local government development and management, and to understand something of the context in which these disciplines are practised.

The modules covered in the *Higher Certificate in Local Government and Development Management* programme are as follows:
- Local Government Law
- Local Government Finance
- Local Government Human Resource Management
- Project Management
- Disaster Management
- Ethics and Professionalism
- Local Government Management

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Higher Certificate in Local Government and Development Management* programme, students will be able to:

- Analyse disaster management activities;
- Identify the legal framework of local government;
- Apply basic financial management skills in the work environment;
- Develop the capacity to communicate effectively; and
- Evaluate the provisions of relevant legislation.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Ms Y Emedi	LLB	Local Government Law	PT
2	Mr H Matsongoni	MSc	Local Government Finance	FT
3	Mr R Moodley	LLM	Local Government HRM	PT
4	Ms M Kisten	MBA	Project Management	FT
5	Dr S Pekeur	PhD	Ethics and Professionalism	FT
6	Dr J David	D Admin	Disaster Management	PT
7	Mrs B Mangena	MCom	Local Government Management	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(5) HIGHER CERTIFICATE INFORMATION TECHNOLOGY

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAMAR NAIDOO

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 120 credits progressively arrayed in 8 modules over a minimum of 1 year of study.

Technology now lies at the heart of almost every business and every organisation across the globe. By studying the Higher Certificate in Information Technology, students gain valuable technical and theoretical knowledge and qualifications which provide a gateway to further study or a rewarding career in a host of associated disciplines.

This programme ensures that students are introduced to information systems, business communication and calculations, programming, hardware, software, end user computing, networking and web development basics.

The modules covered in the *Higher Certificate in Information Technology* programme are as follows:

SEMESTER 1	SEMESTER 2
• Business Communication • Essential Mathematics • Introduction to Programming • Networking Fundamentals	• Computer Hardware and Architecture • Web Development • Information Systems • End User Computing

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Higher Certificate in Information Technology* programme, students will be able to:

• Demonstrate knowledge and understanding of the information technology environment of an organisation.
• Utilise technology to communicate effectively.
• Operate as information technology support staff
• Perform information technology and related tasks in an organisation
• Apply, implement and maintain information technology systems.
• Compile information for business decision making

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Ms N Lakha	MICT	Computer Hardware and Architecture	FT
2	Ms N Lakha	MICT	Web Development	FT
3	Ms N Lakha	MICT	Information Systems	FT
4	Mr N Lakaram	NDip	End User Computing	FT
5	Dr C Hingston	PhD	Business Communication	FT
6	Mr N Lakaram	NDip	Essential Mathematics	FT
7	Ms N Lakha	MICT	Introduction to Programming	FT
8	Ms N Lakha	MICT	Network Fundamentals	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(6) HIGHER CERTIFICATE IN SUPPLY CHAIN MANAGEMENT

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAMAR NAIDOO

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

From the very outset, the MANCOSA *Higher Certificate in Supply Chain Management* programme strives to maximise personal development, grow management and leadership skills and contribute to positive economic change in the countries from which students are drawn. The main focus of the programme is to ensure that students develop the ability to apply supply chain management theory in practice.

The curriculum consists of 120 credits progressively arrayed in 6 modules over a minimum of 1 year of study. With supply chain management being the fastest growing profession in the world, this programme will equip students in supply chain management, purchasing management, logistics and operations management. The coverage of the course provides for fundamental understandings of management and economic principles.

The modules covered in the Higher Certificate in Supply Chain Management programme are as follows:

SEMESTER 1	SEMESTER 2
• Management Principles • Basic Economics and Finance • Purchasing Management	• Logistics Management • Operations Management • Supply Chain Management

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Higher Certificate in Supply Chain Management* programme, students will be able to:

- Demonstrate knowledge and understanding of the supply chain management environment within an organisation.
- Demonstrate knowledge and understanding of the influence of performance and risk within a supply chain management environment.
- Contribute to the development of a supply chain strategy for an organisation.
- Contribute to operational plans for supply chain management.
- Implement a supply chain strategy.

ACADEMIC FACULTY				
	Name	**Qualification**	**Module**	**FT/PT**
1	Mr W Ngcobo	Masters	Management Principles	FT
2	Ms S Moodley	BCom Hons	Purchasing Management	FT
3	Mr P Dludla	BCom Hons	Basic Economics and Finance	FT
4	Ms S Moodley	BCom Hons	Logistics Management	FT
5	Mr J Maharaj	MBA	Operations Management	FT
6	Ms S Moodley	BCom Hons	Supply Chain Management	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(7) HIGHER CERTIFICATE IN ACCOUNTING

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS SOORAYA EBRAHIM

ADMISSION REQUIREMENTS
The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION
The main focus of the programme is to ensure that students develop the ability to apply supply chain management theory in practice.

The curriculum consists of 120 credits progressively arrayed in 6 modules over a minimum of 1 year of study. With accounting being critical to the success of any organisation, this programme will equip students in the key areas of financial and management accounting. Coverage of the course provides for the fundamental understanding of accounting, management and economic principles.

The modules covered in the Higher Certificate in Accounting (HCA) Programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory • Management Principles • Financial Accounting A • Basic Economics and Finance	**Compulsory** • Financial Accounting B • Management Accounting • Business Law

OVERALL PROGRAMME OBJECTIVES
Strives to maximise personal development, growth management and leadership skill and contribute to positive economic change in the countries from which students are drawn.

ACADEMIC FACULTY				
	Name	**Qualification**	**Module**	**FT/PT**
1	Mr W Ngcobo	Masters	Management Principles	FT
2	Mr P Dludla	BCom Hons	Basic Economics and Finance	FT
3	Mr D Ramsamy	BCom Hons	Financial Accounting A	FT
4	Mr D Ramsamy	BCom Hons	Management Accounting	FT
5	Ms TN Naidoo	LLM	Business Law	FT
6	Mr D Ramsamy	BCom Hons	Financial Accounting B	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(8) HIGHER CERTIFICATE IN PUBLIC MANAGEMENT

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS SOORAYA EBRAHIIM

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The qualification aims to develop an integrated conceptual understanding, synthesis and application of specific issues in public management. The qualification will develop management skills, planning skills as well as provide participants with the ability to communicate effectively.

The purpose of this qualification is to equip students with a sound fundamental knowledge base regarding public management. The qualification is aimed at equipping line managers with the knowledge and skills required to fulfil their management role within the public sector. The Higher Certificate in Public Administration is a qualification in a career pathway towards an accomplished public management and management specialist.

The modules covered in the Higher Certificate in Public Management Programme are as follows:

SEMESTER 1	SEMESTER 2
• Public Administration	• Business Communication
• End User Computing	• Politics and Ethics in Governance
• Local Government Management	• Public Finance

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Higher Certificate in Public Management programme*, students will be able to:
- Demonstrate knowledge and understanding of the public management environment
- Apply management principles in a work-based context
- Utilise technology to communicate effectively
- Contribute to the development of operational plans for a public sector organisation
- Be familiar with public finance terminology, concepts and definitions
- Manage information in a public management context
- Analyse the political, social, economic, and legal environments of public sector organisations

- Acquire skills in written communication, planning, budgeting, decision-making, and collaboration
- Display knowledge of ethical issues in public sector management

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Ms N Lakha	MICT	End User Computing	FT
2	Dr C Hingston	PhD	Business Communication	FT
3	Mrs B Mangena	MCom	Public Administration	FT
4	Dr P Ramlachan	PhD	Local Government Management	FT
5	Mr H Matsongoni	MSc	Public Finance	FT
6	Dr S Pekeur	PhD	Politics and Ethics in Governance	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(9) HIGHER CERTIFICATE IN HUMAN RESOURCES MANAGEMENT

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAMAR NAIDOO

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The main focus of the programme is to equip students with the necessary knowledge, skills and abilities in order to perform various human resource management functions at the foundation level in an organisation.

The modules covered in the Higher Certificate in Human Resource Management (HCHRM) Programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory	**Compulsory**
• Principles of Human Resource Management • Human Resource Planning • Recruitment and Selection	• Training and Development • Compensation and Benefits • Performance Management

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of this programme, students should be able to:
- Define the sphere of human resource management.
- Plan, manage and coordinate human resource requirements for an organisation.
- Apply human resource principles when selecting and recruiting employees.
- Communicate effectively to ensure development of employees and ensure maintenance of good working relationships.
- Understand and apply the basic conditions of employment act in an organisation.
- Explain the human resource principles related to employee benefits compensation and management of employees.
- Understand and apply Health and Safety regulations within the work environment.
- Supervise and manage employees' performance.
- Determine and apply rewards and incentives.

- Analyse, adhere, use, meet the legislative requirements and the business policies and procedures in the human resources management activities.
- Assess problems with employees and take appropriate actions.
- Articulate the operations service and performance levels required in the organisation.

ACADEMIC FACULTY				
	Name	**Qualification**	**Module**	**FT/PT**
1	Ms K Naidoo	BA Hons	Principles of Human Resources Management	FT
2	Ms K Naidoo	BA Hons	Human Resource Planning	FT
3	Mrs B Mangena	MCom	Recruitment and Selection	FT
4	Mr D Nag	Masters	Training and Development	FT
5	Mr D Nag	Masters	Compensation and Benefits	FT
6	Mr D Nag	Masters	Performance Management	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(10) HIGHER CERTIFICATE IN PROJECT MANAGEMENT

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAMAR NAIDOO

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The purpose of this programme is to equip students with the necessary knowledge, skills and abilities in order to perform various project management functions at the foundation level in an organisation. This programme affords students the opportunity to develop essential competencies needed within a projects context.

The modules covered in the Higher Certificate in Project Management (HCPRM) Programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory • Fundamentals of Project Management • Project Scope and Time Management • Project Quality Management	**Compulsory** • Project Risk Management • Project Schedule, Cost and Budget Control • Project Monitoring and Evaluation

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the Higher Certificate in Project Management (HCPRM) programme, students will be able to:

- practice the process of project management and its application in delivering successful projects;
- evaluate a project to develop the scope of work, provide accurate cost estimates and to plan the various activities;
- understand and use risk management analysis techniques that identify the factors that put a project at risk and to quantify the likely effect of risk on project timescales;
- identify the resources required for a project and to produce a work plan and resource schedule;

- distinguish between the different types of project and follow the stages needed to negotiate an appropriate contract; and
- develop a project plan and change control systems to integrate the various project elements.

	Name	Qualification	Module	FT/PT
ACADEMIC FACULTY				
1	Ms T Mokhabela	MBA	Fundamentals of Project Management	FT
2	Ms T Mokhabela	MBA	Project Scope and Time Management	FT
3	Mr J Maharaj	MBA	Project Quality Management	FT
4	Ms M Kisten	MBA	Project Risk Management	FT
5	Mr J Maharaj	MBA	Project Schedule, Cost and Budget Control	FT
6	Mr J Maharaj	MBA	Project Monitoring and Evaluation	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(11) HIGHER CERTIFICATE IN MARKETING

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS SOORAYA EBRAHIM

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The main focus of the programme is to provide students with the framework for understanding the dynamics of marketing which is a major operating function of any organisation in pursuit of business.
This qualification will equip students with a fairly broad-based knowledge of the world of business. They will be able to think across different disciplines, as companies ae confronted with a continuous process of developing and maintaining a feasible fit between organisations' objectives, skills and resources and their changing marketing opportunities.

The modules covered in the Higher Certificate in Marketing (HCM) Programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory	**Compulsory**
• Principles of Marketing Management	• Marketing Communication
• Consumer Behaviour and Decision Making	• Branding and Brand Management
• Marketing Research	• Global and e-Marketing

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of this programme, students should be able to:
• Define the sphere of marketing.
• Apply the fundamental principles of marketing by developing a coherent marketing mix.
• Demonstrate an understanding of business management and communication in organisations.
• Demonstrate the ability to undertake market research for effective decision making.
• Explain the typical elementary methods and procedures involved in marketing.
• Demonstrate an understanding of marketing communications within organisations/businesses.

- Access, process and manage elementary marketing information.
- Explain marketing contexts and systems within which organisations operate and link these to marketing opportunities.
- Identify, implement and manage marketing strategies and objectives.

	ACADEMIC FACULTY			
	Name	**Qualification**	**Module**	**FT/PT**
1	Mr L Mazambani	MCom	Principles of Marketing Management	FT
2	Ms T Mokhabela	MBA	Consumer Behaviour and Decision Making	FT
3	Ms T Mokhabela	MBA	Marketing Research	FT
4	Ms N Kamurai	MBL	Marketing Communication	PT
5	Ms N Kamurai	MBL	Branding and Brand Management	PT
6	Ms N Kamurai	MBL	Global and e-Marketing	PT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(12) HIGHER CERTIFICATE IN PUBLIC SECTOR PROCUREMENT

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAMAR NAIDOO

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The programme is directed at those employed within public service as well as those aspiring to enter procurement in the public sector. Graduates will develop the skills required to effectively perform their duties. Through the coursework, the programme aims to build skills in public sector procurement and supply chain management to promote effective service delivery and economic development.

The modules covered in the Higher Certificate in Marketing (HCM) Programme are as follows:

SEMESTER 1	SEMESTER 2
• Principles of Public Administration • Legal Issues in Public Sector Procurement • Public Sector Procurement and Supply Chain Management • Managing Supply Chain Relationships	• Fundamentals of Public Finance • Supply Chain Diligence • Logistics and Materials Handling • Public Procurement and Supply Tools

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Higher Certificate in Public Sector Procurement programme*, students will be able to:
- Understand the role of procurement in the public sector;
- Work confidently within the public regulatory procurement environment;
- Understand the underlying theories and principles underpinning procurement and supply chain management;
- Engage with the appropriate theory around public finance;
- Possess knowledge literacy within the area of public procurement and supply chain management;
- Assess problems in public sector procurement and formulate solutions;

- Have an appreciation of due diligence (ethics, social responsibility, sustainability and accountability) within the public sector procurement;
- Understand what it means to act ethically and responsibly;
- Be able to engage in self-directed learning;
- Understand the fundamentals of public administration in the context of public sector procurement.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr P Ramlachan	PhD	Principles of Public Administration	FT
2	Ms TN Naidoo	LLM	Legal Issues in Public Sector Procurement	FT
3	Ms S Moodley	BCom Hons	Public Sector Procurement and Supply Chain Management	FT
4	Mrs E Kanani	Masters	Managing Supply Relationships	FT
5	Mr H Matsongoni	MSc	Fundamentals of Public Finance	FT
6	Mrs E Kanani	Masters	Supply Chain Diligence	FT
7	Ms S Moodley	BCom Hons	Logistics and Materials Handling	FT
8	Ms S Moodley	BCom Hons	Public Procurement and Supply Tools	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(13) HIGHER CERTIFICATE IN TAX ADMINISTRATION

NQF LEVEL: 5

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS SOORAYA EBRAHIM

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate or National Certificate Vocational with the appropriate subject combinations and levels of achievement or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The Higher Certificate in Tax Administration offers an opportunity for individuals with no formal education in taxation to obtain valuable knowledge of the subject for use in the financial or public sector as well as for entrepreneurs wanting to manage their own business. The programme will cover the general principles of the tax system in South Africa, including a basic application thereof. Consideration will be given to the taxation systems of other SADC countries.

The modules covered in the Higher Certificate in Marketing (HCM) Programme are as follows:

SEMESTER 1	SEMESTER 2
• Tax Administration and Tax Policy	• Business Communication
• End User Computing	• Taxation B
• Basic Accounting	• Taxation C
• Taxation A	• Elementary Economics

OVERALL PROGRAMME OBJECTIVES

Upon completion of the Higher Certificate in Tax Administration programme, students will be able to:
• Obtain and assimilate knowledge appropriate to the practice of taxation and tax administration in the financial and public sectors;
• Obtain professional and technical skills required in tax administration ;
• Have a broad understanding of financial and accounting concepts and principles and their application in solutions to practical finance and tax problems;
• Assist in the preparation of financial statements of entities, using relevant financial information, accounting techniques and standards; and to generally explain such financial statements;
• Understand the general legal framework, and apply specific legal principles relating to business, including tax legislation as applicable to individuals;

- Describe the organisational context of the tax practitioner and of the development of financial and taxation systems;
- Understand the need for the efficient use of resources within an organisation;
- Communicate tax and financial-related information as appropriate in the business, public and corporate sectors.

ACADEMIC FACULTY				
	Name	**Qualification**	**Module**	**FT/PT**
1	Mr W Ngcobo	Masters	Tax Administration and Tax Policy	FT
2	Ms N Lakha	MICT	End User Computing	FT
3	Mr D Ramsamy	BCom Hons	Basic Accounting	FT
4	Mr W Ngcobo	Masters	Taxation A	FT
5	Dr C Hingston	PhD	Business Communication	FT
6	Mr W Ngcobo	Masters	Taxation B	FT
7	Mr W Ngcobo	Masters	Taxation C	FT
8	Mr H Matsongoni	MCom	Elementary Economics	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment.

(14) BACHELOR OF BUSINESS ADMINISTRATION

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: DR FAHRIAL AMLA

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 24 modules over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title.

All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Business Management and Administration, and to understand the context in which these disciplines are practiced.

The modules covered in the *Bachelor of Business Administration* programme are as follows:

YEAR 1	YEAR 2	YEAR 3
• Business Management 1A	• Business Management 2A	• Business Management 3A
• End User Computing 1T	• Business Administration 2A	• Business Management 3B
• Business Mathematics 1T	• Management Accounting 1T	• Business Administration 3A
• Economics 1A	• Business and Society 1T	• Business Administration 3B
• Business Management 1B	• Business Management 2B	• Business Management 3C
• Business Communication 1T	• Business Administration 2B	• Business Management 3D
• Financial Accounting 1T	• Business Statistics 1T	• Business Administration 3C
• Economics 1B	• Information Systems 1T	• Business Administration 3D

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Bachelor of Business Administration* programme, students will be able to:

- Comprehend and apply the principles of business ethics;
- Obtain the quantitative skills and knowledge needed to make sound business decisions;
- Acquire knowledge in the fields of business, including management, international business, marketing, business law, accountancy, finance, economics, and knowledge management, and apply these skills to different business environments;
- Integrate the knowledge acquired in the programme to analyse a business to identify its strengths and weaknesses and determine what changes can be made for improvement;
- Conduct independent research relevant to business-related issues; and
- Demonstrate written and oral presentation skills expected of a business school graduate.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr C Hingston	PhD	Business Management 1A	FT
2	Mr N Lakaram	NDip	End User Computing 1T	FT
3	Dr K Naidoo	PhD	Business Mathematics 1T	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr C Hingston	PhD	Business Management 1B	FT
6	Dr C Hingston	PhD	Business Communication 1T	FT
7	Mr G Desai	BCom Hons	Financial Accounting 1T	FT
8	Mr C Heydenrych	MCom	Economics 1B	FT
9	Ms T Rushwaya	MBA	Business Management 2A	FT
10	Mr D Nag	Masters	Business Administration 2A	FT
11	Mr I Sader	BCom Honours	Management Accounting 1T	FT
12	Dr C Hingston	PhD	Business and Society 1T	FT
13	Ms T Rushwaya	MBA	Business Management 2B	FT
14	Ms N Kamurai	MBL	Business Administration 2B	PT
15	Dr K Naidoo	PhD	Business Statistics 1T	FT
16	Ms N Lakha	MICT	Information Systems 1T	FT
17	Ms R Khan	MBA	Business Management 3A	FT
18	Ms R Khan	MBA	Business Management 3B	FT
19	Mr P Brijlal	BCom Hons	Business Administration 3A	PT
20	Prof A Rippon	DCom	Business Administration 3B	PT
21	Ms R Khan	MBA	Business Management 3C	FT

22	Ms R Khan	MBA	Business Management 3D	FT
23	Ms M Kisten	MBA	Business Administration 3C	FT
24	Mr R Naidoo	Masters	Business Administration 3D	PT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

• To pass a module a final combined mark of 50% is required.
• Entrance to the examination is dependent on the successful completion of assignments for each semester.
• A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
• A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(15) BACHELOR PUBLIC ADMINISTRATION

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: MS ELIZABETH SCHEEPERS

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 24 modules and a project over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title.

All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Public Administration, Local Government and Economics and to understand the context in which these disciplines are practised.

The modules covered in the *Bachelor of Public Administration* programme are as follows:

YEAR 1	YEAR 2	YEAR 3
• Public Administration 1A	• Public Administration 2A	• Public Administration 3A
• End User Computing 1T	• Local Government 1A	• Local Government 2A
• Business Mathematics 1T	• Public Law	• Research in the Public Sector
• Economics 1A	• Public Sector Economics	• Public Administration 3B
• Public Administration 1A	• Public Administration 2B	• Local Government 2B
• Business Communication 1T	• Local Government 1B	• Public Administration 3C
• Financial Accounting 1T	• Introduction to Politics	• Public Administration 3D
• Economics 1B	• Ethics In the Public Sector	• Public Sector Budgeting

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the *Bachelor of Public Administration* programme, students will be able to:
- Apply fundamental management principles in a work-based context;
- Utilise technology to communicate effectively;

- Conduct basic research;
- Manage information in a public management context;
- Demonstrate knowledge of basic economic principles;
- To analyse the political, social, economic, and legal environments of public sector organizations;
- Acquire skills in written communication, planning, budgeting, decision-making, and collaboration; and
- Be aware of ethical issues and problems in public organizations.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr P Ramlachan	PhD	Public Administration 1A	FT
2	Mr N Lakaram	NDip	End User Computing 1T	FT
3	Dr K Naidoo	PhD	Business Mathematics 1T	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr S Pekeur	PhD	Public Administration 1B	FT
6	Dr C Hingston	PhD	Business Communication	FT
7	Mr G Desai	BCom Hons	Financial Accounting 1T	FT
8	Mr C Heydenrych	MCom	Economics 1B	FT
9	Dr P Ramlachan	PhD	Public Administration 2A	FT
10	Mrs B Mangena	MCom	Local Government 1A	FT
11	Ms TN Naidoo	LLM	Public Law	FT
12	Mr H Matsongoni	MSc	Public Sector Economics	FT
13	Dr S Pekeur	PhD	Public Administration 2B	FT
14	Mrs B Mangena	MCom	Local Government 1B	FT
15	Dr S Pekeur	PhD	Introduction to Politics	FT
16	Prof A Rippon	DCom	Ethics in the Public Sector	PT
17	Dr S Pekeur	PhD	Public Administration 3A	FT
18	Dr P Ramlachan	PhD	Local Government 2A	FT
19	Dr S Pekeur	PhD	Research in the Public Sector	FT
20	Dr S Pekeur	PhD	Public Administration 3B	FT
21	Dr P Ramlachan	PhD	Local Government 2B	FT
22	Dr S Pekeur	PhD	Public Administration 3C	FT
23	Dr S Pekeur	PhD	Public Administration 3D	FT
24	Mr H Matsongoni	MCom	Public Sector Budgeting	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(16) BACHELOR OF COMMERCE IN HUMAN RESOURCE MANAGEMENT

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: DR FAHRIAL AMLA

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 24 modules over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title.

All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Economics and Business Management, and to understand the context in which these disciplines are practiced.

The modules covered in the *Bachelor of Commerce in Human Resource Management* programme are as follows:

YEAR 1	YEAR 2	YEAR 3
• Business Management 1A • Economics 1A • End User Computing • Business Communication • Business Management 1B • Economics 1B • Introduction to Human Resource Management • Financial Accounting	• Business Management 2A • Organisational Staffing • Training and Development • Principles of Labour Law • Business Management 2B • Human Resources Ethics • Human Resource Information Systems • Business Statistics	• Performance Management • Employee Health and Wellness • Career Management • Group Dynamics and Leadership • Labour Relations • Employee Benefits and Compensation • Diversity Management • Strategic Human Resource Management

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Bachelor of Commerce in Human Resource Management* degree will be able to:
- Apply fundamental management principles in a work-based context;

- Utilise technology to communicate effectively;
- Conduct basic research;
- Manage information in a business management context;
- Demonstrate knowledge of economic principles;
- Display skills in written communication, planning, budgeting, decision-making, and collaboration; and
- Display in-depth knowledge of human resource management.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr C Hingston	PhD	Business Management 1A	FT
2	Mr N Lakaram	NDip	End User Computing 1T	FT
3	Ms K Naidoo	BA Hons	Introduction to Human Resource Management	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr C Hingston	PhD	Business Management 1B	FT
6	Dr C Hingston	PhD	Business Communication 1T	FT
7	Mr G Desai	BCom Hons	Financial Accounting 1T	FT
8	Mr C Heydenrych	MCom	Economics 1B	FT
9	Ms T Rushwaya	MBA	Business Management 2A	FT
10	Dr F Amla	PhD	Organisational Staffing	FT
11	Ms K Naidoo	BA Hons	Training and Development	FT
12	Ms TN Naidoo	LLM	Principles of Labour Law	FT
13	Ms T Rushwaya	MBA	Business Management 2B	FT
14	Prof A Rippon	DCom	Human Resource Ethics	PT
15	Mr N Lakaram	NDip	Business Statistics 1T	FT
16	Ms N Lakha	MICT	Human Resource Information Systems	FT
17	Dr F Amla	PhD	Performance Management	FT
18	Ms K Naidoo	BA Hons	Employee Health and Wellness	FT
19	Ms K Naidoo	BA Hons	Career Management	FT
20	Dr F Amla	PhD	Group Dynamics and Leadership	FT
21	Dr F Amla	PhD	Labour Relations	FT
22	Ms K Naidoo	BA Hons	Employee Benefits and Compensation	FT
23	Ms K Naidoo	BA Hons	Diversity Management	FT
24	Dr F Amla	PhD	Strategic Human Resource Management	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(17) BACHELOR OF COMMERCE IN MARKETING MANAGEMENT

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: MS ELIZABETH SCHEEPERS

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 24 modules over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title.

All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Economics and Business Management, and to understand the context in which these disciplines are practiced.

The modules covered in the *Bachelor of Commerce in Marketing Management* programme are as follows:

YEAR 1	YEAR 2	YEAR 3
• Business Management 1A	• Business Management 2A	• Business Management 3A
• End User Computing 1T	• Marketing 2A	• Business Management 3B
• Business Mathematics 1T	• Management Accounting 1T	• Marketing 3A
• Economics 1A	• Business Law 1T	• Marketing 3B
• Business Management 1B	• Business Management 2B	• Business Management 3C
• Business Communication 1T	• Marketing 2B	• Business Management 3D
• Financial Accounting 1T	• Business Statistics 1T	• Marketing 3C
• Economics 1B	• Information Systems 1T	• Marketing 3D

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Bachelor of Commerce in Marketing Management* degree will be able to:
- Apply fundamental management principles in a work-based context;
- Utilise technology to communicate effectively;

- Conduct basic research;
- Manage information in a business management context;
- Demonstrate knowledge of economic principles;
- Display skills in written communication, planning, budgeting, decision-making, and collaboration; and
- Display in-depth knowledge of marketing management.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr C Hingston	PhD	Business Management 1A	FT
2	Mr N Lakaram	NDip	End User Computing 1T	FT
3	Dr K Naidoo	PhD	Business Mathematics 1T	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr C Hingston	PhD	Business Management 1B	FT
6	Dr C Hingston	PhD	Business Communication 1T	FT
7	Mr G Desai	BCom Hons	Financial Accounting 1T	FT
8	Mr C Heydenrych	MCom	Economics 1B	FT
9	Ms T Rushwaya	MBA	Business Management 2A	FT
10	Ms E Scheepers	MBA	Marketing Management 2A	FT
11	Mr I Sader	BCom Honours	Management Accounting 1T	FT
12	Ms TN Naidoo	LLM	Business Law 1T	FT
13	Ms T Rushwaya	MBA	Business Management 2B	FT
14	Ms E Scheepers	MBA	Marketing Management 2B	FT
15	Mr N Lakaram	NDip	Business Statistics 1T	FT
16	Ms N Lakha	BTech	Information Systems 1T	FT
17	Ms R Khan	MBA	Business Management 3A	FT
18	Ms R Khan	MBA	Business Management 3B	FT
19	Ms E Scheepers	MBA	Marketing Management 3A	FT
20	Ms E Scheepers	MBA	Marketing Management 3B	FT
21	Ms R Khan	MBA	Business Management 3C	FT
22	Ms R Khan	MBA	Business Management 3D	FT
23	Ms N Kamurai	MBL	Marketing Management 3C	FT
24	Ms N Kamurai	MBL	Marketing Management 3D	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(18) BACHELOR OF COMMERCE IN INFORMATION AND TECHNOLOGY MANAGEMENT

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: MS ELIZABETH SCHEEPERS

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 22 modules and a Capstone Project over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title.

All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Information Technology, Economics and Business Management, and to understand the context in which these disciplines are practiced.

The modules covered in the *Bachelor of Commerce in Information and Technology Management* programme are as follows:

YEAR 1	YEAR 2	YEAR 3
• Business Management 1A • Informatics 1A • Analytical Techniques 1T • Economics 1A • Business Management 1B • Informatics 1B • Financial Accounting 1T • Economics 1B	• IT Management 2A • Informatics 2A • Management Accounting 1T • Project Management 1T • IT Management 2B • Informatics 2B • Advanced Business Statistics • Information Systems 1T	• IT Management 3A • Informatics 3A • Auditing 3T • Systems Analysis and Design 3T • IT Management 3B • Informatics 3B • Capstone Project

OVERALL PROGRAMME OBJECTIVES

The *Bachelor of Commerce in Information Technology Management* programme focuses on the following key learning objectives:

- The structure of data, information and knowledge in an organisational setting;
- The application of information and knowledge management principles and theories in a variety of organisational settings;
- The application of information and knowledge management principles in the different functional units of an enterprise;
- The architecture, platforms and configuration of systems to generate information and knowledge for decision making;
- Utilisation of information and knowledge management as a strategic tool for competitive advantage;
- Analysis, evaluation and representation of financial, quantitative and functional information and knowledge for meaningful interpretation;
- Proposal of business solutions through information and knowledge management techniques.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr C Hingston	PhD	Business Management 1A	FT
2	Ms N Lakha	BTech	Informatics 1A	FT
3	Mr N Lakaram	NDip	Analytical Techniques 1T	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr C Hingston	PhD	Business Management 1B	FT
6	Ms N Lakha	MICT	Informatics 1B	FT
7	Mr G Desai	BCom Hons	Financial Accounting 1T	FT
8	Mr C Heydenrych	MCom	Economics 1B	FT
9	Mr N Lakaram	NDip	IT Management 2A	FT
10	Ms N Lakha	MICT	Informatics 2A	FT
11	Mr I Sader	BCom Honours	Management Accounting 1T	FT
12	Ms M Kisten	MBA	Project Management 1T	FT
13	Mr N Lakaram	NDip	IT Management 2B	FT
14	Ms N Lakha	MICT	Informatics 2B	FT
15	Ms J Upton	MSocSc	Advanced Business Statistics	FT
16	Mr N Lakaram	NDip	Information Systems 1T	FT
17	Ms N Lakha	MICT	IT Management 3A	FT
18	Ms N Lakha	MICT	Informatics 3A	FT
19	Mr M Ayob	BCom	Auditing 3T	PT

20	Mr N Lakaram	NDip	Systems Analysis and Design 3T	FT
21	Ms N Lakha	MICT	IT Management 3B	FT
22	Ms N Lakha	MICT	Informatics 3B	FT
23	Ms N Lakha	MICT	Capstone Project	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(19) BACHELOR OF COMMERCE IN SUPPLY CHAIN MANAGEMENT

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: MS RAZIA KHAN

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 22 modules and over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title.

All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Information Technology, Economics and Business Management, and to understand the context in which these disciplines are practiced.

The modules covered in the *Bachelor of Commerce in Information and Technology Management* programme are as follows:

YEAR 1	YEAR 2	YEAR 3
• Business Management 1A	• Business Management 2A	• Supply Chain management 3A
• End User Computing	• Supply Chain Management 2A	• Supply Chain management 3B
• Business Mathematics	• Management Accounting 1T	• Supply Chain management 3C
• Economics 1A	• Project Management 1T	• Supply Chain management 3D
• Business Management 1B	• Commercial Law	• Supply Chain management 3E
• Business information Systems	• Business management 2B	• Supply Chain management 3F
• Financial Accounting 1T	• Supply Chain Management 2B	• Business Management 3A
• Economics 1B	• Business Statistics	• Business Management 3B

OVERALL PROGRAMME OBJECTIVES

The *Bachelor of Commerce in Supply Chain Management* programme focuses on the following key learning objectives:

- Discuss the strategic importance of good supply chain design planning and operation and how they can confer competitive advantage when properly applied.
- Identify and properly evaluate the various key drivers which effect supply chain performance; facilities inventory, transportation, information, sourcing, and pricing.
- Utilise analytical methodologies for supply chain analysis in a managerial context.
- Attain a commitment to quality, timeliness and continuous improvement.
- Plan, administer and apply critical thinking in the evaluation and planning of projects.
- Analyse logistics and operations in supply chain management.
- Develop client and vendor relation skills.
- Coordinate and communicate with various stakeholders inside and outside the organization regarding supply chain management and prepare participants to communicate and function effectively in teams.
- Perform warehousing activities effectively.
- Attain and apply contract and negotiation skills.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr C Hingston	PhD	Business Management 1A	FT
2	Mr N Lakaram	NDip	End User Computing 1T	FT
3	Dr K Naidoo	PhD	Business Mathematics 1T	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr C Hingston	PhD	Business Management 1B	FT
6	Dr C Hingston	PhD	Business Communication 1T	FT
7	Mr G Desai	BCom Hons	Financial Accounting 1T	FT
8	Mr C Heydenrych	MCom	Economics 1B	FT
9	Ms T Rushwaya	MBA	Business Management 2A	FT
10	Ms S Moodley	BCom Hons	Supply Chain Management 2A	FT
11	Mr I Sader	BCom Honours	Management Accounting 1T	FT
12	Ms T Mokhabela	MBA	Project Management 1T	FT
13	Ms TN Naidoo	LLM	Commercial Law	FT
14	Ms T Rushwaya	MBA	Business management 2B	FT
15	Ms S Moodley	BCom Hons	Supply Chain Management 2B	FT
16	Mr N Lakaram	NDip	Business Statistics	FT
17	Ms S Moodley	BCom Hons	Supply Chain management 3A	FT
18	Ms S Moodley	BCom Hons	Supply Chain management 3B	FT

19	Ms S Moodley	BCom Hons	Supply Chain management 3C	FT
20	Mrs E Kanani	Masters	Supply Chain management 3D	FT
21	Mrs E Kanani	Masters	Supply Chain management 3E	FT
22	Mrs E Kanani	Masters	Supply Chain management 3F	FT
23	Mr P Brijlal	BCom Hons	Business Management 3A	PT
24	Prof A Rippon	DCom	Business Management 3B	PT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(20) BACHELOR OF COMMERCE IN FINANCIAL MANAGEMENT

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: MS RAZIA KHAN

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 24 modules over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title. Four of the modules (60 credits) are fundamental. All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Business and Financial Management, and to understand the context in which these disciplines are practiced.

The modules covered in the BCom (Financial Management) degree programme are as follows:

STAGE 1	STAGE 2	STAGE 3
• Financial Management 1A • Economics 1A • Business Management 1A • Business Mathematics • Financial Management 1B • Economics 1B • Information Systems • Business Management 1B	• Financial Management 2A • Business Management 2A • Taxation 2A • Commercial Law 2A • Financial Management 2B • Business Management 2B • Taxation 2B • Commercial Law 2B	• Financial Management 3A • Business Management 3A • Financial Management 3B • Business Management 3B • Financial Management 3C • Financial Management 3D • Financial Management 3E • Financial Management 3F

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Bachelor of Commerce BCom (Financial Management) degree* will be able to:

- Obtain and assimilate knowledge appropriate to the practice of financial management in any organisation.
- Obtain professional and technical skills required in Financial Management.
- Evaluate financial and accounting concepts and principles and their application in solutions to practical finance problems
- Prepare financial statements of entities, including groups of companies, using relevant financial information, accounting techniques and standards; and to analyse and interpret such financial statements
- Use relevant financial techniques with cost information, for planning, decision-making, performance evaluation and control, within different business settings.
- Apply financial management techniques to issues affecting investment, financing, and dividend policy decisions of an organisation.
- Understand the general legal framework, and apply specific legal principles relating to business, including taxation legislation as applicable to individuals, single companies and groups of companies.
- Explain the process of carrying out the assurance (audit) engagement and its application in the context of the professional (audit) regulatory framework.
- Describe the organisational context of the financial manager and of the development of financial systems; to understand the need for the efficient use of resources within an organisation

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Mrs S Ebrahim	MBA	Financial Management 1A	FT
2	Mr C Heydenrych	MCom	Economics 1A	FT
3	Dr C Hingston	PhD	Business Management 1A	FT
4	Dr K Naidoo	PhD	Business Mathematics	FT
5	Mr I Sader	BCom Honours	Financial Management 1B	FT
6	Mr C Heydenrych	MCom	Economics 1B	FT
7	Mr N Lakaram	NDip	Information Systems	FT
8	Dr C Hingston	PhD	Business Management 1B	FT
9	Mr P Brijlal	BCom Hons	Financial Management 2A	FT
10	Ms T Rushwaya	MBA	Business Management 2A	FT
11	Mr S Mugova	Masters	Taxation 2A	FT
12	Ms TN Naidoo	LLM	Commercial Law 2A	FT
13	Mr I Sader	BCom Honours	Financial Management 2B	FT
14	Ms T Rushwaya	MBA	Business Management 2B	FT
15	Mr S Mugova	Masters	Taxation 2B	FT
16	Ms TN Naidoo	LLM	Commercial Law 2B	FT
17	Mr I Sader	BCom Honours	Financial Management 3A	FT
18	Ms R Khan	MBA	Business Management 3A	FT

19	Mr I Sader	BCom Honours	Financial Management 3B	FT
20	Ms R Khan	MBA	Business Management 3B	FT
21	Mr I Sader	BCom Honours	Financial Management 3C	FT
22	Mr S Mugova	Masters	Financial Management 3D	FT
23	Mr S Mugova	Masters	Financial Management 3E	FT
24	Mr S Mugova	Masters	Financial Management 3F	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(21) BACHELOR OF COMMERCE IN ENTREPRENEURSHIP

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: DR FAHRIAL AMLA

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 24 modules over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title. All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Business and Entrepreneurship, and to understand the context in which these disciplines are practiced.

The modules covered in the BCom (Entrepreneurship) degree programme are as follows:

STAGE 1	STAGE 2	STAGE 3
• Business Management 1A • End User Computing • Business Communication • Economics 1A • Business Management 1B • Entrepreneurship 1A • Economics 1B • Business Mathematics	• Business Management 2A • Entrepreneurship 1B • Entrepreneurship 2A • Financial Accounting • Business Law • Business Management 2B • Entrepreneurship 2A • Management Accounting	• Entrepreneurship 3A • Business Management 3A • Business Statistics • Entrepreneurship 3B • Entrepreneurship 3C • Business Management 3B • Business Information Systems • Entrepreneurship 3D

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Bachelor of Commerce in Entrepreneurship degree* will be able to:
- Define the concept of entrepreneurship;
- Describe the entrepreneurial process;
- Understand the theory behind creativity and innovation;
- Identify and evaluate business opportunities;
- Describe the context in which entrepreneurial activity occurs;
- Understand the legal framework in which businesses operate;
- Explain the domains of entrepreneurship, financial management and management;
- Display knowledge of the functional areas of management;
- Apply accounting principles in managing a business; and
- Evaluate growth strategies for entrepreneurial ventures.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr C Hingston	PhD	Business Management 1A	FT
2	Mr N Lakaram	NDip	End User Computing	FT
3	Dr C Hingston	PhD	Business Communication	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr C Hingston	PhD	Business Management 1B	FT
6	Ms R Khan	MBA	Entrepreneurship 1A	FT
7	Mr C Heydenrych	MCom	Economics 1B	FT
8	Dr K Naidoo	PhD	Business Mathematics	FT
9	Dr C Hingston	PhD	Business Management 2A	FT
10	Ms T Rushwaya	MBA	Entrepreneurship 1B	FT
11	Ms R Khan	MBA	Entrepreneurship 2A	FT
12	Mr G Desai	BCom Hons	Financial Accounting	FT
13	Ms TN Naidoo	LLM	Business Law	FT
14	Ms T Rushwaya	MBA	Business Management 2B	FT
15	Ms R Khan	MBA	Entrepreneurship 2A	FT
16	Mr I Sader	BCom Hons	Management Accounting	FT
17	Ms R Khan	MBA	Entrepreneurship 3A	FT
18	Ms R Khan	MBA	Business Management 3A	FT
19	Mr N Lakaram	NDip	Business Statistics	FT
20	Ms R Khan	MBA	Entrepreneurship 3B	FT
21	Ms R Khan	MBA	Entrepreneurship 3C	FT
22	Ms R Khan	MBA	Business Management 3B	FT
23	Ms N Lakha	MICT	Business Information Systems	FT

| 24 | Ms R Khan | MBA | Entrepreneurship 3D | FT |

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(22) BACHELOR OF COMMERCE IN RETAIL MANAGEMENT

NQF LEVEL: 7

TOTAL CREDITS: 360

MINIMUM DURATION OF QUALIFICATION: 36 MONTHS

PROGRAMME CO-ORDINATOR: MS RAZIA KHAN

ADMISSION REQUIREMENTS

The minimum entry requirement is the National Senior Certificate; or National Certificate Vocational with the appropriate subject combinations and levels of achievement; or a Higher Certificate; or an Advanced Certificate; or a Diploma; or an equivalent NQF level 4 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 360 credits progressively arrayed in 24 modules over a minimum of 3 years of study. Students must pass a particular module before proceeding to the consecutively numbered module with the same title. All students take the same (fundamental and core) modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Business and Retail Management, and to understand the context in which these disciplines are practiced.

The modules covered in the BCom (Retail Management) degree programme are as follows:

STAGE 1	STAGE 2	STAGE 3
• Retail Management 1A • Economics 1A • Business Management 1A • Business Mathematics • Retail Management 1B • Economics 1B • Business Management 1B • Business Communication	• Retail Management 2A • Business Management 2A • Financial Accounting Principles • Computing Applications • Retail Management 2B • Business Management 2B • Management Accounting • Business Law	• Retail Management 3A • Business Management 3A • Statistical Techniques in Business • Retail Management 3B • Retail Management 3C • Business Management 3B • Information Management • Retail Management 3D

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Bachelor of Commerce in Retail Management degree* will be able to:
- Interpret economic realities within South African retail organisational contexts;
- Apply general business management principles taking into account social, ethical and cultural considerations;
- Communicate effectively with a range of stakeholders using a variety of communication tools;
- Gather and manage retail management information appropriately;
- Display knowledge of the functional areas of management;
- Understand the legal framework in which businesses operate;
- Understand the different market segments, customer profiles and buying habits applicable to the retail industry;
- Apply retail marketing knowledge taking into account social, ethical and cultural considerations;
- Focus on store management processes both strategically and operationally;
- Understand and coordinate effective customer service principles;
- Identify key financial issues important to the business;
- Contribute to the planning and control of the finance of a retail business;
- Manage employee performance to achieve specific objectives in a retail environment;
- Manage all aspects of the retail supply chain to achieve specific objectives in a retail environment;
- Manage all operational aspects of retail stores.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr C Hingston	PhD	Business Management 1A	FT
2	Mr N Lakaram	NDip	End User Computing	FT
3	Dr C Hingston	PhD	Business Communication	FT
4	Mr C Heydenrych	MCom	Economics 1A	FT
5	Dr C Hingston	PhD	Business Management 1B	FT
6	Mr H Matsongoni	MBA	Retail Management 1A	FT
7	Mr C Heydenrych	MCom	Economics 1B	FT
8	Dr K Naidoo	PhD	Business Mathematics	FT
9	Ms T Rushwaya	MBA	Business Management 2A	FT
10	Mr H Matsongoni	MBA	Retail Management 1B	FT
11	Mr H Matsongoni	MBA	Retail Management 2A	FT
12	Mr G Desai	BCom Hons	Financial Accounting	FT
13	Ms TN Naidoo	LLM	Business Law	FT
14	Ms T Rushwaya	MBA	Business Management 2B	FT
15	Mr H Matsongoni	MBA	Retail Management 2B	FT
16	Mr I Sader	BCom Honours	Management Accounting	FT
17	Mr H Matsongoni	MBA	Retail Management 3A	FT
18	Ms R Khan	MBA	Business Management 3A	FT
19	Mr N Lakaram	NDip	Business Statistics	FT
20	Mr H Matsongoni	MBA	Retail Management 3B	FT

21	Mr H Matsongoni	MBA	Retail Management 3C	FT
22	Ms R Khan	MBA	Business Management 3B	FT
23	Ms R Khan	MBA	Business Information Systems	FT
24	Mr H Matsongoni	MBA	Retail Management 3D	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 30% is required in each form of assessment for year 1 and year 2 modules.
- A sub - minimum of 40% is required in each form of assessment for year 3 modules.

(23) BACHELOR OF PUBLIC ADMINISTRATION HONOURS

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MR LAST MAZAMBANI

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

The MANCOSA *Bachelor of Public Administration Honours* programme consists of 120 credits. It is comprised of 6 modules together with a research report component and is spread over a minimum of 1 year of study.

All students take the same 4 core modules in the 1st semester. In the 2nd semester, students must complete the compulsory research report and 2 elective modules.

The modules covered in the *Bachelor of Public Administration Honours* programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory Core Modules: • Theory and Science of Public Administration • Planning and Policy Analysis in the Public Sector • Politics in the Public Sector • Management of Public and Municipal Finance	**One Elective From:** • Ethics in the Public Sector • Strategy in the Public Sector • Leadership in the Public Sector **One Elective From:** • Local Government Management • Research in the Public Sector • Labour Relations in the Public Sector **Compulsory** • Research Report

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Bachelor Public Administration Honours* degree will be able to:
• The primary purpose of the qualification is to provide Bachelor of Public Administration Honours level knowledge, specific skills and applied competence in a number of fields traditionally associated with public administration that will prepare them to be lifelong learners, employable workers/managers, entrepreneurs and contributors to society and the public sector.
• The programme aims to empower aspirant and practicing public officials to develop the skills, knowledge and values needed to lead and manage public institutions effectively and contribute to improving service delivery.

- The qualification will expand on the fundamental knowledge, skills and values/attitudes/attributes of public sector managers and practitioners. In this way, they can manage and lead government and its related institutional structures effectively and contribute to improving the delivery of services.
- The qualification will provide South Africa (and other countries) with graduates in a number of learning fields in order to ensure that the leadership base of innovative and knowledge base economic and scholarly activity is widened.
- Another purpose of the qualification is to provide South Africa (and other countries) with people who can understand the constructive role they need to play as intellectual economic leaders in their society and who are empowered to play that role.
- The final purpose is to develop competent leaders in public administration management with advanced applied fundamental and generic cross-functional technical knowledge and skills to steer sustainable development, growth and prosperity in the most appropriate direction.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr S Pekeur	PhD	Theory and Science of Pub Administration	FT
2	Dr S Pekeur	PhD	Planning and Policy Analysis	FT
3	Dr S Pekeur	PhD	Politics in the Public Sector	FT
4	Mr H Matsongoni	MSC	Management of Public and Municipal Finance	FT
5	Dr S Pekeur	PhD	Ethics in the Public Sector	FT
6	Dr S Singh	DBL	Strategy in the Public Sector	FT
7	Dr S Singh	DBL	Leadership in the Public Sector	FT
8	Dr S Pekeur	PhD	Local Government Management	FT
9	Mrs B Mangena	MCom	Research in the Public Sector	FT
10	Mr O Seedat	Masters	Labour Relations in the Public Sector	FT
11	Mrs B Mangena	MCom	Research Report	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(24) BACHELOR OF COMMERCE HONOURS IN HUMAN RESOURCE MANAGEMENT

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MR CHARL HEYDENRYCH

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

The MANCOSA *Bachelor of Commerce Honours in Human Resource Management* programme consists of 120 credits. It is comprised of 6 modules together with a research report component and is spread over a minimum of 1 year of study.

All students take the same 4 core modules in the 1st semester. In the 2nd semester, students must complete the compulsory research report and 2 elective modules.

The modules covered in the *Bachelor of Commerce Honours in Human Resource Management* programme are as follows:

SEMESTER 1	SEMESTER 2
• Organisational Psychology	• Strategic Human Resource Management
• Human Resource Development	• Employment Relations
• Labour Law	
• Research Methodology	**Compulsory**
	• Research Report

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Bachelor of Commerce Honours in Human Resource Management degree* will be able to:
- Make relevant connections between theoretical HRM knowledge and practical application.
- Demonstrate HRM knowledge and awareness of its application in diverse contexts.
- Engage in the in the HRM field through an understanding of the theories and policies
- Contribute to human resource strategy and policy development in a variety of organisations
- Demonstrate the ability to interrogate and evaluate HRM knowledge
- Access relevant information in terms of analysing and addressing problems related to human resource management in organisations.
- Demonstrate the ability to pursue horizontal and vertical learning and research in the field of human resource management

- Produce, assess, manage and communicate relevant information to support the human resources function in organisations.
- Demonstrate the ability to function autonomously, exercise ethical conduct and maintain professional standards.

ACADEMIC FACULTY

	NAME	QUALIFICATION	MODULE	FT/PT
1	Dr F Amla	PhD	Organisational Psychology	FT
2	Dr F Amla	PhD	Human Resource Development	FT
3	Dr F Amla	PhD	Labour Law	FT
4	Mrs B Mangena	MCom	Research Methodology	FT
5	Dr F Amla	PhD	Strategic Human Resource Management	FT
6	Dr F Amla	PhD	Employee Relations	FT
7	Mrs B Mangena	MCom	Research Report	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(25) BACHELOR OF COMMERCE HONOURS IN MARKETING MANAGEMENT

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS CHARL HEYDENRYCH

ADMISSION REQUIREMENTS
The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION
The MANCOSA *Bachelor of Commerce Honours in Marketing Management* programme consists of 120 credits. It is comprised of 6 modules together with a research report component and is spread over a minimum of 1 year of study.

All students take the same 4 core modules in the 1st semester. In the 2nd semester, students must complete the compulsory research report and 2 elective modules.

The modules covered in the *Bachelor of Commerce Honours in Marketing Management* programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory Core Modules:	**One Elective From:**
• Strategic Marketing Management	• E-Marketing
• Services Marketing	• International Marketing
• Marketing Research	• Relationship Marketing
• Research Methodology	**One Elective From:**
	• Brand Management
	• Marketing Communications
	• Direct Marketing
	Compulsory
	• Research Report

OVERALL PROGRAMME OBJECTIVES
A student attaining the *Bachelor of Commerce Honours in Marketing Management* degree will be able to:
• Identify, analyse, formulate, and solve convergent and divergent problems in public and non-governmental spheres through critical thinking.

- Work effectively with others as a leader of a team, group, organisation, community, and provide leadership to the group output in public and non-governmental spheres.
- Manage and organise his or hers activities and life responsibly and effectively, including his or hers studies and career.
- Collect, analyse, organise and critically evaluate information.
- Communicate effectively using visual, mathematical and/or language skills in the modes of oral and/or written presentation, in sustained discourse.
- Where appropriate, use science and technology effectively and critically, showing responsibility towards the environment and health and well being of others, in community, national and global contexts.
- Demonstrate an understanding of the world as a set of related systems by recognising that problem-solving contexts do not exist in isolation, and by acknowledging their responsibilities to those in the local and broader community.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Mr L Mazambani	MCom	Strategic Marketing Management	FT
2	Ms N Kamurai	MBA	Services Marketing	FT
3	Mrs S Pramjeeth	MCom	Marketing Research	FT
4	Mrs B Mangena	MCom	Research Methodology	FT
5	Ms E Scheepers	MBA	E-Marketing	FT
6	Ms E Scheepers	MBA	International Marketing	FT
7	Ms E Scheepers	MBA	Relationship Marketing	FT
8	Mrs S Pramjeeth	MCom	Brand Management	FT
9	Mrs S Pramjeeth	MCom	Marketing Communications	FT
10	Ms N Kamurai	MBA	Direct Marketing	FT
11	Mrs B Mangena	MCom	Research Report	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(26) BACHELOR OF COMMERCE HONOURS IN SUPPLY CHAIN MANAGEMENT

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MR CHARL HEYDENRYCH

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

From the very outset, the MANCOSA Bachelor of Commerce Honours in Supply Chain Management degree programme strives to maximise personal development, grow management and leadership skills and contribute to positive economic change in the countries from which students are drawn.

The programme is intended to provide students with advanced supply chain management knowledge and skills to contribute positively within both the private and the public sectors of the economy. The programme is designed to equip students with the skills to function at the strategic level within organisations. The programme draws on the different sub-disciplines of supply chain management in terms of the content.

The modules covered in the *Bachelor of Commerce Honours in Supply Chain Management* programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory:	**Elective:**
• Strategic Supply Chain Management	• Project Management
• Procurement and Supply Management	• Supply Chain Risk Management
• Operations Management	**Compulsory:**
• Research Methodology	• Logistics and Transport Management
	• Research Report

OVERALL PROGRAMME OBJECTIVES

A student obtaining the Bachelor of Commerce Honours in Supply Chain Management degree will be able to:
• Develop a critical understanding of the supply chain function;
• Demonstrate an understanding of complex strategies and their application in supply chain management;
• Be able to collect, synthesise and present information in an appropriate format for decision making;
• Develop a critical awareness of the interactions which take place in a supply chain;
• Assess problems and formulate appropriate response strategies;
• Demonstrate awareness of triple bottom line issues in supply chain management;

- Be able to critically evaluate supply chain theories, strategies and plans;
- Demonstrate use of a wide range of specialised skills to solve complex supply chain problems;
- Be able to engage in self-directed learning;
- Demonstrate the effective use of technology;
- Be able to conduct research to solve supply chain problems.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Mrs E Kanani	Masters	Strategic Supply Chain Management	FT
2	Mrs E Kanani	Masters	Procurement and Supply Management	FT
3	Mr R Naidoo	BCom Hons	Operations Management	PT
4	Mrs B Mangena	MCom	Research Methodology	FT
5	Ms M Kisten	MBA	Project Management	FT
6	Mrs E Kanani	Masters	Supply Chain Risk Management	FT
7	Mrs E Kanani	Masters	Logistics and Transport Management	FT
8	Mrs B Mangena	MCom	Research Management	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(27) BACHELOR OF BUSINESS ADMINISTRATION HONOURS

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MR LAST MAZAMBANI

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

The MANCOSA *Bachelor of Business Administration Honours* programme consists of 120 credits. It is comprised of 6 modules together with a research report component and is spread over a minimum of 1 year of study.

The modules covered in the *Bachelor of Business Administration Honours* programme are as follows:

SEMESTER 1	SEMESTER 2
- Contemporary Human Resource Management - Marketing Management - Quantitative Methods and Business Research Methodology - Corporate and Business Strategy	- Accounting and Financial Management - Operations and Supply Chain Management - Research Report

OVERALL PROGRAMME OBJECTIVES

A student obtaining the Bachelor of Business Administration Honours degree will be able to:
- Develop an understanding of a broad range of management functions and their integration, and the critical examination of management practice;
- Develop key transferable skills with applications in management from a strategic perspective;
- Demonstrate the ability to apply conceptual and analytical frameworks within different organisational management conditions;
- Apply creative and critical thinking in solving business-related problems;
- Attain personal and team goals using individual and interpersonal skills;
- Demonstrate awareness of ethical and global issues in business;
- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made;

- Develop business policies and strategies for organisations to meet stakeholder requirements;
- Organise and mobilise the resources of the organisation to achieve strategic goals and targets;
- Use science and technology effectively and critically, showing ethical responsibility towards the environment and the health/well-being of others;
- Develop conceptual and applied entrepreneurial skills.

ACADEMIC FACULTY

	Name	Qualification	Module	FT/PT
1	Dr F Amla	PhD	Contemporary Human Resource Management	FT
2	Mr P Osei-Sekyere	MBA	Accounting and Financial Management	FT
3	Ms N Kamurai	MBA	Marketing Management	PT
4	Mr P Osei-Sekyere	MBA	Quantitative Methods and Business Research Methodology	FT
5	Mrs E Kanani	Masters	Operations and Supply Chain Management	FT
6	Mrs B Mangena	MCom	Corporate and Business Strategy	FT
7	Mrs B Mangena	MCom	Research Report	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(28) POSTGRADUATE CERTIFICATE IN EDUCATION IN FURTHER EDUCATION AND TRAINING TEACHING

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MRS RATHNA PATHER

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

The purpose of the programme is to provide professional education and training to develop foundational competence, practical skills and reflexive skills needed for an initial teacher education qualification. The graduates of this programme will be able to teach competently in the Senior/ Further Education and Training (SNR/FET) phase of schooling. This programme offers a cap to potential students' prior Bachelor's qualification with a specific focus on developing their professional knowledge and teaching skills in their approved areas of specialisation in a South African context.

The modules covered in the Postgraduate Certificate in Education in Further Education and Training Teaching programme are as follows:

SEMESTER 1
• English Communication and Academic Literacy
• Professional Studies and Professional Ethics
• Educational Studies: Curriculum, Teaching and Learning
• isiZulu Conversational
SEMESTER 2
• Educational Studies: Sociology and Philosophy
• Teaching Practice 1
SEMESTER 3
• Teaching Practice 2
THE FOLLOWING SPECIALISATION MODULES RUN ANNUALLY OVER **SEMESTER 2** AND **SEMESTER 3:**
• Accounting
• Business Studies
• Economics
• Mathematics

- English
- IsiZulu
- Afrikaans

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the Postgraduate Certificate in Education in Further Education and Training Teaching, students should be able to:

- Outline foundational knowledge of theories and principles that inform teaching and learning.
- Demonstrate knowledge of the diverse contexts in which teaching and learning takes place within the South African school context.
- Develop an understanding of a learner-centred pedagogy to meet the diverse learner needs and contextual variations of the country.
- Demonstrate their ability to plan lessons for teaching incorporating the use of teaching and learning technologies to facilitate effective learning.
- Explain the prevailing school and curriculum policies that inform teaching practices.
- Apply the skills required in teaching of the specialisation subjects taking cognisance of the teaching context, educational infrastructure and school resources across the diverse schooling context that is prevalent within South African communities.
- Communicate effectively in class through the medium of English.
- Converse with learners in one of the indigenous African languages.

ACADEMIC FACULTY

	NAME	QUALIFICATION	MODULE	FT/PT
1	Mrs R Pather	Masters	Professional Studies and Professional Ethics	FT
2	Dr B Jarvis	PhD	Educational Studies: Curriculum, Teaching and Learning	FT
3	Dr B Jarvis	PhD	Teaching Practice 1	FT
4	Dr B Jarvis	PhD	English Communication and Academic Literacy	FT
5	Dr B Jarvis	PhD	Educational Studies: Sociology and Philosophy	FT
6	Mrs R Pather	Masters	Teaching Practice 2	FT
7	Dr B Jarvis	PhD	isiZulu Conversational (RPL)	FT
8	Mr R Sheriff-Uddin	Masters	Accounting	FT
9	Mr Y Salot	BEd Hons	Business Studies	FT
10	Mr R Sheriff-Uddin	Masters	Economics	FT
11	Mr R Sheriff-Uddin	Masters	Mathematics	FT
12	Mr Y Salot	BEd Hons	English	FT
13	Mr Y Salot	BEd Hons	isiZulu	FT
14	Dr B Jarvis	PhD	Afrikaans	FT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and

(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and

(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(29) POSTGRADUATE DIPLOMA IN BUSINESS MANAGEMENT

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TARIRO RUSHWAYA

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 120 credits progressively arrayed in 8 modules over a minimum of 1 year of study. This comprises of 7 core modules and 1 elective module. The award of a Postgraduate Diploma in Business Management is conferred upon successful completion of all 8 coursework modules.

All students take the same modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Business Management, and to understand the context in which these disciplines are practised.

The modules covered in the *Postgraduate Diploma in Business Management* programme are as follows:

SEMESTER 1	SEMESTER 2
Compulsory Modules: • Human Resources Development • Operations Management • Information and Knowledge Management • Strategic Marketing Management	**Compulsory Modules:** • Strategic Management • Accounting and Financial Management • Organisational Behaviour **One Elective From:** • Entrepreneurship • Project Management • Managerial Economics • Business Ethics

OVERALL PROGRAMME OBJECTIVES

The *Postgraduate Diploma in Business Management* programme focuses on the following key learning objectives:

- The successful application of advanced management principles and theories in a variety of organizational settings;
- The development of a multi-disciplinary and global view of business problems and situations;
- An understanding of the challenges and opportunities that are created by the cultural and ethnic diversity in Southern Africa;
- The creation of a strategic perspective with respect to organizational decision-making;
- The application of technology to business functions and an integrated e-business economy;
- The effective analysis of the financial implications of business decisions; and
- The generation of potential strategic solutions to business problems, through the application of appropriate research methodologies and the scientific collection and analysis of literature and data.

ACADEMIC FACULTY

	NAME	QUALIFICATION	MODULE	FTPT
1	Dr F Amla	PhD	Human Resources Development	FT
2	Dr S Ramdial	PhD	Organisational Behaviour	PT
3	Ms N Lakha	MICT	Information and Knowledge Management	FT
4	Mrs S Pramjeeth	MCom	Strategic Marketing Management	FT
5	Dr S Singh	DBL	Strategic Management	FT
6	Mr S Mugova	Masters	Accounting and Financial Management	FT
7	Mr R Naidoo	Masters	Operations Management	PT
8	Ms R Khan	MBA	Entrepreneurship	FT
9	Ms M Kisten	MBA	Project Management	FT
10	Mr H Matsongoni	MSc	Managerial Economics	FT
11	Prof A Rippon	PhD	Business Ethics	PT

ASSESSMENT

The assessment of this programme is by:

(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:

(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.

- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(30) POSTGRADUATE DIPLOMA IN PROJECT MANAGEMENT

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: MS TAELO MOKHABELA

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

The curriculum consists of 120 credits progressively arrayed in 8 modules over a minimum of 1 year of study.

All students take the same modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Project Management, and to understand the context in which these disciplines are practised.

The modules covered in the *Postgraduate Diploma in Project Management* programme are as follows:

SEMESTER 1	SEMESTER 2
- Principles of Project Management - Project Scope and Time Management - Project Management Leadership - Project Communication and Risk Management	- Project Resource Management - Project Financial Management - Project Quality Management - Project Applied Technology

OVERALL PROGRAMME OBJECTIVES

A student attaining the *Postgraduate Diploma in Project Management* will be able to:
- Apply project management principles in a work-based context;
- Apply quantitative methodologies in making work-based decisions;
- Utilise technology to solve work-based problems;
- Communicate knowledge acquired in a work-based project;
- Display basic research skills in solving work related problems;
- Manage people in a project;
- Display project leadership skills;
- Apply financial management principles; and

- Display knowledge of quality principles.

ACADEMIC FACULTY

	NAME	QUALIFICATION	MODULE	FT/PT
1	Ms M Kisten	MBA	Principles of Project Management	FT
2	Ms T Mokhabela	MBA	Project Scope and Time Management	FT
3	Ms M Kisten	MBA	Project Management Leadership	FT
4	Ms T Mokhabela	MBA	Project Communication and Risk Management	FT
5	Ms M Kisten	MBA	Project Resource Management	FT
6	Mr P Brijlal	BCom Hons	Project Financial Management	PT
7	Ms T Mokhabela	MBA	Project Quality Management	FT
8	Ms M Kisten	MBA	Project Applied Technology	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(31) POSTGRADUATE DIPLOMA IN EDUCATIONAL MANAGEMENT

NQF LEVEL: 8

TOTAL CREDITS: 120

MINIMUM DURATION OF QUALIFICATION: 12 MONTHS

PROGRAMME CO-ORDINATOR: DR AYOOB JADWAT

ADMISSION REQUIREMENTS

The minimum entry requirement is an appropriate Bachelor's degree or an appropriate Advanced Diploma or an equivalent NQF level 7 qualification.

PROGRAMME DESCRIPTION

The *Post Graduate Diploma in Educational Management* enables students with relevant work experience to develop their functional and reflective competencies in educational management.

The qualification is directed towards students having some relevant work experience and occupying middle and senior management positions in education. It also provides for the accomplishment of skills in educational management and finance. The qualification will enhance the capability of managers in education to improve service delivery thereby contributing to organisational effectiveness.

From the very outset, the MANCOSA Postgraduate Diploma in Educational Management programme strives to maximise personal development, grow management and leadership skills and contribute to positive economic change in the countries from which students are drawn. The main focus of the programme is to ensure that students develop the ability to apply management theory in practice.

The curriculum consists of 120 credits progressively arrayed in 6 modules over a minimum of 1 year of study.

All students take the same modules in the all levels of the curriculum. These modules induce the students to learn the basic skills that the programme demands, to understand the theoretical core of the disciplines of Educational Management, and to understand the context in which these disciplines are practised.

The modules covered in the Postgraduate Diploma in Educational Management programme are as follows:

SEMESTER 1	SEMESTER 2
Core Modules • Contemporary Educational Management • Educational Leadership • Curriculum Design and Development	**Core Modules** • Financial Management • Governance in Education **Electives** • History and Theoretical Frameworks in Education • Comparative and International Education

	• Research in Education

OVERALL PROGRAMME OBJECTIVES

Upon successful completion of the Postgraduate Diploma in Educational Management, the student should be able to:
- apply management principles in an educational context;
- provide leadership in an educational context;
- evaluate the effectiveness and efficiency of the functioning of educational institutions;
- demonstrate a critical understanding of the inter-relatedness of factors that impinge on the phenomena of education;
- demonstrate a sound knowledge base and critical understanding of education in general;
- critically analyse and evaluate knowledge in educational management and to contribute to systematic and disciplined thinking about educational matters and issues;
- conduct independent inquiry in a specialised field of education, training or development, and to report their findings in academically appropriate ways;
- exhibit the potential to act as academic leaders and experts in the field of education, training and development; and
- demonstrates professional managerial competence through formalising and encouraging critical reflection on both practical experiences and engagement with theory in order to manage contextual challenges such as HIV/AIDS, abuse, diversity and legal challenges, and to contribute to the development of appropriate education policies.

ACADEMIC FACULTY

	NAME	QUALIFICATION	MODULE	FT/PT
1	Mr Y Salot	BEd Hons	Contemporary Educational Management	FT
2	Mr O F Ameen	BEd	Educational Leadership	FT
3	Mr Y Salot	BEd Hons	Curriculum Design and Development	FT
4	Mr Y Salot	BEd Hons	Financial Management	FT
5	Mr Y Salot	BEd Hons	Governance in Education	FT
6	Mr O F Ameen	BEd	History and Theoretical Frameworks in Education	PT
7	Mr Y Salot	BEd Hons	Comparative and International Education	FT
8	Mr O F Ameen	BEd	Research in Education	FT

ASSESSMENT

The assessment of this programme is by:
(1) Assignments and
(2) Examinations

The contribution to the final mark is as follows:
(1) Assignment - 50% and
(2) Examination - 50%

- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

(32) MASTER OF BUSINESS ADMINISTRATION: GENERAL

NQF LEVEL: 9

TOTAL CREDITS: 180

MINIMUM DURATION OF QUALIFICATION: 18 MONTHS

PROGRAMME CO-ORDINATOR: MRS SHAMOLA PRAMJEETH

ADMISSION REQUIREMENTS

- An Honours degree or Postgraduate Diploma
- Five years of work experience of which two years are in a management capacity

PROGRAMME DESCRIPTION

From the very outset, the MANCOSA MBA degree programme strives to maximise personal development, grow management and leadership skills and contribute to positive economic change in the countries from which students are drawn. The main focus of the programme is to ensure that students develop the ability to apply management theory in practice.

The MANCOSA MBA degree programme comprises of 8 core modules, 1 elective and a dissertation component and is spread over 18 months. On completion of all 8 coursework modules students are required to register for the elective module and dissertation component.

YEAR 1 – SEMESTER 1 (6 MONTHS)	YEAR 1 – SEMESTER 2 (6 MONTHS)	YEAR 2 (6 MONTHS)
- Strategic Marketing Management - Human Resources Development - Information and Knowledge Management - Strategic Management	- Managerial Economics - Financial Management - Research and Quantitative Methods - Operations Management	**Electives:** - Project Management - Entrepreneurship - Health Care Management - Leadership - Supply Chain Management - Environmental Management - Change Management **Dissertation**

OVERALL PROGRAMME OBJECTIVES

A student attaining the MANCOSA Master of Business Administration Degree should be able to:

- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made.
- Display sound judgement and decision-making capabilities in business.
- Identify and evaluate the environmental forces in organisations and the inherent and potential capacities of an organisation.
- Develop business policies and strategies for organisations to meet stakeholder's requirements.
- Organise and mobilise the resources of the organisation to achieve strategic goals and targets.
- Develop a reflective mind-set that can create continuous learning and growth in self, the staff and the organisation.
- Use science and technology effectively and critically, showing ethical responsibility towards the environment and the health/well-being of others.
- Develop conceptual and applied entrepreneurial skills.
- Demonstrate the ability to apply conceptual and analytical frameworks within different organisational management conditions.
- Utilise appropriate financial management tools as an aid for decision-making purposes.
- Display ethical behaviour in a corporate management context.

ACADEMIC FACULTY

STAGE ONE				
	NAME	**QUALIFICATION**	**MODULE**	**FT/PT**
1.	Mrs S Pramjeeth	MCom	Strategic Marketing Management	FT
2.	D F Amla	PhD	Human Resources Development	PT
3.	Ms N Lakha	MICT	Information and Knowledge Management	FT
4.	Mr D Nag	Masters	Strategic Management	FT
5.	Mr H Matsongoni	MSc	Managerial Economics	FT
6.	Mr S Mugova	Masters	Financial Management	FT
7.	Ms J Upton	MSocSc	Research and Quantitative Methods	FT
8.	Dr L Kaplan	PhD	Operations Management	FT

STAGE TWO			
	NAME	**QUALIFICATION**	**MODULE**	**FT/PT**
1.	Ms T Mokhabela	MBA	Project Management	FT
2.	Ms R Khan	MBA	Entrepreneurship	FT
3.	Dr D Mukuvisi	PhD	Health Care Management	PT
4.	Dr S Singh	DBL	Leadership	FT
5.	Mrs E Kanani	Masters	Supply Chain Management	FT
6.	Prof A Rippon	DCom	Environmental Management	FT
7.	Dr S Singh	DBL	Change Management	FT

ASSESSMENT

Method of Assessment
- The assessment method for each module on this programme is either by:
    (1) Assignments and examinations, or
    (2) Projects

- Where the assessment is based on an assignment and an examination the final mark is calculated as follows:
    (1) Assignment - 50% and
    (2) Examination - 50%

    To pass a module a sub-minimum of 40% is required in each form of assessment and a final combined mark of 50% is required.
    Entrance to the examinations is dependent on meeting the sub-minimum requirements of the assignments for each semester.

    - Where the assessment of a module is based on a project the final mark required to pass is 50%.

(33) MASTER OF PUBLIC ADMINISTRATION

NQF LEVEL: 9

TOTAL CREDITS: 180

MINIMUM DURATION OF QUALIFICATION: 18 MONTHS

PROGRAMME CO-ORDINATOR: MRS SHAMOLA PRAMJEETH

ADMISSION REQUIREMENTS

- An appropriate Honours degree or Postgraduate Diploma
- Five years of work experience of which two years are in a management capacity

PROGRAMME DESCRIPTION

From the very outset, the MANCOSA MBA degree programme strives to maximise personal development, grow management and leadership skills and contribute to positive economic change in the countries from which students are drawn. The main focus of the programme is to ensure that students develop the ability to apply management theory in practice.

The MANCOSA MPA degree programme comprises of 6 core modules, 1 elective and a dissertation component and is spread over 18 months. On completion of all 6 coursework modules students are required to register for the elective module and dissertation component.

YEAR 1 – SEMESTER 1 (6 MONTHS)	YEAR 1 – SEMESTER 2 (6 MONTHS)	YEAR 2 (6 MONTHS)
• Strategic Public Sector Governance • Research Methodology and Applied Statistical Techniques • Public Policy Development Analysis	• Public Administration and Development Management Theory • Advanced Financial Management in the Public Sector • Programme Planning and Project Management	**Electives:** • Public Sector Leadership and Change Management • Professional Ethics for Public Service Managers • Development Economics • Human Resource Management in the Public Sector • Sustainability and Disaster Management **Dissertation**

OVERALL PROGRAMME OBJECTIVES

A student attaining the MANCOSA Master of Public Administration Degree should be able to:

- Apply specialist technical knowledge, of the theory, principles and practice of service to the public, including make appropriate interventions.
- Demonstrate specialist knowledge of public administration to engage with, critique and improve current practices.
- Analyse and evaluate conceptual (theoretical) and contextual (applied) approaches to financial management, economics and planning in the public sector.
- Synthesise, analyse, and apply relevant research, public policy, theories and principles of public administration, including the application of research methods and techniques to critically evaluate public programmes and policy alternatives, including providing solutions to complex practical or theoretical problems.
- Synthesise the concepts associated with ethical behaviour and social responsibility, including demonstrating competence to make autonomous ethical decisions, which engages students in a meaningful effort to effect ethical public service, drive social change and promote social justice.
- Critically evaluate leadership qualities, analyse and apply the rule of law in administrative procedures, as well as diverse roles in effective administrative decision making.
- Understand and apply ethical implications of decisions and actions across diverse cultural, political, and temporal perspectives and be prepared to choose and act with integrity in their careers.
- Evaluate the process for sustainable planning for change and the various means of production in the public sector, provide independent leadership on ways to maximise public sector efficiency and effectiveness.

ACADEMIC FACULTY

	STAGE ONE			
	NAME	**QUALIFICATION**	**MODULE**	**FT/PT**
1.	Dr S Pekeur	PhD	Strategic Public Sector Governance	FT
2.	Dr P Ramlachan	PhD	Research Methodology and Applied Statistical Techniques	FT
3.	Dr S Pekeur	PhD	Public Policy Development Analysis	FT
4.	Prof EJ Van Rooyen	PhD	Public Administration and Development Management Theory	FT
5.	Mrs E Kanani	Masters	Advanced Financial Management in the Public Sector	FT
6.	Ms M Kisten	MBA	Programme Planning and Project Management	FT

STAGE TWO			
	NAME	**QUALIFICATION**	**MODULE**	**FT/PT**
1.	Prof M Wallis	PhD	Public Sector Leadership and Change Management	PT
2.	Prof EJ Van Rooyen	PhD	Professional Ethics for Public Service Managers	FT
3.	Mr H Matsongoni	MSc	Development Economics	FT
4.	Mrs B Mangena	MCom	Human Resource Management in the Public Sector	FT
5.	Dr S Pekeur	PhD	Sustainability and Disaster Management	FT

ASSESSMENT

Method of Assessment
- The assessment method for each module on this programme is either by:
  - (3) Assignments and examinations, or
  - (4) Projects

- Where the assessment is based on an assignment and an examination the final mark is calculated as follows:
  - (3) Assignment - 50% and
  - (4) Examination - 50%

  To pass a module a sub-minimum of 40% is required in each form of assessment and a final combined mark of 50% is required.
  Entrance to the examinations is dependent on meeting the sub-minimum requirements of the assignments for each semester.

  - Where the assessment of a module is based on a project the final mark required to pass is 50%.

I. ADMINISTRATIVE SUPPORT

THE MANCOSA STUDENT SUPPORT CENTRE

The MANCOSA Management team will undertake the responsibility of administering the programme from the point of recruitment to the point of graduation.

The **MANCOSA Student Support Centre** is the first point of contact for all administrative student queries.
All queries in this regard must be forwarded to a Support Centre consultant on:
Email: studentservices@mancosa.co.za
Tel: +27 31 3007200

REGIONAL REPRESENTATIVES

MANCOSA has regional representatives/offices in some areas. The details of these representative/offices are given below:

CITY/COUNTRY	MANCOSA REPRESENTATIVE	CONTACT DETAILS
South Africa (Durban)	MANCOSA Staff	MANCOSA Learning Centre 26 Samora Machel Street, Durban, 4001 Tel: +27 31 3007200 Fax: +27 31 3007298 Email: studentservices@mancosa.co.za
South Africa (Johannesburg)	MANCOSA Staff	MANCOSA Learning Centre (Auckland Park) 1 Cedar Road, Richmond, Johannesburg, 2092 Tel: +27 11 853 3000 Email: sssjhb@mancosa.co.za
South Africa (Cape Town)	MANCOSA Staff	MANCOSA Learning Centre TNS House, 6 Thicket Street Newlands, Cape Town Tel: +27 21 6716576 Fax: +27 21 6714306 Email: CapeTown2@mancosa.co.za
South Africa (Pietermaritzburg)	MANCOSA Staff	MANCOSA Learning Centre 39-45 Chief Albert Luthuli Street, Suite Number 02 Maritzburg Arch, Pietermaritzburg Tel: 033 8160350 Email: pmb@mancosa.co.za
South Africa (Polokwane)	MANCOSA Staff	MANCOSA Learning Centre, Edupark Ground Floor Block A, Edupark Campus, Webster Street, Polokwane, 0699 Tel: +27 15 2902896 or +27 15 2902899 Fax: +27 15 2902841 Email: Polokwane@mancosa.co.za

South Africa (East London)	MANCOSA Staff	MANCOSA Learning Centre 90 Vincent Road, Vincent, East London, 5201 Tel: +27 43 7211774 Email: eastlondon@mancosa.co.za
South Africa (Port Elizabeth)	MANCOSA Staff	3rd Floor, Greyville House Cnr Greyville and Cape Road, Greenacres Port Elizabeth Tel: 041 816 2100 or 041 816 2159 Email: portelizabeth@mancosa.co.za
South Africa (Pretoria)	MANCOSA Staff	MANCOSA Learning Centre Unit A-A10 Brooklyn Office Park 105-107 Nicolson Street Brooklyn, Pretoria, 0181 Tel: 012 742 8450 Email: pretoria@mancosa.co.za
Namibia (Windhoek)	MANCOSA Staff	Unit 3, Ground floor in Ausspann Plaza Dr Augustino Neto Road, Windhoek Tel: 00264 61 301354 Fax: 00264 61 301353 Fax-to-Email: 088629830 Cell: 00264 81 2332469 Email: Namibia@mancosa.co.za
Zambia (Lusaka)	Ms M Bham	MANCOSA Learning Centre 47 Independence Avenue, Rhodespark, Lusaka, Zambia Tel: 00260 211 258684 Cell: 00260 979044454 Email: Zambia@mancosa.co.za
Botswana (Gaborone)	MANCOSA Staff	MANCOSA Learning Centre Kopanyo House Plot 5131 Corner Nelson Mandela Road and Station Road Gaborone, Botswana Tel: 00267 3914587 or 00267 3932850 Fax: 00267 3914562 Email: Mancosa@info.bw
Malawi (Lilongwe)	Dr WW Mkwepu Nakanga	Natural Resources College Off Mchinji Road, P.O. Box 143, Lilongwe Cell : 00265 888944282 Cell: 00265 999565037 Email: Malawi@mancosa.co.za
Swaziland (Mbabane)	MANCOSA Staff	MANCOSA Learning Centre Plot 2 Sozisa Bypass Road Hhohho Mbabane Swaziland Email: Swaziland@mancosa.co.za
Mauritius (Highlands)	Mrs T Jaumally	YK Business School, Belle Terre Road, Highlands, Morc VRS, Mauritius, BRN: C06041230 Tel: 00230 698 9000, Fax: 00230 698 9010 Email: registry@ykbs.ac.mu
Russia	Ms O Savostina	Tel: 07 383 201 6364 Email: mba@nsaem.ru

J. ACADEMIC SUPPORT

TUTORS

Module Coordinators

All queries relating to academic subject matters must be directed to the Module Coordinator appointed for each module. This Module Coordinator is a full-time MANCOSA lecturer who is available during office hours to provide academic support to students. These faculty members also provide email support via the dedicated email address provided in the Programme Handbook. Students must send all academic subject matter queries to the Email address of the module coordinator. The subject line must indicate the name of the subject being queried. Email is the preferred method of communication with the academic faculty.

Regional Tutor Support (Academic Faculty)

Each region has highly qualified academic faculties appointed to ensure the highest standard of academic delivery to students. Their duties include:

- Delivery of the scheduled lectures
- Telephonic support
- Email support

MODULE GUIDES

On registration, all MANCOSA students are issued with a comprehensive set of module guides, which outline the syllabus and details of content to be covered in each module for the academic year.

However, it must be noted that all study material provided must be read in conjunction with the textbooks that are prescribed for each of the modules.

LIBRARY SERVICES

MANCOSA (Durban) has a fully stocked library equipped with the latest texts, publications, multi - media resources and journals.

Contact the librarians for information and cost of services available on:

Telephone: +27 31 3007200   **or**   **Email:** library@mancosa.co.za

Students in the following regions have access to library facilities at:

MANCOSA LIBRARIES		
REGION	**VENUE/ADDRESS**	**CONTACT PERSON/DETAILS**
South Africa (Durban)	**MANCOSA Campus Library** 26 Samora Machel (Aliwal) Street Durban, 4001	The Librarian: Ms M. Madida Tel: +27 31 300 7200 Fax: +27 31 300 7223 E-mail: library@mancosa.co.za
South Africa (Johannesburg)	**MANCOSA Library** Ground Floor Sunnyside Centre 13 Frost Avenue, Sunnyside, Auckland Park Johannesburg	The Librarian: Mr A. Motala Tel: +27 11 853 3000 Fax: +27 11 482 9072 Email: Ahmed.Motala@mancosa.co.za
South Africa (Cape Town)	**MANCOSA Campus Library** 1st Floor, Stadium on Main 9 Main Road, Claremont 7708	The Librarian Tel: +27 21 671 6576 Fax: +27 21 671 4306 Email: CapeTown2@staff.mancosa.co.za
South Africa (Polokwane)	**MANCOSA Library** Edupark, Edupark Avenue, Off Dorp Street Polokwane	The Librarian Tel: +27 152 902 896/9 Fax: +27 152 902 841 mancosa@edupark.ac.za
Botswana (Gaborone)	**MANCOSA Library** Plot 50759, Block 9 Gaborone & Plot 34546, Block 8, Mmamekue Road Gaborone	Ms T. Ndlovu or Ms P. Tabengwa Tel: +267 391 4587 Fax: +267 391 4562 Tel: +267 393 2850 Fax: +267 393 2849 E-mail: mancosa@info.bw
Namibia (Windhoek)	**MANCOSA Namibia** 269 Independence Avenue BPI House, Mezzanine Floor, Office No.27 Windhoek	Ms S. Geises or Mr S. Hoabeb Tel: +264 61 301 354 Cell: +264 81 233 2469 Fax: +264 88 629 830 E-mail: namibia@staff.mancosa.co.za
Zambia (Lusaka)	**MANCOSA Zambia** 16 Enock Kavu Road off Addis Ababa Drive Rhodes Park, Lusaka	Ms C. Chilangwa Tel: +260 211 258 684 Cell: +260 979 044 454 E-mail: zambia@staff.mancosa.co.za
Mauritius (Bel Village)	**YK Business School** Morc VRS, Belle Terre Road, Highlands, Phoenix, MAURITIUS, BRN: C06041230	Mrs T. Jaumally Tel: +230 698 9000/ +230 698 4087 Fax: 00230 698 9010 E-mail: registry@ykbs.ac.mu

EXTERNAL LIBRARIES (WITHIN SOUTH AFRICA)		
CITY	**VENUE/ADDRESS**	**CONTACT PERSON/DETAILS**
Johannesburg	**University of Johannesburg (UJ)** 1 Bunting Road Auckland Park, 2006. **University of South Africa (UNISA)** Unisa Library 1 Kerk street, New Town Johannesburg, 2001 **University of South Africa (UNISA)** Rustenburgh	The Librarian Tel: +27 11 559 1382 **(students to pay a fee)** The Librarian Tel**:** +27 11 6304532/4533 Mr Abram Keswa (Head Branch Libn) Tel: +27 11670 9502/9515
Durban	**University of South Africa (UNISA)** Unisa Library 230 Stalwart Simelane Street, Durban, 4001 **University of Kwazulu-Natal (UKZN)** University Road, Westville Durban, 4000 King Edward Avenue, Scottsville Pietermaritzburg	The Librarian Tel: +27 31 335 1722 Fax: +27 31 337 2457 **(students to pay a fee)** The Librarian Tel: +27 31 260 8716 Fax: +27 31 260 7833 **(students to pay a fee)** The Librarian Tel: +27 33 260 5258 **(students to pay a fee)**
Pretoria	**University of Pretoria (UP)** Lynnwood Road Cnr of Rotor Street, Pretoria **University of South Africa (UNISA)** **Muckleneuk branch library** Unisa Library Samuel Pauw building University of South Africa Preller Street, Muckleneuk Ridge	The Librarian Tel: 012 420 5240 **(students to pay a fee)** The Librarian Tel : +27 12 429 3206 Fax : +27 12 429 3489 **(students to pay a fee)**
Potchefstroom	**North West University** 11 Hoffman Street, Potchefstroom	The Librarian Tel: +27 18 299 2000 **(students to pay a fee)**
East London	**Walter Sisulu University (Potsdam Library)** Old Berlin Road,	The Librarian Tel: +27 43 708 5477 **(students to pay a fee)**
Mthatha	**Walter Sisulu University (Mthatha Library)** Nelson Mandela Drive Mthatha	The Librarian Tel: +27 47 502 5314/8 **(students to pay a fee)**

	OR Tambo District Municipality (Mthatha)	The Librarian: Mr Siphwe Magwentshu Tel: +27 47 501 6504 Email: siphem@ortambodm.org.za
Cape Town	**University of Stellenbosch** JS Gerick Library, JS Marais Square c/o Victoria and Ryneveld Streets, Stellenbosch	The Librarian Tel: +27 21 808 2486 +27 21 808 4883 **(students to pay a fee)**
	Cape Town Central Library Parade and Darling Street	The Librarian Tel: +27 21 444 0983
	University of South Africa (UNISA) Unisa Library 15 Jean Simonis Street, Parow, 7500	The Librarian Tel: +27 21 650 3119 **(students to pay a fee)**
Polokwane	**University of South Africa (UNISA)** 23 A Landdross, Marie & Rade Street	The Librarian Tel: +27 15 290 3431/33/36 Fax: +27 15 290 3434 **(students to pay a fee)**
	Polokwane City Library 71 Hans van Rensburg Polokwane	The Librarian Tel: +27 15 290 2161/67
Bloemfontein	**University of the Free State** 205 Nelson Mandela Drive, Park West Bloemfontein, 9301	The Librarian: Mrs Hall Tel: +27 51 401 2226 Fax: +27 866 5977 **(students to pay a fee)**
Nelspruit	**Tshwane University of Technology (TUT)** Cnr of Banket Avenue and Madiba Drive	The Librarian Tel: +27 13 745 3500
Mafikeng	**North West University** Cnr Dr Albert Luthuli & University Drive, Mmabathu	Librarian: Mr M. Mtwa Tel: +27 18 389 2198 **(students to pay a fee)**
Kimberley	**Kimberley Public Library** Cnr Sydney & Chapel Street Kimberly, 8300	The Librarian Tel: +27 53 830 6241 Fax: +27 53 833 1954 Email: library@solplaatje.org.za
Port Elizabeth	**Nelson Mandela Metrop University (NNMU)** University Way, Summerstrand	The Librarian Tel: +27 41 504 2936 **(students to pay a fee)**

EXTERNAL LIBRARIES (OUTSIDE SOUTH AFRICA)		
CITY	**VENUE/ADDRESS**	**CONTACT PERSON/DETAILS**
Zambia (Lusaka)	**University of Zambia** Central Administration Block Great East Road Campus, Lusaka	The Librarian +260 211 250 845 E-mail: librarian@unza.zm
Namibia (Windhoek)	**Polytechnic University of Namibia** Corner of Brahms and Haydn Windhoek West	The librarian Tel: +264 61 207 2022/2621
Swaziland (Matsapha)	**Swaziland Institute of Mgt & Pub Admin (SIMPA) New Campus** Opposite the University of Swaziland Kwa Luseni, Lozitha Road, Matsapha	Ms Lindiwe Khumalo Cell: 00268 6021347 E-mail: lkhumalojones@yahoo.com
Botswana (Gaborone)	**University of Botswana** 4775 Notwane Rd, Gaborone	The Librarian Tel: +267 355 0000
Mozambique (Maputo)	**ISRI** Rua dos Desportistas no. 883 Edificio Jat V – 2nd floor, Maputo Av	Ms F. Gani Cell: +258 846 350 003 Mozambique@staff.mancosa.co.za
Mozambique (Maputo)	**Universidade Eduardo Mondlane** Faculdade de Economia Campus, Universitario, Maputo	The Librarian
Malawi (Lilongwe)	**The Natural Resources College** Off Mchinji Road Lilongwe Malawi	Dr W. Nakanga Tel: +265 187 6795 Cell: +265 999 565 037 Malawi@staff.mancosa.co.za
Zimbabwe (Harare)	**University of Zimbabwe** 28 Impala Rd, Borrowdale West Harare, Zimbabwe	The Librarian: Mrs JF Gurira E-Mail: jfh_gurira@uzlib.uz.ac.zw
Kenya (Nairobi)	**AMREF International Training Cnt (AMREF)** Along Langlata Road Opposite Wilson Airport	Mrs W Ireri (Regional Librarian) Tel: 00254 20 693117 E-mail: library@amrefhq.org
Ethiopia (Addis Ababa)	**University of South Africa (UNISA)** Unisa Ethiopia, Ground Level, Block 2 Addis Ababa, Ethiopia	The Librarian Tel: +251 114351244
Lesotho (Maseru)	**University of Lesotho** 50 Constitutional Road, Lesotho	The Librarian Tel: +266 213 704/21 3700
Sudan (Juba)	UNDP, Ministry Road Juba South Sudan	Onic Evans Tel: +211 922 777 780 Cell: +211 959 002 370 E-mail: onic.evans@undss.org
Russia	NSUEM	Ms O. Savostina Tel: 07 383 201 6364 mba@nsaem.ru

ONLINE SUPPORT AND SERVICE

As part of MANCOSA's on-going improvement in academic support and services, the institution present students with the following opportunities to supplement the module and prescribed textbooks. Accesses to the following resources are available via the www.mymancosa.com student portal.

- **Emerald Online**
- **Sabinet Online**
- **EBSCO**
- **Pearson Education Online Resources**
- **McGraw Hill Online Resources**
- **Market Line**
- **CENGAGE Learning**
- **JSTOR**
- **Management Help**
- **Informing Science**
- **Directory of Open Access Journal (DOAJ)**
- **Google scholar**

MYMANCOSA STUDENT PORTAL

MANCOSA's student portal (http://www.mymancosa.com) offers the following services to students:
- Information on news and events
- Examination information, guidelines and results
- Assignment questions and guidelines
- Access to past - year examination question papers
- Information on library services available
- On-line journal database access e.g. Emerald On-line, EBSCO,
- Research and dissertation guides
- Chat forum
- Programme handbooks
- Assignment questions
- Module guides
- Past year examination papers
- Guide on how to handle case studies
- Case studies
- Research skills
- Study guidelines
- Proposal writing guide
- Dissertation writing guide
- Powerpoint slides
- Journal articles and search engines for journal articles
- Video Cases
- Harvard referencing guide
- Links to websites

In the event of the student experiencing difficulty accessing any of the MANCOSA electronic facilities, queries must be directed to: **The Head: IT - webmaster@mancosa.co.za**

RESEARCH

The MANCOSA Research Department will assist students with their research reports, dissertations and statistical support.

All queries in this regard must be forwarded to: The Research Co-ordinator - research@mancosa.co.za

K. WORKSHOPS

WORKSHOP VENUES

Workshops are held or will be considered to be held in the following regions/venues:

CITY	COUNTRY	VENUE
Johannesburg	South Africa	**MANCOSA Campus (Auckland Park)** 1 Cedar Road, Richmond, Johannesburg, 2092
Durban	South Africa	**MANCOSA Campus** 26 Samora Machel Street, Durban
Pretoria	South Africa	**UNISA (Muckleneuk Campus)** Theo Van Wyk Building, Preller Street, Pretoria
East London	South Africa	**MANCOSA Office** 90 Vincent Road, Vincent, East London, 5201
Cape Town	South Africa	**MANCOSA Campus** TNS House, 6 Thicket Street, Newlands, Cape Town
Polokwane	South Africa	**Edupark Campus** Webster Street, Polokwane, 0699
Pietermaritzburg	South Africa	**To be confirmed**
Port Elizabeth	South Africa	**MANCOSA Office** 3rd Floor Greyville House, Cnr Greyville and Cape Town, Greenacres
Windhoek	Namibia	**MANCOSA Learning Centre** Unit 3, Ground floor in Ausspann Plaza, Dr Augustino Neto Road, Windhoek
Lusaka	Zambia	**TopFloor** Elunda 2 Building, 2nd Floor Addis Abba Roundabout, Rhodes Park, Lusaka, Zambia
Gaborone	Botswana	**MANCOSA Campus** Corner Mmamokue Drive & Dinyado Drive Gaborone, Botswana
Mbabane	Swaziland	**MANCOSA Office** Plot 2 Sozisa Bypass Road Hhohho, Mbabane

L. EXAMINATIONS

EXAMINATION VENUES

Examinations are held or will be considered to be held in the following regions/venues:

EXAMINATION CENTRES			
CITY	**COUNTRY**	**VENUE**	**ADDRESS**
Johannesburg	**South Africa**	**TBC**	
Durban	**South Africa**	Mancosa Campus	26 Samora Machel Street, Durban
Pretoria	**South Africa**	**TBC**	
East London	**South Africa**	Mancosa Learning Centre	90 Vincent Road, Vincent, East London
Cape Town	**South Africa**	Mancosa Learning Centre	First Floor, Stadium on Main building, 99 Main Road, Claremont
Polokwane	**South Africa**	Edupark	Webster Street, Polokwane
Bloemfontein	**South Africa**	Bohmer Secondary School	Walter Sisulu Road, Universitas
Nelspruit	**South Africa**	SAVF	35 Murray Street, Nelspruit
Mafikeng	**South Africa**	Molopo Executive Country Lodge	Corner Nelson Mandela Drive and North Street
Kimberley	**South Africa**	Hotel Savoy	19 De Beers Road, Kimberley 8301
Port Elizabeth	**South Africa**	Mancosa Learning Centre	3rd Floor Greyville House, Corner Ring and Cape Road, Greenacres, Port Elizabeth
Newcastle	**South Africa**	Qualitas Career Academy	The EDU Centre Building Off Sutherland Street, Newcastle
Mthatha	**South Africa**	Hlalanathi Myezo Lodge	1 Botha Sigcau Drive, Myezo Park, Mthatha
Richards Bay	**South Africa**	Splendid Inn Bayshore	4 The Gully, Off Hibberd Drive, Meerensee Richards Bay, 3901
Pietermaritzburg	**South Africa**	Imperial Hotel	Imperial Hotel, 224 Jabu Ndlovu Street, Pietermaritzburg, 3201
Windhoek	**Namibia**	Mancosa Learning Centre	Unit 3, Ground floor Ausspann Plaza, Dr Augustino Neto Road, Windhoek
Ongwediva	**Namibia**	**TBC**	
Rundu	**Namibia**	**TBC**	
Lusaka	**Zambia**	Mancosa Learning Centre	47 Independence Avenue, Civic Centre Area, Lusaka, Zambia
Ndola	**Zambia**	**TBC**	
Gaborone	**Botswana**	Mancosa Campus	Block 8, Plot 34546, Corner of Mmamokue Road & Dinyando Drive, Gaborone
Manzini	**Swaziland**	Regent Business School	Lot 132, City Centre, Mbhabha Street, Commercial Area (Near Swazi Milling)
Maputo	**Mozambique**	Instituto Superior de Relacoes Internacionais (ISRI)	Edifico Jat V – Rua dos Desportistas no 883, 2nd Floor
Harare	**Zimbabwe**	**TBC**	
Lilongwe	**Malawi**	Bridgeview Hotel	Kamuzu Procession Road, Lilongwe (old town, behind the Game Complex
Blantyre	**Malawi**	MPC Conference Centre	Kasungu Conference Centre, Blantyre 8

Maseru	Lesotho	Examinations Council of Lesotho	50 Constitution Road, Maseru
Reduit	Mauritius	Mauritius Examinations Syndicate	Reduit, Mauritius

GENERAL EXAMINATION INFORMATION

Eligibility to sit for an Examination

To be eligible to write an examination for a module, a student must have fulfilled the following requirements:

(1) Completed the compulsory assignment for that module; and

(2) Obtained at least the sub-minimum mark in relation to the programme criteria. If the student does not obtain at least the respective sub-minimum in the assignment, the student is deemed to have failed the module and should not sit for the examination for that specific module.

Failure to write an examination

- Students who do not attempt a final examination due to illness or circumstances beyond their control are required to submit proof to substantiate their claims. E.g. medical certificate, etc.
- The above-mentioned documents must be submitted to the Examinations' Officer at MANCOSA (Durban) within 5 working days after the examination date.
- A request for mitigating circumstances for an examination will only be considered if the student has submitted the assignment/s for the module/s.

Marking of examination scripts

- Examination scripts are assessed by the module coordinator and/or the tutor/s.
- The scripts are then moderated externally by experts in the field of study.
- The external moderator's report with respect to the students' scripts is presented to the Assessment, Verification and Certification Committee and the decision taken by the committee regarding the examination results is final and binding.

Re-marking of examination scripts

- The re-marking of an examination script is permitted.
- An application for re-mark must be made on the prescribed application form obtainable from the MANCOSA Examinations' Department.
- This form accompanied by the prescribed fee of R 250.00 must reach MANCOSA within 5 working days after the official release of the examination results.

Aegrotat examinations

- An aegrotat examination will be granted to students who claim and are able to provide evidence of mitigating circumstances. This must be applied for on the prescribed form.
- The aegrotat examination will be granted on receipt of the prescribed fee of R 250.00 per module.
- A student who has qualified for an aegrotat examination must write it at the scheduled time.
- This will be the final opportunity for the student to sit for the examination for that semester. There can be no postponement or claims of mitigating circumstances for aegrotat examinations.
- Students must Email all aegrotat forms to **exams@mancosa.co.za**.

Supplementary examinations

- Students who fail a module qualify for a supplementary examination if:
  - ➢ They obtain a final mark less than the pass mark of 50%; and
  - ➢ They obtain the prescribed sub-minimum in the assignment.
- A student granted a supplementary examination must write it at the scheduled time as there can be no postponement or claims of mitigating circumstances for supplementary examinations.

- A student who does not pass the module after having written a supplementary examination will be deemed to have failed the module and will have to re - register for the module.
- The supplementary examination will be granted on receipt of the prescribed fee of R 250.00 per module.

M. ASSIGNMENTS

SUBMISSION

Number of Copies

Only one copy of an assignment should be submitted via the MyMancosa student portal.

MODE OF DELIVERY OF ASSIGNMENTS

Mode of Delivery of Assignments

All assignments **must be** submitted online. No handwritten assignments will be accepted.
Please go to **http://www.mymancosa.com** for assignment uploading procedures.

Note:
- No other mode of submission will be accepted.
- Only in exceptional circumstances will students be allowed to submit assignments via email.

GENERAL ASSIGNMENT INFORMATION

General guidelines to submission of assignments
- Only one assignment per student is required. Multiple copies of the same assignment slow the smooth processing of assignments.
- Before sending an assignment the onus is on the student to ensure that the assignment is properly labelled.
- Assignments sent without cover pages will not be accepted. A sample cover page can be found in the Programme Handbook.
- Cover pages should be added as the first page of an assignment and not as the last page.
- The cover page, table of contents and bibliography should not be added to the final word count of an assignment. Word limits should be strictly adhered to.
- Students need to be vigilant that the proper version of their assignments is sent to MANCOSA. If students send a wrong version of an assignment and this assignment is marked, the student will unfortunately be credited with the low mark.

Policy regarding group assignments and plagiarism
While students are encouraged to form student and support groups, given the wealth of information available, each student MUST produce original pieces of work when submitting assignments. Students found guilty of plagiarism and dishonesty will be instructed to complete a new assignment, which will be capped at 50%.
Capping means that the student will not be awarded an assessment mark of greater than 50%, irrespective of the academic merit of the assignment.

Acknowledgement of receipt of assignments
- Students must ensure that they receive email confirmation of receipt of assignment from the student portal within 1 working day of submission.
- All assignments must be submitted by the stipulated date as per the assignment schedule.
- MANCOSA will not assume responsibility for assignments lost through the email system. In your own interest it is advisable to keep a back-up copy of all assignments submitted.

Release of assignment results

- All assignments received by the due date will be marked and results will be available to students within 30 days of receipt of assignment.
- MANCOSA will not be held responsible for the delayed return of assignments that have been submitted late.

Extension of submission dates

- Students will only be granted an extension for the submission of an assignment in exceptional circumstances. Normal pressure of work is not considered a valid reason to request for extensions.
  Note: Only one extension per semester will be granted.
- An extension request form must be completed.

Late submission of assignments

- A late submission is an assignment received by MANCOSA after the deadline date as stipulated in the assignment schedule or the extension date granted by MANCOSA.
- Assignments submitted late without the proper authorisation will be subject to a penalty. These assignments will be capped at 50 %.
- The final date of submission of all assignments excluding re-submitted assignments is two weeks after the due date of the last assignment for that semester. No extensions will be granted in this regard.

Re - submission of assignments

- A student who obtains a mark of less than 45% may have another attempt at improving his/her grade on that assignment by a re-submission.
- The re-submitted assignment will be capped at 50%.
- The fee for a re-submission is R200.00
- Resubmitted assignments must reach MANCOSA not later than the commencement of the final examination for that semester. No concessions will be granted in this respect.
- Students will be required to answer a new assignment question for all assignment re-submissions.

Re- marking of assignments

- Assignments will be re-examined at the request of the student. This will be done at a charge of R 200.00 per assignment.
- In the event of a discrepancy between the original mark and the re - mark, the higher mark will be retained.

Assignment coversheet

- All assignments must include a cover page. This cover page should include all information as indicated in the sample provided in the Course and Assignment Handbook**.**

N. REGISTRATION AND FINANCE

Enrolment
- Every student must complete an Enrolment Contract as well as a MANCOSA application form at the start of each academic year, in order that he/she may become an officially enrolled student.
- Where a student has sponsorship in respect of financial support from an employer or any other sponsoring body in respect of fees, the student must supply proof of sponsorship at enrolment, to enable registration without payment of the initial instalment.
- The student, however, is ultimately responsible for all and any payment owing to MANCOSA in the case of default by the sponsor.

Payment of Fees and Other Dues
All fees and other payments owing to MANCOSA for tuition and/or services provided must be paid by the due dates as stipulated in the fee schedule.

In addition, if students have an outstanding financial obligation, MANCOSA may:
- withhold the results of assignments and examinations;
- withhold the release of certificates; and
- not allow the student to attend the graduation ceremony.

Re - Enrolment
- No student may re-enrol for another year or enrol for a different course whilst indebted to MANCOSA.

Payment Plans
- The payment of fees by instalment is available as long as the terms of such an arrangement are strictly adhered to.
- Students who fail to pay by the due date will automatically move to the next payment plan.

Miscellaneous Costs
- Students requesting additional material not included in the course fee will be charged accordingly.
- These miscellaneous costs could include photocopying, postage etc.

Cancellation of Registration/Fee Liability
- A student who intends cancelling his/her registration must inform MANCOSA in writing and complete a de-registration form (available from the MANCOSA office).
 The student will:
➢ be liable for a non-refundable registration fee of R 2500.00 if the cancellation occurs within 14 days of initial registration; or
➢ be liable for the payment of full fees if cancellation of registration occurs beyond 14 days of initial registration.
- Refunds will not be granted for deferred de-registrations / cancellations.

Payments
- The following information must appear on all payments made to MANCOSA.
➢ full name;
➢ student number; and

- ➢ current course
- Proof of payment/transfer must be emailed to finance@mancosa.co.za.
- If all details are not accurately provided to MANCOSA, your account may not be credited.

Account Details
- All payments should be made into the bank account, details of which are in the Course and Assignment Handbook.

Student Financial Aid
Students requiring financial assistance to undertake their studies with MANCOSA must apply to the Marketing Department to facilitate the assessment of the specific request. For further information, please contact: marketing@mancosa.co.za

O. ADMISSION AND LANGUAGE POLICY

ADMISSION REQUIREMENTS/PROCEDURES

Admission Policy
The requirements of admission into each programme are listed in Sections 3, 4, 5 and 6 of this handbook.

Language Policy
The mode of instruction for all MANCOSA learning programmes is English.

The mode of delivery at MANCOSA is supported distance learning.

MANCOSA acknowledges and recognises that not all of its students are first language speakers of English.

Second language speakers who encounter difficulty in the understanding and presentation of their work are assisted in the following various ways:
- Special Classes for clarifying the understanding of concepts and content;
- Assistance in the writing of acceptable assignments, and other tasks;
- Extension and enrichment classes;
- Additional workshops;
- Study groups; and
- Remedial classes in:
- Researching Skills
- Research presentation skills
- Research writing skills

Recognition of Prior Learning
1) Preamble
2) Credit Accumulation and Transfer Scheme (CATS)/ Accreditation of
3) Prior Learning (APL)
4) The Students Admission Committee
5) Student screening
6) Authentication of Entry Qualifications
7) Application form

RPL may serve the following purposes within MANCOSA:

- To allow mature-age students without a Senior Certificate and/or Matriculation Exemption, access to primary degree studies by accrediting learning obtained through experience. In this way, RPL may function as an *approved alternative access route into degree studies*.
- To allow students without a (relevant) primary degree access to postgraduate qualifications;
- To recognise prior learning by the award of credits for modules, for non-degree purposes or towards a qualification, up to a maximum of 50% of the qualification.

It is possible in exceptional circumstances to gain entry into a programme on the basis of RPL. A small number of applicants who do not meet the minimum entry requirements will be considered for acceptance via RPL.

The applicant must:

- Be at least 23 years of age for undergraduate programmes and at least 30 years of age for postgraduate programmes.
- Have a minimum of 3 years work experience
- Submit a Portfolio of Evidence (CV; transcripts and certificates; personal letter of motivation; letter of recommendation from employer; detailed list of qualifications and work experience)
- Avail themselves for a personal or telephonic interview on a date specified by MANCOSA
- Undertake an English language proficiency test at the discretion of the Student Recruitment, Admission and Selection Committee

All RPL applications are subject to evaluation by the Student Recruitment, Selection and Admissions Committee.

Applicants may not normally be admitted to postgraduate programmes except where they possess the minimum 'benchmark' qualifications. However, it is acknowledged that from time to time applications may be received from candidates with extensive relevant experience at a high level. Such applicants may be admitted to the foundation year of the programme and allowed to continue the subject to successful completion of the relevant stage within the maximum period of stipulated time.

CREDIT ACCUMULATION AND TRANSFER (CAT) SCHEME

On application, each module/programme from a registered and accredited higher education institution is assessed, as per the South African Qualifications Authority (SAQA) requirements, for credit accumulation and transfer (CAT) in terms of module content and outcomes, including critical cross-field outcomes, topics, alignment, assessment, NQF levels, exit level outcomes and level descriptors, to ascertain whether credit can/cannot be applied for such completed modules. The Student Admission and Selection Committee shall review the application for CAT and makes the final decision on granting credit. All decisions are noted by the Assessment, Verification and Certification Committee. SENEX reviews any student appeals related to CAT.

The following rules apply:
- The student must prepare the full information with supporting evidence on programmes/modules they would like considered for CAT and submit with the MANCOSA Application Form for Credit Exemption prior to registration. Applications submitted after registration will not be considered.
- International students and students who have verifiable qualifications from other countries must have their qualifications evaluated by the South African Qualifications Authority (SAQA) and submit the SAQA report and evidence with their completed CAT Form.
- The Student Admission and Selection Committee reviews the application for CAT and makes the final decision about granting credits.
- Credit of up to a maximum of 50% may be granted for relevant modules/programmes that have already contributed toward the award of another qualification, provided the other rules in this section are met.
- All credits of an incomplete qualification from another higher education institution may be recognised by MANCOSA in meeting part requirements for a qualification.

- Any credit awarded for modules/programmes undertaken elsewhere will be clearly identified on the student's transcripts.
- Credit will be granted for students who have participated in modules/programmes with a partner university, provided it meets the criteria of the institution.
- Credit and requests for exemption must be completed at the time of application for admission. Applications submitted after the initial registration for a programme will not be considered.
- Credit and exemption applications may have a time limit imposed depending on the type and nature of the module, for e.g., no credits are given to obsolete/outdated modules (i.e. those modules more than 5 years old).
- No credits are granted for final year exit level modules.

RPL FOR MODULE/PART PROGRAMME EXEMPTION

Applications for credits or exemption/s from a module or part of a programme on the basis of RPL are permitted.
These applications are evaluated by the Student Admission and Selection Committee to determine an applicant's eligibility.
Applications in this respect are only accepted at the point of registration with the required RPL exemption form.
A student that is granted exemption/s or credits for 50 % or more of the programme for the academic year cannot exceed a six (6) month payment plan.

1. PROGRESSION OF STUDENTS

A student is eligible to proceed to the next year of study upon the successful completion of all the required modules in that year of study, or if the requirements for the carrying of a module set out below are met.

2. CARRYING OF MODULES

In order for students to progress from one semester to the next and from one year to the next, the following progression rules will apply in terms of carrying modules:
2.1   A student is required to register for a carrying module of the applicable semester for that programme. This module must be attempted in the immediate next semester or year of study.
2.2   A student is permitted to carry a maximum of one module from one semester to the next and from one year to the next provided that it is not a core or a pre-requisite module for the programme.
2.3   The core and pre-requisite modules must be successfully completed in order to progress to the next semester or year of study.
2.4   A student who has failed more than one module must re-register and successfully complete those modules in order to be eligible for the next year of study.
2.5   A student who fails to attempt any modules in the applicable semester of study must re-register for those modules before progressing to the next semester.

3. AWARD OF QUALIFICATION

Upon the recommendation of the Assessment, Verification and Certification Committee and the approval of the Senate, a qualification will not be awarded or conferred until:
3.1   All modules have been successfully completed and the programme requirements have been met.
3.2   All other Senate rules and programme requirements have been met.
3.3   All financial obligations due to MANCOSA have been settled.

3.4 A qualification may not be awarded for early exit from a programme.

The Student Recruitment, Admission and Selection Committee
(1) The Senate shall establish a Student Recruitment, Admission and Selection Committee. The Committee shall meet regularly during the two registration periods for the January and July intakes.
(2) The functions of the Committee shall include
   (a) evaluating the applications of candidates seeking credits for modules and accreditation of prior learning for admission to a programme;
   (b) evaluating the evidence supplied by applicants based on work experience and in-house training programmes; and
   (c) liaising with the Student Counsellors to provide applicants with a quick decision on their application.
   All applications must be processed on the approved form.
   The applicant must be informed of the outcome and a copy of the form must be placed on the student's file.

Student selection
Integral to MANCOSA's commitment to excellence is the provision of a uniform recruitment, selection and admission process that is fair, clear and explicit and that supports, where practically possible, broad and diverse access for those with the potential to benefit from higher education.

MANCOSA is mindful of the complexities involved in student recruitment, selection and admission, which involves: the promotion and marketing of programmes to prospective students, organisations, industries, education advisors, life-orientation teachers and other relevant stakeholders and the identification and selection of applicants for specific programmes of study.

All applications are processed by the MANCOSA Student Enrolment Department and referred to the Admission and Selection Committee for final approval.

Minimum Admission Requirements
Minimum admission requirements represent the minimum qualifications which applicants are normally expected to fulfil in order to gain entrance into an academic programme of their choice.

Entry requirements, which may change from time to time, are published on the MANCOSA website, the annual prospectus and calendars.

General Admission Requirements
The admission of an individual applicant is at the discretion of MANCOSA, subject to:

- There being reasonable expectation that the applicant will benefit from the opportunity to undertake the programme.
- Meeting the requirements of the award to which the programme leads (where applicable – requirements are outlined against each award).
- Satisfying the requirements of the particular programme of study defined in terms of the threshold skills and knowledge required for admission.
- The candidate having the requisite personal, social, academic and professional knowledge and skills where the successful completion of the programme of study will contribute to higher level of confidence and effectiveness in the work context.

P. STUDENT CODE OF CONDUCT

1.1   Introduction

1.1.1 This Code of Conduct outlines MANCOSA's expectations with respect to all students enrolled at MANCOSA. This document must be read in association with the Institutional Rules which is the definitive document on the regulation of student behaviour. Students are expected to comply with all MANCOSA institutional rules and relevant regulations.

1.1.2 This Code outlines what is expected from students (a summary of related sections in the definitive Institutional Rules) with respect to:

   a.   what constitutes misconduct,
   b.   the types of penalties which may be imposed for proven misconduct,
   c.   disciplinary procedures
   d.   and the complaints procedure.

1.2   Student conduct

Students are expected to:

- participate in ensuring that there is a respectful and engaging study environment that allows for each student and staff member's national origin, political affiliation, gender, race, sexual preference, marital status, disability or religious belief, to be respected;
- know and comply with the rules, regulations, policies and procedures of MANCOSA;
- participate actively, with integrity and constructively, in the educational environment;
- monitor their academic progress throughout their studies and seek assistance when experiencing challenges;
- provide formal and informal feedback for the improvement of the learning and teaching environment;
- act honestly, for example, by not colluding with others to cheat, soliciting others to cheat, cheating or falsifying any academic work;
- respect the intellectual property rights over the academic work that others produce;
- assist in resolving disputes, appeals or grievances honestly and openly;
- use the MANCOSA facilities and resources in accordance with their function and the conditions for their use; and
- respect fellow students, staff members (including adjunct academic staff) and third party contractors, including their right to privacy and confidentiality.

1.3   Summarised Institutional Student Conduct Rules

1.   A student will:
   a.   carry and produce his/her student card when requested by a member of staff;
   b.   comply with reasonable instructions when requested by a member of staff or third party service provider;
   c.   comply with any MANCOSA security and parking rules;

      d. comply with MANCOSA's assessment (including examinations) rules, the use of the library (Annexure 1), the computer facilities (Annexure 2) and other educational facilities;

      e. report any observed offence or misconduct committed on MANCOSA premises within a reasonable period of time; and

      f. attend classes, assessment activities and official meetings punctually, as relevant.

2. A student will not

      a. without prior permission of MANCOSA, register or be registered at another higher education institution;

      b. be in possession of or consume alcoholic liquor while on MANCOSA premises;

      c. under any circumstances be inebriated or under the influence of alcohol at MANCOSA premises, or its workshop venues;

      d. use, have on one's person, or be under the influence of any dependence producing drug at MANCOSA without a producing a medical prescription in which case the Dean must be notified and a copy produced;

      e. smoke (including e-cigarettes):

          i. in a place where smoking is prohibited;

         ii. in any lecture, seminar or workshop session; or

        iii. in the library, any computer laboratory or any building of MANCOSA, or workshop venue; or at

        iv. tests or examinations;

      f. use a cellular phone during any academic activity, i.e. lecture, seminar, tutorial, computer laboratory session, test or examination;

      g. use Wi-Fi to download non-academic programme-related material (e.g. videos, music, etc.);

      h. bring to MANCOSA, or have in one's possession or control, or supply or dispose of to any other person at MANCOSA, any firearm or weapon of any kind;

      i. bring, or have in one's possession or control, or supply or dispose of to any person at MANCOSA, any object which is capable of being used for the infliction of bodily harm; and

      j. visit any pornographic site nor view, download or save pornographic material from any source through the use of MANCOSA equipment.

3. Students must consult the Programme Handbook provided to all students at registration. Not reading, misreading or misunderstanding the Programme Handbook's academic information will not be accepted as a reason for failing to submit an assignment or miss a class/workshop, test or examination.

4. The results obtained by a candidate in any examination shall not be released until fees payment is up to date and other monies due to MANCOSA have been settled.

5. MANCOSA does not accept responsibility for loss, theft of, or damage to vehicles or property arising out of a student's attendance at MANCOSA, howsoever caused.

1.4   Examples of Misconduct

In addition to 1.3.1 and 1.3.2, misconduct includes the following:

1. falsifies an academic record or research results, or furnishes false or misleading information to MANCOSA or its staff,

2. uses MANCOSA's name, symbol or seal without authority or formal written approval;

3. obstructs or disrupts any teaching, study, research, examination or test or any official meeting, proceeding or ceremony or any other MANCOSA activity;

4. discriminates unfairly against any person at MANCOSA, including all staff, students and alumni on any grounds, including race (colour, ethnicity, national origin, nationality or descent), gender, sex,

pregnancy, marital status, age, sexual orientation, family responsibility, family status, political conviction, religion, belief or culture, language, disability or medical condition;

5. interferes with the freedom of speech at MANCOSA, including misuse of social media in this regard, of any staff member, student or official visitor or of any speaker invited to express his/her views;

6. interferes with the freedom of movement of any staff member or student, or any guest or visitor;

7. enters or remains at any MANCOSA property or workshop venue where students are forbidden to enter or remain, including during MANCOSA's operating hours;

8. obstructs or attempts to obstruct or deter any staff members or third party contractors in the performance of their duties;

9. damages, destroys, attempts to damage or destroy, sells or wrongly uses, unlawfully possesses or misappropriates any MANCOSA property, or the property of any person within the MANCOSA precincts;

10. physically, verbally or sexually assaults or attempts to assault any person at MANCOSA, or causes any person to hold reasonable fears for her or his safety or physical or emotional well-being;

11. is insubordinate to any staff member (including third party contractors), office bearer or MANCOSA committee;

12. intentionally or negligently contravenes this code or encourages any other person to contravene this code;

13. threatens to injure, or injures, another person or persons within the precincts of MANCOSA;

14. commits any fraudulent act such as presenting false doctor's notes, misrepresenting the facts about a situation or forging any official documentation;

15. advertises, distributes or displays a banner, placard, notice, circular, letter or pamphlet at a MANCOSA office or site of delivery (campus) without the prior written consent of an executive staff member;

16. advertises goods, offers goods for sale, fundraises or collects money at any MANCOSA premises or workshop venue without the prior written consent of an executive staff member;

17. makes false or incorrect statements or provides incorrect information about MANCOSA to any person;

18. conducts him/herself in a way which is or could be prejudicial to the good name of MANCOSA, the maintenance of order and discipline at MANCOSA, or the proper performance of the educational activity at MANCOSA;

19. refuses to submit to the authority of any legitimate decision of an authoritative body of MANCOSA or staff member;

20. conducts himself/herself in an disreputable way on campus or elsewhere as a MANCOSA student;

21. engages in inappropriate sexual behaviour while on campus;

22. takes into an examination venue, or has in his/her possession whilst in the venue, any cell phone, books, memoranda, notes, devices, or any paper whatsoever, books or papers or devices as have been authorised by the invigilator;

23. aids or attempts to assist another student, or receives or attempts to receive unlawful help from another student, or communicates or attempts to communicate in any way with another student during an examination or test;

24. uses MANCOSA's computers, Wi-Fi, educational facilities or communication equipment in an unauthorised or inappropriate manner;

25. commits an act of academic dishonesty or plagiarism, including the copying of another student's assignment, or committing copyright infringement;

26. uses any illegal drugs, or has in his or her possession or control, or supplies or attempts to supply, or disposes of or attempts to dispose of any illegal drugs to any person while on MANCOSA premises;

27. uses the media or social media to bring MANCOSA into disrepute;

28. compromises the privacy and human dignity of a staff member or fellow student;
29. fails to observe any penalty imposed under any MANCOSA Institutional Rule or Senate resolution.

1.5   Penalties

1. Penalties for misconduct include the following:
   a. verbal, written and final written warnings;
   b. write and submit a second assignment, if the first was disallowed for whatever reason;
   c. be failed in an assessment component of a module, or a reduced mark for that module;
   d. failure of a module;
   e. suspension of all or some of a student's rights and privileges, including exclusion from classes, examinations or other forms of assessment, use of facilities, withholding a student's assessment results and/or graduation, and prohibition of re-registration;
   f. suspension of a student's enrolment for one or two semesters;
   g. expulsion from MANCOSA; or
   h. restitution for damages caused at MANCOSA or restitution of personal property of any MANCOSA member; and
   i. institute legal action, if warranted.
2. In cases where a student is found guilty of misconduct, one or more of the above penalties may be imposed.
3. The penalties for misconduct involving dishonesty in assessment will take account of the relevant Senate-approved academic policies, procedures and guidelines.
4. Any penalty imposed under this policy may be suspended by the person or committee imposing it:
   a. until the time for appealing against it has expired; or
   b. for a longer period or indefinitely. Any such suspension may be subject to such terms and conditions (including undertakings by the student) as the person or committee imposing it deems fit.
5. Subject to a right of appeal provided for below, any decision where a student has been found guilty of misconduct and any imposition of a penalty on a student is final.
6. A student expelled from MANCOSA will not be re-enrolled except with the prior written approval of the Principal.
7. In case of misconduct resulting in any of the penalties above, and where the student concerned is a bursary holder, the bursary granter may be advised accordingly with the bursary suspended or terminated.

1.6   Disciplinary Action Procedure

1. Whenever misconduct is alleged, or if any person has reason to believe that misconduct in terms of this code is being or has been committed, a written report must be made to the Dean or Managing Director, depending on whether it is an academic matter or not. After receiving the report, the Dean or Managing Director will investigate the matter.
2. In designating an investigating officer, the Managing Director or Dean shall have due regard to the capacity, ability and experience of the investigating officer.
3. No discussions and hearings may be audio or video recorded.
4. Investigation
   a. Principles
      i. Any investigation under this Code shall be in accordance with the principles of natural justice and will not be bound by the rules of evidence required for court proceedings.
      ii. The principles of natural justice include the right to
         1. a fair hearing,

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the opportunity to present one's case; and
a decision made by an unbiased person or persons.

  iii. Decisions are made on the balance of probabilities, that is, on the balance of the evidence that it is more likely than not that the alleged act did occur.

  iv. All parties involved in an investigation shall be treated with respect, dignity in an impartial manner.

  v. Any investigation under this Code will have regard for confidentiality subject to any legal requirements for disclosure and the need for a full investigation.

  vi. Should an investigation reveal apparent or suspected criminal conduct, MANCOSA reserves its right report the matter to the lawful authority.

b. Procedure

  i. Should an alleged misconduct pose a threat of:
- disruption of educational or other legitimate activity;
- injury to a person;
- damage to property;
- interference with witnesses, any students or staff; or
- theft of property of MANCOSA or any other person on MANCOSA's premises, then

  the Managing Director or Dean, on recommendation of the investigating officer, may suspend the student from access to the MANCOSA premises, or to any or all academic or other activities.

c. After a preliminary review of an allegation and supporting evidence, the investigating officer may:

  i. on the basis of insufficient grounds for the allegation, decline to pursue the matter, in which case the person(s) having raised the allegation will be informed accordingly;

  ii. proceed with a formal investigation in terms of (d) below; or

  iii. refer the matter to the Managing Director or Dean provided that where the Managing Director or Dean is the investigating officer, the matter be referred to the Principal.

d. If the investigating officer decides to proceed with a formal investigation in terms of (c) (ii) above, she/he must serve the student with a notice to that effect usually within five working days of an allegation having been made (See Annexure 3).

e. The investigation will include:

  i. a review of relevant documentation, if any;

  ii. a discussion with the initiator of the allegation;

  iii. clarifying and/or verifying any aspect of the allegation by seeking additional information; and

  iv. the creation and maintenance of a complete file of all evidence.

f. Conclusion of the investigation

  Upon conclusion of the investigation, the investigating officer shall refer the file of evidence to the Dean or Managing Director with a recommendation that:

  i. the allegation be discussed with the student and the student be afforded the opportunity to present his/her case either verbally or in writing, or

  ii. the student be formally charged with misconduct.

g. Subsequent action

i. When, during or upon conclusion of the investigation, the student voluntarily admits to the allegation, the investigating officer will refer the file of evidence, including a written admission by the student, to the Managing Director or Dean with a recommendation that an appropriate penalty in terms of 1.5.1 be imposed.

ii. In case of (f) (ii) above, a disciplinary hearing will normally proceed within five working days of receipt of the investigating officer's recommendation.

iii. In case of (g) (i) above, the Managing Director or Dean will normally impose a penalty within five working days of receipt of the recommendation.

iv. In cases of both (g) (ii) and (iii) above, the Managing Director or Dean will inform the student in writing of the outcome of the investigation.

5. Disciplinary Hearing
   a. Disciplinary Committee
      i. The Managing Director or Dean, shall constitute a disciplinary committee comprising the following members:
         1. the Managing Director or Dean or his/her nominee as chair;
         2. two staff members;
         3. In special circumstances an external member may be appointed to join the committee.
      ii. Decisions of the disciplinary committee shall be taken by majority vote.
   b. Hearing
      i. Notice
      The Managing Director or Dean will normally within five days of having received from the investigating officer a recommendation to that effect, serve a notice of the hearing on the student concerned in such a way that he/she is certain that the student understands the notice. A notice of the hearing shall be in the form of Annexure 4. The date for the hearing shall be as soon as is reasonably possible after the notice is served, while allowing for preparations to be made by the student.
   c. Proceedings
      i. Proceedings will continue as set out below.
         1. The chairperson opens the hearing where after the investigating officer puts the charge(s) to the student who has the opportunity to plead.
         2. If the student pleads guilty, the chairperson proceeds to hear both parties on mitigating or aggravating factors and thereafter imposes an appropriate penalty.
         3. If the student pleads not guilty, the investigating officer proceeds with presenting evidence and the student is allowed to cross-examine witnesses. The investigating officer may re-examine witnesses.
         4. On completion by the investigating officer, the student state his/her case with the assistance of a friend (fellow student or staff member – no legal representation parent is allowed), if any, and to present evidence. The student and his/her witnesses in turn may be cross examined by the Investigating Officer. The student can re-examine any witness.
         5. On completion by the student, both parties are allowed to summarise their cases where after they will leave the venue in order for the committee to deliberate on a verdict.

6. Once the committee has reached a verdict, the parties return for the verdict to be delivered.
7. The committee is not obliged to reach a verdict immediately.
8. In the case of a verdict of not guilty being delivered, the case is closed. In the case of a verdict of guilty, both parties may state mitigating or aggravating factors to be considered. They leave the venue for the committee to deliberate on an appropriate penalty. Committee decisions are taken by majority vote in case of failure to reach consensus.
9. When a decision on a penalty is reached, both parties return to the venue to hear the penalty. The chairperson will then inform the student that s/he will receive a written verdict with reasons usually within two days. In addition, the chairperson will inform the student of his/her right to appeal the verdict and penalty.
10. The chairperson appoints a person to keep a record of the proceedings.
11. A copy of the record of proceedings shall be made available to the student, if requested.
12. A copy of the verdict and penalty will be placed in the student's file.
13. The Dean's Office shall keep a record of all student disciplinary hearings.

1.7   Appeal Procedure

1. Disciplinary Appeal Committee
    a. The ad hoc Disciplinary Appeal Committee is composed of the following members
        - An external person appointed by the Managing Director or Dean (Chair)
        - A MANCOSA director (different from the member sitting on the Disciplinary Committee)
        - A MANCOSA staff member (different from the member sitting on the Disciplinary Committee).
    b. The three member Committee constitutes a quorum. Decisions of the Committee will be taken by majority vote.
2. Proceedings
    a. Any appeal on grounds of procedural error, the merits of the case or the penalty, must be lodged in writing with the Managing Director or Dean normally within five days of the student having received the written verdict.
    b. The appeal will clearly state the grounds of appeal with supporting reasons.
    c. The Managing Director or Dean will forward the notice of appeal and the record of proceedings to the chairperson of the Committee who will convene the Committee to meet usually within five days of receipt of the appeal document. This timeline may be extended in the event of any member of the Committee being unavailable.
    d. The Committee will consider the documentation and
        i.   uphold the verdict and penalty;
        ii. uphold the verdict and change the penalty;
        iii. uphold the appeal and set aside the verdict and penalty;
        iv. have the disciplinary hearing or part thereof re-heard.
    e. The chairperson will convey the decision of the Committee to the Managing Director or Dean and the student usually within two days of the appeals Committee having reached a decision.
    f. A copy of the decision will be placed in the student's file.
    g. The Dean's Office will keep a record of all appeals and their outcomes.

1.8   Student Complaint Procedure

1. Complaints by students are addressed in a supportive environment that is free of victimisation or intimidation of anyone connected to the complaint, either during or subsequent to a complaint resolution procedure. Informal and early resolution of complaints is encouraged and desirable.
2. Complaint processes will be conducted in accordance with the principles of natural justice, and include:
    *   an opportunity to be heard in a manner that provides sufficient time and information to prepare a statement;
    *   minimising bias through involving disinterested persons who will act in an unbiased manner in relation to the complaint;
    *   timely handling of complaints so that issues are speedily resolved without undue delay.
3. Subject to 1.8.4 below, confidentiality will be respected and maintained at all times. Occasionally, however, serious allegations arising during investigation of a complaint may require MANCOSA, by law, to report such allegations to external authorities (see also section 1.6.4.a.vi).
4. Any student who lodges a complaint and any staff member who may be directly affected by the complaint will be regularly informed of the progress of the matter.
5. Anonymous complaints will not be entertained or processed.
6. Except in special circumstances, as determined by the Principal, a non-academic complaint must be lodged within three months from the date on which the complaint was alleged to have arisen. All academic complaints must be lodged within fifteen working days of having occurred.
7. The procedure applies to all student complaints relating to institutional decisions or processes.
8. Grounds for complaint include:
    a. improper, irregular or negligent conduct against a student of MANCOSA;
    b. discrimination, prejudice or bias;
    c. failure to adhere to appropriate or relevant published MANCOSA policies and procedures; and
    d. a decision made without sufficient consideration of facts, evidence or circumstances of specific relevance to the student.

Complaint Resolution Stage 1: Early Conciliation and Informal Complaint Resolution

1. The student is encouraged to attempt to resolve the matter directly with the respondent, that is, the person or representative against whom the complaint is being raised. Normally, this stage of complaint is resolved by discussion of the matter between the parties.
2. If the student is uncomfortable with raising the matter with the respondent, then he or she must discuss it with an academic manager or line manager of the relevant administrative area.
3. If the student believes s/he has not received adequate resolution of the complaint through an informal complaint resolution discussion, then the student may seek further advice and information from the academic manager. Having considered this advice, the student may then decide to:
    a. take no further action, or
    b. make a formal complaint (see Stage 2).
4. The psychological counsellor may act as a mediator in the informal complaint resolution processes.
5. The process at this stage should normally take no more than five working days, from initial complaint to the appropriate person to resolution. This timeline may be extended depending on the availability of relevant staff members or students.

6. Resolution of the complaint shall be recorded in writing by the staff member investigating the complaint and signed by both the student and the respondent.
7. If the complaint cannot be resolved at Stage 1, the student may elect to move to Stage 2 of the process.

Complaint Resolution Stage 2: Further Conciliation and/or Investigation

1. The student may only move to Stage 2 after informal complaint resolution has been attempted.
2. Students wishing to take their complaint to Stage 2 must do so within 10 days of the date of completion of Stage 1.
3. Stage 2 involves lodging a formal complaint. This must be in the form of a written submission made to the academic or administrative manager within the relevant department, as appropriate to the particular complaint. However, if that person is the subject of the complaint or has a conflict of interest in the case, then the next most senior staff member higher than that person must be approached.
4. The academic or administrative manager, as appropriate, may undertake any of the following actions to resolve the complaint
   a. discuss with the parties possible options for resolution;
   b. consider all relevant matters and where appropriate make further enquiries and documents;
   c. discuss the situation with the student and other party to the complaint in an attempt to conciliate the complaint; and
   d. conduct an investigation or appoint a trained person to do so on their behalf.
5. The student and/or the respondent may elect to be represented or supported by a fellow student or staff member of choice provided that such fellow student or staff member accepts such appointment. Legal representation or a parent is not permitted.
6. The process at this stage should normally take no more than 10 working days from receipt of the written complaint by the appropriate person to resolution. This timeline may be extended in light of matters such as the availability of relevant staff members or students.
7. Resolution of the complaint shall be recorded in writing by the staff member who investigates the complaint and signed by the student and the respondent.
8. If the complaint cannot be resolved at Stage 2, the student may elect to move to Stage 3 of the process.

Complaint Resolution Stage 3: Investigation and Determination by Deputy Dean or Manager

1. The student may not proceed to this stage without having attempted to resolve the matter at Stages I and 2. The student must indicate how prior resolution of the complaint was attempted and not resolved.
2. Students wishing to take their complaint to Stage 3 must normally do so within 10 days of finalisation of the Stage 2 process.
3. Where the complaint is not resolved at Stage 2 of these procedures the student may lodge a written application to the deputy dean or relevant director. If that person is the subject of the complaint or has a conflict of interest in the case, the Dean or Managing Director may appoint an alternative investigator.
4. The deputy dean or director will take the following steps to investigate and reach a resolution:
   a. interview and/or take a written statement from the student;
   b. interview and/or take a written statement from the respondent;

  c. interview and/or take written statements from all relevant people involved in the complaint;

  d. interview and/or take written statements from the personnel who handled the complaint at stages 1 and 2;

  e. review all relevant documents;

  f. consider the complaint in the context of any other relevant institutional rules, policy or procedure;

  g. seek advice from any other person deemed appropriate to assist in the complaint resolution;

  h. grant the student and the respondent the opportunity to respond to all relevant information gathered;

  i. determine if the complaint can be substantiated;

  j. determine an outcome, noting mitigating circumstances; and

  k. advise the student and respondent in writing of the outcome of the investigation.

5. The student and/or the respondent may elect to be represented or supported by a fellow student or staff member of provided that such fellow student or staff member accepts such appointment. Legal representation or a parent is not permitted.

6. Resolution of the complaint will be recorded in writing by the staff member investigating the complaint and signed by the student and the respondent.

7. The process at this stage should normally take no more than 10 working days from receipt of the written complaint by the appropriate person to resolution.

Appeal Process

1. A student or a member of staff affected by the determination of a Stage 3 complaints process may appeal against a decision directly to the Managing Director. The appeal must be in writing and usually be received by the Managing Director within 14 days of notification of the outcome of the Stage 3 process, but only on one or more of the following grounds:

  a. the penalty imposed on the respondent, having regard to the evidence available, was too severe,

  b. the penalty imposed on the respondent, having regard to the evidence available, was insubstantial in the opinion of the complainant,

  c. there was a misapplication of procedures resulting in some disadvantage to the student or staff member.

2. Should the Managing Director be in any way involved in the determination of a Stage 3 complaint, the appeal in terms of section rests with the Disciplinary Appeals Committee as constituted in terms of section 17.1.a and its processes.

Participation and Support Available During the Complaint Resolution Process

1. It is expected that students and/or staff involved will participate in the process in good faith.

2. It is recognised that in applying these procedures the student or respondent may require pastoral support. In the case of the student or respondent being a student or group of students, this support may be sought from a friend or colleague of choice or from academics within MANCOSA.

3. In the case of the student or respondent being an organisational unit, support and advice may be sought from MANCOSA senior staff who have specialist knowledge of the situation, provided that such contact does not create a conflict of interest.

Conclusion of the Process

1. Within five working days of the complaint having been concluded, the Managing Director will ensure that the relevant documentation is forwarded to the Dean's Office:
    a. a copy of the written complaint;
    b. concise details of the process and the outcome of resolution of the complaint; and intended action by either party should the resolution of the complaint not be satisfactory

A detailed student code of conduct is attached and available at the following link: www.mymancosa.com

Q. HEALTH AND WELLNESS POLICY

PREAMBLE

The overall health and wellbeing of MANCOSA employees and students are of paramount importance to the functioning of MANCOSA as a private higher education institution. MANCOSA is fully committed to its obligation to its staff and students and recognizes the importance of employee and student wellness by establishing a framework in order to promote wellness for the benefit of employees and students. MANCOSA is further committed to identifying the mechanisms and resources that will be used to promote and encourage wellness among all of its employees and students.

PURPOSE

MANCOSA is cognisant of the fact that a healthy workforce and a vigorous number of its students will inevitably result in a productive workforce and a healthy student attendance record with less absenteeism, fewer accidents, lower healthcare demands, and greater overall savings by reducing the incidence of disease and disability.

MANCOSA's actively encourages its employees and students to participate in education classes and disease screenings which help to identify and reduce health risks before serious health problems occur and/or allow better management of existing conditions.

Through the MANCOSA Wellness Programme (MWP) employees and students are able to access classes, screenings, and follow up assistance to identify and manage health issues and preventable diseases and illnesses.

DEFINITION OF 'WELLNESS'

For purposes of this policy, wellness is defined as those activities which have been identified by the MANCOSA Wellness Committee. The MANCOSA Wellness Committee has been established to assess factors that contribute to the physical, emotional and psychological well-being of employees and students. This includes scheduled training on educational awareness, behavioral and lifestyle changes and supportive environments.

THE FUNCTIONS AND ROLE OF THE WELLNESS COMMITTEE

The MANCOSA Wellness Committee's main aim is to support and oversee the implementation of an integrated Employee and Student Wellness Programme, combining the elements of prevention of HIV and Aids, treatment, care and support; Employee and Student Assistance Programmes and SHE (Safety, Health, Environment, Risk and Quality). The MANCOSA Wellness Committee will provide advice and recommendations to the Senior Management and Academic Team on all issues related to wellness. The Committee may also raise the necessary funds to support and promote approved activities for the benefit of MANCOSA employees and students.

The Human Resources Manager will be a core member of the MANCOSA Wellness Committee. In addition, the Committee will consist of an impartial and objective Chairperson, a secretary, one or more co-chair-persons,

and representatives from the MANCOSA head office and co-opted representatives from the regional offices. Participation within the committee is purely voluntary.

The MANCOSA Wellness Committee shall determine its own operating procedures, including the content and frequency of meetings, its decision-making process and priorities. All minutes are to be recorded by the secretary of the committee

The MANCOSA Wellness programme should provide clinical, educational, and consultative services of the highest professional standard, concentrating on confidentiality, cost-effectiveness, and professional excellence, and should furthermore include:

▪ The creation of an environment conducive to addressing relevant legislation, core values, infrastructure, and capacity building to ensure transfer of skills and a sustainable, dynamic service delivery environment;
▪ Information management and control with respect to absenteeism, sick leave, injuries on duty and on site, staff and student turnover, medical expenses, and risk management;
▪ Managed Wellness care that is reflective of evidence-based practice, Risk management, Outcomes management and Impact analysis;
▪ To provide integrated preventive, promotive, curative, and rehabilitative wellness services to all employees and students, guided by the Health and Wellness policy;
▪ To maintain high productivity through the empowerment of employees and students towards the holistic management of employees' and students' health and wellness needs.
▪ To integrate the programmes into the MANCOSA Human Resources policies, procedures and practices of the organization, so as to ensure non-discriminatory practices, and to minimize the impact of ill-health/injury to MANCOSA students and its employees.

The MANCOSA Wellness Programme shall, at least, encompass the following key functional areas:
(i) Occupational Health, Safety and Risk
(ii) Health management
(iii) Wellness Management

Occupational Health and Safety
Occupational Health and Safety includes but is not limited to:
Occupational Safety: Protection of MANCOSA students and the MANCOSA workforce from occupational injury, diseases, stressors, and hazards through proactive measures of risk reduction.
Occupational Hygiene: Involves the recognition, evaluation, and control of physical, ergonomic, psychological, and biological factors at MANCOSA which may affect the wellness of students and employees.
Environmental Management: Refers to environmental conservation such as waste management, environmental impact assessment use and control of hazardous materials inside and MANCOSA.
Disaster Management: Preventing, planning for, and managing disasters through disaster preparedness, rapid response, recovery and rehabilitation, so as to minimize loss of life, injury, and damage to property.

Health Management
This refers to preventive and promotive health care, aimed at all non-communicable, communicable, and chronic diseases, including HIV & AIDS, both within and, with certain limitations, outside of the workplace. It involves a comprehensive, multi-disciplinary approach to managing diseases effectively, and includes health risk profiling, disease prevention and management protocols, and rehabilitative activities.
The MANCOSA Wellness Programme can play a pivotal role in conducting health promotion activities, early identification of wellness problems, referral to inside or outside wellness services, support to students and

employees affected by ill-health, facilitating adherence to protocols, and liaison within the MANCOSA to ease the student's and employee's rehabilitation.

Wellness Management
This encompasses human wellness, guided by risk assessment, and promoting individual and organizational wellness. The components of wellness management facilitates fulfillment of employees' and students' needs, such as:

Spiritual needs:
To promote and set guiding beliefs, principles or values that help give direction to life e.g. Intra-personal skills, value clarification, diverse religious activities, etc.
Emotional needs:
To promote emotional intelligence, self-esteem, optimism, sense of coherence, and resilience of employees and students, e.g. fear management skills, stress management, trauma counseling, critical incident management and etc.
Social needs:
To promote the ability of students and employees to interact successfully and to live up to the expectations and demands of personal roles, by learning good communication and financial skills, creating support networks with colleagues, peers, friends and family, and showing respect for others and self.
Physiological needs:
To promote healthy behaviours, awareness, and behavioural regulation towards healthy lifestyles e.g. fitness, nutrition, weight control, work-based sport activities, healthy cooking methods etc.
Intellectual needs:
To promote the ability to make sound decisions, to think critically, to be open to new ideas, to master new skills, to be creative and curious. e.g. role clarity, participation in decision-making surrounding their immediate, work integrated learning, collaborative projects, job contentment and procedures, growth opportunities, etc.

TYPES OF PROGRAMMES WITHIN THE MANCOSA WELLNESS PROGRAMME
- Availability of flextime work and class schedules
- No smoking policy
- Drug use policy and testing (voluntary)
- The use of protective/safety equipment
- Sexual harassment policy and non-discrimination policy
- Leave initiatives
- Consistent and frequent awards and recognition of employee and student work efforts
- Promoting wellness programmes through the MANCOSA website and an Employee and Student Wellness Week.
- Encouraging the inclusion of healthy food options at meetings and special events.
- Supporting the availability of healthy food options in vending machines and cafeterias operating at MANCOSA.
- Encouraging employees and students to utilize breaks for walking, stretching or other physical activity.
- Providing educational resources/classes that promote exercise**.**

RIGHTS AND RESPONSIBILITIES
With respect to Employee and student wellness, MANCOSA has the responsibility of ensuring that:
- A healthy and safe environment that is conducive for optimum productivity and studies. Service delivery is created and maintained at MANCOSA.

- The basic wellness services are made accessible to all employees and students, and are conducted in an ethical manner
- The working and student environment and working and studying conditions of employees and students are conducive to wellness;
- Employees' and students' rights to confidentiality, autonomy, sensitivity, timeous intervention, equality, openness and transparency and confidentiality are protected;
- Employees and students are informed of conditions at MANCOSA which may be harmful to their health and wellness;
- Employees and students are not arbitrarily and unfairly discriminated against.

MANCOSA EMPLOYEES AND STUDENTS
Employees and students have the right to expect that:
- The environment in which they work and study is healthy and safe.
- The basic wellness services will be made accessible to them, and conducted in an ethical manner.
- Their working and studying environment and working and studying conditions will be conducive to wellness;
- Their rights to confidentiality, autonomy, sensitivity, timeous intervention, equality, openness and transparency will be protected;
- They will not be arbitrarily and unfairly discriminated against
- Their privacy is maintained and respected.

Employees and students have the responsibility to:
- conduct their work and studies in a manner that advances sustainable, high-quality service delivery, and results that protects their health and wellness;
- Report and/or take action to correct conditions in the workplace that may be harmful to their own health and wellness and that of other employees and students;
- Be informed of the ways in which they can protect their health and wellness, both within and outside of MANCOSA;
- Take an initiative to seek professional intervention.

The Line Manager and Learning Centre Manager
- Implement the employee and student wellness policy and strategy in their departments and learning centre.
- Communicate and maintain links with the employee and student wellness committee.
- Ensure that MANCOSA staff is sufficiently trained in order to be able to discharge their duties.
- Create meaningful developmental opportunities for staff and students.
- Manage job and study demands (monitor workloads) in order to prevent work overload.
- Encourage employee and student participation in employee and student wellness programme.
- Support employees and students in times of need and examination stressful periods.
- Provide necessary support to all employee and student wellness initiatives.

Human Resources and Student Wellness
- Provide for a human resource and student strategy and operational plan that includes employee and student health and wellness
- Ensure appropriate reporting on the employee and student health and wellness policy
- Facilitate training requirements for employees and students
- Provide continuous support in aspects of employees and students
- Monitor the effectiveness of employee and student wellness interventions

- Facilitate continuous support to managers, academics, employees and students in aspects of employee and student wellness;
- Promote the employee and student wellness programme

CONFIDENTIALITY AND BREACH THEREOF

Confidential information generally pertains to private personal information and may include an employee or student's financial and marital circumstances, criminal record or health status, but not to the exclusion of other types of information. Section 14 of the Constitution of the Republic of South Africa, 1996 guarantees every person's right to privacy. This therefore means an employee's or student's confidential information may not be disclosed to a requesting party.

This right, however, may be limited by legislation (e.g. section 16 of the Labour Relations Act, No 66 of 1995 and the Promotion of Access to Information Act, 2000) and or court orders that warrant the disclosure of information. The collection and maintenance of confidential information should be kept securely and only those entitled to officially engage therewith may be allowed controlled access.

The Protection of Personal Information Act, 4 of 2013, recognises that the right to privacy includes the right to protection against the unlawful collection, retention, dissemination and use of personal information. In line with international standards, the processing of personal information by public and private bodies must be done in a manner that gives effect to the right to privacy, subject to justifiable limitations aimed at protecting other rights and important interests.

An employee or student should be afforded an opportunity of verifying the accuracy, to rectify and to update confidential information, particularly in circumstances of employment equity.

Breach of the code of Confidentiality is a dismissible offence**.**

MANCOSA's Health and Wellness Policy is available at the following link: www.mymancosa.com

R. POLICY ON DISABILITY

1. PREAMBLE

The Management College of Southern Africa (MANCOSA) is committed to redressing past and present inequalities with respect to persons with disabilities. In this regard, MANCOSA recognises that:

- disabled people have been and continue to be subject to multiple forms of marginalisation and exclusion;
- as a result, the majority of persons with disabilities live in conditions of relative social, cultural and economic disadvantage; and
- the need to lend its full support to measures and programmes which provide for the social, educational, economic and cultural integration of persons with disabilities.

2. PURPOSE OF THE POLICY

The purpose of this policy is to:

- state the role of MANCOSA in regard to disability;

- clarify the rights of staff, students and visitors;
- define concepts in relation to disability.

3. DEFINITIONS

3.1. Disability

A "person with a disability" is defined by the South African ADA and Section 504 of the Rehabilitation Act as "any person who has a physical or mental impairment which substantially limits one or more of such person's major life activities, has a record of such impairment, or is regarded as having such impairment."

Students are eligible for protection under these laws if they have a disability, have declared that disability, provided appropriate documentation, and are "otherwise qualified" to participate in the institution's programmes and activities. A "qualified" individual is a student who meets the requisite academic and other learning required for admission to MANCOSA.

3.2. Discrimination on the basis of disability

Discrimination on the basis of disability refers to imposing any distinction, exclusion or restriction of persons on the basis of disability which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, on all human rights and fundamental freedoms in the political, economic, social, cultural, civil, or any other field. It encompasses all forms of unfair discrimination, whether direct or indirect, including denial of reasonable accommodation.

3.3. Reasonable Accommodation

Reasonable Accommodation refers to necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.

3.4. Universal Design

Universal Design means the design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialised design.

3.5. Staff member

Staff member means an employee of MANCOSA and includes an applicant for employment at MANCOSA.

3.3. Student

Student means a registered student of MANCOSA and includes an applicant for study at MANCOSA.

3.4. Visitor

A visitor is any member of the public present on MANCOSA property who is not a member of staff or a student, including persons with contractual relationships with MANCOSA and persons otherwise legitimately commercially active or employed within the MANCOSA environment.

4. REASONABLE ACCOMMODATION

MANCOSA recognises the right of staff and students with disabilities to request accommodations that will facilitate their full and equal participation in the services and facilities of MANCOSA. The Dean's office will play a facilitative role in the fulfilment of this responsibility.

MANCOSA will seek medical confirmation of impairment where a request for the provision of accommodation warrants this. In such cases supporting documentation will be provided to the Dean's office from a registered medical doctor in the case of physical and sensory impairments, and from a clinical or educational psychologist or psychiatrist in the case of cognitive and psychological impairments. In the case of scarce facilities and resources the Dean's office will have the right to request a second opinion regarding the need for an accommodation at its own cost.

5. DISCLOSURE OF DISABILITY, RECORD KEEPING AND DATA MANAGEMENT

MANCOSA is committed to creating an institutional climate in which disclosure of disability would be both advantageous and safe. Disclosure of disability is necessary where a student/staff member/visitor requests support and/or accommodation provision. Disclosure will be made to the Dean's office. Information about an individual's impairment will be made available to persons tasked with facilitating or providing specific accommodations to the extent that this information is necessary to facilitate the accommodation.

Disclosed information will be treated as private and confidential. It will be used to monitor progress in employment and student equity, to comply with the reporting requirements of the South African Employment Equity Act, for strategic planning and to maximise levels of service provision.

6. ACCESS TO THE BUILT ENVIRONMENT

MANCOSA faces particular challenges providing access to the built environment for people with disabilities. These include the spread of its facilities over the regions.

MANCOSA will identify, and where possible, address barriers to facilities and services at MANCOSA. In order to do this, MANCOSA will budget each year for retrofitting of access solutions. Improved access to students and staff with disabilities will be formally included as a performance objective of the relevant members of MANCOSA.

MANCOSA endorses the principle of Universal Design as a feature of all new infrastructure development, and will formulate and implement standards and guidelines which ensure that Universal Design Principles are applied in the design and construction and/or maintenance of all buildings, thoroughfares, facilities, security systems, information technology and all other infrastructure for which MANCOSA is responsible.

7. HEALTH AND SAFETY

MANCOSA recognises the importance of the application of principles of Universal Design in improving aspects of well-being, safety and security for all present at MANCOSA.

MANCOSA will therefore develop and implement a strategy for addressing deficiencies in effective lighting in and outside buildings; the presence of balustrades, handrails, stair markers and effective signage; and the presence of reachable controls/buttons. MANCOSA will put in place emergency evacuation procedures for persons with disabilities. It will ensure that all relevant personnel receive the necessary occupational health and safety training.

8. ACCESS TO HIGHER EDUCATION FOR PEOPLE WITH DISABILITIES

MANCOSA acknowledges that inequalities of access to education throughout the education system for persons with disabilities mean that students with disabilities have in the past been – and continue to be – especially vulnerable to exclusion from higher education. Consequently MANCOSA commits itself to developing admission, recruitment and retention practices and policies for persons with disabilities which will enhance participation in higher education at MANCOSA.

9. TEACHING AND LEARNING SUPPORT FOR STUDENTS WITH DISABILITIES

MANCOSA will provide for the learning needs of students with disabilities, and recognises that this may in some cases entail modifying, substituting or supplementing curricula and course work requirements, including possible alternative, but equivalent, assessment modes; ensuring at all times that academic standards are not compromised and that students will graduate with the requisite skills and competencies.

10. EMPLOYMENT EQUITY AND EMPLOYEE SUPPORT

MANCOSA must include disability in its employment equity plan and targets. It must put in place measures to facilitate the recruitment, retention and career advancement of people with disabilities, including such reasonable accommodations as will optimise their ability to meet the requirements of their job.

11. COMMUNICATION

MANCOSA will undertake to ensure access to information and communication services to staff, students and visitors with disabilities, including where appropriate. It will strive to maximise, through appropriate dissemination of information, opportunities for staff and students with disabilities to participate in all MANCOSA-wide grievance mechanisms and decision-making processes.

12. RESEARCH, TEACHING AND LEARNING

MANCOSA recognises the value of research and teaching in disability-related fields and acknowledges the growing stature of Disability Studies as a relevant academic discipline along with other social justice disciplines.

13. EXTENSION SERVICES/SOCIAL RESPONSIVENESS

MANCOSA recognises its obligation to the broader community including disabled people not currently working or studying at the institution. It recognises, too, that it is in a position to play a leadership role to support and encourage initiatives that will contribute to the improvement of the quality of their lives in all spheres.

14. PROCEDURE FOR CHANNELLING AND MONITORING COMPLAINTS OF DISCRIMINATION ON GROUNDS OF DISABILITY

Complaints should be lodged through the normal procedure. The standard procedure for investigating complaints will be followed, as would be done in equivalent forms of discrimination as for instance on the grounds of race, gender or sexual orientation.

15. PERFORMANCE MANAGEMENT AND APPRAISAL

Where it is necessary, a new staff member who has a disability will have a conversation with his or her line manager and an HR representative to: determine the nature of the accommodations s/he will need; identify areas of the job which may pose challenges; and agree on a way to address these. This may entail the purchase of technology or equipment; adjustments to the physical workspace, or minor adjustments to job descriptions.

16. ADVOCACY, AWARENESS AND EDUCATION

MANCOSA undertakes:

- To support, and make resources available for, initiatives to raise awareness throughout its community of staff and students in order to foster respect for the rights and dignity of people with disabilities;
- To promote positive perceptions and greater social awareness; and
- To promote recognition of the skills and abilities of people with disabilities.

MANCOSA's policy on disability is attached and available at the following link: www.mymancosa.com

S. RECOGNITION OF PRIOR LEARNING (RPL) POLICY

1. INTRODUCTION

The Management College of Southern Africa (MANCOSA) accepts Recognition of Prior Learning (RPL) as an integral part of the higher education academic project and as an initiative to support transformation of the education and training system in South Africa. It is acknowledged that all learning has value and MANCOSA accepts the challenge to assess prior learning for access and award credit where deemed valid as part of MANCOSA's commitment through its academic endeavours to promote lifelong learning. The White Paper for Post-School Education and Training (November 2013) highlights the importance of providing access through RPL (Section 9.2.2.4). This intent and commitment is captured in the MANCOSA vision and mission.

2. AIM

MANOCSA's aim with respect to RPL is to
- Establish guidelines, principles and criteria for the implementation of an organisational RPL strategy.
- Provide ways of accommodating prior learning appropriately within the framework of admissions and academic credits.
- Contribute to its mission 'to redress the disadvantages, inequities and imbalances of the past', and to 'promote access to learning that will expand educational and employment opportunities for the historically disadvantaged, and support social transformation and redress.'

- ▪ Implement the Student Recruitment, Selection and Admissions Policy by making provision for RPL as an alternative access route for candidates who do not meet the general minimum admission requirements for admission to MANCOSA's academic programmes.

3. DEFINITION

Recognition of Prior Learning (RPL)

"Recognition of Prior Learning (RPL)" means the principles and processes through which the prior knowledge and/or skills of a person are made visible and are assessed for the purposes of certification, alternative access and admission, and further learning and development.

As a principle, it endorses the value of giving recognition to knowledge and skills that have been acquired outside a formal learning programme.

As a process, it consists of a range of educational and training activities and services through which the principle of RPL is applied and students are supported in different contexts as they go through the RPL process.

These activities and services include the provision of RPL-related information; advising, coaching, and administration services; alternative access programmes; integrated curriculum design; and a variety of formative and summative assessment practices. (Cf. SAQA Regulation No 802, October 2012:8)

4. PURPOSE

MANCOSA understands that RPL is invaluable to ensure that applicants who possess skills acquired through life or work experience and non-formal education are granted admission to study. The purpose of this policy focuses on ensuring that a person gains recognition for proven competence. The RPL assessment focuses on flexible ways of evaluating a person's lifelong experience (formal and informal) against a set of pre-determined criteria.

RPL takes account of the criteria
- ▪ formal study / education and training programmes;
- ▪ work experience (in house and on the job training);
- ▪ self-study;
- ▪ on the job work experience;
- ▪ studies that were undertaken for the purpose of personal gain/interest;
- ▪ company-based training;
- ▪ industry-based training;
- ▪ working with experts in the field;
- ▪ internships, and life experience.

Credit is granted for RPL when, in the assessment done by the Student Recruitment, Selection and Admissions Committee, the candidate's knowledge and skills correspond to the learning outcomes of the module for which credit is applied. It is important to remember that the Committee will focus on the quality and not the quantity of prior learning and/or experience.

Note: Applications for credit are made for specific modules and programmes.

The RPL process focuses on establishing whether the student has acquired competence in the following areas:
- Basic theoretical knowledge;
- Practical competence;
- Reflective competence; and
- Applied competence.

The RPL process for students has the following implications:
- The student only enrols for those aspects of the programme/ module that are still required after the application of RPL credits;
- A reduction in the cost of the programme;
- Accelerated attainment of qualifications through higher standing and specific credits granted.

RPL may serve the following purposes within MANCOSA:
- To allow mature-age learners (applicants who are at least 23 years old) without a Senior Certificate and/or matriculation exemption, access to primary degree studies by accrediting learning obtained through experience. In this way, RPL may function as an *approved alternative access route into degree studies*.
- To allow students without a (relevant) primary degree access to postgraduate qualifications;
- To recognise prior learning by the award of credits for modules, for non-degree purposes or towards a qualification, up to a maximum of 50% of the qualification.

RPL addresses two important issues that of access and redress:

- RPL facilitates access to, and mobility and progression within education, training and career paths.
- RPL is designed to accelerate the redress of historical discrimination in education, training and employment opportunities.

However, the following provisos should be noted:

1. In terms of CHE accreditation criteria, a maximum of 10% of students registered for any qualification may enter via RPL.[1] Only in exceptional circumstances, and only in undergraduate programmes, will admission of students through an RPL route be allowed to exceed 10% of the total number of students in the programme- see the HEQC criteria.

2. If a candidate is accepted for the RPL process, *study places* for the envisaged qualification must be available (though there may be some competition for places).

In allowing students to commit themselves to a degree study through RPL, MANCOSA commits to reasonably provide an enabling learning environment for such non-traditional students, and to ensure that policies, structures, resources and curricula accommodate RPL students.

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[1] Higher Education Quality Committee: *Criteria for Programme Accreditation*, 3.1.2: Student recruitment, admission and selection, Criterion 2 (iii): "Admission of students through an RPL route should not constitute more than 10 percent of the student intake for the programme."

5. SCOPE

The RPL policy of MANCOSA covers all forms of RPL with regard to:
- process and principles, and
- related aspects such   as assessment   and   admission as covered in the respective MANCOSA policies.

6. STANDARDS

The following quality assurance mechanisms are in line with international good practice (CAEL, 1995):

6.1   Academic standards

6.1.1   Credit is awarded for competence (demonstrated learning) only, not for experience.

6.1.2   Competence refers to the ability to act in ways that reflect internalised knowledge, skills
         and attitudes (also known as graduate characteristics) which are best described in terms of four
         kinds of competence, viz.: foundational, practical, reflexive and applied competence.

   (a)   The term 'foundational   competence' is used to refer to demonstration of the kind of
            (theoretical) knowledge an understanding that underpins action;
   (b)   The term 'practical competence' is used to refer to the demonstrated ability, in an
            authentic context, to consider a range of possibilities for action, make considered decisions
            about which possibility to follow, and to perform the chosen action;
   (c)   The term 'reflexive competence' is used to refer to a student's ability to integrate or connect
            performances and decision making with understanding, to adapt to change and unforeseen
            circumstances, and to explain the reasons behind these adaptations;
   (d)   The   term 'applied competence' is an overarching (umbrella) term for the three kinds of
            competence discussed immediately above (Government Gazette No 20844, February 2000:10).

6.1.3   Credit is awarded only for learning that is aligned to the learning outcomes of MANCOSA's
        programmes.

6.1.4   Credit is awarded only for learning that has a balance between theory and practical application,
        appropriate to the module or programme,

6.1.5   Credit is awarded only for learning that has the required breadth and depth of the module to the
        minimum level of competence.

6.1.6   Appropriate subject matter and academic experts with assessment experience determines competence
        levels and credit awards.

6.1.7   Credits must be appropriate to the MANCOSA programme in which they are accepted, and make a
        clear link between the career path and the learning outcomes of a particular programme at MANCOSA.

6.2   Administrative Standards

In accordance with MANCOSA's Academic Regulations, the following administrative standards apply:

6.2.1   Selection and/or assessment panels ensure that credits are not given twice for the same learning.

6.2.2   Policies and procedures applied to assessment, including provision for appeal, are fully disclosed and prominently available.

6.2.3   Policy and assessment practices are regularly monitored, reviewed, evaluated and revised.

6.2.4   All academic and administrative personnel are trained in the process, principles and procedures for RPL.

6.2.5   Records are kept according to MANCOSA's policy.

6.3   RPL Criteria (Postgraduate and MBA)

6.3.1 RPL Criteria (MBA)

It is possible in exceptional circumstances to gain entry into a programme on the basis of RPL. A small number of applicants who do not meet the minimum entry requirements will be considered for acceptance via RPL.

The applicant must:

- Be at least 30 years of age.
- Have a minimum of 10 years work experience including 5 years management experience.
- Submit a Portfolio of Evidence (CV; transcripts and certificates; personal letter of motivation; letter of recommendation from employer (optional); employer report detailing technical and soft skills; current job profile; detailed list of qualifications and work experience).
- Undertake a cognitive ability assessment if required. The administration of the test is at the discretion of the Admission and Selections Committee (possibly GMAC when available).
- Be available for a personal or telephonic interview on a date specified by MANCOSA if required. Two Admissions and Selection Committee members are required to sit in for the MBA and MPA RPL interview process.

Applicants possessing only an NQF level 7 qualification should default onto the Postgraduate Diploma in Business Management programme first.

6.3.2 RPL Criteria (Postgraduate- Postgraduate Diplomas and Honours)

It is possible in exceptional circumstances to gain entry into a programme on the basis of RPL. A small number of applicants who do not meet the minimum entry requirements will be considered for acceptance via RPL.

The applicant must:

- Be at least 23 years of age (normal entry requirements should still be 25 years of age).
- Have a related undergraduate qualification (National Diploma, etc.) with an excellent academic record. This applies for exceptional cases only.
- Submit a Portfolio of Evidence (CV; transcripts and certificates; personal letter of motivation; current job profile; detailed list of qualifications and work experience).

▪ Have at least 3 years related working experience in the commerce field for commerce students and 5 years for non-commerce students.

All RPL applications are subject to evaluation by the Student Recruitment, Selection and Admissions Committee.

6.4   RPL Criteria (Undergraduate)

It is possible in exceptional circumstances to gain entry into a programme on the basis of RPL. A small number of applicants who do not meet the minimum entry requirements will be considered for acceptance via RPL.

The applicant must:

▪ Be at least 23 years of age.
▪ Have a minimum of 3 years work experience.
▪ Submit a Portfolio of Evidence (CV; transcripts and certificates; personal letter of motivation; letter of recommendation from employer; detailed list of qualifications and work experience).
▪ Be available for a personal or telephonic interview on a date specified by MANCOSA.
▪ Undertake an English language proficiency test at the discretion of the Student Admission and Selection Committee.

All RPL applications are subject to evaluation by the Student Recruitment, Selection and Admissions Committee and may only be accepted at the discretion of the Committee.

7.   PRINCIPLES

The following principles are applicable to RPL practice at MANCOSA:

7.1 General Principles

7.1.1   All Programme prerequisites are applicable.
7.1.2   Admission requirements of MANCOSA are applicable.
7.1.3   Applicants are exposed to a formal RPL process, which includes selection and assessment.
7.1.4   All applicants who want to change field at postgraduate level, and who do not comply with regular admission requirements, are selected and assessed through the RPL process.
7.1.5   The business rule of 50% of a programme to be completed at MANCOSA is applicable.
7.1.6   If a student does not acquire the credits required to obtain the qualification within five years of receiving the RPL credits, such credits are forfeited (with the exception of specific subjects or modules, e.g. legislation that has changed) for reasons of academic currency.
7.1.7   The time-line between selection and assessment should not be longer than one year module or programme matching, or as negotiated between assessor and applicant.
7.1.8   The time-line between selection and assessment should not be longer than eighteen months for assessment for degree status.
7.1.9   When found to be competent, the applicant may gain access to a MANCOSA programme and/or be exempted from the applicable module in accordance with MANCOSA's Academic Rules and Regulations.
7.1.10   Support to applicants is made available throughout the RPL process.

7.2 RPL Assessment

The Assessment Policy for MANCOSA is applicable.

7.2.1   Module-Match Assessment

(a) RPL is conducted mainly on a module-match basis. This is where an applicant qualifies for RPL for certain modules in a programme. This applies to all qualification levels.
(b) Assessment is conducted by matching prior learning with the learning outcomes of individual modules.
(c) Assessment mechanisms may be supplemented by means of an interview.

7.2.2   Methods of Assessment for RPL

The following criteria pertain:
(a) The choice of method will depend on the learning outcomes and associated assessment criteria against which competence will be assessed;
(b) The method should be appropriate and accessible to the assessor as well as the candidate with specific accommodations made for students with learning difficulties, barriers and disabilities;
(c) Applicable assessment methods for RPL include:
   ▪ Challenge summative assessment opportunities, which may be a written oral examination or performance assessment;
   ▪ Standardised assessments;
   ▪ An RPL portfolio, which includes assignments that address specific learning outcomes or products.

7.2.3   Evidence

The presentation of evidence should be in accordance with the criteria set in MANCOSA's assessment policy. All evidence, but mainly primary sources and direct evidence, will be accepted. The following criteria will be specifically applicable to RPL assessment:
▪   Authenticity;
▪   Currency;
▪   Sufficiency.

7.3 Awarding of Credits

 The following standard applies:

Credits are awarded for individual modules or qualification status, if, in the opinion of the assessors, the applicant has satisfied at least 50% of the outcomes or meets all or most of the outcomes to determine the suitability of being admitted into the programme.

7.4 Appeals Procedure

If the applicant is not satisfied with the selection or assessment and awarding of credit, s/he can appeal the decision. The general appeals procedure is applicable.

8. RPL PROCESS

Accrediting learning obtained through experience (for either access or credit) requires the following procedures, at both undergraduate and postgraduate levels:
- Preliminary information and advice (which may be a recommendation not to proceed with RPL).
- Preparation of an application (with the assistance of a student counsellor and RPL specialist) to demonstrate appropriate competence in terms of *outcomes.*
- Evidence may take the form of modules or qualifications completed at another institution, a challenge examination or assignment, a portfolio, etc.
- A portfolio provides documentary evidence in support of the specific RPL application. Some documentation (e.g. academic transcripts or motivations) may be specified as a requirement for entrance to specific qualifications. The candidate may include any further documentation (in written, visual or oral form, as appropriate for the discipline involved) in support of the application. In addition, an interview may be required.

Final assessment and accreditation procedure:
- Recording of RPL results;
- Appeals;
- Post-assessment guidance.

9. ROLE PLAYERS

The RPL process is managed by the following:

9.1 Senate

Senate approves all admission and selection requirements as it approves all other academic policies.

9.2 Student Admission and Selection Committee

MANCOSA's procedures for implementing RPL is managed and developed by the Student Admission and Selection Committee in conjunction with an internal Certified RPL Specialist(s).

This RPL Policy document provides a broad enabling framework for RPL. To this end, this Policy document should be read in conjunction with the student admission requirements as laid out in the Student Recruitment and Selection Policy document.

9.3 Certified RPL Advisor

MANCOSA has appointed certified RPL advisors. These work closely with the office of the dean and programme coordinators, and the Student Recruitment and Selection Committee. He/she also assists and guides each candidate through the RPL process.

In terms of candidate support the RPL advisor will do the following:
- Inform the candidates regarding the requirements of qualifications or unit standards;
- Support and guide the candidate in the collection of evidence;
- Help the candidate plan for the assessment;
- Inform the candidate regarding the timing of the assessments; and conduct the assessment and provide feedback.

10. QUALITY ASSURANCE MANAGEMENT

Quality assurance management is in accordance with MANCOSA's Quality Assurance Policy. The following structures and processes are involved in the quality assurance management of the RPL process:
- Senate;
- RPL Committee;
- Assessment and moderator system;
- Training of staff;
- Verification procedure in departments;
- Written policy, procedure, student guidelines and academic's manual;
- MANCOSA quality assurance policy. A certified RPL Advisor will monitor the performance of admitted RPL students as well as the effectiveness of the RPL process and provide an annual report to SENEX showing the outcomes.