



**REGENESYS**  
Awakening Potential



**ELECTIVES BOOKLET**

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**2026**

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# REGENESYS PROGRAMME ELECTIVES

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## 1. HIGHER CERTIFICATE IN BUSINESS MANAGEMENT

### • Programme Purpose Statement

The Higher Certificate in Business Management (HCBM) programme fits with Regenesys' institutional plan and mission statement, namely, "Regenesys is committed to assisting individuals and organisations achieve their personal and organisational goals by enhancing their management and leadership potential", by providing fundamental business skills, knowledge and understanding to prepare individuals for a career in management, as well as a possible route into a Bachelor's degree programme.

### • Elective Courses Purpose & Outcomes (Choice of two)

#### CREDIT MANAGEMENT – CREDITS: 20

##### Course Purpose Statement:

The Credit Management course introduces the credit management cycle, terminology, concepts, definitions, and relevant legislation pertaining to the banking sector. A basic understanding of the Law of Contract and Agency is developed to provide context for discussions on the internal credit environment of a financial institution. The purpose of credit, along with the different sources, roles, and forms, is explored along with the responsibilities of different providers of credit in both macro- and micro- environments. The student is exposed to the difference between a relationship-based and transaction-based approach along with the benefits and pitfalls of granting credit (such as responsible lending and implications of noncompliance). Customer education is very important within a customer-centric approach, as is explaining the processes surrounding security, access to information and distribution of credit instruments. Finally, internal aspects of credit operations related to credit extension and recovery are explained, along with concepts pertaining to the collections process and relationship management.

##### Specific Outcomes:

- Understand credit management terminology, concepts and definitions
- Discuss the internal credit environment of a financial institution
- Identify relevant legislation pertaining to the banking sector
- Understand the basics of the law of contract and agency
- Explain the purpose of credit
- Describe the macro- and micro implications of credit
- Identify the sources and roles of different forms of credit and the responsibilities of different providers of credit
- Understand the benefits and pitfalls of granting credit
- Outline the various processes of the credit management cycle within the banking sector
- Describe credit contract management, responsible lending and implications of noncompliance
- Understand access to and distribution of credit instruments
- Explain security and access to information
- Understand the importance of customer education in a customer-centric approach to credit
- Outline the difference between a relationship-based and transaction-based approach to the customer
- Explain various internal aspects of credit operations related to credit extension and recovery
- Describe concepts pertaining to the collections process in credit management
- Understand concepts in relationship management specific to credit management.

## FUNDAMENTALS OF OPERATIONS MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

In Fundamentals of Operations Management the fundamental terminology, theories, and models, together with the legislation governing operations, will be explored in order to explain how an organisation's processes fit within a hierarchy of operations. The strategic role of operations management and its alignment with various other organisational functions will be discussed. The interdependencies between operational performance objectives will be examined, together with the "input-transformation-output" process. The different characteristics of operational principles and processes will be explored within the context of innovative process design, and the effect of operational layout types. The role of technology within operations to assist and improve planning, control, and inventory management to cope with fluctuations in demand will be elaborated upon. The ability to identify, assess, and mitigate the effects of operational risks will be developed, along with an understanding of how social responsibility and ethical considerations impact on operational decisions.

### Specific Outcomes:

- Discuss the relevance and strategic role of operations management
- Explain how organisations create and deliver products (goods and services) by changing inputs into outputs using an "input-transformation-output" process
- Recognise the alignment between organisational functions and operations management
- Describe the interdependencies between operational performance objectives (quality, speed, dependability, flexibility, and cost)
- Explain how an organisation's processes fit within a hierarchy of operations
- Locate and explain legislation governing operations in an organisation
- Understand and use operations management terminology, theories, and models
- Explain core principles and stages that guide innovative process design
- Discuss the different characteristics of operational processes and how these will impact on their management (volume, variety, variation, visibility)
- Describe the need for a total supply network perspective
- Know basic operational layout types used in different contexts
- Identify and evaluate process technology
- Explain the differences between planning and control
- Understand the effect of supply and demand on operational planning and control
- Explain capacity and inventory management including coping with fluctuations in demand
- Discuss the activities and implications of supply chains, enterprise resource planning, lean synchronisation, project management, and quality on the management of operations
- Select and use techniques to improve operations
- Identify, assess, and mitigate the effects of operational risks
- Examine the managerial issues associated with operational improvement
- Discuss how social responsibility and ethical considerations impact on operational decisions.

## FUNDAMENTALS OF SALES MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

The purpose of the Fundamentals of Sales Management is to provide an understanding of the scope of sales management, with the ability to identify the different types of personal selling. The functions, roles and responsibilities of the sales manager will be explored in relation to developing sales initiatives, campaigns, and incentive schemes. The ability to set sales objectives and measure sales performance will be enhanced, along with the ability to develop consultative selling skills with the emphasis on needs development.

### Specific Outcomes:

- Discuss the nature and scope of personal selling and sales management
- Identify the different types of personal selling
- Explain the stages in the personal selling process
- Understand the roles and responsibilities of the sales manager
- Describe the major functions of sales management
- Understand sales initiatives, campaigns and incentive schemes
- Explain how to define and set sales objectives, and measure sales performance
- Know how to develop consultative selling skills with the emphasis on needs development

## INFORMATION AND COMMUNICATION TECHNOLOGY – CREDITS: 20

### Course Purpose Statement:

Information and Communication Technology provides the student with the necessary computer skills to access information and to recognise the way technology is applied within a business environment. The basic principles of the research process are introduced to allow for the critical analysis of, and the creation of creative solutions, to problems.

### Specific Outcomes:

- Describe the application of technology in the business environment;
- Apply computer skills to access information;
- Demonstrate familiarity with the research process;
- Analyse a problem critically and present a creative solution;
- Identifying and validating basic data protection measures Managing files and folders in a computer and in mobile storage devices.

## NEGOTIATION AND CONFLICT MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

The negotiation and conflict management course focuses on developing a working understanding of concepts used in negotiation and conflict management, inclusive of functional versus dysfunctional approaches within the working environment. The skills required to resolve conflict and engage in problem-solving techniques to aid in negotiations at an organisational level will also be developed.

### Specific Outcomes:

- Accurately identify and distinguish between negotiation and conflict management and concepts.
- Thoroughly examine the functional vs. dysfunctional approaches to conflict within the work environment.
- Recognise and select existing techniques to manage conflict and describe how these are applied within the work environment.
- Summarise the methods and procedures available to resolve conflict within the work environment, thoroughly describing the effectiveness of each.
- Broadly examine the various problem-solving techniques and approaches to negotiations at an organisational level.

## PROJECT MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

The purpose of the Project Management course is to explain fundamental project management terminology, concepts, and definitions to develop the ability to properly identify the need to establish a project. The student will be able to apply key management tools and techniques to manage elements such as project time, scope, budget, quality, and stakeholders. The key factors that relate to the success or failure of a project will be discussed, along with the importance of group dynamics in project teams.

### Specific Outcomes:

- Explain project management terminology, concepts, and definitions
- Understand group dynamics relevant to project teams
- Identify the need to establish a project
- Apply key project management tools and techniques
- List the tools to manage project time, scope, budget, and quality
- Identify and analyse appropriate stakeholders in the project management process
- List and discuss key project success and failure factors.

## QUALITY AND CUSTOMER SERVICE MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

The purpose of the Quality and Customer Service Management course is to introduce customer service management terminology, concepts, and definitions. The student will learn the skills necessary to implement the principles of quality and customer relations, developing the attitudes required to serve customers effectively - this will include the ability to communicate effectively with clients and stakeholders to better manage relationships when applying the principles of negotiation. The student will be able to monitor the quality of retail products and services and identify challenges in implementing quality improvement.

### Specific Outcomes:

- Explain the philosophy and principles of quality management and customer relations management
- Discuss how quality improvement can transform organisations
- Explain how employee attitudes and behaviour impacts customer service
- Explain how to communicate effectively with clients and relevant stakeholders
- Conduct a stakeholder analysis to identify and manage stakeholders appropriately
- Apply problem analysis tools to improve quality and customer relations

### Course Purpose Statement:

The Retail Management course aims on delivering a foundational understanding of strategic management and planning terminology and concepts, along with their relevance to the Retail Sector. The process for developing strategic planning models across various organisational levels will be explored (inclusive of consultative approaches to conducting a stakeholder analysis), as a means of identifying strategic issues and objectives. The relevance of developing a thorough Retail Strategy will be fully discussed to provide the context in which the previous items will be based.

### Specific Outcomes:

- Understand strategic management and planning terminology and concepts and their relevance to the Retail Sector
- Examine an organisation's vision, mission and value statements and explore their impact on individuals and teams in the organisation.
- Compare the processes and applicability of strategic planning models
- Understand the different levels at which strategic planning can be implemented and how planning at the different levels are integrated
- Compare a variety of consultative approaches and conduct a stakeholder analysis
- Review different processes to identify strategic issues
- Outline the process of developing strategic objectives
- Identify the components of a strategic plan
- Understand the relevance of a Retail strategy

## 2. BACHELOR OF BUSINESS ADMINISTRATION

### • Programme Purpose Statement

The primary purpose of the Bachelor of Business Administration Degree is to provide knowledge and skills in general management, which will enable people to realise their potential and progress in their careers in a management environment across all sectors. The qualification is structured in such a way that it provides individuals with a set of core management competencies, which are augmented through specific electives, intended to equip students with the knowledge of the various management functions so that they can serve in a general management capacity.

### • Third Year Elective Course Purpose & Outcomes (Choice of two)

#### CHANGE MANAGEMENT – CREDITS: 20

##### Course Purpose Statement:

The purpose of the Change Management course is to provide an in-depth view of relevant terminology, concepts and techniques that will allow the student to review key strategic change process success and failure factors within an organisation. The knowledge and skills required to conduct a needs analysis will be developed to effectively evaluate or implement change models and interventions. The importance of stakeholder engagement in the change management process, their roles, and responsibilities, will be compared.

##### Specific Outcomes:

- Explain change management terminology, concepts and techniques
- Review key strategic change process success and failure factors within an organisation
- Determine and critically analyse the need for change within an organisation
- Evaluate change management models and interventions
- Review the roles and responsibilities of relevant stakeholders in the change management process
- Formulate a process and plan to implement change effectively within an organisation
- Identify all organisational areas affected by the change management process

#### INFORMATION AND COMMUNICATION TECHNOLOGY – CREDITS: 20

##### Course Purpose Statement:

Information and Communication Technology (ICT) plays an important role in management; thus the purpose of the Information and Communication Technology course is to provide a comprehensive understanding of the relevant concepts, terminology, and definitions. Current international trends, along with the key challenges of integrating ICT with existing business processes, will be explored with the aim of improving the management of organisations. The potential use of ICT in the Customer Relations Management field will be examined, together with the concept of Business Intelligence in improving quality deliverables.

##### Specific Outcomes:

- Explain Information and Communication Technology (ICT) concepts, terminology and definitions
- Understand the role and importance of information and communication technology in management
- Describe international trends in using ICT to improve the management of organisations
- Identify the key challenges of integrating ICT with business processes and management systems
- Explain the potential use of ICT in improving Customer Relations Management
- Understand the concept of Business Intelligence (BI)

## NEGOTIATION AND CONFLICT MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

The Negotiation and Conflict Management course will focus on developing a comprehensive understanding of the relevant terminology, concepts, and common sources of disagreement within the working environment. The skills necessary to prepare, conduct, conclude and evaluate negotiations at the organisational level will be further expanded upon in the development of effective conflict resolution strategies.

### Specific Outcomes:

- Evaluate negotiation and conflict management terminology and concepts
- Analyse the main sources of conflict within the work environment
- Apply appropriate techniques to manage conflict within the work environment
- Develop and implement a strategy to resolve conflict within the work environment; and
- Prepare, conduct, conclude and evaluate negotiations at an organisational level.

## QUALITY AND CUSTOMER SERVICE MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

The Quality and Customer Relations Management course will allow the student to evaluate the philosophy and principles of quality and customer service management as a means of transforming organisational effectiveness. Various quality management systems/models will be compared, together with problem analysis tools to improve quality and customer service. The manner in which employees behave and the effects their attitudes have upon customer service deliverables will be explored, together with a detailed evaluation on how to communicate effectively with clients and relevant stakeholders to improve customer relations.

### Specific Outcomes:

- Evaluate the philosophy and principles of quality and customer service management
- Analyse how quality improvement and effective customer service management can transform organisations
- Compare how employee attitudes and behaviour impact customer service
- Evaluate quality management systems and models
- Evaluate how to communicate effectively with clients and relevant stakeholders to improve customer relations
- Apply problem analysis tools to improve quality

### 3. BACHELOR OF BUSINESS ADMINISTRATION IN RETAIL MANAGEMENT

#### ● Programme Purpose Statement

The Bachelor of Business Administration in Retail Management programme directly contributes to enhancing the management and leadership potential of learners. The purpose of this qualification is to develop employable professionals with a sound understanding of how Retail organisations function, as well as developing managers by equipping them with the relevant skills, knowledge and self-awareness to work effectively across the various functional areas in a Retail organization. The proposed curriculum, provides the learners the opportunity to complete a range of relevant modules which will upon completion, equip the learners with the necessary skills and competence to successfully manage a Retail organization.

#### ● Third Year Elective Course Purpose & Outcomes (Choice of two)

#### FINANCIAL MANAGEMENT 3 – CREDITS: 40

##### Course Purpose Statement:

The Financial Management 3 course full explores the concepts of mergers, divestitures, and business failure within the retail context. The different forms of financing retail organisations are identified, along with the various elements of foreign trade and international managerial finance. The strategies used in managing current assets and liabilities will be fully explored. The ability to apply cost-volume-profit analysis and determine the viability of a retail business using ratio analysis will be developed.

##### Specific Outcomes:

- Assess the significance and application of working capital management in the retail sector
- Develop strategies to manage current assets and liabilities
- Explain mergers, divestitures, and business failure within the retail context
- Understand international managerial finance and its applicability to the retail sector
- Distinguish among the different forms of retail financing
- Describe the elements of foreign trade within the retail sector
- Apply Cost-Volume-Profit analysis to the retail sector
- Determine the viability of a retail business using ratio analysis

#### PEOPLE MANAGEMENT 3 – CREDITS: 40

##### Course Purpose Statement:

In People Management 3 strategic human resource management models will be used to assist in the analysis of human capital needs within a specific retail organization. The impact of legislation on human resource management will be critically evaluated to assist in the application of talent management strategies within the retail sector. The ability to develop a diversity management strategy will be developed along with the ability to effectively analyse performance management systems. The impact of training and development interventions will be evaluated, including a critical analysis on the requirements of a learning organization.

##### Specific Outcomes:

- Analyse the human capital needs of a specific retail organisation
- Apply strategic human resource management models
- Critically evaluate the impact of legislation on human resource management in the retail environment

- Apply talent management strategies within the retail sector
- Develop a diversity management strategy for a specific retail organisation
- Analyse the effectiveness of a performance management system
- Evaluate the impact of training and development interventions
- Critically assess the requirements of a learning organisation

## RETAIL MARKETING 3 – CREDITS: 40

### Course Purpose Statement:

The Retail Marketing 3 course focuses on practical skills such as the ability to conduct customer needs analysis, and to develop sales/marketing retail strategies. The process of developing product branding and quality management strategies will be expanded upon, followed by detailed analysis of product expansion possibilities and the supply chain management cycle within a specific retail environment.

### Specific Outcomes:

- Develop a sales strategy for the retail sector
- Develop and assess the retail marketing strategy
- Conduct a retail customer needs analysis
- Analyse product expansion possibilities within a retail organisation
- Analyse the supply chain management cycle in a specific retail environment
- Develop a retail product branding strategy
- Develop a retail quality management strategy

## 4. BACHELOR OF BUSINESS ADMINISTRATION IN BANKING

### ● Programme Purpose Statement

The Bachelor of Business Administration in Banking programme directly contributes to enhancing the management and leadership potential of learners. The purpose of this qualification is to develop employable professionals with a sound understanding of how Banking organisations function, as well as developing managers by equipping them with the relevant skills, knowledge, and self-awareness to work effectively across the various functional areas in a Banking organisation. The proposed curriculum, provides the learners the opportunity to complete a range of relevant modules which will upon completion, equip the learners with the necessary skills and competence to successfully manage a Bank organization.

### ● Third Year Elective Courses Purpose & Outcomes (Choice of one)

#### FINANCIAL MANAGEMENT 3 – CREDITS: 40

##### Course Purpose Statement:

The Financial Management 3 course full explores the concepts of mergers, divestitures, and business failure within the banking context. The different forms of financing banking institutions are identified, along with the various elements of foreign trade and international managerial finance. The significance and application of working capital management in the banking sector will be explored, along with the strategies used in managing current assets and liabilities. The student will be able to apply cost-volume-profit analysis to a bank and determine the viability of a banking business using ratio analysis.

##### Specific Outcomes:

- Assess the significance and application of working capital management in the banking sector
- Develop strategies to manage current assets and liabilities
- Explain mergers, divestitures, and business failure within the banking context
- Understand international managerial finance and its relevance to the banking sector
- Distinguish among the different forms of financing banking institutions
- Describe the elements of foreign trade within the banking sector
- Apply cost-volume-profit analysis to a bank
- Determine the viability of a banking business using ratio analysis

#### MARKETING 3 – CREDITS: 40

##### Course Purpose Statement:

Marketing 3 builds upon the concepts covered in the previous Marketing courses, allowing for a more in-depth analysis of the applicability of marketing terminology, concepts and principles in a banking context. Product development strategies will be informed through the effective use of customer needs analysis, together with effective marketing and sales strategies. Different product expansion possibilities will be explored, researching different distribution alternatives, and analysing the effects these may have on the price of banking products. The student will be able to apply product pricing principles to banking products, evaluating the effectiveness of product promotion strategies. The course will culminate in the ability to confidently recommend contingency plans address potential product failure factors in the banking sector.

##### Specific Outcomes:

- Analyse the relevance and applicability of marketing terminology, concepts and principles in a banking context
- Conduct a customer needs analysis to inform the product development strategies of a bank
- Develop a marketing and sales strategy for the banking sector

- Analyse product expansion possibilities within a banking organisation
- Research possible distribution alternatives and its effect on the price of banking products
- Apply product pricing principles to banking products
- Evaluate the effectiveness of a product promotion strategy
- Research and recommend contingency plans to address potential product failure factors in the banking sector

## STRATEGIC AND CHANGE MANAGEMENT 3 – CREDITS: 40

### Course Purpose Statement:

In the Strategic and Change Management 3 course a detailed analysis of the strategic planning process within the banking sector will be conducted, along with various strategic planning models. Banking sector trends will be assessed to determine their impact on the development of business strategies together with an exploration into the different levels at which strategic management/planning can be implemented. The process involved in developing a stakeholder prioritisation matrix will be established, before expanding into the development of monitoring and evaluation strategies required in the implementation of strategic plans.

### Specific Outcomes:

- Analyse the strategic planning process in the banking sector
- Apply strategic planning models to the banking sector
- Assess the impact of banking sector trends on the development of a business strategy
- Justify the different levels at which strategic management/planning can be implemented in the banking sector
- Develop a stakeholder prioritisation matrix for the banking sector
- Analyse the impact of strategic management/planning on an organisation in the banking sector
- Formulate monitoring and evaluation strategies for the implementation of a strategic plan in the banking sector.

## 5. BACHELOR OF PUBLIC MANAGEMENT

### • Programme Purpose Statement

The Bachelor of Public Management (BPM) aims to enhance management and leadership potential of individuals in the public and development sectors, since the core curriculum addresses various public management disciplines offered from year one to year three, and these include Public Management, Public Human Resource Management, Public Finance Management, Economics, Public Policy Management, and Public Strategic Management. Furthermore, the curriculum allows students to select any two of the nine electives provided, which will strengthen the qualification and provide them with greater opportunity to realise their career goals and ambitions in the public and development sectors.

The proposed curriculum provides the students with the opportunity to complete a range of relevant Courses which will, upon completion, enable them to evaluate and apply core management competencies in the public and development sector, analyse public sector departments' human capital requirements using relevant models and theories, assess the management of public finances, examine the relevant legislation, evaluate the formulation and application of public policy, and develop and implement a strategic plan, using relevant strategic management theories and models.

### • Third Year Electives Course Purpose & Outcomes (Choice of two)

#### LABOUR RELATIONS – CREDITS: 20

##### Course Purpose Statement:

The Labour Relations course will offer a review on the history of Labour Relations in South Africa providing a better understanding of the functions of statutory and non-statutory dispute resolution agencies. The various procedures for strikes and lockouts, misconduct, and the resolution of disputes related to the public and developmental sector will be assessed in detail. A comprehensive explanation on the steps involved in concluding a settlement in the public sector, along with current collective bargaining structure, will be held. The different viewpoints of conflict will be evaluated, as well as the ability to identify and address different sources of organisational power struggles and politics within the public sector. Different ways of addressing discipline in the workplace will be explored, along with a general analysis on the process of negotiation, mediation and arbitration.

##### Specific Outcomes:

- Review the history of Labour Relations in South Africa
- Understand the functions of statutory and non-statutory dispute resolution agencies
- Assess the procedure for strikes and lockouts, protected and unprotected strikes, picketing, misconduct and resolution of disputes related to the public and development sector
- Explain the steps involved in concluding a settlement in the public service and current collective bargaining structures in the public service
- Evaluate different viewpoints of conflict
- Explore different ways of addressing discipline in the workplace
- Identify and address sources of organisational power struggles and politics in the public sector
- Analyse the process of negotiation, mediation, and arbitration.

## LOCAL GOVERNMENT MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

The Local Government Management course will provide an in-depth evaluation of key performance areas as required by legislation, and knowledge on the role and responsibilities of the ward councillor as per the legislative framework. A detailed discussion will be held on the significance of increased awareness of the principles underpinning the South African Constitution. A comprehensive examination will be undertaken on the position of local government within the national structure, policies that drive local government and local economic development, and the IDP process; thereby understanding the process of community engagement. Discussions will be held on what can practically be done to promote congruency between plans and budgets in a specific ward, followed by details on how to develop methods for monitoring and evaluating the plans, projects and budgets for a specific job.

### Specific Outcomes:

- Evaluate key performance areas as required by legislation, in understanding the role and responsibilities of the ward councillor as per the legislative framework (Constitution, MFMA, Systems Act and Structures Act)
- Discuss the significance of increased awareness of the principles underpinning South African constitution (ethical behaviour)
- Understand the position of local government within the national structure
- Understand policies that drive local government and local economic development
- Understand the IDP process and understand the process of community engagement
- Develop methods for monitoring and evaluating the plans, projects, and budgets for which you are responsible
- Understand what you can do practically to promote congruency between plans and budgets in your ward

## MENTORING AND COACHING – CREDITS: 20

### Course Purpose Statement:

The course on Mentoring and Coaching will offer a critical evaluation of the notion of mentoring and conjured coaching in general, providing the context for a comprehensive understanding of mentorship and coaching models within the public and development sectors. Discussions on the role of emotional will be held before assessing the effect of mentoring and coaching on leadership. These discussions will culminate in the ability to engage in mentoring and coaching discussions with confidence.

### Specific Outcomes:

- Critically evaluate the notion of mentoring and coaching
- Understand mentorship and coaching models in the context of public and development sectors
- Assess mentoring and coaching in the context of leadership in public and development sectors
- Engage in mentoring and coaching discussions with confidence
- Understand the role of emotional intelligence in mentoring and coaching

## MONITORING AND EVALUATION – CREDITS: 20

### Course Purpose Statement:

The Monitoring and Evaluation course will comprehensively define the concepts of intervention, monitoring and evaluation. An exploration of a range of project schedule processes and techniques that can be used to monitor actual project work versus planned work, will be offered. The ability to record and communicate schedule changes is a vital element and will be examined thoroughly. Current policy and organisational documents relating to monitoring and evaluation will be analysed in order to develop a monitoring and evaluation system that meets regulations. Indicators will be developed as part of a monitoring systems, applied in relation to proposed interventions an in-monitoring performance in government.

### Specific Outcomes:

- Describe and explain a range of project schedule processes and techniques
- Monitor actual project work versus planned work
- Record and communicate schedule changes
- Analyse current policy and organisational documents relating to monitoring and evaluation
- Define the concepts of intervention, monitoring and evaluation
- Develop a monitoring and evaluation system
- Demonstrate how indicators are developed as part of a monitoring system and apply them in relation to proposed interventions
- Show how indicators are used in monitoring performance in government

## PROJECT AND PROGRAMME MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

Project and Programme Management will focus on integrating relevant project principles with overall organisational operations management; mapping the processes against corporate improvement activities. Control and leadership processes involved in successful implementation of projects will be demonstrated. The practical skills required to plan a complex project and develop a feasible project strategy will be enhanced. The ability to develop competence in project research and control will be demonstrated through this course, as well as the skills required to formulate a contingency plan based on comprehensive risk assessment.

### Specific Outcomes:

- Integrate project management principles with overall organisational operations management
- Demonstrate knowledge of the control and leadership processes involved in successful implementation of projects
- Map the project management process against corporate improvement activities
- Plan a complex project in public sector and development organisation
- Develop a feasible project strategy
- Demonstrate competence in project research and control
- Develop contingency plans based on comprehensive risk assessments.

## PUBLIC ETHICS – CREDITS: 20

### Course Purpose Statement:

In the Public Ethics course, a comprehensive understanding of the relevant concepts and theories of applied moral theory will be enhanced, as well as the ability to identify central questions related to ethics in general. A critical assessment will be undertaken on the debate of moral appraisal in public and development sectors. On completion of the course the ability to construct theoretically sound arguments in the specific area of public and development sector organisations will have been created. All the skills required to examine the implications of decisions made in the public sector, and to make moral judgements, will have been developed.

### Specific Outcomes:

- Identify central questions in ethics
- Understand concepts and theories in applied moral theory
- Assess the theoretical debate on moral appraisal in public and development sectors
- Develop the ability to construct theoretically sound arguments in the specific case of public and development sector organization
- Making moral judgements and decision making in the public sector environment
- Develop skills needed to examine the implications of the decisions made in the context of a public and development sector organisation.

## PUBLIC PROCUREMENT – CREDITS: 20

### Course Purpose Statement:

The Public Procurement course will provide a detailed evaluation of the legislative framework governing procurement and an assessment on supply chain management. The management of assets, as well as record keeping and asset control will be evaluated, followed by an analysis on stocktaking, auctioning, and disposal in the public sector context. A comprehensive evaluation will be conducted on the process for procuring goods and services, followed by an assessment on the tender procedures and provisioning administration.

### Specific Outcomes:

- Assess supply chain management
- Evaluate the legislative framework for procurement
- Review record keeping and asset control
- Analyse stocktaking, auctioning, and disposal in the public sector context
- Evaluate the process of procuring goods and services
- Assess tender procedures and provisioning administration
- Evaluate the management of assets (strategic physical assets management plan)

## QUALITY AND CUSTOMER MANAGEMENT – CREDITS: 20

### Course Purpose Statement:

Quality And Customer Management will provide an explanation into the philosophy and principles of quality management and customer relations management within the context of public and development sectors. A comprehensive understanding of the context and content of organisational transformation will be developed, as well as an advanced understanding of the concept of Customer Relationship Management (CRM). The Batho Pele principles will be discussed in detailed and applied. The attitudes and effective communication skills required to effectively serve clients and relevant stakeholders within the public and development sector will be developed. The steps required to conduct a stakeholder analysis will be elaborated upon in order to identify and manage stakeholders appropriately. Problem analysis tools such as the fish bone analysis will be applied in order to separate the root causes from the symptoms. Quality management systems and models such as the ISO 9000 will be discussed in detailed, followed by an in depth look at the various tools used to monitor quality of service.

### Specific Outcomes:

- Explain the philosophy and principles of quality management and customer relations management in the context of public and development sector
- Understand the context and content of organisational transformation related to quality improvement
- Identify the attitudes required to serve public and development sector customers effectively
- Communicate effectively with clients and relevant stakeholders
- Conduct a stakeholder analysis to identify and manage stakeholders appropriately
- Apply problem analysis tools, like the fishbone analysis, to separate the root causes from the symptoms
- Understand quality management systems and models, such as ISO 9000
- Identify and select tools to monitor quality of service
- Advance their understanding of the concept of Customer Relationship Management (CRM)
- Apply Batho Pele principles

## 6. BACHELOR OF LAWS

### • Programme Purpose Statement

The purpose of the Bachelor of Laws is to provide a well-rounded education that equips learners with the knowledgebase, theory, and methodologies of the legal discipline and enables them to demonstrate initiative and responsibility in an academic and professional context. The purpose of the qualification is to offer a broad education that develops gainfully employable qualifying learners with:

- Knowledge and appreciation of the values and principles enshrined in the constitution.
- Critical understanding of theories, concepts, principles, ethics, perspectives, methodologies, and procedures of the discipline of law.
- The capacity to be accountable and take responsibility in academic, professional, and relevant societal contexts.

### • First Year Elective Course Purpose & Outcomes (Choice of two)

#### BUSINESS MANAGEMENT – CREDITS: 12

##### Course Purpose Statement:

The purpose of this course is to give the student an overview of the internal functions of a business, including strategic management; contemporary management issues; financial management; marketing and public relations. It provides an overview of the value chain model; management of inputs, and the purchasing function; production and operations management; human resource management and information management; and corporate governance.

##### Specific Outcomes:

- Apply the knowledge of business concepts.
- Demonstrate an understanding of contemporary management issues.
- Explain basic financial, marketing human resource and public relations management functions.
- Demonstrate an understanding of the value chain.
- Discuss the legal and ethical environment of business.
- Apply analytical and problem-solving skills in the functional areas of accounting, marketing, financial management, and business.
- Demonstrate knowledge and understanding of the ethical, legal, and social obligations and responsibilities of business.
- Deal ethically with people from diverse ethnic, cultural, gender and other backgrounds; and communicate effectively.

#### ECONOMICS – CREDITS: 12

##### Course Purpose Statement:

The course focuses on the systematic study of the production, conservation, and allocation of resources in conditions of scarcity, along with the organisational frameworks related to these processes. Students will cover micro- and macroeconomic theory, and be introduced to comparative economic systems, money and banking systems, international economics, quantitative analytical methods, and applications to specific industries and public policy issues.

##### Specific Outcomes:

- Discuss core micro- and macroeconomic concepts and theories and their relevance from a legal perspective.
- Describe how economic trade-offs and social values affect policy.
- Analyse an economic situation involving an issue of social responsibility.
- Identify alternative solutions to problems and defend or critique economic policy.
- Formulate and defend a monetary strategy that would produce desired outcomes.
- Identify the sources of comparative advantage for a country and critique its economic approach.

## FINANCIAL ACCOUNTING – CREDITS: 12

### Course Purpose Statement:

The purpose of Financial Accounting is to establish the foundational knowledge of basic principles and practices of financial accounting. This will allow for a better comprehension of the accounting equation and interpretation of the accounting cycle when identifying various financial statements and report as well as understanding reconciliations.

### Specific Outcomes:

- Understand basic principles and practices of financial accounting
- Understand the accounting equation
- Interpret the accounting cycle
- Demonstrate an understanding of reconciliations
- Identify various financial statements (statement of financial position, statement of comprehensive income, cash flow statements etc)
- Understand various financial statements and report for different companies

## ECONOMICS – CREDITS: 12

### Course Purpose Statement:

The course focuses on the systematic study of the production, conservation, and allocation of resources in conditions of scarcity, along with the organisational frameworks related to these processes. Students will cover micro- and macroeconomic theory, and be introduced to comparative economic systems, money and banking systems, international economics, quantitative analytical methods, and applications to specific industries and public policy issues.

### Specific Outcomes:

- Discuss core micro- and macroeconomic concepts and theories and their relevance from a legal perspective.
- Describe how economic trade-offs and social values affect policy.
- Analyse an economic situation involving an issue of social responsibility.
- Identify alternative solutions to problems and defend or critique economic policy.
- Formulate and defend a monetary strategy that would produce desired outcomes.
- Identify the sources of comparative advantage for a country and critique its economic approach.

## FINANCIAL ACCOUNTING – CREDITS: 12

### Course Purpose Statement:

The purpose of Financial Accounting is to establish the foundational knowledge of basic principles and practices of financial accounting. This will allow for a better comprehension of the accounting equation and interpretation of the accounting cycle when identifying various financial statements and report as well as understanding reconciliations.

### Specific Outcomes:

- Understand basic principles and practices of financial accounting
- Understand the accounting equation
- Interpret the accounting cycle
- Demonstrate an understanding of reconciliations
- Identify various financial statements (statement of financial position, statement of comprehensive income, cash flow statements etc)
- Understand various financial statements and report for different companies

## 7. POSTGRADUATE DIPLOMA IN BUSINESS MANAGEMENT

### ● Programme Purpose Statement

The main purpose of the Postgraduate Diploma in Business Management programme is to provide graduates with a broad understanding of core business principles and practices, while contributing to their personal development and growth. The programme enables working professionals to undertake advanced reflection through a systematic survey of current thinking, practice and research within the general field of business management.

This programme demands a high level of theoretical engagement and intellectual independence, as well as the ability to relate knowledge to a range of organisational contexts in order to undertake professional or highly skilled work. It incorporates the theories, methods and techniques associated with four core modules, namely, Organisational Strategy Planning and Management; Advanced Project Management; Advanced Human Resource Management and Financial Management and Management Accounting.

In addition, the qualification allows students to select any two of the eight electives provided, which will strengthen the qualification and provide students with greater opportunities to diversify their business knowledge.

### ● Elective Course Purpose & Outcomes (Choice of two)

#### ADVANCED MARKETING MANAGEMENT – CREDITS: 10

##### Course Purpose Statement:

In Advanced Marketing Management a comprehensive and detailed analysis of the marketing environment will be conducted, along with relevant marketing terminology, concepts, and principles. The steps required to develop an effective marketing strategy, aligned to a business strategy and marketing mix strategy, will be outlined. Customer buying behaviour will be evaluated along with market segmentation and positioning, to help strengthen the various strategies. The implementation process of a marketing strategy will be comprehensively evaluated, highlighting the individual stages and steps.

##### Specific Outcomes:

- Explain marketing terminology, concepts and principles
- Develop and integrate a marketing strategy with the business strategy
- Understand and analyse the marketing environment
- Evaluate customer buying behaviour
- Apply market segmentation and positioning
- Develop a marketing mix strategy
- Evaluate the implementation process of the marketing strategy

#### ADVANCED OPERATIONS MANAGEMENT – CREDITS: 10

##### Course Purpose Statement:

The course on Advanced Operations Management will focus on providing an in-depth understanding of the various management terminology, theories and models which will help shape the discussion on the relevance and strategic role of operations management. The alignment between organisational functions and operations management will be fully explored, in order to identify the different characteristics of operational processes and how these will impact on their management. The interdependencies between operational performance objectives will be critically evaluated and the different techniques used to improve operations will be fully examined. Along with the process of selection and management, the various effects of operational risks will be explored,

allowing for an in-depth identification and assessment. A discussion will be held on how social responsibility and ethical considerations impact on operational decisions. Process technology will be fully discussed and evaluated, allowing for a detailed explanation into the core principles and stages that guide innovative process design. An assessment will be conducted on how organisations create and deliver products by changing inputs into outputs. A critical evaluation will be conducted on the need for a total supply network perspective; thus allowing for a deeper understanding on the effect of supply and demand on operational planning and control. Capacity and inventory management will be fully explained, including the means for coping with fluctuations in demand.

#### Specific Outcomes:

- Discuss the relevance and strategic role of operations management
- Assess how organisations create and deliver products (goods and services) by changing inputs into outputs using an 'input-transformation-output' process
- Recognise the alignment between organisational functions and operations management
- Critically evaluate the interdependencies between operational performance objectives (quality, speed, dependability, flexibility, and cost)
- Understand and use operations management terminology, theories, and models
- Explain core principles and stages that guide innovative process design
- Discuss the different characteristics of operational processes and how these will impact on their management (volume, variety, variation, visibility)
- Critically evaluate the need for a total supply network perspective
- Identify and evaluate process technology
- Understand the effect of supply and demand on operational planning and control
- Explain capacity and inventory management including coping with fluctuations in demand
- Discuss the activities and implications of supply chains, enterprise resource planning, lean synchronisation, project management, and quality on the management of operations
- Select, manage and use techniques to improve operations
- Identify, assess, and mitigate the effects of operational risks
- Discuss how social responsibility and ethical considerations impact on operational decisions

## **BUSINESS ETHICS AND CORPORATE GOVERNANCE – CREDITS: 10**

#### Course Purpose Statement:

At a postgraduate level, the course on Business Ethics and Corporate Governance aims to deliver a critical review of terminology, concepts, principles of ethics, ethical leadership, and corporate governance in private business, non-profit organisations, and the public sector. The ability to analyse policy, legislation, and best practice to determine levels of accountability will be one of the focus areas. The skills required to formulate processes for corporate governance policy implementation and create plans to address gaps in implementation strategies will be developed; with the ultimate aim of building confidence in being able to monitor and evaluate existing corporate governance policies.

#### Specific Outcomes:

- Critically explain corporate governance and business ethics terminology and concepts
- Critically analyse principles of ethics and ethical leadership and corporate governance in private business, non-profit organisations and the public sector
- Determine accountability in respect of corporate governance by analysing policy, legislation and best practice
- Develop processes for corporate governance policy implementation
- Monitor and evaluate the implementation of corporate governance policy
- Develop a plan to address gaps in corporate governance implementation strategies

## CONSCIOUS LEADERSHIP – CREDITS: 10

### Course Purpose Statement:

Conscious Leadership is essential for effective leadership in the modern workplace. This course offers an in-depth examination on multiple intelligences (specifically spiritual intelligence (SQ); emotional intelligence (EQ); mental intelligence (IQ); and physical intelligence (PQ) principles and models) to build a comprehensive understanding of the key principles and techniques to healthy living. An objective discussion on the distinction between spirituality and religion will be held; followed by how the above principles may impact upon professional communication in the workplace. The key skills required for critical thinking to solve complex problems and create innovative techniques/models will be established. Once the prerequisite skills and knowledge have been created, the relevance of multiple intelligences within an organisation and the processes for applying them, will be evaluated.

### Specific Outcomes:

- Examine the relevance of multiple intelligences
- Debate the distinction between spirituality and religion
- Evaluate the relevance of spiritual intelligence (SQ), emotional intelligence (EQ), mental intelligence (IQ) and physical intelligence for organisations
- Examine spiritual intelligence; emotional intelligence; mental intelligence; and physical intelligence principles and models
- Evaluate the process of applying spiritual intelligence; emotional intelligence; mental intelligence; and physical intelligence in the workplace
- Communicate professionally in the workplace
- Apply critical thinking to solve complex problems
- Apply innovative techniques and models
- Understand the key principles and techniques to healthy living.

## ECONOMICS – CREDITS: 10

### Course Purpose Statement:

The Economics course focuses on delivering a comprehensive review of terminologies and concepts, with the aim of providing a detailed comparison of macro- and micro-economic environments pitched at a postgraduate level of understanding. The impact of global and domestic social-political and economic trends on organisations will be debated; before a thorough evaluation of the triple bottom line within the context of economics.

### Specific Outcomes:

- Understand key economic terminologies and concepts
- Distinguish between the macro- and micro-economic environment
- Explain the impact of global and domestic social-political and economic trends on organisations
- Evaluate the triple bottom line within the context of economics

## SALES MANAGEMENT – CREDITS: 10

### Course Purpose Statement:

Sales Management builds upon the existing knowledge of terminology, theories and models related to sales management, as the foundation for in-depth discussions on areas such as: the role of sales management within a customer relationship context, sales force size and structure, impact of behaviour, role perceptions and satisfaction on a salesperson performance, different factors that influence sales force motivation, and issues surrounding sales force recruitment and selection. A detailed examination of various sales programmes for a given sales force will be held to distinguish between the key features before moving on to discussions on the different methods used to evaluate a salesperson's performance. The practical skills required to formulate appropriate sales strategies, sales quotas, territories, and forecasts within different contexts will be developed. Comprehensive evaluations will be offered on relevant areas such as different sales training methods and objectives, and on the different incentives and compensations tools available.

### Specific Outcomes:

- Understand and use sales management terminology, theories, and models
- Formulate appropriate sales strategies taking into account significant trends in the external business environment and the internal organisational environment
- Articulate the role of sales management within a customer relationship and marketing context
- Debate a sales force size and structure within different contexts
- Formulate sales quotas, territories, and forecasts within different contexts
- Articulate the impact of salesperson behaviour, role perceptions and satisfaction on salesperson performance
- Elaborate on the different factors that influence sales force motivation
- Discuss relevant issues surrounding sales force recruitment and selection
- Motivate and evaluate relevant sales training methods and objectives
- Discuss and evaluate different salesperson incentive and compensation tools
- Develop, evaluate and control a sales programme for a given sales force
- Distinguish between and apply different methods to evaluating salesperson performance

## HEALTHCARE MANAGEMENT– CREDITS: 10

### Course Purpose Statement:

The purpose of this module is to equip learners with strategic, analytical, and leadership competencies to manage healthcare organizations within complex and rapidly changing environments. Learners will develop the ability to interpret global and local health trends, align organizational strategy with health-sector realities, and lead healthcare teams toward improved performance and patient outcomes.

The module introduces key concepts in healthcare systems design, planning, health economics, governance, regulatory frameworks, and digital transformation in healthcare. It prepares learners for strategic and managerial roles across hospitals, clinics, medical schemes, pharmaceutical organizations, NGOs, and public health institutions.

### Specific Outcomes:

- Apply management principles and planning models within healthcare organizations.
- Conduct environmental analyses using tools such as PESTEL, SWOT, and industry analysis.
- Align organizational strategy with healthcare structures, systems, and organizational culture.
- Evaluate change-management approaches within health-sector transformation initiatives.
- Analyze macro- and micro-economic forces affecting healthcare organizations.
- Evaluate the impact of health policies, regulatory frameworks, and National Health Insurance (NHI) on healthcare management.
- Assess global health trends and their implications for healthcare organizations.

- Examine healthcare funding models and financial sustainability considerations.
- Apply corporate governance and clinical governance principles in healthcare settings.
- Address ethical dilemmas using rights-based and professional ethical frameworks.
- Demonstrate leadership competencies including decision-making, emotional intelligence, and stakeholder engagement.
- Formulate strategies that strengthen accountability, equity, and patient-centered care.

## 8. POSTGRADUATE DIPLOMA IN PUBLIC MANAGEMENT

### • Programme Purpose Statement

The qualification is aimed at those individuals interested in pursuing a career in the public and development sector, or those who have been working for a while in the public service and wish to obtain a formal qualification in this field. The proposed curriculum provides the students the opportunity to complete a range of relevant public management modules which will, upon completion, equip them with the necessary core skills, knowledge, self-awareness, and competency to successfully serve in any sphere within public sector.

### • Elective Course Purpose & Outcomes (Choice of two)

#### CHANGE MANAGEMENT – CREDITS: 15

##### Course Purpose Statement:

In the Change Management course the focus is on developing a comprehensive awareness of relevant terminology and concepts, with the ability to apply different theories and models to manage change in an organisation. The need for change needs to be communicated effectively to all stakeholders in the process so that they have a full understanding of the key factors that can contribute to success or failure. The role of leadership in the process will be highlighted, together with the importance of consensus building for effective change management. The ability to apply relevant change management tools to effectively manage organisational change processes and interventions successfully will be developed.

##### Specific Outcomes:

- Apply different theories and models to manage change
- Apply relevant change management tools
- Assess the importance of leadership in change management
- Explain in detail change management terminology, concepts and their definition
- Summarise and evaluate the consensus building process for effective change management
- Manage organisational change processes and interventions successfully.
- Distinguish between the key success and failure factors of change management
- Evaluate the need for change in an organisation

#### EDUCATION AND CURRICULUM MANAGEMENT – CREDITS: 15

##### Course Purpose Statement:

The purpose of the Education Curriculum Management course is to impart the skills necessary to develop and apply the curriculum monitoring processes and procedures, and to have the skills required to manage the dynamics of curriculum change. The importance of the Curriculum Manager in conjunction with various other stakeholders will be fully explored, together with the role they play in managing curriculum delivery within the context of the National Curriculum and Assessment Policy Statements. The concepts of 'learning and teaching culture' will be explored, along with the steps necessary to create a culture of learning in an organisation.

##### Specific Outcomes:

- Apply the curriculum monitoring processes and procedures.
- Develop a culture of learning and teaching.
- Manage the dynamics of curriculum change.
- Plan and manage curriculum delivery within the context of the National Curriculum and Assessment Policy Statements.
- Interpret and summarise the roles of curriculum managers and other role-players;

## LABOUR RELATIONS – CREDITS: 15

### Course Purpose Statement:

In the Labour Relations course the purpose is to provide a comprehensive explanation of the various concepts and terminology relevant to labour relations. A thorough analysis of the conflict management process in the workplace will be explored, together with the stages of negotiation, mediation, and arbitration. The function of statutory and non-statutory dispute resolution agencies will be compared along with the different viewpoints of conflict. The different sources of organisational power and their implications for labour relations will be assessed. A critical review of the legal framework governing labour relations, the procedure for strikes and lockouts and the implications for essential services will be held.

### Specific Outcomes:

- Explain in detail the various concepts and terminology relevant to labour relations.
- Identify and compare sources of organisational power and their implications.
- Demonstrate a comprehensive understanding of the legal framework governing labour relations.
- Assess the functions of statutory and non-statutory dispute resolution agencies.
- Define conflict and critique the different viewpoints of conflict.
- Apply a successful conflict management process in the workplace.
- Apply the process of negotiation, mediation and arbitration.
- Demonstrate a comprehensive understanding of collective bargaining structures and processes;
- Critically explain the procedure for strikes and lockouts and the implications for essential services.

## MENTORING AND COACHING – CREDITS: 15

### Course Purpose Statement:

The purpose of the Mentoring and Coaching course is to fully explain and differentiate between the concepts mentoring, coaching, and training, specifically within the context of the Public Sector Framework. A comprehensive analysis of the theories of mentoring and coaching will be conducted, including an appraisal of alternative approaches to coaching. A critical examination of the characteristics of a mentor/coach will be held, inclusive of the questioning techniques during one-on-one mentoring sessions. The student will be able to demonstrate the required skills and techniques for mentoring or coaching by developing an appropriate mentoring and coaching plan.

### Specific Outcomes:

- Apply the Public Sector Framework of mentoring and coaching
- Apply the skills and techniques required of a mentor and a coach
- Critically appraise the characteristics of a mentor and a coach
- Develop a mentoring and coaching plan
- Clearly differentiate between the concepts mentoring, coaching and training
- Identify and apply alternative approaches to coaching
- Demonstrate a comprehensive understanding on the application of various questioning techniques during one-on-one mentoring sessions
- Evaluate the theories underpinning mentoring and coaching

## NEGOTIATION AND CONFLICT MANAGEMENT – CREDITS: 15

### Course Purpose Statement:

The purpose of the Negotiation and Conflict Management course is to develop a comprehensive understanding of the concept of 'conflict', the different viewpoints, and potential sources. The different negotiation styles and strategies to manage conflict will be fully explored, together with an analysis of the positive and negative aspects of conflict management. The ability to identify and address sources of organisational power struggles, and the impact of conflict on a team/department will be discussed, along with the ability to effectively implement a successful conflict management process to the workplace. The concept and skills involved in implementing the necessary steps for effective negotiation will be unpacked in conjunction with the most common mistakes often encountered in negotiations.

### Specific Outcomes:

- Apply a successful conflict management process to the workplace
- Assess the positive aspects of conflict management
- Define conflict and contrast the different viewpoints and sources of conflict
- Differentiate between different negotiation styles and strategies used to manage conflict
- Evaluate the impact of conflict on a team/department
- Critically assess common mistakes in negotiation
- Identify and address sources of organisational power struggles
- Demonstrate a comprehensive understanding of how to implement the steps necessary for effective negotiation

## QUALITY AND CUSTOMER SERVICE MANAGEMENT – CREDITS: 15

### Course Purpose Statement:

The Quality and Customer Service Management course will allow the student to evaluate the philosophy and principles of quality and customer service management as a means of transforming organisational effectiveness. Various quality management systems/models will be compared, together with problem analysis tools to improve quality and customer service. The steps required in a stakeholder analysis will be elaborated upon in to identify and manage relevant stakeholders. The way behaviours and attitudes effects customer service deliverables will be explored, together with a detailed evaluation on how to communicate effectively with clients and relevant stakeholders to improve customer relations. The various tools and methodologies used to analyse the symptoms and root causes of quality problems, in conjunction with the implementation challenges faced for improving quality and service delivery will be evaluated. A comprehensive evaluation of the transformation and quality improvement in the context of the public sector will be held.

### Specific Outcomes:

- Apply customer relationship management
- Assess the attitudes required to serve customers effectively
- Recommended different ways to communicate effectively with customers and relevant stakeholders
- Evaluate the various implementation challenges for improving quality and service delivery
- Conduct a stakeholder analysis to identify and manage stakeholders
- Evaluate and apply tools to analyse the symptoms and root causes of quality problems
- Evaluate quality management principles, systems, and models in improving the quality of service
- Evaluate the implementation challenges of improving quality of service delivery
- Evaluate transformation and quality improvement in the context of the public sector
- Explain in detail the concepts and terminology related to QCRM
- Monitor the quality of service and customer relations
- Identify and appraise the principles of quality and customer relations management

## 9. MASTER OF BUSINESS ADMINISTRATION

### • Programme Purpose Statement

The primary purpose of this qualification is to equip graduates with “specialised-generalist” knowledge that will enable them to function effectively in various organisational contexts in an innovative manner. A key objective is to promote integrative and innovative thinking that will develop holistic leaders who utilise multiple intelligences such as spiritual intelligence (SQ), emotional intelligence (EQ) and intellectual intelligence (IQ). It will further allow graduates to display responsible and ethical leadership in an era where issues of governance and corporate social investments are paramount. This qualification lays the foundation for continuous professional growth and development through participation in Executive Leadership Programmes.

The Professional MBA curriculum is structured in such a way that the learner is equipped with relevant, advanced knowledge of the strategic implications of the organisation’s internal and external business environment. The core curriculum addresses various management disciplines, including Strategic Leadership incorporating Emotional and Spiritual Intelligence, Strategic Human Resource Management, Strategic Financial Management, Strategic Management, Entrepreneurship, Innovation, Strategic Marketing, Business Research, Operations and Supply Chain Management and Economics. Innovation, EQ and SQ, Business Ethics, Corporate Social Investment, Knowledge, and Information Systems are crosscutting issues, which will be covered from various perspectives per Course. Each of these Courses provides the learner with sound business knowledge relating to each of these disciplines by incorporating the relevant theories, models, frameworks, tasks, and roles of management. Through in-depth knowledge of these multiple management disciplines, learners will be able to communicate with a variety of stakeholders and make informed decisions in different business contexts.

In addition, the Professional MBA curriculum allows learners to select any two of the six electives provided which will strengthen the qualification and provide the learner with greater opportunities to diversify their business knowledge. Moreover, the curriculum of this qualification enhances the graduate’s ability to use systematic rational analysis and other decision-making processes, procedures, and practices to effectively manage organisations. The curriculum also incorporates assignments requiring independent research and case analysis, with application of discipline-based knowledge in an interdisciplinary manner to deal with ‘real life’ management and leadership challenges.

### • Elective Course Purpose & Outcomes (Choice of two)

#### BUSINESS ETHICS AND CORPORATE GOVERNANCE – CREDITS: 15

##### Course Purpose Statement:

The postgraduate course in Business Ethics and Corporate Governance will thoroughly explore how governance and control measures are applied, looking into how ethics impacts on business and profitability. The relevant Codes of Governance will be applied to a business environment; followed by a critical discussion on the legal nature of a company - analysing separate legal personality and its application to corporate governance. The need for creating a common set of values within an organisational business ethics framework will be examined. Accountability and responsibility, in relation to corporate governance and ethics, with respect to the directors, board committees, auditor, and company secretary will be critically analysed.

##### Specific Outcomes:

- Assess the need for creating a common set of values within an organisational business ethics framework
- Critically examine how ethics impacts on business and profitability
- Develop a critical understanding of the legal nature of a company by critically analysing separate legal personality and its application to corporate governance
- Critically examine how governance and control measures are applied in the business environment
- Analyse accountability and responsibility in relation to corporate governance and ethics with respect to the directors, board committees, auditor, and company secretary
- Apply relevant Codes of Governance to a business environment

## INTERNATIONAL MANAGEMENT – CREDITS: 15

### Course Purpose Statement:

The International Management course aims to develop a complex understanding of Human Resource Management (HRM) in the context of International Management. A critical debate will be held on the influence and role of trading blocs in pursuit of economic growth; before the practical skills required to formulate entry strategies for international and global operations (including organisational structures and control systems) are developed. Comprehensive evaluations on the global economy, and the cultural context of global management, will be undertaken; along with assessments on the importance of management information systems and the value of integrating issues related to ethics and corporate social investment in international management. The value and importance of the international development study tour when developing an international business strategy will be demonstrated.

### Specific Outcomes:

- Debate the influence and role of trading blocs in pursuit of economic growth
- Formulate entry strategies, including appropriate organisational structures and control systems for global operations
- Understand and evaluate the complexities of Human Resource Management in the context of International Management
- Assess the global environment
- Evaluate the cultural context of global management
- Formulate and implement strategies for international and global operations
- Assess the value of integrating issues related to ethics and corporate social investment in international management
- Evaluate the importance of management information systems in international management
- Demonstrate the value and importance of the international development study tour when developing an international business strategy

## MENTORING AND COACHING – CREDITS: 15

### Course Purpose Statement:

The Mentoring and Coaching course aims to develop a firm understanding of the differences between the concepts 'mentoring' and 'coaching' by offering a comprehensive evaluation of the various theory and knowledge associated with them. The practical steps required to develop a mentoring plan for an individual (or workplace mentorship programme) will be established before the communication skills and techniques required of a mentor or coach are enhanced. An in-depth discussion will be held on the need for mentoring and coaching, possible problems that may occur, and alternative arrangements that can be made. The importance and benefits of mentoring in the workplace will be explored, together with the steps required to effectively monitor protégé's or protégé's ongoing progress.

### Specific Outcomes:

- Distinguish between the concepts "mentoring" and "coaching";
- Evaluate the theory and knowledge associated with mentoring and coaching;
- Identify the need for mentoring and coaching through discussions with the person to be mentored or coached;
- Identify and critically analyse possible problems that may occur;
- Describe alternative arrangements for coaching and mentoring;
- Develop a plan for individual mentoring and coaching;
- Apply the communication skills and techniques required of a mentor or coach;
- Develop a plan for a mentorship programme in the workplace;
- Identify and evaluate the importance and benefits of mentoring; and
- Monitor protégé's or protégé's ongoing progress and provide ongoing feedback in the workplace.

## MERGERS AND ACQUISITIONS – CREDITS: 15

### Course Purpose Statement:

The course on Mergers and Acquisitions will focus on the financial methodologies used to determine the intrinsic value and resultant synergies of mergers and acquisitions; including a discussion on the importance of management information systems. The role of internal and external environmental factors on pre- and post-merger integration will be evaluated, with a detailed explanation as to why it is vital to conduct a comprehensive due diligence exercise prior to a merger or an acquisition. The different management strategies at each stage of a merger or an acquisition process will be explored, with a comprehensive review of potential success and failure factors at various stages of the process. The value and importance of integrating issues related to ethics and corporate social investment in mergers and acquisitions will be demonstrated.

### Specific Outcomes:

- Critically evaluate the role of internal and external environmental factors on pre- and post-merger integration
- Assess the importance of conducting a comprehensive due diligence exercise prior to a merger or an acquisition
- Utilise appropriate financial methodologies to determine the intrinsic value and resultant synergies of mergers and acquisitions
- Evaluate the different management strategies at each stage of a merger or an acquisition process
- Critically evaluate and explain possible success and failure factors associated with mergers and acquisitions
- Assess the value of integrating issues related to ethics and corporate social investment in mergers and acquisitions
- Demonstrate the importance of management information systems in mergers and acquisitions

## ORGANISATIONAL DEVELOPMENT AND CHANGE – CREDITS: 15

### Course Purpose Statement:

The Organisational Development and Change course offers a comprehensive discussion on the intricate interface between organisational development strategies and business strategy; reviewing the various factors that can lead to the success/failure of organisational development. The relevant knowledge and skills required to manage change across different business sectors will be explored, before evaluating the various organisational development models and processes available. The role that organisational culture plays in organisational development will be examined in-depth, offering a critique on current and preferred intervention strategies. The importance of ethics will be comprehensively explored before examining the potential issues that may arise in the identification, formulation, and implementation of organisational development interventions.

### Specific Outcomes:

- Select and apply appropriate knowledge and skills in evaluating organisational development models and processes;
- Design and propose organisational development and change management tools and processes across different business sectors;
- Evaluate the role organisational culture plays in organisational development;
- Understand and review critical success factors of organisational development;
- Critique current and preferred organisational development interventions;
- Understand and evaluate the intricate interface between organisational development strategies and business strategy; and
- Examine ethical issues in the identification, formulation, and implementation of organisational development interventions.

### Course Purpose Statement:

The postgraduate course in Strategic Information Technology (IT) Management focuses on providing a detailed investigation into how IT can improve productivity by strategising its role across businesses, illustrating the strategic use of IT in attaining competitive advantage. Governance and strategy design within an organisation is crucial and the role of information technology can be a deciding factor in potential success or failure. Detailed explorations will be conducted on the impact of key trends in technology on the enterprise, as well as the value of integrating issues related to ethics and corporate social investment in strategic IT Management.

### Specific Outcomes:

- Critically investigate how IT can improve productivity by strategising its role across businesses
- Evaluate the role of IT in organisational governance and strategy
- Assess the impact of key trends in technology on the enterprise
- Demonstrate the strategic use of IT in attaining competitive advantage
- Assess the value of integrating issues related to ethics and corporate social investment in strategic IT Management

## 10. MASTER OF PUBLIC MANAGEMENT

### ● Programme Purpose Statement

The Master of Public Management programme is aimed at those individuals interested in pursuing a career in the public and development sector, or those who have been working for a while in the public service and wish to obtain a formal qualification in this field. The proposed curriculum provides the students the opportunity to complete a range of relevant public management modules which will, upon completion, equip them with the necessary core skills, knowledge, self-awareness, and competency to successfully serve in any sphere within public sector. The modules in this qualification enhance thus those skills and builds knowledge in those management areas that relate directly to the quality of public service delivery.

### ● Elective Course Purpose & Outcomes (Choice of two)

#### COMPARATIVE MANAGEMENT TRENDS – CREDITS: 10

##### Course Purpose Statement:

The purpose of the Comparative Management Trends course is to provide a comprehensive examination of the history and evolution of management, analysing the main management and leadership theories to effectively differentiate between them. The different models of management and leadership will then be applied to the workplace where their suitability be assessed, as well as their contribution within the public sector. Current global trends/issues impacting on management and leadership will be explored and evaluated.

##### Specific Outcomes:

- Reflect upon the history and evolution of management
- Critically analyse the main management and leadership theories
- Differentiate critically between management and leadership theory
- Assess the application of management theories in the workplace
- Critique the contribution of management theory in public sector
- Apply different models of management and leadership to the workplace
- Describe and evaluate current trends and issues impacting on today's managers and leaders

#### INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT – CREDITS: 10

##### Course Purpose Statement:

The purpose of the Information and Communication Technology course is to provide a detailed explanation of the various concepts and terminology in ICT management, in order to evaluate the role and importance of information and communication technology in the Public Sector. An assessment of international trends in utilising ICT for the improvement of performance and quality of services will be conducted, to ascertain what is required in obtaining a competitive advantage. The key challenges of integrating ICT with public sector processes and management systems will be explored to develop potential solutions. A comprehensive analysis of the steps required to develop and implement a technology driven customer relations strategy through the potential use of databases, call-centres and web-based technologies will be held in an attempt to improve customer relations management (CRM).

##### Specific Outcomes:

- Explain in detail and make use of the various concepts and terminology in ICT management
- Evaluate the role and importance of information and communication technology in the Public Sector
- Evaluate the utilisation of ICT to obtain a competitive advantage
- Assess international trends in using ICT to improve performance and quality of service in the public and development sector

- Interrogate key challenges of integrating ICT with public sector processes and management systems
- Conceptualise, develop and implement a technology driven customer relations strategy
- Evaluate the potential use and application of databases, call-centres and web-based technologies in improving customer relations management (CRM)

## LABOUR RELATIONS – CREDITS: 10

### Course Purpose Statement:

The Labour Relations course will focus on various concepts and terminology relevant to Labour Relations alongside the applicability of the current legislative process on conflict management. Various processes, procedures and mechanism related to grievance and disciplinary actions will be explored, together with the implications of the dispute resolution process within the public sector. The policy on Essential Services and an employees' right to freedom of association will be critically evaluated. Further critical discussions and assessments will be held on labour relations bodies, structures, functions, and roles within the framework of conflict management, along with negotiation, mediation and arbitration processes.

### Specific Outcomes:

- Analyse the various concepts and terminology relevant to Labour Relations
- Interrogate the applicability of the current legislative process on conflict management
- Apply grievance processes, disciplinary procedures, and dispute resolution mechanisms
- Critically evaluate an employees' right to freedom of association
- Assess the policy on Essential Services
- Critically compare and contrast labour relations bodies, structures and functions and their roles within the framework of conflict management
- Analyse the implication of the dispute resolution process within the public sector
- Critically assess the negotiation, mediation, and arbitration process within the framework of conflict management

## MENTORING AND COACHING – CREDITS: 10

### Course Purpose Statement:

The purpose of the Mentoring and Coaching course is to comprehensively analyse and assess the theories and concepts associated with mentoring and coaching. The characteristics, skills and techniques required of a mentor or coach within the Public Sector Framework will be critically reviewed, including a critique of questioning techniques frequently used during one-on-one mentoring sessions. Alternative approaches to coaching will be further explored before the steps required in the development and implementation of a mentoring/coaching plan discussed.

### Specific Outcomes:

- Analyse the concepts mentoring and coaching
- Evaluate and apply the theory of mentoring and coaching
- Apply the Public Sector Framework of mentoring and coaching
- Critically differentiate between the characteristics of a mentor and a coach
- Assess the skills and techniques required of a mentor and a coach
- Develop and implement a mentoring and coaching plan
- Critique the questioning techniques during one-on-one mentoring sessions
- Evaluate alternative approaches to coaching

## NEGOTIATION AND CONFLICT MANAGEMENT – CREDITS: 10

### Course Purpose Statement:

In the Negotiation and Conflict Management course a comprehensive explanation of the concept of 'conflict', the different viewpoints, and potential sources will be held. A comprehensive evaluation on the different negotiation styles and strategies to manage conflict will be fully explored, together with an analysis of the positive and negative aspects of conflict management. The ability to identify and address sources of organisational power struggles, and the impact of conflict on a team/department will be evaluated, along with the ability to effectively implement a successful conflict management process to the workplace. The concept and skills involved in implementing the necessary steps for effective negotiation will be fully unpacked.

### Specific Outcomes:

- Explain in detail the concept of conflict and, differentiate between the different viewpoints and sources of conflict
- Evaluate the different negotiation styles and strategies to manage conflict
- Understand and implement the steps necessary for effective negotiation
- Assess the positive aspects of conflict management
- Apply a successful conflict management process to the workplace
- Identify and manage sources of organisational power struggles
- Evaluate the impact of conflict on a team/department

## QUALITY AND CUSTOMER SERVICE MANAGEMENT – CREDITS: 10

### Course Purpose Statement:

In the Quality and Customer Service Management course the purpose will be to fully comprehend relevant concepts and terminology in order to critically examine how quality management is linked with other management functions. This will lead to the evaluation of transformation and quality improvement in the context of the public sector. The steps required to implement the Batho-Pele principles will be critically evaluated, along with potential challenges to improve quality of service delivery. An analysis of the role stakeholders play in developing quality management systems will be conducted, along with the communication skills and attitudes needed to interact with both stakeholders and customers effectively. The ability to critically evaluate quality management principles, systems, and models will culminate in the skills required to formulate a quality management improvement plan. A detailed critique on relevant public sector quality assurance systems will be held, together with the effectiveness of customer relations management in a public sector environment. The student will be able to effectively develop and implement customer relationship management strategies to better monitor the quality of service and customer relations.

### Specific Outcomes:

- Demonstrate a comprehensive understanding of quality management and customer relations management concepts and terminology
- Analytically examine how quality management is linked with other management functions
- Evaluate transformation and quality improvement in the context of the public sector
- Critically evaluate the implementation of Batho-Pele principles
- Assess the attitudes required to serve customers effectively
- Evaluate the implementation challenges of improving quality of service delivery
- Analyse the role of stakeholders in developing quality management systems
- Critically assesses how to communicate effectively with customers and relevant stakeholders
- Evaluate quality management principles, systems, and models in improving the quality of service
- Develop a quality management improvement plan
- Critically analyse relevant public sector quality assurance systems
- Critique the effectiveness of customer relations management in a public sector environment
- Develop and implement customer relationship management strategies
- Monitor the quality of service and customer relations