



NAMIBIA BUSINESS SCHOOL
Prospectus 2022

NOTE

This School Prospectus is valid for **2022** only. Regulations and curricula may be amended. General regulations and information appear in the **UNAM General Information and Regulations Yearbook**.

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

(a) The information is correct up to 31 October 2022

The fact that particulars of a specific course or field of study have been included in this School Prospectus does not necessarily mean that such a course or field of study will be offered in 2022 or any consecutive year.

This School Prospectus must be read in conjunction with the **General Information and Regulations Yearbook**.

CONTENTS

NOTE	2
CONTENTS	3
ABOUT NAMIBIA BUSINESS SCHOOL	4
DUE DATES FOR THE 2022 ACADEMIC YEAR	5
A. PERSONNEL	
A.1 Namibia Business School Staff Members	6
B. QUALIFICATIONS OFFERED BY THE SCHOOL	7
B.1 Summary of qualifications offered by the school	7
C. SYLLABI OF QUALIFICATIONS	8-63
Diploma in Project Management [12DMPA]	8
Diploma in Police Management [12EDPM]	12
Diploma for New Managers [12DNMA]	18
Diploma for Middle Managers [12DMMA]	22
Diploma for Senior Managers [12DSMA]	26
Post Graduate Diploma: Business Administration [12PDBA]	30
Master of Business Administration – Entrepreneurship [12MBAE]	35
Master of Business Administration – Public Sector Management [12MBPS]	40
Master of Business Administration – Natural Resources Management [12MBNR]	45
Master of Business Administration – Finance [12MBAF]	50
Master of Business Administration – Management Strategy [12MBMS]	56
Doctor of Business Administration [12DBAD]	61
D. SYLLABI UNAM COURE COURSES	64-65
D.1 English Courses Offered by the Faculty of Education & Human Sciences	64
D.1.2 English for General Communication	64
D.1.2 English for Communication and Study Skills	64
D.1.3 English for Academic Purposes	64
D.2 University Core Courses by Other Faculties	64
G.2.1 Computer Literacy (by Faculty of Agriculture, Engineering & Natural Sciences)	64
G.2.2 Contemporary Social Issues (Faculty of Health Sciences & Veterinary Medicine)	65

About Namibia Business School

The Namibia Business School (NBS) was established in response to the needs of the Namibian market. In 1999, the Founding Vice-Chancellor of the University of Namibia, Prof. Peter Katjavivi, assisted by the former head of the Economics Department, Prof. Mohammed El Toukhy, joined forces with the FNB Foundation and entered into a collaboration agreement with the Maastricht School of Management in the Netherlands to offer an Executive MBA Programme at UNAM. Since the inception of the programme in 2000, more than 1000 students have graduated with diplomas and Master's Degrees in Business Administration (MBA). FNB Foundation, under the leadership of the late Lazarus Ipangelwa, had the vision and commitment to support the programme financially. This commitment from NBS has continued up to this day and has translated into FNB being one of the Founders of NBS.

A number of individuals played a crucial role in overseeing the UNAM/MsM MBA Programme and nurturing the idea of establishing a full-fledged business school. Their tireless efforts made the establishment of NBS bear fruit. These individuals are Prof. Peter H Katjavivi, Prof. M M El Toukhy, Mr D R Norval, Mr A Aochamub and Ms Y M Yon.

Mission

To deliver graduates with knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context.

Vision

To be an internationally accredited business school noted for high performance in innovative research, learning and teaching, and entrepreneurship training, delivering leaders for the African context.

Values

Excellence, Integrity, Accountability & Service

Purpose

NBS exists to promote personal and national transformation through quality business and management education.

ACADEMIC CALENDAR – UNAM CORE DATES 2022

FIRST SEMESTER:

12 January	University Open
14 January	Start of Summer Term (Until 1 February)
24 January	Academic staff resumes office duties
14 February	Lectures commence for FIRST SEMESTER – Senior Students
28 February	Lectures commence for FIRST SEMESTER – First Year Students
11 April	First semester BREAK commences
19 April	Lectures commence after first semester break
20 May	Lectures end for FIRST SEMESTER – Senior Students
31 May	Regular Examinations commence – Senior Students
07 June	Lectures end for FIRST SEMESTER – First Year Students
13 June	Regular Examinations commence – First Year Students
21 June	Regular Examinations end – Senior Students
24 June	Regular Examinations end – First Year Students
30 June	End of FIRST SEMESTER
04 July	Start of Winter Term (Until 08 July)
04 – 08	July Mid-year recess
11 – 15	July Special/Supplementary/Winter Term Examinations commence

SECOND SEMESTER:

25 July	Lectures commence for SECOND SEMESTER
22 August	Second semester BREAK commences
29 August	Lectures resume after second semester break
21 October	Lectures end for SECOND SEMESTER
27 October	Regular Examinations commence
18 November	Regular Examinations end
28 November	Special/Supplementary Examinations commence (Until 2 December)
09 December	End of SECOND SEMESTER
16 December	End of academic year
09 January 2023	Start of Summer School (until 21 January)
12 January 2023	University opens (2023 academic year)
24 January 2023	Academic staff resumes office duties

DUE DATES FOR THE 2023 ACADEMIC YEAR

GENERAL

Last day for application of retention of continuous assessment (CA) mark.....	14 Jan
Last day for application for exemption(s) Senior Students.....	14 Jan
Last day for Late Registration All Senior Students (<i>Late fee payable</i>)	12 Feb
Last day for application of exemption(s) First year Students.....	04 Mar
Last day for approval of module(s) and qualification changes.....	12 Feb
Last day for recommendation of retention of continuous assessment mark and Promotion Exams by Faculties.....	17 Jan
Last day for approval of retention of continuous assessment mark and Promotion Exam by the Examinations Office	24 Jan
Promotion Examination	07 Feb
Last day for approval of exemption(s) – All Students.....	11 Mar
Last day for students to submit Theses and Dissertations for examinations (For Spring Graduations 2022).....	29 Apr
Last day for Appeals (Semester 1 modules (Regular/Supplementary/Special Exams of June 2022)	02 Aug
Last day to submit outstanding documentation	31 Aug
Last day to cancel enrolment	18 Sep
Last day for students to submit Theses and Dissertations for examinations (For Autumn Graduations 2023).....	28 Oct

(ii) CANCELLATIONS

Semester 1 modules

Last day to cancel Semester 1 modules

Semester 2 modules

Last day to cancel Semester 2 modules

Double modules (A double module normally extends over one academic year)

Last day to cancel Double modules

(iii) FINANCE

Semester 1 modules

Last day to cancel semester 1 and double modules with 100 % credit

Last day to cancel with 50 % credit

A. PERSONNEL

A.1 NAMIBIA BUSINESS SCHOOL – STAFF COMPLIMENT

LOCATION: E-BLOCK, E050, GROUND FLOOR

☎ (+264-61) 413500 ☐ (+264-61)413512 ✉ info@nbs.edu.na ✉ Private Bag 16004, Pionierspark, Windhoek, NAMIBIA

Acting Director:	Associate Professor Charles Makanyeza: Diploma in Agriculture (University of Zimbabwe in collaboration with Gwebi Agricultural College, Zimbabwe). BCom Marketing (Zimbabwe Open University, Zimbabwe); Post Graduate Diploma in Project Management (Project Management Zimbabwe, Zimbabwe); Executive MBA (Africa University, Zimbabwe); MSc Marketing (National University of Science and Technology, Zimbabwe); PhD Marketing (University of KwaZulu-Natal, South Africa).
Acting Assistant Director:	Dr Muree Tjueza: Dip Dev Admin (South Devon College, UK), B-Tech-HND Public Admin (Brighton, UK), PGDip. HR Dev (Curtin), MBA (Edithowan); PhD Business Administration (National University of Science and Technology -Zimbabwe)
Office Administrator	Ms Selma Nanyemba
Examinations Officer:	Mr Lanard Drotsky
Accountant:	Vacant
Assistant Accountant:	Ms Maria Ananias: B (Hons) Accounting (UNAM); Msc Development Finance (UNAM)
Faculty Officer:	Ms Jennifer Haihambo: B Econ (Hons)(UNAM), MBA – Entrepreneurship (UNAM)
Student Administrative Officer:	Ms Christofine Namases: Certificate in Office Admin and Certificate in Basic Computer Skills (WAD), Diploma in Project Management (UNAM)
Senior Research Co-ordinator:	Rev. Dr. Greenfield Mwakipesile: B Hons Bus Studies, MBA (UZ); PhD in Theology (Atlantic International),
Research Co-ordinator:	Vacant
Logistics Officer:	Mr Thomas Mwangingi
Senior Lecturer:	Dr Abner Kukeyinge Shopati: Certificate in alternative dispute resolutions - Arbitration, Negotiation, Conciliation (UNAM). Diploma in Nursing Science - General nursing, Community health, Midwifery, Psychiatry (UNAM), Masters of Business Administration (MBA) Midlands State University, Zimbabwe; DBA, UNAM.
Lecturer:	Dr Albert V Kamuinjo: HNDip – Bus Admin (Motherwell College), BA in Bus and Mgt and MSc in Financial Services (Glasgow). Phd Busines Management (North-west University)
Staff Development Fellow	Mr Alfeus Shikongo: B. Hons Public Man; (UNAM); MBA- Public Sector Man (UNAM)
Staff Development Fellow	Ms. Hildebert NT Shisaande: Bachelor Com (UNAM) Accounting; MBA- Management Strategy (UNAM)
General Assistant	Ms S Gottlieb
General Assistant	Ms C Kaengurova

General enquiries regarding the Business School and the qualifications offered by the Faculty must be directed to:

The Faculty Officer

Namibia Business School

University of Namibia

✉ Private Bag 13301, Windhoek, Namibia ☎ (+264-61) 206-3987/3454

☎ (+264-61)206-3914 ✉ academicofficer@nbs.edu.na

B. QUALIFICATIONS OFFERED BY THE SCHOOL

B.1

FOR THE FOLLOWING PROGRAMMES, KINDLY CONTACT THE ACADEMIC OFFICER IN CHARGE AT THE NAMIBIA BUSINESS SCHOOL: MS JENNIFER HAIHAMBO

Tel: +264 61 413 500; Fax: +264 61 413 512; E-mail: academicofficer@nbs.edu.na

Diploma in Project Management [12DMPA]	1 YEAR
Diploma in Police Management [12EDPM]	2 YEARS
Diploma for New Managers [12DNMA]	1 YEAR
Diploma for Middle Managers [12DMMA]	1 YEAR
Diploma for Senior Managers [12DSMA]	1 YEAR
Post Graduate Diploma: Business Administration [12PDBA]	1 YEAR
Master of Business Administration – Entrepreneurship [12MBAE]	2 YEARS
Master of Business Administration – Public Sector Management [12MBPS]	2 YEARS
Master of Business Administration – Natural Resources Management [12MBNR]	2 YEARS
Master of Business Administration – Finance [12MBAF]	2 YEARS
Master of Business Administration – Management Strategy [12MBMS]	2 YEARS
Doctor of Business Administration [12DBAD]	3 YEARS

C. SYLLABI OF QUALIFICATIONS

DIPLOMA IN PROJECT MANAGEMENT

(12DPMA)

INTRODUCTION AND OBJECTIVES

The purpose of this qualification is to provide students with focused knowledge and skills in Project Management using general principles and application as well as some specialized and practical knowledge in the field of project management. It intends to build the individual capacities of members in the public and private sectors by strengthening project management knowledge and skills which can be used to build further project management related competencies. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment". This is also in line with national goal and socio-economic development as project management can enhance and accelerate organizational change by driving innovation, improving organizational performance, and strengthening competitive advantage. Nationally good project management practice can assist government to implement infrastructure projects on time within cost and quality being optimal.

CRITERIA FOR ADMISSION

- A candidate should possess a relevant level 4 *qualification* from a recognized institution of higher learning, with a minimum of 5 years relevant work experience, of which one year should be at managerial level.
- Alternatively, an applicant should be in possession of a minimum Grade 12 Certificate, 22 points as per UNAM scale in 5 subjects and English at a minimum D grade. In addition, a minimum of 5 years of work experience, of which one year is at a managerial level, is required.
- Admission could also be considered for persons who qualify through the Mature Age Entry Scheme upon successful completion of the relevant examinations as set out in the General Information and Regulation Prospectus. A special application is available for this purpose. For mature age entry, a candidate must be above 25 years old, in possession of a Grade 12 Certificate, with a minimum of 5 years of work experience, of which one year is at a managerial level.

Due to limited space, meeting the minimum requirements for the programme does not guarantee admission. The NBS reserves the right to interview candidates before final admission

ARTICULATION OPTIONS

This qualification serves as an entry point to any other relevant level 6 qualification of the University of Namibia. Candidates will be credited for UNAM core modules successfully completed.

MODE OF DELIVERY

Full-time on Block-Release Basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is one (1) year and the maximum duration is two (2) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 50% and 50% of the final mark respectively unless otherwise indicated in the module descriptor. In order to pass a module, a student must obtain a final mark of at least 50% (subject to the subminimum rule)

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 33% of the credits which is equivalent to 56 credits of the programme in the preceding year.

ADVANCEMENT AND PROGRESSION RULES

Not applicable.

REQUIREMENTS FOR QUALIFICATION AWARD

Graduation for the Diploma requires the successful completion of all compulsory courses in the programme with a total of 144 credits.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
Semester 1				
English for General Communication	LEG2410	4	16	YES
Contemporary Social Issues	CSI3580	5	8	YES
Computer Literacy	CLC3509	5	8	YES
Principles of Project Management	DPM2511	5	16	YES
Project Leadership: Human Relations and Ethics	DPM2531	5	16	YES
Project Resources: Planning and Scheduling	DPM2551	5	16	YES
Total Credits			80	
Semester 2				

English for General Communication	LEG2410	4	16	YES
Project Cost and Procurement Management	DPM2512	5	16	YES
Project Scope, Risk and Quality Management	DPM2532	5	16	YES
Project Integration Simulation (MS Projects)	DPM2552	5	16	YES
Work Base Project	DPM2572	5	16	YES
Total Credits			80	
			160	

SYLLABI

English for General Communication LEG 2410

NQF Level: 5 **Credits:** 32 **Contact hours:** 4 hours per week for 28 weeks

Module Assessment: **Continuous Assessment (60%)**
 1st Semester 1 test (reading & writing); 1 prescribed reading task; speaking assessment task.
 2nd Semester 1 test (reading & writing), 1 essay and 1 speaking assessment task.
Examination (40%)
 1X 3 hrs. Examination paper

Pre-requisites: None

Module Description:

This course aims to:

1. Cater for the language needs of the students who are enrolled for diploma programmes and those who meet the requirements to enroll for degree courses but have obtained a D in English.
2. Serve as an introduction to university, where styles of teaching and learning differ from those at secondary schools.
3. Focus on study skills and learner training
4. Introduce students to text analysis and reflective practice
5. Place emphasis on grammatical rules and the four language skills, namely listening, reading, speaking and writing.

Computer Literacy UCLC3580

NQF Level: 5 **Credits:** 8 **Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment: Continuous assessment [minimum two practical tests (50%) and two theory tests (50%)] will contribute hundred percent (100%) to the final mark.

Pre-requisites: None

Module Description:

The aim of this module is to equip the students through hands-on experience with the necessary skills to use application software: word processing, spreadsheets, database, presentations and communications. The objective is to increase student's productivity in both the education and later, the work environment

Contemporary Social Issues UCSI3580

NQF Level: 5 **Credits:** 8 **Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course recognises the development of supply chain management as an integral element of the study of operations. To manage operations effectively, managers must look beyond the internal view of how companies produce goods and services. This course will help students understand how to develop operating capabilities within the firm and will examine how a supply chain perspective may further enhance competitive advantage. It will explore the idea that companies no longer compete, but that real competition is supply chain to supply chain.

Principles of Project Management DPM2511

NQF Level: 5 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment: There will be a three hour externally moderated examination after completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
 30% from a test taken under Examination conditions
 10% from group/syndicate work
 10% from an individual assignment

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% and above in the final mark.

Pre-requisites: None

Module Description:

The course provides students with baseline knowledge of tools and techniques required to manage projects, as recommended by the Project Management Institute (PMI). The topics will cover definition of project and programmes, role of project manager, common reasons for project failure, project management processes, and project management knowledge areas, such as management of project scope, time, cost, quality, human resources, communication and risk.

Project Resources: Planning and Scheduling**DPM2551****NQF Level:** 5**Credits:** 16**Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment: There will be a three hour externally moderated examination after completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
 30% from a test taken under Examination conditions
 10% from group/syndicate work
 10% from an individual assignment

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% and above in the final mark.

Pre-requisites: None**Module Description:**

This course is designed to empower the students with the skills and techniques required to plan and schedule project resources throughout its life cycle by using professional project management tools. The core topics include planning, estimating, budgeting, scheduling, monitoring and controlling the project and allocating resources to implement a project. Other techniques include scope planning, development of the Work Breakdown Structure (WBS), developing schedules, network diagrams, allocation and levelling of project resources and earned value analysis.

Project Cost and Procurement Management**DPM2512****NQF Level:** 5**Credits:** 16**Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment: There will be a three hour externally moderated examination after completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
 30% from a test taken under Examination conditions
 10% from group/syndicate work
 10% from an individual assignment

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% and above in the final mark.

Pre-requisites: None**Module Description:**

Analysing and managing project requirements are cornerstone activities for any successful project. Participants will study how to identify, write, analyse, and manage requirements for projects and deploy proven quality management tools and techniques. The emphasis is put on the relationship between project success and effective quality management. Areas of study include, understanding project stakeholders, their requirements, and the embedding of quality into all the project processes, to satisfy these requirements.

Project Leadership: Human Relations and Ethics**DPM2531****NQF Level:** 5**Credits:** 16**Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment: There will be a three hour externally moderated examination after completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
 30% from a test taken under Examination conditions
 10% from group/syndicate work
 10% from an individual assignment

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% and above in the final mark.

Pre-requisites: None**Module Description:**

This course is designed to help participants develop competencies by way knowledge, skills and attitudes needed to perform effectively as members of project teams, or project managers, or functional managers, who use projects as building blocks in the design and execution of organizational strategies. The emphasis is on application to demonstrate how projects can be used to develop and execute strategic initiatives in preparing the organization for its uncertain future. The course emphasizes an integral view of projects involving cross-functional and cross-organizational teams, as highly versatile strategic resources and key elements for strategic planning, organizing, motivating, directing and controlling projects. The course will also deal with questions of Business Ethics in a basic framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership

SECOND SEMESTER**Project Cost and Procurement Management****DPM2512****NQF Level:** 5 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:** There will be a three hour externally moderated examination after completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
30% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% and above in the final mark.

Pre-requisites: None**Module Description:**

Analysing and managing project requirements are cornerstone activities for any successful project. Participants will study how to identify, write, analyse, and manage requirements for projects and deploy proven quality management tools and techniques. The emphasis is put on the relationship between project success and effective quality management. Areas of study include, understanding project stakeholders, their requirements, and the embedding of quality into all the project processes, to satisfy these requirements.

Project Leadership: Human Relations and Ethics**DPM2531****NQF Level:** 5 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:** There will be a three hour externally moderated examination after completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
30% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% and above in the final mark.

Pre-requisites: None**Module Description:**

This course is designed to help participants develop competencies by way knowledge, skills and attitudes needed to perform effectively as members of project teams, or project managers, or functional managers, who use projects as building blocks in the design and execution of organizational strategies. The emphasis is on application to demonstrate how projects can be used to develop and execute strategic initiatives in preparing the organization for its uncertain future. The course emphasizes an integral view of projects involving cross-functional and cross-organizational teams, as highly versatile strategic resources and key elements for strategic planning, organizing, motivating, directing and controlling projects. The course will also deal with questions of Business Ethics in a basic framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership

Project Integration Simulation (MS Projects)**DPM2552****NQF Level:** 5 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:** There will be a three hour externally moderated examination after completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
30% from a test taken under Examination conditions
10% from group/syndicate work
10% from an individual assignment

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% and above in the final mark.

Pre-requisites: None**Module Description:**

This course emphasizes the integrative nature of the project environment with a focus on people, process, technology and support aspects associated with project integration. The study areas include: the methodologies, tools and techniques applied to project integration management, the overall framework of planning the integration of outputs from other project management knowledge areas and the project life cycle, monitoring of the project plan execution and the key aspects of getting project results through integrative risk management, overall change control process and the creation of project plan updates, corrective actions and lessons learned. This course uses Microsoft Projects software.

Work Base Project**DPM2572****NQF Level:** 5 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:** The successful completion of a Work Base Project will be evaluated by a School Committee where the quality of the project will be judged as per University regulations. To pass a course, the student must obtain a minimum of 50% in the examination mark (final evaluation).**Pre-requisites:** None**Module Description:**

This course has no set course work and will, through individual research work, enable the student to use their knowledge acquired in Project Management to produce a Work based report. The project selected for this course must be relevant to the professional practice of project management, focusing on applicability and improvement of best practices in a real-life situation.

INTRODUCTION AND OBJECTIVES

The purpose of this qualification is to provide students with focused knowledge and skills in Police Management using general principles and application as well as some specialized and practical knowledge in the field of policing. It intends to build the individual capacities of members of the Namibia Police Force thereby strengthening the operational and institutional capacity of the force as a whole. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

- An applicant should be in possession of a minimum Grade 12 certificate, with a minimum of 22 points in five subjects including English with at least a D symbol as per UNAM General Regulations. In addition, a minimum of one (1) year experience in the Police Force or related service is a requirement for entry.
- Admission could also be considered for persons who qualify through the Mature Age Entry Scheme upon successful completion of the relevant examinations as set out in the General Information and Regulation Prospectus. A special application is available for this purpose.
- Alternatively a candidate should have completed professional police training assessed at a minimum of Level 3 by the NQA.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Any other relevant level 6 qualification of the University of Namibia or any other recognised institution upon the discretion of the relevant department. This qualification may provide credits for the following related qualifications:

Any other relevant levels 4 and 5 qualifications of the University of Namibia or any other recognised institution upon the discretion of the relevant department.

MODE OF DELIVERY

Full-time on Block-Release Basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is two (2) year and the maximum duration is three (3) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 50% and 50% of the final mark respectively.

In order to pass a module, a student must obtain a final mark of at least 50% (subject to the subminimum rule)

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to progress to the second year a student must obtain 76 credits of the programme in the preceding year. A student will not be re-admitted into the faculty if he/she has not passed at least (1/3) 50 equivalent credits by the end of the first year.

ADVANCEMENT AND PROGRESSION RULES

In order to advance to the following academic level of study i.e. second (2) year, a student must pass at least 50% of the courses for the curriculum for first (1) year which amounts to 76 credits. A student who passes only one third (1/3) (i.e. 50 credits) of the full curriculum of a specific year, may not register for any course in the following higher level, but may be readmitted to repeat. Furthermore, pre-requisites for courses have to be passed before a student can proceed to register for courses that require pre-requisites. Also a student is expected to complete the Executive Diploma before seeking to register for any other programme in the School.

REQUIREMENTS FOR QUALIFICATION AWARD

Graduation for the diploma requires the successful completion of all prescribed modules, i.e. 288 credits of which 136 credits must be at Level 5. As a programme, students are required to complete a related work base project in the final year of study.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory	(Co-requisite)/Pre-requisite
YEAR 1: SEMESTER 1					
Introduction to Policing in Namibia	CBPN2419	4	16	YES	None
Introduction to Human Rights	CBHR2419	4	16	YES	None
Organizational Behaviour	CBOB2429	4	8	YES	None
English for General Communication	ULEG2410	4	32	YES	None
Contemporary Social Issues	UCSI3520	5	8	Yes	None
Total Credits			80		None
YEAR 1: SEMESTER 2					
Sociology of Law	CBSL2419	4	16	YES	None
Criminology & Crime Prevention	CBCG2419	4	16	YES	None
Introduction to Research Methodologies	CBRM2419	4	16	YES	None
Case Management Systems	CBCM2429	4	8	YES	UCLC3509

Introduction to Public Administration	CBPA2419	4	16	YES	None
Total Credits			72		None
YEAR 2: SEMESTER 1					
Project Planning & Management	CBPP2529	5	8	YES	None
Intelligence-led Policing	CBIP2519	5	16	YES	None
Legal Framework of Policing in Namibia	CBLF2429	4	8	YES	None
Computer Literacy	UCLC3509	5	8	YES	None
Strategic Management	CBSM2519	5	16	YES	None
Disaster Management	CBDM2519	5	16	YES	None
Credits			72		None
YEAR 2: SEMESTER 2					
Resources Management	CBMR2529	5	8	YES	None
Policy Formulation & Implementation	CBPF2529	5	8	YES	None
Strategic Policing	CBSP2519	5	16	YES	None
Work Base Project	CBWP2512	5	32	YES	CBRM2419
Total Credits			64		
Total Credits for Year 2			136		
TOTAL CREDITS			288		

SYLLABI

Year 1: Semester 1

Introduction to Policing In Namibia

CBPN2419

NQF Level: 4

Credits: 16

Contact hours: 4 Lecture hours per week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions;

10% from group/syndicate work; and
10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites:

None

Course Description:

This course aims to help students understand the organisation and operation of contemporary Namibian policing. The course will seek to examine the history and development of policing in Namibia, the role of police in Namibian society, and the work of policing, including recruitment and training. The course will discuss police decision making and the exercise of discretion, police powers, structures of accountability, and managing the police organization.

Introduction to Human Rights

CBHR2419

NQF Level: 4

Credits: 16

Contact hours: 4 Lecture hours per week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and
10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites:

None

Module Description:

This course aims to provide students with a broad knowledge base in relation to human rights in Namibia with particular reference to police management. The course will seek to compare and outline the development of human rights and their instruments within Namibia and globally, especially in respect to how they impact on the policing environment.

Organizational Behaviour

CBOB2429

NQF Level: 4

Credits: 8

Contact hours: 4 Lecture hours per week for 14 weeks

Module assessment:

A two hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and
10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites:

None

Module Description:

This course aims to provide students with an understanding of the theory of organizational behaviour and its application to policing in Namibia. The course will seek to outline individual and group dynamics

English for General Communication**ULEG 2410****NQF Level:** 4**Credits:** 32**Contact hours:** 4 hours per week for 28 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark

Module Description:

This module attempts to assist students to improve their general English proficiency. The main goal of this module is, therefore, to develop the reading, writing, listening, speaking and study skills of students in order for them to perform task in an academic environment. This module focuses on the skills students need to perform cognitive academic tasks in an academic. environment and beyond.

Contemporary Social Issues**UCSI3520****NQF Level:** 5**Credits:** 8**Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:**

The module raises awareness on the need for a personal, national and global ethics. The main objectives of the course is to help students reflect on the social moral issues; to discover themselves in a learner-centered, contextual, religious and life related setting. It also stimulates students for critical thinking and help them to appreciate their values, standards and attitudes.

Pre-requisites:

None

Module Description:

The module raises awareness on the need for a personal, national and global ethics. The main objectives of the course is to help students reflect on the social moral issues; to discover themselves in a learner-cantered, contextual, religious and life related setting. It also stimulates students for critical thinking and help them to appreciate their values, standards and attitudes.

Year 1: Semester 2**Sociology of Law****CBSL2419****NQF Level:** 4**Credits:** 16**Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites:

None

Module Description:

This course aims to provide an understanding to students of the inter-relationships between legal and social systems. The course will seek to explain the structures of social institutions and how they impact on the sound administration of justice.

Criminology & Crime Prevention**CBCG2419****NQF Level:** 4**Credits:** 16**Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions;

10% from group/syndicate work; and

10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark

Pre-requisites:

None

Module Description:

This course aims to provide students with a broad knowledge base in relation to criminology and its relationship to policing in Namibia. The course will seek to explore the causes of crime and the concomitant efforts aimed at treating and preventing crime. The course will further explain the typology of crime in general and in Namibia in particular.

Introduction to Research Methodologies**CBRM2419****NQF Level: 4****Credits: 16****Contact hours:** 4 Lecture hours per week for 14 weeks**Module Assessment:**

A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark

Pre-requisite: None**Module Description:**

This course aims to provide students with the ability to apply and use different methodologies of research through hands-on exposure to the different research methods. The objective is to increase student's confidence in carrying out work-related research.

Case Management Systems**CBCM2429****NQF Level: 4****Credits: 8****Contact hours:** 4 Lecture hours per week for 14 weeks**Module Assessment:**

A two hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None**Module Description:**

This course aims to provide students with the ability to use information management systems that are used in a police environment.

The course also seeks to provide students with an overview of the different case management systems used in a variety of different Police, jurisdictions.

Introduction to Public Administration**CBPA2419****NQF Level: 4****Credits: 16****Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None**Module Description:**

This is an introductory course treating the concepts and relationships involved in the conduct of Public Administration. It explores the relationship of the administrative processes in relation to stakeholder groups such as the public, legislative bodies, the executive, and the courts. It also covers the theory and description of administrative organization as well as the review of the salient features of recent developments in Namibia on decentralization, fiscal administration, personnel management, and management improvements.

Year 2: Semester 1**Project Planning and Development****CBPP2529****NQF Level: 5****Credits: 8****Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:**

A two hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None**Module Description:**

This course aims to provide students with the ability to plan and manage projects within the work environment. The course seeks to outline the different stages of project planning and management in a practical manner that is relevant to policing in Namibia.

Intelligence-led Policing	CBIP2519
NQF Level: 5	Credits: 16
Contact hours: 4 Lecture hours per week for 14 weeks	
Module Assessment:	
A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.	
Pre-requisites: None	
Module Description:	
This course aims to provide students with an understanding of the role of intelligence in criminal investigations. The course also seeks to outline the different aspects of the criminal investigation process as it is informed by the intelligence best practices. The course further explores the future and relevance of intelligence-led policing in Namibia.	
Legal Framework of Policing in Namibia	CBLF2429
NQF Level: 4	Credits: 8
Contact hours: 4 Lecture hours per week for 14 weeks	
Module Assessment:	
A two hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.	
Pre-requisites: None	
Module Description	
This course seeks to outline the legal basis Namibia's Criminal Procedure law and Penal Law as well as other relevant Police Regulations and by-laws. The course also aims to explore court decisions and precedents that impact on policing in Namibia.	
Computer Literacy	UCLC3509
NQF Level: 5	Credits: 8
Contact hours: 4 Lecture hours per week for 14 weeks	
Module assessment:	
A two hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.	
Pre-requisites: None	
Module Description:	
The aim of this module is to equip the students through hands-on experience with the necessary skills to use application software: word processing, spreadsheets, database, presentations and communications. The objective is to increase student's productivity in both the education and later, the work environment.	
Strategic Management	CBSM2519
NQF Level: 5	Credits: 16
Contact hours: 4 Lecture hours per week for 14 weeks	
Module Assessment:	
A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.	
Pre-requisites: None	
Module Description:	
This course aims to provide students with an understanding of strategic management issues as they pertain to policing. The course aim to integrate all aspects of management with a practical application to policing in Namibia.	
Disaster Management	CBDM2519
NQF Level: 5	Credits: 16
Contact hours: 4 Lecture hours per week for 14 weeks	
Module Assessment:	
A three hour examination soon after completion of the block which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.	
Pre-requisites: None	
Module Description:	

OBJECTIVE OF THE PROGRAM

The purpose of this qualification is to enable new managers to make a transition into management. It seeks to broaden their insight of organisational dynamics as well as their capacity to manage themselves and others in pursuit of set organisational objectives. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

- A candidate should possess a relevant level 4 *qualification* from a recognized institution of higher learning, with a minimum of 5 years relevant work experience, of which one year should be at managerial level.
- Alternatively, an applicant should be in possession of a minimum Grade 12 Certificate, 22 points as per UNAM scale in 5 subjects and English at a minimum D grade. In addition, a minimum of 5 years of work experience, of which one year is at a managerial level, is required.
- Admission could also be considered for persons who qualify through the Mature Age Entry Scheme upon successful completion of the relevant examinations as set out in the General Information and Regulation Prospectus. A special application is available for this purpose. For mature age entry, a candidate must be above 25 years old, in possession of a Grade 12 Certificate, with a minimum of 5 years work experience, of which one year is at a managerial level. Due to limited space, meeting the minimum requirements for the programme does not guarantee admission. The NBS reserves the right to interview candidates before final admission.

ARTICULATION OPTIONS

This qualification serves as an entry point for the Diploma for Middle Managers (Level 6). IN addition, it may also provide entry into any other relevant level 6 qualification of the University of Namibia. Candidates will be credited for UNAM core modules successfully completed.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 50% and 50% of the final mark respectively, unless otherwise indicated in the module descriptor. In order to pass a module, a student must obtain a final mark of at least 50% (subject to the subminimum rule).

MODE OF DELIVERY

The programme will be offered fulltime mode on a block release basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is one (1) year and the maximum duration is two (2) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 50% and 50% of the final mark respectively, unless otherwise indicated in the module descriptor.

In order to pass a module, a student must obtain a final mark of at least 50% (subject to the subminimum rule).

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 33% of the credits which is equivalent to 56 credits of the programme in the preceding year.

REQUIREMENTS FOR QUALIFICATION AWARD

Graduation for the Diploma for New Managers requires the successful completion of all compulsory courses in the programme with a total of 160 credits of which 144 credits must be at level 5.

CAREER OPPORTUNITIES

Upon completion a student will be able to make a successful transition into management and pursue a variety of career options within management.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
SEMESTER 1				
English for General Communication	LEG2410	4	16	YES
Contemporary Social Issues	CSI3580	5	8	YES
Computer Literacy	CLC3509	5	8	YES
HR Management for new managers I	DNM2511	5	16	YES
Management in Context	DNM2531	5	16	YES
Organisational Dynamics	DNM2551	5	16	YES
Total Credits			80	

SEMESTER 2				
English for General Communication	LEG2410	4	16	YES
HR Management for New Managers II	DNM2512	5	16	YES
Financial Management for New Managers	DNM2532	5	16	YES
Project Management for new managers	DNM2552	5	16	YES
Marketing for New Managers	DNM2502	5	8	YES
Business Ethics	DNM2522	5	8	YES
Total Credit			80	
TOTAL CREDITS			160	

SYLLABI

English for General Communication ULEG 2410

NQF Level: 4 **Credits:** 32 **Contact hours:** 4 hours per week for 28 weeks
Module assessment: Continuous Assessment (60%), 1st Semester 1 test (reading & writing); 1 prescribed reading task; speaking assessment task. 2nd Semester 1 test (reading & writing), 1 essay and 1 speaking assessment task. Examination (40%), 1X 3 hrs. Examination paper

Module Description:

This module attempts to assist students to improve their general English proficiency. The main goal of this module is, therefore, to develop the reading, writing, listening, speaking and study skills of students in order for them to perform task in an academic environment. This module focuses on the skills students need to perform cognitive academic tasks in an academic environment and beyond.

Contemporary Social Issues UCSI3520

NQF Level: 5 **Credits:** 8 **Contact hours:** 4 Lecture hours per week for 14 weeks
Module assessment: The module raises awareness on the need for a personal, national and global ethics. The main objectives of the course is to help students reflect on the social moral issues; to discover themselves in a learner-centered, contextual, religious and life related setting. It also stimulates students for critical thinking and helps them to appreciate their values, standards and attitudes.

Pre-requisites:

None

Module Description:

The module raises awareness on the need for a personal, national and global ethics. The main objectives of the course is to help students reflect on the social moral issues; to discover themselves in a learner-centred, contextual, religious and life related setting. It also stimulates students for critical thinking and help them to appreciate their values, standards and attitudes.

Management in Context DNM2531

NQF Level: 5 **Credits:** 16 **Contact hours:** 4 hours per week lectures for 14 Weeks
Module assessment: There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
30% from a test taken under Examination conditions;
10% from group/syndicate work; and
10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites:

None

Module Description:

The course provides an introduction to management and covers areas such as change management and innovation, decision-making, leading organizations, controlling, monitoring, evaluation and motivation, organizational structures and their relationship to the functional areas of business: finance, marketing, operations and human resources.

Organisational Dynamics DNM2551

NQF Level: 5 **Credits:** 16 **Contact hours:** 4 hours per week lectures for 14 Weeks
Module assessment: There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:
30% from a test taken under Examination conditions;
10% from group/syndicate work; and
10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites:

None

Module Description:

This course provides a review of group dynamics and team interaction within an organisational context. It explores issues of diversity with particular reference to race, gender and ethnicity. It outlines how diversity if not managed can become a hindrance to organisational performance. The course seeks to impart practical skills in building teams and enhancing team coherence as well as harnessing diversity as a strategic resource in optimal organisational performance.

COMPUTER LITERACY		UCLC3509
NQF Level: 5	Credits: 8	Contact hours: 1 lecture theory and 1 lecture practical per week for 14 weeks
Module assessment:	Continuous Assessment 100%: 2 Practical Tests 50%, 2 Theory Tests 50%	
Pre-requisites:	University Entry	
Module Description:		
The aim of this module is to equip the students through hands-on experience with the necessary skills to use application software: word processing, spreadsheets, databases, presentations and communications. The objective is to increase student's productivity in both the education and later, the work environment.		
Content: The module covers the following topics. Introduction to Computers: hardware and software, types and categories of computers, usage of Computer devices and peripherals. Working with the windows operating system: File Management, working with multiple programs, using the recycle bin. Using a word processor: formatting a text and documents, spelling check, grammar and thesaurus tools, inserting tables, auto-shapes, clip arts, charts, and mail merge. Spreadsheet: worksheets and workbooks, ranges, formulas and functions, creating graphs, charts, and printing the workbook. Databases: creating tables, relationships, queries, forms and reports. Presentation software: slide layout and master, animations, auto-content wizard and templates. Communication tools: introduction to the Internet, web browsers, search engines, downloading and uploading files, creating and sending messages, email etiquette, internet security, and digital signatures.		

HR Management for New Managers I		DNM2511
NQF Level: 5	Credits: 16	Contact hours: 4 hours per week lectures for 14 Weeks
Module assessment:	There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:	
	30% from a test taken under Examination conditions;	
	10% from group/syndicate work; and	
	10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.		
Pre-requisites: None		
Module Description:		
This course develops a participant's understanding of themselves as individuals and as leaders and managers. It seeks to assist participants to gain self-awareness, clarify their own value systems and to embark on a leadership journey in a deliberate manner. The course also seeks to develop practical skill in areas such as developing & maintaining an own brand, handling stress, managing conflict, time management, conducting meetings, dealing with uncertainty.		

Business Ethics		DNM2522
NQF Level: 5	Credits: 16	Contact hours: 2 hours per week lectures for 14 Weeks
Module assessment:	There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:	
	30% from a test taken under Examination conditions;	
	10% from group/syndicate work; and	
	10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.		
Pre-requisites: None		
Module Description:		
The course raises awareness on the need for a personal value system and ethics. The module will cover the following topics: questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership. The module will also deal with issues of integrity within the research process – its execution, reporting and presentation.		

HR Management for new managers II		DNM2512
NQF Level: 5	Credits: 16	Contact hours: 4 hours per week lectures for 14 Weeks
Module assessment:	There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:	
	30% from a test taken under Examination conditions;	
	10% from group/syndicate work; and	
	10% from an individual assignment.	
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.		
Pre-requisites: None		
Module Description:		
The course raises awareness on the need for a personal value system and ethics. The module will cover the following topics: questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership. The module will also deal with issues of integrity within the research process – its execution, reporting and presentation.		

Financial Management for New Managers	DNM2532
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NQF Level:5 **Credits:** 16 **Contact hours:** 4 hours per week lectures for 14 Weeks

Module assessment: There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:

- 30% from a test taken under Examination conditions;
- 10% from group/syndicate work; and
- 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None

Module Description:

This course provides an understanding of the fundamentals of financial management. It covers financial statements, financial statement analysis, break-even analysis, budgeting and cost allocation methods, financial planning and the efficient allocation of scarce resources within the organisation, investment criteria and project financing.

Project Management for New Managers	DNM2552
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NQF Level:5 **Credits:** 16 **Contact hours:** 4 hours per week lectures for 14 Weeks

Module assessment: There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:

- 30% from a test taken under Examination conditions;
- 10% from group/syndicate work; and
- 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None

Module Description:

This course introduces the project management environment and outlines the role responsibilities of the project manager. It deals with the different aspects of the project life cycle, namely, the project brief, planning, implementation, monitoring and control, risk and change management, project quality control, and communications.

Marketing for New Managers	DNM2502
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NQF Level:5 **Credits:** 16 **Contact hours:** Contact hours: 2 hours per week lectures for 14 Weeks

Module assessment: There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:

- 30% from a test taken under Examination conditions;
- 10% from group/syndicate work; and
- 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None

Module Description:

This course provides an introduction to the marketing environment and management processes, including an outline of techniques such as market research, market segmentation, and 4Ps of marketing (product, price, place and promotion), the development and implementation of marketing plans, and Customer Relations Management systems and strategies. The course distinguishes between marketing and sales and development and implementation of a sales plan.

INTRODUCTION AND OBJECTIVES

The purpose of this qualification is to deepen the managers' understanding of contemporary challenges of management by exploring new approaches and practices and their integration into the broader organisational strategy. It seeks to increase their personal competencies as they set divisional/functional objectives in pursuit of organisational strategy. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

- An applicant should possess an Executive Diploma for New Managers from the University of Namibia.
- Alternatively, an applicant should possess a relevant level 5 *qualification* from a recognized institution of higher learning, with a minimum of 5 years relevant work experience, of which two years should be at middle managerial level.
- Alternatively, an applicant should be in possession of a minimum Grade 12 Certificate, 22 points as per UNAM scale in 5 subjects and English at a minimum C grade. In addition, a minimum of 10 years work experience, of which five years are at middle managerial level.
- Admission could also be considered for persons who qualify through the Mature Age Entry Scheme upon successful completion of the relevant examinations as set out in the General Information and Regulation Prospectus. A special application is available for this purpose. For mature age entry, a candidate must be above 25 years old, in possession of a Grade 12 Certificate, with a minimum of 10 years work experience, of which five years are at middle managerial level. Due to limited space, meeting the minimum requirements for the programme does not guarantee admission. The NBS reserves the right to interview candidates before final admission.

ARTICULATION OPTIONS

This qualification serves as an entry point to the Diploma for Senior Managers. In addition, it may also provide entry into a relevant undergraduate degree qualification of the University of Namibia. Candidates will be credited for equivalent modules successfully completed according to the UNAM General Regulations.

MODE OF DELIVERY

Full-time on Block-Release Basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is one (1) year and the maximum duration is two (2) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 50% and 50% of the final mark respectively, unless otherwise indicated in the module descriptor. In order to pass a module, a student must obtain a final mark of at least 50% (subject to the subminimum rule)

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 33% of the credits which is equivalent to 56 credits of the programme in the preceding year.

REQUIREMENTS FOR QUALIFICATION AWARD

Graduation for the Diploma for Middle Managers requires the successful completion of all compulsory courses in the programme with a total of 160 credits.

Graduation for the Diploma for Middle Managers requires the successful completion of credits at Level 6.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
SEMESTER 1				
English Communication and Study Skills	LCE 3419	4	16	YES
Computer Literacy	CLC3509	5	8	YES
Contemporary Social Issues	CSI3580	5	8	YES
Business Finance for Midlevel Managers	DMM2611	6	16	YES
Operations & Project Management	DMM2631	6	16	YES
Marketing for Midlevel Managers	DMM2651	6	16	YES
Total Credits - Semester 1			80	
SEMESTER 2				
English for Academic Purposes	ULEA3519	5	16	
Computerized Business Accounting for Midlevel Managers	DMM2612	6	16	YES
Business Negotiations	DMM2632	6	16	YES
Change Management for Midlevel Managers	DMM2652	6	16	YES
Strategic Management for Midlevel Managers	DMM2672	6	16	YES
Total Credits - Semester 2			80	
Total Credits			160	

SYLLABI

Semester1		
Marketing for Midlevel Managers		DMM2651
NQF Level: 6	Credits: 16	Contact hours: 4 Lecture hours per week for 14 weeks
Module assessment: There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.		
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.		
Pre-requisites: None		
Module Description: This course aims to provide students with the ability to analyse the relation between an organisation's marketing strategy and the business environment in the context of globalisation.		
ENGLISH COMMUNICATION AND STUDY SKILLS		ULCE3419
NQF Level: 4	Credits: 16	Contact hours: 4 Lecture hours per week for 14 weeks
Module assessment: (60 %) consists of: 1 test; 1 oral presentation; 1 short academic essay writing; extensive reading (book review) Examination: (40%) 1 x 3 hour examination paper		
Pre-requisites: None		
Module Description: Effective people management starts with the crucial role of line managers who organise and motivate the organisation's key resource. This course will help students understand how effective people management can support broader goals of developing and sustaining organisations. Focusing on the relationship between people management and organisational performance, students will gain insights into the complexities of managing people in a changing environment.		
English for Academic Purposes		ULEA3519
NQF Level: 5	Credits: 16	Contact hours: 4 Lecture hours per week for 14 weeks
Module assessment: Continuous assessment(60 %) consists of: 1 test; 1 oral presentation; 1 short academic essay writing; extensive reading (book review) Examination (40%) 1 x 3 hour examination paper		
Pre-requisites: None		
Module Description: This course aims to: <ul style="list-style-type: none">• Cover all four language skills• Introduce students to different academic genres.• Empower students with skills necessary to produce various types of effective texts in accordance with their discourse communities.• Empower students to continue to learn to improve their academic literacy linguistic knowledge		
Computer Literacy		UCLC3580
NQF Level: 5	Credits: 8	Contact hours: 4 Lecture hours per week for 14 weeks
Module assessment: Continuous assessment [minimum two practical tests (50%) and two theory tests (50%)] will contribute hundred percent (100%) to the final mark.		
Pre-requisites: None		
Module Description: The aim of this module is to equip the students through hands-on experience with the necessary skills to use application software: word processing, spreadsheets, database, presentations and communications. The objective is to increase student's productivity in both the education and later, the work environment.		
Contemporary Social Issues		UCSI3580
NQF Level: 5	Credits: 8	Contact Hours: 1 hour lecture per week for 28 weeks
Module assessment: Continuous flexible modes of assessment (100%).The purpose of this evaluation is to assess whether the teaching of the course has resulted in the accomplishment of the aims of the course in each student. This evaluation is therefore focused on assessing the impact of the course in individual students. Various methods can be used: written tests, multiple choice quizzes, assignments or brief reports, case analyses, presentations, essays, or reflections upon a theme or topic. Students should be graded based on continuous flexible modes of assessment (100%), and the Course Coordinator in consultations with the lecturers shall select the same written tests, multiple choice quizzes, assignments or brief reports, case analyses, presentations, etc. that shall be given to the students throughout the year.		
Pre-requisites: None		

Module Description:

Empower students to responsible behaviour changes and to transform high risk behaviour to the common good and responsible citizenship and give back such values to the community, nation, and world,

Present/Offer on an integrative and inter-disciplinary basis the six broad themes on learning strategies and approaches; norms, rules, and human conduct; leadership, citizenship, democracy, and common good; ethics; health and human sexuality, and environment and sustainability. Explore the dimensions of ethical and moral choices, Introduce students to the values, norms, rules and conduct of moral reasoning, Identify and reflect upon some of the key CSI from the perspectives of contextual social ethics, Deepen understanding of the construct of citizenship, Apply/utilize/evoke critical theory that is transformative and empowering, Broaden the student's scope and understanding of the environment and sustainability of the ecosystem services and how humans influence these, and Educating the whole person and thereby prepare undergraduates to enjoy productive, meaningful careers and lives that benefit a society that increasingly resembles a global community.

Business Finance for Midlevel Managers**DMM2611****NQF Level:** 6**Credits:** 16**Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:**

There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:

30% from a test taken under Examination conditions;

10% from group/syndicate work; and

10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites:

None

Module Description:

This course aims to provide participants with the ability to deploy financial information strategically in enhancing organisational performance

Strategic Management for Midlevel Managers**UAE4819****NQF Level:** 6**Credits:** 16**Contact hours:** 4 Lecture hours per week for 14 weeks**Module assessment:**

There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:

30% from a test taken under Examination conditions;

10% from group/syndicate work; and

10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisite: None**Module Description:**

This course aims to provide students with the ability to employ a knowledge base in relation to strategy in an organisation and its implementation.

Semester2**Change Management for Midlevel Managers****DMM2652****NQF Level:** 8**Credits:** 8**Contact hours:** 4 lecture periods / week for 14 weeks**Module assessment:****Module assessment:**

There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:

30% from a test taken under Examination conditions;

10% from group/syndicate work; and

10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None**Module Description:**

This course aims to provide students with the ability to comprehend the changing nature of work and its concomitant change on people management in an organisational context.

Computerized Business Accounting For Midlevel Managers**DMM2612****QF Level:** 6**Credits:** 16**Contact hours:** 4 lecture periods / week for 14 weeks**Module assessment:**

There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:

30% from a test taken under Examination conditions;

10% from group/syndicate work; and

10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None

Module Description:

The purpose of this course is to provide students with focused knowledge and skills of computerized business accounting in Business Administration using general principles and application and some specialized knowledge with depth in more than one area of its specializations.

Operations & Project Management

DMM2631

NQF Level: 6 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment:

There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows: 30% from a test taken under Examination conditions; 10% from group/syndicate work; and 10% from an individual assignment.

To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.

Pre-requisites: None

Module Description:

This course aims to provide participants with the ability to negotiate successfully on a win-win basis.

Business Negotiations

DMM2632

NQF Level: 6 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks

Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

Strategic management is concerned with the direction and scope of the organisation; determining its purpose, establishing objectives and formulating strategies to achieve them. Managers must understand and react to changes in the organisation's environment to achieve and sustain advantage.

This course deals with issues at the strategic business unit and the corporate level. It addresses how strategies can be implemented and how they can fail, and shows how companies use international development as a means to achieving sustainable competitive advantage.

INTRODUCTION AND OBJECTIVES

The purpose of this qualification is to enable Managers to make a transition into Senior Management. It seeks to enhance their skills set and personal capability through the exploration of the following critical management themes: management in complex organisation, management of intricate stakeholder relationships, the development and implementation of strategy, and the pursuit of operational efficiency and strategic agility. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

An applicant should possess an Executive Diploma for Middle Managers from the University of Namibia or equivalent from a recognized institution of higher learning with a minimum of 8 years relevant work experience, of which one year should be at senior managerial level.

Due to limited space, meeting the minimum requirements for the programme does not guarantee admission. The NBS reserves the right to interview candidates before final admission.

ARTICULATION OPTIONS

This qualification may also provide entry into a relevant level 8 qualification of the University of Namibia. Candidates will be credited for equivalent modules successfully completed according to the UNAM General Regulations

MODE OF DELIVERY

Full-time on Block-Release Basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is one (1) year and the maximum duration is two (2) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 50% and 50% of the final mark respectively, unless otherwise indicated in the module descriptor.

In order to pass a module, a student must obtain a final mark of at least 50% (subject to the subminimum rule)

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain at least 33% of the credits which is equivalent to 48 credits of the programme in the preceding year.

REQUIREMENTS FOR QUALIFICATION AWARD

Certification/Graduation for the Diploma for Senior Managers requires the successful completion of all compulsory courses in the programme with a total of 128 credits.

NOTE: These modules can either be offered in first or second semester according to structure of the timetable, students are urged to consult the timetable.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory	Pre-requisite
Semester 1					
English for Academic Purposes	LEA 3519	5	16	YES	None
Strategy: Development & Implementation	DSM2711	7	16	YES	None
Strategic Risk Management	DSM2731	7	16	YES	None
Business Research Methodology	DSM 2751	7	16	YES	None
Total Credits- Semester 1			64		
Semester 2					
Scenarios & Strategic Agility	DSM2712	7	16	YES	None
Leadership: Coaching & Mentoring	DSM2732	7	16	YES	None
Strategic Stakeholder Management	DSM2752	7	16	YES	None
Africa Study Visit	DSM2772	7	16	YES	None
Total Credits- Semester 2			64		
TOTAL CREDITS			128		

SYLLABI

ENGLISH FOR ACADEMIC PURPOSES	ULEA 3519
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NQF Level: 5 **Credits:** 16 **Contact hours:** 4 Lecture hours per week for 14 weeks

Module Assessment:

Continuous assessment (60 %) consists of: 1 test; 1 oral presentation; 1 short academic essay writing; extensive reading (book review) Examination (40%) 1 x 3 hour examination paper

BUSINESS RESEARCH METHODOLOGY		DSM2751
NQF Level: 7	Credits: 16	Contact hours: 4 Lecture hours per week for 14 weeks
Module assessment:		
There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:		
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.		
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		
Pre-requisites: None		
Module Description:		
The aim of this course is to provide a basic practice driven approach to developing knowledge of research skills as related to Business Administration.		
Leadership Coaching & Mentoring		DSM2732
NQF Level: 7	Credits: 16	Contact hours: 4 Lecture hours per week for 14 weeks
Module assessment:		
There will be a three hour externally moderated examination at the end of the semester after the completion of the module which constitutes 50% of the final course mark. A continuous assessment mark which constitutes 50% of the final course mark and is made up as follows:		
30% from a test taken under Examination conditions;		
10% from group/syndicate work; and		
10% from an individual assignment.		
To pass a course, the student must obtain a subminimum of 40% in both the examination mark and the continuous assessment mark, and an overall mark of 50% or above in the final mark.		
Pre-requisites: None		
Module Description:		
This course aims to provide students with an opportunity to develop their leadership skills through coaching and mentoring and for them to develop their capacity to coach and mentor their subordinates. Coaching and mentoring in this course cascades downward in that the while being coached, the participant is expected to develop the skills to coach and mentor his/her subordinates.		
Africa Study Visit		DSM2772
NQF Level: 7	Credits: 16	Contact hours: 4 Lecture hours per week for 14 weeks
Module assessment:		
The successful completion of a Study Visit Project will be evaluated by a School Committee where the quality of the project will be judged on the extent to which the candidate follows UNAM's rules and regulations. To pass a course, the student must obtain a minimum of 50% based on the project report.		
Pre-requisites: None		
Module Description:		
This course aims to provide students with an opportunity to carry-out a work-based written assignment.		
MANAGING INFORMATION TECHNOLOGIES		CBMI4829
NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:		
A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment		
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		
Pre-requisites: None		
Module Description:		
IT has had a considerable impact on business and the way we work. This course will help students to develop managerial effectiveness in harnessing the potential benefits available from information technology, by using cutting edge research and empirical evidence from major organisations.		
It will focus on how technology capabilities enable improvements in business performance and how this technology should be managed in order to deliver real business benefits.		
STRATEGIC DECISION MAKING AND RESEARCH METHODS		CBDM4829
NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:		
A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment. To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		
Pre-requisites: None		

Module Description:

The field of decision science provides a framework and set of tools for applying systematic problem solving techniques to help managers make better decisions and carry-out robust research.

This course will give a student an understanding of the ways in which decision science turns information into knowledge and helps a student cope with uncertainty and risk. We will examine the roots of quantitative decision making and provide a student with a toolkit for solving and researching a variety of practical business problems.

STRATEGIC MANAGEMENT**CBSM4829****NQF Level:** 8**Credits:** 8**Contact hours:** 4 lecture periods / week for 14 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

Strategic management is concerned with the direction and scope of the organisation; determining its purpose, establishing objectives and formulating strategies to achieve them. Managers must understand and react to changes in the organisation's environment to achieve and sustain advantage.

This course deals with issues at the strategic business unit and the corporate level. It addresses how strategies can be implemented and how they can fail, and shows how companies use international development as a means to achieving sustainable competitive advantage.

STRATEGIC FINANCIAL MANAGEMENT**CBFM4829****NQF Level:** 8**Credits:** 8**Contact hours:** 4 lecture periods / week for 14 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

This course emphasises the relationship between financial management and other aspects of general management; especially strategy, marketing and operations management. Students will build both broad financial knowledge and specific understanding of corporate finance. Case studies will address both large and small organisations, including unincorporated businesses and international companies.

BUSINESS ECONOMICS – A MACRO-LEVEL PERSPECTIVE**CBPP4829****NQF Level:** 8**Credits:** 8**Contact hours:** 4 lecture periods / week for 14 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The assessment of the external economic environment is one of the most important influences on senior managers. This course emphasises how global and national macroeconomic developments dominate policies. It uses theoretical foundations combined with real world applications to provoke your interest in the subject matter whilst demonstrating the relevance for management decisions.

BUSINESS PROJECT**CBBP4810****NQF Level:** 8**Credits:** 8**Contact hours:** 4 lecture periods / week for 14 weeks**Module assessment:**

The evaluation will simply be on a pass or fail basis as per University Regulations.

Co-requisites:

Academic Writing for Post-Graduate Studies (UAE 4819) and Strategic Decision-making and Research Methods (CBDM 4812)

Module Description:

This course has no set course work and will, through individual research work, enable the student to harness his/her business research and presentation skills. It will also enable the student to integrate and apply the subject matter of the other courses in the process of producing the Business Project in any area of Business Administration.

INTRODUCTION AND OBJECTIVES

The purpose of this qualification is to provide students with an extended and deepened level of knowledge and skill in the field of Business Administration and also provides instruction in relevant research methodologies. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

An applicant should be a holder of a good Level 7 degree from the University of Namibia or an equivalent Level 7 qualification on the NQF. Also an applicant holding any Level 8 qualification (which is not relevant to Business Administration/Management Science) and who wish to enter the MBA degree at the School will be admitted to the Post-Graduate Diploma as preparation for MBA studies.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Masters programmes in Business Administration/Management Sciences of the University of Namibia and other recognized Universities.

This qualification provides credits for the following related qualifications:

Any relevant Level 8 qualifications in Business Administration/Management Science of the University of Namibia or other recognized University.

MODE OF DELIVERY

Full-time on Block-Release Basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is one (1) year and the maximum duration is two (2) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 60% and 40% of the final mark respectively.

Candidates are expected to:

- Obtain a minimum of 50% in both the CA mark and the examination mark.
- Demonstrate deepened expertise of the theoretical subject matter in the field of Business Administration.
- Demonstrate efficient and effective information retrieval and processing skill, involving critical analysis of the information.
- Evaluate, independently, both quantitative and qualitative data.
- Engage with current research and scholarly as well as professional literature in the field of Business Administration.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 1/3 of the credits of the programme in the preceding year which amount to a total of 47 credits.

ADVANCEMENT AND PROGRESSION RULES

Not applicable.

MAXIMUM NUMBER OF COURSES PER YEAR

The student may register for 142 credits which are the maximum number of credits for the programme.

REQUIREMENTS FOR QUALIFICATION AWARD

The Post-Graduate Diploma in Business Administration cannot be obtained in less than one (1) year of full-time study and the programme must be completed within two years of registration. Graduation for the diploma requires the successful completion of 142 credits at Level 8, including the research-based Business Project which will be worth 30 credits.

NOTE: THESE MODULES CAN EITHER BE OFFERED IN FIRST OR SECOND SEMESTER ACCORDING TO STRUCTURE OF THE TIMETABLE, STUDENTS ARE URGED TO CONSULT THE TIMETABLE.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
SEMESTER 1				
Strategic Marketing Management	CBMM4829	8	8	YES
Strategic Human Resources Management	CBHR4829	8	8	YES
Strategic Operations Management	CBOM4829	8	8	YES
Business Accounting	CBBA4829	8	8	YES
Strategic Project Management	CBPM4829	8	8	YES
Advanced Business Law & Ethics	CBBL4829	8	8	YES

Academic Writing for Post-Graduate Studies	UAE4819	8	16	YES
SEMESTER 2				
Business Economics – A Micro-Level Perspective	CBBE4829	8	8	C
Managing Information Technologies	CBMI4829	8	8	YES
Strategic Decision Making and Research Methods	CBDM4829	8	8	YES
Strategic Management	CBSM4829	8	8	YES
Strategic Financial Management	CBFM4829	8	8	YES
Business Economics – A Macro-Level Perspective	CBPP4829	8	8	YES
Business Project	CBBP4810	8	32	YES
TOTAL CREDITS			144	

SYLLABI

FIRST SEMESTER STRATEGIC MARKETING MANAGEMENT CBMM4829

NQF Level: 8 **Credits:** 8 **Contact Hours:** 1 x 4 hours per week for 14 weeks
Module Assessment: A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course views marketing from a value-driven perspective and considers how the assets of the organisation can be used to create and deliver value to customers and shareholders. It will discuss the role of strategic marketing and how high level strategy can be implemented in practice by marketing planning. It will also explore the nature of markets as the basis for the creation and delivery of value to customers and shareholders. It will develop a managerial overview of how marketing interacts with the other functional areas of the business.

STRATEGIC HUMAN RESOURCE MANAGEMENT CBHR4829

NQF Level: 8 **Credits:** 8 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

Effective people management starts with the crucial role of line managers who organise and motivate the organisation's key resource. This course will help students understand how effective people management can support broader goals of developing and sustaining organisations. Focusing on the relationship between people management and organisational performance, students will gain insights into the complexities of managing people in a changing environment.

STRATEGIC OPERATIONS MANAGEMENT CBOM4829

NQF Level: 8 **Credits:** 8 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course recognises the development of supply chain management as an integral element of the study of operations. To manage operations effectively, managers must look beyond the internal view of how companies produce goods and services. This course will help students understand how to develop operating capabilities within the firm and will examine how a supply chain perspective may further enhance competitive advantage. It will explore the idea that companies no longer compete, but that real competition is supply chain to supply chain.

BUSINESS ACCOUNTING CBBA4829

NQF Level: 8 **Credits:** 8 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

All managers need a broad understanding of accounting to appreciate the financial implications of key business decisions. This model looks at both financial (external) and management (internal) accounting, covering areas such as measuring profit loss, valuing tangible and intangible assets, contribution accounting, break-even analysis, variance analysis and evaluation of the performance of both business units and their managers.

STRATEGIC PROJECT MANAGEMENT	CBPM4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:

The ability to integrate diverse skills and knowledge gained prior to and during one's studies is crucial to the value added by project managers and project teams. This course will help develop a broad understanding of the fundamental principles of project management, applied in the contemporary environment of enterprise projects. A competitive team-based project simulation will give hands-on experience of applying the techniques and managing the planning/execution/control cycle.

ADVANCED BUSINESS LAW & ETHICS	CBBL4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:

This course takes an applied view of the various legal instruments governing businesses, with particular reference to business operations. It will consider the different laws and rules from both legal and socio-economic perspectives and their impact on the growth of the industry in different contexts.

The course will also deal with questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership.

ACADEMIC WRITING FOR POST-GRADUATE STUDIES	UAE4819
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:

This course is a post-graduate course designed to empower students with skills and knowledge to access and critique academic sources and to synthesize information from these sources to assist them in the substantiation and development of their own claims when writing an academic paper in their respective fields of specialization. Additionally, this course will empower students with the capacity to undertake the challenges of academic writing by exposing them to the different rhetorical and stylistic elements typical of academic texts. Finally, students will be introduced to the American Psychological Association (APA) writing style and will be equipped with the necessary skill to format academic paper in APA style.

SECOND SEMESTER

BUSINESS ECONOMICS – A MICRO-LEVEL PERSPECTIVE C	BBE4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

For senior managers, it is important to successfully formulate and implement strategy as well as coordinate and motivate those they manage. This requires an economic way of thinking, with a clear understanding of efficiency and the working of markets.

This course will develop the student's knowledge of competing economic theories and help them understand the strategic behaviour and nature of economic organisations.

MANAGING INFORMATION TECHNOLOGIES	CBMI4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment. To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:
IT has had a considerable impact on business and the way we work. This course will help students to develop managerial effectiveness in harnessing the potential benefits available from information technology, by using cutting edge research and empirical evidence from major organisations. It will focus on how technology capabilities enable improvements in business performance and how this technology should be managed in order to deliver real business benefits.

STRATEGIC DECISION MAKING AND RESEARCH METHODS	CBDM4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:
The field of decision science provides a framework and set of tools for applying systematic problem solving techniques to help managers make better decisions and carry-out robust research. This course will give a student an understanding of the ways in which decision science turns information into knowledge and helps a student cope with uncertainty and risk. We will examine the roots of quantitative decision making and provide a student with a toolkit for solving and researching a variety of practical business problems.

STRATEGIC MANAGEMENT	CBSM4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:
Strategic management is concerned with the direction and scope of the organisation; determining its purpose, establishing objectives and formulating strategies to achieve them. Managers must understand and react to changes in the organisation's environment to achieve and sustain advantage. This course deals with issues at the strategic business unit and the corporate level. It addresses how strategies can be implemented and how they can fail, and shows how companies use international development as a means to achieving sustainable competitive advantage.

STRATEGIC FINANCIAL MANAGEMENT	CBFM4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:
This course emphasises the relationship between financial management and other aspects of general management; especially strategy, marketing and operations management. Students will build both broad financial knowledge and specific understanding of corporate finance. Case studies will address both large and small organisations, including unincorporated businesses and international companies.

BUSINESS ECONOMICS – A MACRO-LEVEL PERSPECTIVE	CBPP4829
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NQF Level: 8	Credits: 8	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A two-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as	

follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The assessment of the external economic environment is one of the most important influences on senior managers. This course emphasises how global and national macroeconomic developments dominate policies. It uses theoretical foundations combined with real world applications to provoke your interest in the subject matter whilst demonstrating the relevance for management decisions.

BUSINESS PROJECT

CBBP4810

NQF Level: 8

Credits: 8

Module assessment:

The evaluation will simply be on a pass or fail basis as per University Regulations.

Co-requisites:

Academic Writing for Post-Graduate Studies (UAE 4819) and Strategic Decision-making and Research Methods (CBDM 4812)

Module Description:

This course has no set course work and will, through individual research work, enable the student to harness his/her business research and presentation skills. It will also enable the student to integrate and apply the subject matter of the other courses in the process of producing the Business Project in any area of Business Administration.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this qualification is to provide students with a capacity to work independently and competently as managers, entrepreneurs and leaders in a variety of settings that are critical to national and global socio-economic development. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

1. A candidate must have a good relevant Level 8 Bachelor's degree from the University of Namibia, or any other recognized University.
2. Alternatively a candidate may present a relevant *Post-Graduate Diploma* OR an *Honours degree* from a recognized institution of higher learning.
3. A candidate with a degree which is however not a good relevant Level 8 qualification will be admitted to the School's Post-Graduate Diploma in Business Administration as preparation for the MBA.
4. The level and nature of working experience will be criteria for selection, especially in the face of scarcity of places and in terms of creating a conducive learning environment drawing on real work cases.
5. A prospective student maybe interviewed and assessed by the Business School before recommending his/her application to the relevant UNAM structures.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Doctorate in Business Administration of the University of Namibia and other recognized Universities.

This qualification provides credits for the following related qualifications:

Masters programmes in Business Administration/Management Sciences of the *University of Namibia* and other recognized Universities.

MODE OF DELIVERY

Full-time on Block-Release basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is two (2) years and the maximum duration is four(4) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 60% and 40% of the final mark respectively.

Candidates are expected to:

1. Obtain a minimum of 50% in both the CA mark and the examination mark.
2. Demonstrate a mastery of theoretically sophisticated subject matter in the field of Business Administration.
3. Evaluate critically the findings and discussions in the Business Administration literature.
4. Research, analyse, and argue from evidence within the field of Business Administration.
5. Apply Business Administration knowledge to new situations.
6. Engage in rigorous intellectual analysis, criticism and problem-solving.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 1/3 of the credits of the programme in the preceding year which amount to a total of 80 credits.

ADVANCEMENT AND PROGRESSION RULES

In order to be registered for the last semester in the programme students should have passed 100 credits including Advanced Academic Writing for Post-Graduate Students and Business Research Methods.

MAXIMUM NUMBER OF COURSES PER YEAR

Not applicable.

REQUIREMENTS FOR QUALIFICATION AWARD

The Masters in Business Administration cannot be obtained in less than eighteen months of full-time study and the degree programme must be completed within three years of registration. Graduation for the MBA degree requires the successful completion of 240 credits at Level 9, including the research-based Business Project which will be worth 84 credits.

NOTE: THESE MODULES CAN EITHER BE OFFERED IN FIRST OR SECOND SEMESTER ACCORDING TO STRUCTURE OF THE TIMETABLE, STUDENTS ARE URGED TO CONSULT THE TIMETABLE.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
YEAR1: SEMESTER 1				
Advanced Business Ethics	CBBI 5999	9	12	YES
Entrepreneurship	CBEE 5999	9	12	YES
New Venture Creation & Development	CBVC 5999	9	12	YES
New Venture Financing, VC & PE	CBVF5999	9	12	YES
MAAs and Business Growth Strategies for Entrepreneurs	CBBG5999	9	12	YES
Academic Writing for Post-Graduate Studies	UAE 5819	8	16	YES
Business Research Methods	CBRM5980	9	24	YES
SEMESTER 2				
Franchising & Licensing	CBFL5999	9	12	YES
Supply Chain Management for Entrepreneurs	CBSC 5999	9	12	YES
Brand Management for Entrepreneurs	CBMB5999	9	12	YES
Negotiation & Bargaining for Entrepreneurs	CBNB5999	9	12	YES
African Business Seminar	CBBA 5999	9	12	YES
Global Business Seminar	CBGB 5999	9	12	YES
YEAR2: SEMESTER 3				
Business Project in Entrepreneurship	CBPE5909	9	84	YES
TOTAL CREDITS			240	

SYLLABI

ENTREPRENEURSHIP CBEE5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks

Module assessment: A three (3) hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

The course will provide a detailed exposition of the Professional Standards of Practice and Ethical Practices expected of Finance professionals especially as espoused by the CFA Institute. The course will also deal with questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership

NEW VENTURE CREATION & DEVELOPMENT CBVC5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks

Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

Moving from a general description of Entrepreneurship, the course explores the importance of Entrepreneurship to societies. It also compares the relative performance of different societies in the field of Entrepreneurship. It then, in a comparative manner, details the policy and institutional approaches that countries deploy in seeking to advance Entrepreneurship. It further explore different types of entrepreneurship such as intrapreneurship, Social and BOP entrepreneurship and technology entrepreneurship.

ACADEMIC WRITING FOR POST-GRADUATE STUDIES UAE5819

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks

Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Module Description:

This course is a post-graduate course designed to empower students with skills and knowledge to access and critique academic sources and to synthesize information from these sources to assist them in the substantiation and development of their own claims when writing an academic paper in their respective fields of specialization. Additionally, this course will empower students with the capacity to undertake the challenges of academic writing by exposing them to the different rhetorical and stylistic elements typical of academic texts. Finally, students will be introduced to the American Psychological Association (APA) writing style and will be equipped with the necessary skills to format academic paper in APA style.

BUSINESS PROJECT IN ENTREPRENEURSHIP		CBBE5909
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	The evaluation will simply be on a pass or fail basis as per University regulations	
Pre-requisites:	None	
Module Description:		
The project contributes to the achievement of the aims of the Masters degree namely:- to promote a deeper and critical understanding of selected areas in Entrepreneurship; to develop originality of thought and skills of research, analysis, argumentation and expression; to build upon, develop and integrate the knowledge and skills acquired in the taught courses. The project may be structured as a consultancy report, case-study report, business plan or business case as basis for the pursuit of a real-world opportunity and challenge in the area of Entrepreneurship.		

NEW VENTURE FINANCING, VC & PE		CBVF5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:		
This course explores venture capital (VC) and private equity (PE) investing. It explores the deals, and deal structuring, valuing high-risk, long-term equity investments, creating and realizing value, and the VC firm and PE fund as businesses in their own right. The course also focuses on raising seed and growth capital, business angels, banks, and the financial problems unique to SMMEs and start-ups. It also examines financial management for Entrepreneurs over the life of a business project		

MAAs and BUSINESS GROWTH STRATEGIES FOR ENTREPRENEURS		CBBG5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:		
Mergers, Acquisitions, and Alliances (MAAs) are central to the growth and performance of companies in today's competitive global economy. This course will therefore explore the key factors that determine successful MAAs and Business Growth Strategies, especially for Entrepreneurs: companies' formal strategic choices, their internal organizational environment, their growth processes, as well as historical accidents in addition to the background and personalities of key managers.		

FRANCHISING & LICENSING		CBFL5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:		
This course explores Franchising and Licensing as "easy" and legitimate entry points to Entrepreneurs and also explores their respective structure and formats. The course will also explore and detail some of the common pitfalls within Franchising & Licensing. As an aside the course will also examine distributorships and agencies as related business forms – the possibilities they hold and the problems involved.		

SUPPLY CHAIN MANAGEMENT FOR ENTREPRENEURS		CBSC5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	The course introduces the Supply Management as a cross-cutting strategic issue that integrates all the company's functional department and is critical to competitive advantage in today's global environment. The course will impart the skills necessary for students to develop and manage efficient and effective supply chains.	

BRAND MANAGEMENT FOR ENTREPRENEURS		CBMB5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	While the course will explore the theory of Branding by way of a background, its main focus is the practice of Branding in its entire dimension – defining brands, brand building strategies, brand architecture, brand extension, brand repositioning, and even ditching a brand.	

NEGOTIATION & BARGAINING FOR ENTREPRENEURS		CBNB5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment. To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	This course provides an outline of the central concepts in the practice of negotiation and bargaining – preparation, analysis of process, and evaluation of outcome. The course will put a strong emphasis on the development of practical set of skills by students.	

AFRICAN BUSINESS SEMINAR		CBBA5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	The course considers the Socio-Political-Economic environment in Africa and its impact on the conduct of business within Africa. It explores the constraints, challenges, and opportunities that Africa as a unique business environment offers.	

GLOBAL BUSINESS SEMINAR		CBGB5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:

The course considers the global Socio-Político-Economic environment and its impact on the conduct of international business, especially for SME and entrepreneurs from Africa. It explores the constraints, challenges, and opportunities that Africa entrepreneurs face within the global market place. It also explores threats and opportunities that recent global dynamics offer especially the rise of China and India.

BUSINESS RESEARCH METHODS**CBRM5980****NQF Level:** 9**Credits:** 12**Contact hours:** 4 lecture periods / week for 14 weeks**Module assessment:**

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

Introduction to the procedures, techniques, standards, and resources for conducting research in Business Administration; basic statistics for research; formulating a research topic, research problem; literature review, validity and reliability, and research design, conceptualization of research questions and hypothesis, research designs, sampling; data collection methods and measurement of outcomes; data analysis and interpretation of results hypothesis testing and statistical inference, regression analysis, correlation analysis, time series analysis, advanced topics on business modelling, multi co-linearity, and nonparametric analysis.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this qualification is to provide students with a capacity to work independently and competently as managers, entrepreneurs and leaders in a variety of settings that are critical to national and global socio-economic development. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

1. A candidate must have a good relevant Level 8 Bachelor's degree from the University of Namibia, or any other recognized University.
2. Alternatively a candidate may present a relevant *Post-Graduate Diploma* OR an *Honours degree* from a recognized institution of higher learning.
3. A candidate with a degree which is however not a good relevant Level 8 qualification will be admitted to the School's Post-Graduate Diploma in Business Administration as preparation for the MBA.
4. The level and nature of working experience will be criteria for selection, especially in the face of scarcity of places and in terms of creating a conducive learning environment drawing on real work cases.
5. A prospective student maybe interviewed and assessed by the Business School before recommending his/her application to the relevant UNAM structures.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Doctorate in Business Administration of the University of Namibia and other recognized Universities.

This qualification provides credits for the following related qualifications:

Masters programmes in Business Administration/Management Sciences of the *University of Namibia* and other recognized Universities.

MODE OF DELIVERY

Full-time on Block-Release basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is two (2) years and the maximum duration is four(4) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 60% and 40% of the final mark respectively.

Candidates are expected to:

1. Obtain a minimum of 50% in both the CA mark and the examination mark.
2. Demonstrate a mastery of theoretically sophisticated subject matter in the field of Business Administration.
3. Evaluate critically the findings and discussions in the Business Administration literature.
4. Research, analyse, and argue from evidence within the field of Business Administration.
5. Apply Business Administration knowledge to new situations.
6. Engage in rigorous intellectual analysis, criticism and problem-solving.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 1/3 of the credits of the programme in the preceding year which amount to a total of 80 credits.

ADVANCEMENT AND PROGRESSION RULES

In order to be registered for the last semester in the programme students should have passed 100 credits including Advanced Academic Writing for Post-Graduate Students and Business Research Methods.

REQUIREMENTS FOR QUALIFICATION AWARD

The Masters in Business Administration cannot be obtained in less than eighteen months of full-time study and the degree programme must be completed within three years of registration. Graduation for the MBA degree requires the successful completion of 240 credits at Level 9, including the research-based Business Project which will be worth 84 credits.

NOTE: THESE MODULES CAN EITHER BE OFFERED IN FIRST OR SECOND SEMESTER ACCORDING TO STRUCTURE OF THE TIMETABLE, STUDENTS ARE URGED TO CONSULT THE TIMETABLE.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
YEAR 1: SEMESTER 1				
Advanced Business Ethics	CBI5999	9	12	YES
Public Sector Management & Leadership	CBPS5999	9	12	YES
Managing Public Finances	CBPF5999	9	12	YES
Managing Public Projects & Programmes	CBMP5999	9	12	YES
Managing Human Resources in the Public Sector	CBHR5999	9	12	YES
Strategic Performance Management	CBSP5999	9	12	YES
Academic Writing for Post-Graduate Studies	UAE5819	8	16	YES
Business Research Methods	CBRM5980	9	24	YES
SEMESTER 2				
Strategic Issues in Parastatal Management	CBIM 5999	9	12	YES
Strategic Issues at the Politics-Bureaucracy Interface	CBHM5999	9	12	YES
Knowledge Management in the Public Sector	CBKM5999	9	12	YES
Economics of the Public Sector	CBNL5999	9	12	YES
Strategic Issues in Sectoral Management	CBSL5999	9	12	YES
Year 2: SEMESTER 3				
Business Project in Public Sector Management	CBPP 5909	9	84	YES
TOTAL CREDITS			240	

Syllabi

ADVANCED BUSINESS ETHICS CBI5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
 To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:
 The course will provide a detailed exposition of the Professional Standards of Practice and Ethical Practices expected of Finance professionals especially as espoused by the CFA Institute. The course will also deal with questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership with a public sector perspective.

PUBLIC SECTOR MANAGEMENT & LEADERSHIP CBPS5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
 To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:
 The course will explore the institutional frameworks of the Public Sector with particular reference to Namibia and in reference to and in comparison with other regional and international contexts. The peculiar developmental challenges that affect the practice of management and leadership within the Public Sector will be considered. A central question of the course will be "whether leadership, as opposed to management, is possible within the public sector given the peculiarity of institution itself – independent and impartial but yet subordinate to the Politics of the day.

MANAGING PUBLIC FINANCES CBBF5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
 To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course develops an understanding of the theory and practice of public financial management focusing on current practice and laws and regulations. Public finances at different levels of government are managed within set rules and regulations. The course will explore the questions of personal responsibility, competence and judgment with the framework of those set rules and regulations. It will further interrogate the efficacy of Namibia's public financial management practice against international best practice. A private sector perspective of financial management will also be dealt in order to elucidate the contrast and commonalities.

MANAGING PUBLIC PROJECTS AND PROGRAMMES	CBPM5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:
The course deals with projects and programmes as implementation tools of development. It details: the project cycle, project identification, situation analysis, problem tree analysis, project formulation, stakeholder engagement, project implementation, project review (technical, institutional, etc), Project environmental factors (social, political, cultural, gender, demographics, etc), Project design techniques (log frames, etc), Project management structure and resources, Project monitoring and evaluation, Project reporting to all stakeholders, etc.

MANAGING HUMAN RESOURCES IN THE PUBLIC SECTOR C	BHR5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:
The course aims to develop an understanding of the theory and practice of human resources management within the public sector drawing heavily on organizational behavioural theories. It also examines the current practices and the impact of recent legislation and changes in the labour market. It deals with the legislative frameworks that determine the nature and scope of human resources policies and practices within the public sector with particular reference to Namibia on a comparative basis with other jurisdiction. It also considers the impact of issues such as HIV/AIDS on the Public Sector. It will also consider global trends in the management of human resources within the public sector and how these inform Namibian and SADC practices.

STRATEGIC PERFORMANCE MANAGEMENT	CBSM5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:
This course aims at providing an insight into the importance of strategic performance management for the public sector. It also aims at providing the methods and techniques to implement strategic performance management and to make it work. It will also critically analyse the attempt at performance within Namibia's public and parastatal sectors. Behavioural issues and their impact on performance will also be considered within the course.

ACADEMIC WRITING FOR POST-GRADUATE STUDIES	UAE5819
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NQF Level: 8	Credits: 16	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	

Module Description:
This course is a post-graduate course designed to empower students with skills and knowledge to access and critique academic sources and to synthesize information from these sources to assist them in the substantiation and development of their own claims when writing an academic paper in their respective fields of specialization.

Additionally, this course will empower students with the capacity to undertake the challenges of academic writing by exposing them to the different rhetorical and stylistic elements typical of academic texts. Finally, students will be introduced to the American Psychological Association (APA) writing style and will be equipped with the necessary skills to format academic paper in APA style.

BUSINESS PROJECT IN PUBLIC SECTOR MANAGEMENT		CBPP5909
NQF Level: 9	Credits: 84	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	Academic Writing for Post-Graduate Studies (UAE 5819) and Business Research Methods (CBRM5900)	
Module Description:	The project contributes to the achievement of the aims of the Master degree namely:- to promote a deeper and critical understanding of selected areas in Public Sector Management; to develop originality of thought and skills of research, analysis, argumentation and expression; to build upon, develop and integrate the knowledge and skills acquired in the taught courses. The project may be structured as a consultancy report or case-study report providing solutions to real-world problems and challenges in the area of Public Sector Management.	

STRATEGIC ISSUES IN PARASTATAL MANAGEMENT		CBIM5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	Through case studies, this course will explore and elucidate strategic issues that are peculiar to the management of parastatals: Compliance with a myriad of governing laws – the Companies Act, the SOE Act, the constitutive act for the specific parastatal; Stakeholder management and the inevitable political interference; alignment with the national developmental agenda and its potential constraint on the pursuit of profit; debates on privatization; debates on remuneration and all other topical issues.	

STRATEGIC ISSUES AT THE POLITICS – BUREAUCRACY INTERFACE		CBHM5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	This course deals with strategic management issues at the interface between politics and bureaucracy. Managers at both the national and sub-national level have to deal with their political superiors. This is a relationship fraught with tension and danger for the individuals concerned and the institution at large. This course explores that interaction in terms of alignment and/or non-alignment of interests, information asymmetry, different time horizons – politicians are said to be notoriously short-term in perspective while bureaucrats are “permanent” and supposedly long-term in perspective. The course will interrogate measures such as fixed contracts for senior bureaucrats in terms of their efficacy and institutional benefit. It will also deal with other issues such as conflict of interests, the contested area of corruption, and other topical issues.	

KNOWLEDGE MANAGEMENT IN THE PUBLIC SECTOR		CBEM5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	This course starts from the premise that the Public Sector in any country is biggest repository of knowledge and information and both are central to national development in the context of a knowledge-based global economy. How the public Sector manage and share that knowledge and information at its disposal is therefore very important to the national economy, individuals and firms and well as other organizations.	

This course will explore the interaction between communication, knowledge and information within the public sector. It further explore how IT systems can be used as a management tool for collecting, storing, disseminating and providing access to public sector knowledge and information. It will also deal with the concept of e-government and draw on international best practice.

ECONOMICS OF THE PUBLIC SECTOR

CBNL5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
 To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course will deal with the economic policy issues as they relate to the public sector. It will in particular apply economic analytical methods to a number of key public policy issues such as: Education, Health, Social Protection, Privatization, Income Inequality, Regulation and competition, etc.

STRATEGIC ISSUES IN SECTORAL MANAGEMENT

CBSL5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
 To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course will allow the students in the cohort to select a sector of focus for the year, e.g. Health or Education or Safety Security, etc and this course will then by way of case studies explore and elucidate the particular strategic and management challenges and opportunities of that sector.

BUSINESS RESEARCH METHODS

CBRM5980

NQF Level: 9 **Credits:** 24 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: The successful completion of a Business Project Proposal as evaluated by a School Committee which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows:
 10% from a test taken under Examination conditions; 10% from group/syndicate work; 20% from an individual assignment.
 To pass a course, the student must obtain a minimum of 50% in both the examination mark (the Business Project Proposal) and the continuous assessment mark.

Pre-requisites: Academic Writing for Post-Graduate Studies (UAE 5819) and Business Research Methods (CBRM5900)

Module Description:

Introduction to the procedures, techniques, standards, and resources for conducting research in Business Administration; basic statistics for research; formulating a research topic, research problem; literature review, validity and reliability, and research design, conceptualization of research questions and hypothesis, research designs, sampling; data collection methods and measurement of outcomes; data analysis and interpretation of results hypothesis testing and statistical inference, regression analysis, correlation analysis, time series analysis, advanced topics on business modeling, multi co-linearity, and nonparametric analysis.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this qualification is to provide students with a capacity to work independently and competently as managers, entrepreneurs and leaders in a variety of settings that are critical to national and global socio-economic development. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

1. A candidate must have a good relevant Level 8 Bachelor's degree from the University of Namibia, or any other recognized University.
2. Alternatively a candidate may present a relevant *Post-Graduate Diploma* OR an *Honours degree* from a recognized institution of higher learning.
3. A candidate with a degree which is however not a good relevant Level 8 qualification will be admitted to the School's Post-Graduate Diploma in Business Administration as preparation for the MBA.
4. The level and nature of working experience will be criteria for selection, especially in the face of scarcity of places and in terms of creating a conducive learning environment drawing on real work cases.
5. A prospective student maybe interviewed and assessed by the Business School before recommending his/her application to the relevant UNAM structures.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Doctorate in Business Administration of the University of Namibia and other recognized Universities.

This qualification provides credits for the following related qualifications:

Masters programmes in Business Administration/Management Sciences of the *University of Namibia* and other recognized Universities.

MODE OF DELIVERY

Full-time on Block-Release basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is two (2) years and the maximum duration is four(4) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 60% and 40% of the final mark respectively.

Candidates are expected to:

1. Obtain a minimum of 50% in both the CA mark and the examination mark.
2. Demonstrate a mastery of theoretically sophisticated subject matter in the field of Business Administration.
3. Evaluate critically the findings and discussions in the Business Administration literature.
4. Research, analyse, and argue from evidence within the field of Business Administration.
5. Apply Business Administration knowledge to new situations.
6. Engage in rigorous intellectual analysis, criticism and problem-solving.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 1/3 of the credits of the programme in the preceding year which amount to a total of 80 credits.

ADVANCEMENT AND PROGRESSION RULES

In order to be registered for the last semester in the programme students should have passed 100 credits including Advanced Academic Writing for Post-Graduate Students and Business Research Methods.

REQUIREMENTS FOR QUALIFICATION AWARD

The Masters in Business Administration cannot be obtained in less than eighteen months of full-time study and the degree programme must be completed within three years of registration. Graduation for the MBA degree requires the successful completion of 240 credits at Level 9, including the research-based Business Project which will be worth 84 credits.

NOTE: THESE MODULES CAN EITHER BE OFFERED IN FIRST OR SECOND SEMESTER ACCORDING TO STRUCTURE OF THE TIMETABLE, STUDENTS ARE URGED TO CONSULT THE TIMETABLE.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
Year 1: SEMESTER 1				
Advanced Business Ethics	CBBI 5999	9	12	YES
Comparative Natural Resources Policies & Laws	CBRP 5999	9	12	YES
Natural Resources Economics & Finance	CBRE 5999	9	12	YES
Business Research Methods	CBRM5980	9	24	YES
Comparative Environmental Management Practices	CBEP 5999	9	12	YES
Academic Writing for Post-Graduate Studies	UAE5819	8	16	YES
SEMESTER 2				
Sustainable Agriculture: Markets, Models & Strategies	CBAM 5999	9	12	YES
Sustainable Energy: Markets, Models & Strategies	CBEM 5999	9	12	YES
Sustainable Mining: Markets, Models & Strategies	CBMT 5999	9	12	YES
Sustainable Tourism: Markets, Models & Strategies	CBTM 5999	9	12	YES
Sustainable Water: Markets, Models & Strategies	CBWM 5999	9	12	YES
Sustainable Forestry: Markets, Models & Strategies	CBFT 5999	9	12	YES
Sustainable Fisheries: Markets, Models & Strategies	CBFI 5999	9	12	YES
Year 2: SEMESTER 3				
Business Project in Natural Resources Management	CBPN 5909	9	84	YES
TOTAL CREDITS			240	

SYLLABI

ADVANCED BUSINESS ETHICS

CBBI5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The course will provide a detailed exposition of the Professional Standards of Practice and Ethical Practices expected of Finance professionals especially as espoused by the CFA Institute. The course will also deal with questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership.

COMPARATIVE NATURAL RESOURCES POLICIES & LAWS

CBRP5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The course introduces the student to national and international policies and laws governing the Natural Resources Industry. It compares these policies and laws in terms of their efficacy in achieving their stated objectives and the institutional frameworks within which they are implemented. It also explores the impact of those policies and laws on business strategies of companies within the Natural Resources Industry and the strategic responses of companies themselves.

NATURAL RESOURCES ECONOMICS & FINANCE

CBRE5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The objective of this course is to provide an introduction and background to those essential concepts that allow an understanding of the issues faced by the natural resources sector from the an economic and financial perspective. Another objective of the course is to provide a detailed consideration of the theory of finance as it applies to the natural resources

industries and to consider how the theory is applied in practice. The two key focus areas will be investment decision making with uncertainty and how the investment demands are financed.

ACADEMIC WRITING FOR POST-GRADUATE STUDIES	UAE5819
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NQF Level: 8	Credits: 16	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		

Module Description:

This course is a post-graduate course designed to empower students with skills and knowledge to access and critique academic sources and to synthesize information from these sources to assist them in the substantiation and development of their own claims when writing an academic paper in their respective fields of specialization. Additionally, this course will empower students with the capacity to undertake the challenges of academic writing by exposing them to the different rhetorical and stylistic elements typical of academic texts. Finally, students will be introduced to the American Psychological Association (APA) writing style and will be equipped with the necessary skills to format academic paper in APA style.

BUSINESS PROJECT IN NATURAL RESOURCES MANAGEMENT	CBBN5909
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NQF Level: 9	Credits: 84	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		

Pre-requisites: Academic Writing for Post-Graduate Studies (UAE 5819) and Business Research Methods (CBRM5900)

Module Description:

The project contributes to the achievement of the aims of the Master degree namely:- to promote a deeper and critical understanding of selected areas in Natural Resources Management; to develop originality of thought and skills of research, analysis, argumentation and expression; to build upon, develop and integrate the knowledge and skills acquired in the taught courses. The project may be structured as a consultancy report, case-study report or business case providing solutions to real-world problems and challenges in the area of Natural Resources Management.

COMPARATIVE ENVIRONMENTAL MANAGEMENT PRACTICES	CBEP5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		

Pre-requisites: None

Module Description:

The course introduces the student to environmental management practices of participants within the Natural Resources Industry. It contrasts these practices in terms of their compliance to various national and international standards. It also explores environmental practices from a perspective of being an integral component of business strategy for Natural Resources companies.

SUSTAINABLE AGRICULTURE: MARKETS, MODELS & STRATEGIES	CBAM5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		

Pre-requisites: None

Module Description:

This course introduces the students to the economics of the Agriculture Industry, its structure and the strategic challenges the industry participants are facing. It deals with issues of sustainability, investment choice, location peculiarities as well as technology choice and innovation. It further outlines the competitive forces within the Agriculture Industry and the consequent pricing models. Case Studies will be used extensively in order to bring to the fore real world strategic issues and how they are being dealt with in the industry.

SUSTAINABLE ENERGY: MARKETS, MODELS & STRATEGIES	CBEM5999
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NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course introduces the students to the economics of the Energy Industry, its structure and the strategic challenges the industry participants are facing. It deals with issues of sustainability, investment choice, location peculiarities as well as technology choice and innovation. It further outlines the competitive forces within the Energy Industry and the consequent pricing models. Case Studies will be used extensively in order to bring to the fore real world strategic issues and how they are being dealt with in the industry.

SUSTAINABLE MINING: MARKETS, MODELS & STRATEGIES	CBMT5999
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NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course introduces the students to the economics of the Mining Industry, its structure and the strategic challenges the industry participants are facing. It deals with issues of sustainability, investment choice, location peculiarities as well as technology choice and innovation. It further outlines the competitive forces within the Mining Industry and the consequent pricing models. Case Studies will be used extensively in order to bring to the fore real world strategic issues and how they are being dealt with in the industry.

SUSTAINABLE TOURISM: MARKETS, MODELS & STRATEGIES	CBTM5999
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NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course introduces the students to the economics of the Tourism Industry, its structure and the strategic challenges the industry participants are facing. It deals with issues of sustainability, investment choice, location peculiarities as well as technology choice and innovation. It further outlines the competitive forces within the Tourism Industry and the consequent pricing models. Case Studies will be used extensively in order to bring to the fore real world strategic issues and how they are being dealt with in the industry.

SUSTAINABLE WATER: MARKETS, MODELS & STRATEGIES	CBWM5999
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NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course introduces the students to the economics of the Water Industry, its structure and the strategic challenges the industry participants are facing. It deals with issues of sustainability, investment choice, location peculiarities as well as technology choice and innovation. It further outlines the competitive forces within the Water Industry and the consequent pricing models. Case Studies will be used extensively in order to bring to the fore real world strategic issues and how they are being dealt with in the industry.

SUSTAINABLE FORESTRY: MARKETS, MODELS & STRATEGIES		CBFT5999
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NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions
10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.
Pre-requisites: None

Module Description:

This course introduces the students to the economics of the Forestry Industry, its structure and the strategic challenges the industry participants are facing. It deals with issues of sustainability, investment choice, location peculiarities as well as technology choice and innovation. It further outlines the competitive forces within the Forestry Industry and the consequent pricing models. Case Studies will be used extensively in order to bring to the fore real world strategic issues and how they are being dealt with in the industry.

SUSTAINABLE FISHERIES: MARKETS, MODELS & STRATEGIES		CBFI5999
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NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.
Pre-requisites: None

Module Description:

This course introduces the students to the economics of the Fishing Industry, its structure and the strategic challenges the industry participants are facing. It deals with issues of sustainability, investment choice, location peculiarities as well as technology choice and innovation. It further outlines the competitive forces within the Fishing Industry and the consequent pricing models. Case Studies will be used extensively in order to bring to the fore real world strategic issues and how they are being dealt with in the industry.

BUSINESS RESEARCH METHODS		CBRM5980
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NQF Level: 9 **Credits:** 24 **Contact hours:** 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.
Pre-requisites: None

Module Description:

Introduction to the procedures, techniques, standards, and resources for conducting research in Business Administration; basic statistics for research; formulating a research topic, research problem; literature review, validity and reliability, and research design, conceptualization of research questions and hypothesis, research designs, sampling; data collection methods and measurement of outcomes; data analysis and interpretation of results hypothesis testing and statistical inference, regression analysis, correlation analysis, time series analysis, advanced topics on business modeling, multi co-linearity, and nonparametric analysis.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this qualification is to provide students with a capacity to work independently and competently as managers, entrepreneurs and leaders in a variety of settings that are critical to national and global socio-economic development. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

1. A candidate must have a good relevant Level 8 Bachelor's degree from the University of Namibia, or any other recognized University.
2. Alternatively a candidate may present a relevant *Post-Graduate Diploma* OR an *Honours degree* from a recognized institution of higher learning.
3. A candidate with a degree which is however not a good relevant Level 8 qualification will be admitted to the School's Post-Graduate Diploma in Business Administration as preparation for the MBA.
4. The level and nature of working experience will be criteria for selection, especially in the face of scarcity of places and in terms of creating a conducive learning environment drawing on real work cases.
5. A prospective student maybe interviewed and assessed by the Business School before recommending his/her application to the relevant UNAM structures.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Doctorate in Business Administration of the University of Namibia and other recognized Universities.

This qualification provides credits for the following related qualifications:

Masters programmes in Business Administration/Management Sciences of the University of Namibia and other recognized Universities.

MODE OF DELIVERY

Full-time on Block-Release basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is two (2) years and the maximum duration is four(4) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 60% and 40% of the final mark respectively.

Candidates are expected to:

1. Obtain a minimum of 50% in both the CA mark and the examination mark.
2. Demonstrate a mastery of theoretically sophisticated subject matter in the field of Business Administration.
3. Evaluate critically the findings and discussions in the Business Administration literature.
4. Research, analyse, and argue from evidence within the field of Business Administration.
5. Apply Business Administration knowledge to new situations.
6. Engage in rigorous intellectual analysis, criticism and problem-solving.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 1/3 of the credits of the programme in the preceding year which amount to a total of 80 credits.

ADVANCEMENT AND PROGRESSION RULES

In order to be registered for the last semester in the programme students should have passed 100 credits including Advanced Academic Writing for Post-Graduate Students and Business Research Methods.

REQUIREMENTS FOR QUALIFICATION AWARD

The Masters in Business Administration cannot be obtained in less than eighteen months of full-time study and the degree programme must be completed within three years of registration. Graduation for the MBA degree requires the successful completion of 240 credits at Level 9, including the research-based Business Project which will be worth 84 credits.

NOTE: THESE MODULES CAN EITHER BE OFFERED IN FIRST OR SECOND SEMESTER ACCORDING TO STRUCTURE OF THE TIMETABLE, STUDENTS ARE URGED TO CONSULT THE TIMETABLE.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
Year 1: SEMESTER 1				
Advanced Business Ethics	CBBI 5999	9	12	YES
African Financial Markets in the Global Economy	CBAF 5999	9	12	YES
Advanced Business Quantitative Methods	CBBQ 5999	9	12	YES
Economics: Global & Firm Level Perspectives	CBBE 5999	9	12	YES
Financial Reporting and Analysis	CBFR 5999	9	12	YES
Corporate Finance	CBCF 5999	9	12	YES
Academic Writing for Post-Graduate Studies	UAE 5819	8	16	YES
Business Research Methods	CBRM5980	9	24	YES
SEMESTER 2				
Equity Investments	CBEI 5999	9	12	YES
Fixed Income	CBXI 5999	9	12	YES
Derivatives	CBDE 5999	9	12	YES
Alternative Investments	CBAI 5999	9	12	YES
Portfolio Management & Wealth Planning	CBPW 5999	9	12	YES
Year 2: SEMESTER 3				
Business Project in Finance	CBPF 5909	9	84	YES
TOTAL CREDITS			240	

SYLLABI

ADVANCED BUSINESS ETHICS

CBBI5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The course will provide a detailed exposition of the Professional Standards of Practice and Ethical Practices expected of Finance professionals especially as espoused by the CFA Institute. The course will also deal with questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership.

AFRICAN FINANCIAL MARKETS IN THE GLOBAL ECONOMY

CBAF5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The course will explore the institutional frameworks of African Financial Markets and their respective policy contexts in a comparative manner. Comparison will also be made with other international financial markets. The peculiar developmental challenges that the different market institutions face will also be considered.

ADVANCED BUSINESS QUANTITATIVE METHODS

CBBQ5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

This course will deal with the following topics in detail:

- A. Time Value of Money

- B. Probability
- C. Probability Distributions and Descriptive Statistics
- D. Sampling and Estimation
- E. Hypothesis Testing
- F. Correlation Analysis and Regression
- G. Time Series Analysis
- H. Simulation Analysis
- I. Technical Analysis

ACADEMIC WRITING FOR POST-GRADUATE STUDIES	UAE5819
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NQF Level: 8	Credits: 16	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	

Module Description:

This course is a post-graduate course designed to empower students with skills and knowledge to access and critique academic sources and to synthesize information from these sources to assist them in the substantiation and development of their own claims when writing an academic paper in their respective fields of specialization. Additionally, this course will empower students with the capacity to undertake the challenges of academic writing by exposing them to the different rhetorical and stylistic elements typical of academic texts. Finally, students will be introduced to the American Psychological Association (APA) writing style and will be equipped with the necessary skills to format academic paper in APA style.

BUSINESS PROJECT IN FINANCE	CBPF5909
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NQF Level: 9	Credits: 84	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	

Pre-requisites:

Academic Writing for Post-Graduate Studies (UAE 5819) & Business Research Methods (CBRM5900)

Module Description:

The project contributes to the achievement of the aims of the Masters degree namely:- to promote a deeper and critical understanding of selected areas in Finance; to develop originality of thought and skills of research, analysis, argumentation and expression; to build upon, develop and integrate the knowledge and skills acquired in the taught courses. The project may be structured as a consultancy report or case-study report providing solutions to real-world problems and challenges in the area of Finance.

ECONOMICS: GLOBAL AND FIRM LEVEL PERSPECTIVES	CBBE5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	

Pre-requisites:

None

Module Description:

This course will deal with the following topics in detail:

- A. Market Forces of Supply and Demand
- B. The Firm and Industry Organization
- C. Measuring National Income and Growth
- D. Business Cycles
- E. The Monetary System
- F. Inflation
- G. International Trade and Capital Flows
- H. Currency Exchange Rates
- I. Monetary and Fiscal Policy
- J. Economic Growth and Development
- K. Effects of Government Regulation
- L. Impact of Economic Factors on Investment Markets

FINANCIAL REPORTING AND ANALYSIS	CBFR5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as	

follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course will deal with the following topics in detail:

- A. Financial Reporting System (IFRS and GAAP)
- B. Principal Financial Statements
- C. Financial Reporting Quality
- D. Analysis of Inventories
- E. Analysis of Long-Lived Assets
- F. Analysis of Taxes
- G. Analysis of Debt
- H. Analysis of Off-Balance-Sheet Assets and Liabilities
- I. Analysis of Pensions, Stock Compensation, and Other Employee Benefits
- J. Analysis of Inter-Corporate Investments
- K. Analysis of Business Combinations
- L. Analysis of Global Operations
- M. Ratio and Financial Analysis

CORPORATE FINANCE	CBCF5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:

This course will deal with the following topics in detail:

- A. Corporate Governance
- B. Dividend Policy
- C. Capital Investment Decisions
- D. Business and Financial Risk
- E. Long-Term Financial Policy
- F. Short-Term Financial Policy
- G. Mergers and Acquisitions and Corporate Restructuring

EQUITY INVESTMENTS	CBEI5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:

This course will deal with the following topics in detail:

- A. Types of Equity Securities and Their Characteristics
- B. Equity Markets: Characteristics, Institutions, and Benchmarks
- C. Fundamental Analysis (Sector, Industry, Company) and the Valuation of Individual Equity Securities
- D. Equity Market Valuation and Return Analysis
- E. Special Applications of Fundamental Analysis (Residual Earnings)
- F. Equity of Hybrid Investment Vehicles

FIXED INCOME	CBXI5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment	
	To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	

Module Description:

This course will deal with the following topics in detail:

- A. Types of Fixed-Income Securities and Their Characteristics
- B. Fixed-Income Markets: Characteristics, Institutions, and Benchmarks
- C. Fixed-Income Valuation (Sector, Industry, Company) and Return Analysis
- D. Term Structure Determination and Yield Spreads
- E. Analysis of Interest Rate Risk
- F. Analysis of Credit Risk
- G. Valuing Bonds with Embedded Options
- H. Structured Products

DERIVATIVES	CBDE5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	

Pre-requisites: None

Module Description:

This course will deal with the following topics in detail:

- A. Types of Derivative Instruments and Their Characteristics
- B. Forward Markets and Instruments
- C. Futures Markets and Instruments
- D. Options Markets and Instruments
- E. Swaps Markets and Instruments
- F. Credit Derivatives Markets and Instruments

ALTERNATIVE INVESTMENTS	CBAI5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	

Pre-requisites: None

Module Description:

This course will deal with the following topics in detail:

- A. Types of Alternative Investments and Their Characteristics
- B. Real Estate
- C. Private Equity/Venture Capital
- D. Hedge Funds
- E. Closely Held Companies and Inactively Traded Securities
- F. Distressed Securities/Bankruptcies
- G. Commodities
- H. Tangible Assets with Low Liquidity

PORTFOLIO MANAGEMENT AND WEALTH PLANNING	CBPW5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	

Pre-requisites: None

Module Description:

This course will deal with the following topics in detail:

- A. Portfolio Concepts
- B. Management of Individual/Family Investor Portfolios
- C. Management of Institutional Investor Portfolios
- D. Pension Plans and Employee Benefit Funds
- E. Investment Manager Selection
- F. Other Institutional Investors
- G. Mutual Funds, Pooled Funds, and ETFs
- H. Economic Analysis and Setting Capital Market Expectations
- I. Tax Efficiency
- J. Asset Allocation (including Currency Overlay)
- K. Portfolio Construction and Revision

- L. Equity Portfolio Management Strategies
- M. Fixed-Income Portfolio Management Strategies
- N. Alternative Investments Management Strategies
- O. Risk Management
- P. Execution of Portfolio Decisions (Trading)
- Q. Performance Evaluation
- R. Presentation of Performance Results

BUSINESS RESEARCH METHODS
CBRM5980
NQF Level: 9

Credits: 24

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions. 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

Introduction to the procedures, techniques, standards, and resources for conducting research in Business Administration; basic statistics for research; formulating a research topic, research problem; literature review, validity and reliability, and research design, conceptualization of research questions and hypothesis, research designs, sampling; data collection methods and measurement of outcomes; data analysis and interpretation of results hypothesis testing and statistical inference, regression analysis, correlation analysis, time series analysis, advanced topics on business modeling, multi co-linearity, and nonparametric analysis.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this qualification is to provide students with a capacity to work independently and competently as managers, entrepreneurs and leaders in a variety of settings that are critical to national and global socio-economic development. This is in line with the strategic objective of the University to "cultivate standards of excellence in teaching, research, and all the prescribed functions of UNAM, through encouraging constructive criticism, constant self-improvement, self-evaluation, and peer assessment".

CRITERIA FOR ADMISSION

1. A candidate must have a good relevant Level 8 Bachelor's degree from the University of Namibia, or any other recognized University.
2. Alternatively a candidate may present a relevant *Post-Graduate Diploma* OR an *Honours degree* from a recognized institution of higher learning.
3. A candidate with a degree which is however not a good relevant Level 8 qualification will be admitted to the School's Post-Graduate Diploma in Business Administration as preparation for the MBA.
4. The level and nature of working experience will be criteria for selection, especially in the face of scarcity of places and in terms of creating a conducive learning environment drawing on real work cases.
5. A prospective student maybe interviewed and assessed by the Business School before recommending his/her application to the relevant UNAM structures.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Doctorate in Business Administration of the University of Namibia and other recognized Universities.

This qualification provides credits for the following related qualifications:

Masters programmes in Business Administration/Management Sciences of the *University of Namibia* and other recognized Universities.

MODE OF DELIVERY

Full-time on Block-Release basis augmented through e-learning.

DURATION OF STUDY

The minimum duration of this programme is two (2) years and the maximum duration is four(4) years.

ASSESSMENT CRITERIA

The examination mark and the continuous assessment mark constitute 60% and 40% of the final mark respectively.

Candidates are expected to:

1. Obtain a minimum of 50% in both the CA mark and the examination mark.
2. Demonstrate a mastery of theoretically sophisticated subject matter in the field of Business Administration.
3. Evaluate critically the findings and discussions in the Business Administration literature.
4. Research, analyse, and argue from evidence within the field of Business Administration.
5. Apply Business Administration knowledge to new situations.
6. Engage in rigorous intellectual analysis, criticism and problem-solving.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

In order to be re-admitted into the Faculty a student must obtain 1/3 of the credits of the programme in the preceding year which amount to a total of 80 credits.

ADVANCEMENT AND PROGRESSION RULES

In order to be registered for the last semester in the programme students should have passed 100 credits including Advanced Academic Writing for Post-Graduate Students and Business Research Methods.

REQUIREMENTS FOR QUALIFICATION AWARD

The Masters in Business Administration cannot be obtained in less than eighteen months of full-time study and the degree programme must be completed within three years of registration. Graduation for the MBA degree requires the successful completion of 240 credits at Level 9, including the research-based Business Project which will be worth 84 credits.

NOTE: THESE MODULES CAN EITHER BE OFFERED IN FIRST OR SECOND SEMESTER ACCORDING TO STRUCTURE OF THE TIMETABLE, STUDENTS ARE URGED TO CONSULT THE TIMETABLE.

CURRICULUM

Course	Course code	NQF Level	Credits	Compulsory
YEAR 1: SEMESTER 1				
Advanced Business Ethics	CBBI5999	9	12	YES
Project Management	CBPM5999	9	12	YES
Advanced Quantitative Methods	CBBQ5999	9	12	YES
Economics: Global and Firm Level Perspectives	CBBE5999	9	12	YES
Academic Writing for Post-Graduate Studies	UAE5819	8	16	YES
E-Business Strategy	CBEB5999	9	12	YES
Business Research Methods	CBRM5980	9	24	YES
SEMESTER 2				
Financial Management Strategy	CBFM5999	9	12	YES
Human Resources Strategy	CBRH5999	9	12	YES
Operations Strategy	CBOM5999	9	12	YES
Marketing Strategy	CBMM5999	9	12	YES
Strategic Management	CBSM5999	9	12	YES
Corporate Governance	CB CG5999	9	12	YES
YEAR 2: SEMESTER 3				
Business Project in Management Strategy	CBRS5909	9	84	YES
TOTAL CREDITS			240	

Syllabi

ADVANCED BUSINESS ETHICS

CBBI5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

The course will provide a detailed exposition of the Professional Standards of Practice and Ethical Practices expected of Finance professionals especially as espoused by the CFA Institute. The course will also deal with questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership.

PROJECT MANAGEMENT

CBPM5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

This course is highly practical and will develop critical skills in the application of project management methodologies. A competitive team-based project simulation will give hands-on experience of applying the tools needed to handle the planning, execution and control of any project.

ADVANCED BUSINESS QUANTITATIVE METHODS

CBBQ5999

NQF Level: 9

Credits: 12

Contact hours: 4 lecture periods / week for 14 weeks

Module assessment:

A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment

To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites:

None

Module Description:

This course will deal with the following topics in detail:

- A. Time Value of Money
- B. Probability
- C. Probability Distributions and Descriptive Statistics
- D. Sampling and Estimation
- E. Hypothesis Testing
- F. Correlation Analysis and Regression
- G. Time Series Analysis
- H. Simulation Analysis
- I. Technical Analysis

ACADEMIC WRITING FOR POST-GRADUATE STUDIES	UAE5819
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NQF Level: 8	Credits: 16	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment		
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		

Module Description:

This course is a post-graduate course designed to empower students with skills and knowledge to access and critique academic sources and to synthesize information from these sources to assist them in the substantiation and development of their own claims when writing an academic paper in their respective fields of specialization. Additionally, this course will empower students with the capacity to undertake the challenges of academic writing by exposing them to the different rhetorical and stylistic elements typical of academic texts. Finally, students will be introduced to the American Psychological Association (APA) writing style and will be equipped with the necessary skills to format academic paper in APA style.

ECONOMICS: GLOBAL AND FIRM LEVEL PERSPECTIVES	CBBE5909
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NQF Level: 9	Credits: 84	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment		
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		

Pre-requisites:

Module Description:

This course will deal with the following topics in detail:

- A. Market Forces of Supply and Demand
- B. The Firm and Industry Organization
- C. Measuring National Income and Growth
- D. Business Cycles
- E. The Monetary System
- F. Inflation
- G. International Trade and Capital Flows
- H. Currency Exchange Rates
- I. Monetary and Fiscal Policy
- J. Economic Growth and Development
- K. Effects of Government Regulation
- L. Impact of Economic Factors on Investment Markets

BUSINESS PROJECT IN MANAGEMENT STRATEGY	CBSR5909
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NQF Level: 9	Credits: 84	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment: A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment		
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.		

Pre-requisites:

Module Description:

The project contributes to the achievement of the aims of the Masters degree namely:- to promote a deeper and critical understanding of selected areas in Finance; to develop originality of thought and skills of research, analysis, argumentation and expression; to build upon, develop and integrate the knowledge and skills acquired in the taught courses. The project may be structured as a consultancy report or case-study report providing solutions to real-world problems and challenges in the area of Management Strategy.

E-BUSINESS STRATEGY	CBEB5999
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NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
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Module assessment: A three-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course will introduce the strategic frameworks and methodological tool set and case studies to elucidate the link between e-business and the broader corporate strategy. It will explore the development and implementation of various e-commerce and m-commerce strategies by companies. It will further explore the strategic challenges and opportunities of e-business.

COPRPORATE GOVERNANCE CBCG5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks

Module assessment: A three-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

The aim of this course is to provide knowledge and understanding of corporate governance as mandated by the law on companies as well as global trends beyond the legal requirements as encapsulated codes of practice. The course will deal with: different types of companies, company formation, the required documentation, capital, creation of shares, rights of shareholders, the directors and the powers, responsibilities and duties, winding up of companies, codes of practice, especially the latest King III, the "triple bottom line and such other issues relating to sustainability.

BUSINESS PROJECT IN MANAGEMENT STRATEGY CBR5909

NQF Level: 9 **Credits:** 84 **Contact hours:** 4 lecture periods / week for 14 weeks

Module assessment: A three-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

The project contributes to the achievement of the aims of the Master's degree namely: - to promote a deeper and critical understanding of selected areas in Management; to develop originality of thought and skills of research, analysis, argumentation and expression; to build upon, develop and integrate the knowledge and skills acquired in the taught courses. The project may be structured as a consultancy report or a case-study report providing solutions to real-world problems and challenges in the area of Management Strategy.

HUMAN RESOURCE STRATEGY CBRH5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks

Module assessment: A three-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course will help students understand the centrality of human resources to the strategic and competitive position of the firm. The course links human resources to strategic organizational performance and provides insights into the complexities of managing human resources in a changing strategic environment.

FINANCIAL MANAGEMENT STRATEGY CBFM5999

NQF Level: 9 **Credits:** 12 **Contact hours:** 4 lecture periods / week for 14 weeks

Module assessment: A three-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions; 10% from group/syndicate work; 10% from an individual assignment
To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.

Pre-requisites: None

Module Description:

This course draws the relationship between financial management and other aspects of corporate strategy. Students will build both broad financial knowledge and specific understandings of corporate finance especially as it relates to the implementation of strategy. Key issues of sources, finance, levels of gearing, dividend approaches, etc. will be considered.

OPERATIONS STRATEGY		CBOM5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	This course provides a broad overview of Operations Strategies and then deals in-depth with specific operational strategies: competing on quality, productivity, innovation through new products and processes etc. the course also deals with the development of supply chain management as an integral aspect of operations and a key determinant of strategic advantage especially at a global level where networks rather than companies compete.	

MARKETING STRATEGY		CBMM5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three-hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	This course views marketing from a business strategy [perspective and considers how the assets of the organization can be used to create and deliver value to customers and shareholders. It will discuss the role of marketing in the conception and implementation of high-level strategy. It will also explore the nature of international markets as the basis for the creation and delivery of value to customers and shareholders and the strategies a firm has to pursue in order to succeed in them. It will develop a strategic overview of how marketing interacts with other functional areas of the business.	

STRATEGIC MANAGEMENT		CBSM5999
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	Strategic Management is concerned with the direction and scope of the organisation; determining its purpose, establishing objectives and formulating strategies to achieve them. Managers must understand and react to changes in the organisation's environment to achieve and sustain advantage. This course deals with issues at the strategic business unit and the corporate level. It addresses how strategies can be implemented and how they can fail, and shows how companies use international development as a means to achieving sustainable competitive advantage.	

BUSINESS RESEARCH METHODS		CBRM5980
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks
Module assessment:	A three hour examination soon after completion of the block which constitutes 60% of the final course mark. A continuous assessment mark which constitutes 40% of the final course mark and is made up as follows: 20% from a test taken under Examination conditions. 10% from group/syndicate work; 10% from an individual assignment To pass a course, the student must obtain a minimum of 50% in both the examination mark and the continuous assessment mark.	
Pre-requisites:	None	
Module Description:	Introduction to the procedures, techniques, standards, and resources for conducting research in Business Administration; basic statistics for research; formulating a research topic, research problem; literature review, validity and reliability, and research design, conceptualization of research questions and hypothesis, research designs, sampling; data collection methods and measurement of outcomes; data analysis and interpretation of results hypothesis testing and statistical inference, regression analysis, correlation analysis, time series analysis, advanced topics on business modeling, multi co-linearity, and nonparametric analysis.	

CRITERIA FOR ADMISSION

Possession of a *Master of Business Administration* of the *University of Namibia* or any other relevant Level 9 qualification recognized by the School.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:

Post-Doctoral research fellowships at the *University of Namibia* and other academic and related institutions, nationally and internationally.

MODE OF DELIVERY

Block-Release basis augmented through e-learning.

ASSESSMENT CRITERIA

The assessment for this programme will be in accordance with Regulation 9.9 of the University and the key criteria will be whether or not the candidate has made an original contribution to the body of knowledge in the field of Business Administration.

REQUIREMENTS FOR QUALIFICATION AWARD

This qualification will be awarded to candidates credited with a minimum of 240 credits for their dissertation and 120 credits in the taught component, and who have successfully defended their dissertation in a *Viva Voce Examination* in terms of Regulation 9.9.3 of the University. Furthermore, the Doctorate degree is awarded after registration at the *University of Namibia* for a minimum of three (3) years for full-time students and five (5) years for part-time students.

CURRICULUM

Module	Module code	NQF Level	Credits	Compulsory
YEAR 1: SEMESTER 1				
Advanced Business Ethics	CBBI 6001	10	8	YES
Advanced Academic Writing for Post-Graduate Students	UAE 6819	8	16	YES
Research Methods A	CBRM 6011	10	16	YES
Quantitative Methods A	CBQM 6011	10	16	YES
YEAR 1: SEMESTER 2				
Research Methods B	CBRM 6012	10	16	YES
Quantitative Methods B	CBQM 6012	10	16	YES
Research Seminars	CBRS 6010	10	48	YES
YEARS 2 AND 3				
Dissertation	CBBR 6000	10	240	YES
TOTAL CREDITS			360	

Syllabi**YEAR 1: SEMESTER 1****ADVANCED BUSINESS ETHICS****CBBI6001****NQF Level:** 10**Credits:** 8**Module assessment:**

A two hour examination soon after completion of the block which constitutes 60% of the final module mark. A continuous assessment mark which constitutes 40% of the final module mark and is divided up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work 10% from an individual assignment

To pass a module, the student must obtain a subminimum of 50% in both the examination mark and the continuous assessment mark.

Module Description:

The module will provide a detailed exposition of the Professional Standards of Practice and Ethical Practices expected of Finance professionals especially as espoused by the CFA Institute. The module will also deal with questions of Business Ethics in a broader framework including but not limited to issues of sustainability, corporate social responsibility and responsible leadership. The module will also deal with issues of integrity within the research process – its execution, reporting and presentation.

ADVANCED ACADEMIC WRITING FOR POST-GRADUATE STUDENTS**UAE6819****NQF Level:** 10**Credits:** 8**Module assessment:**

A two hour examination soon after completion of the block which constitutes 60% of the final module mark. A continuous assessment mark which constitutes 40% of the final module mark and is divided up

as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work 10% from an individual assignment

To pass a module, the student must obtain a subminimum of 50% in both the examination mark and the continuous assessment mark.

Module Description:

This module is a post-graduate module designed to empower students with skills and knowledge to access and critique academic sources and to synthesize information from these sources to assist them in the substantiation and development of their own claims when writing an academic paper in their respective fields of specialization. Additionally, this module will empower students with the capacity to undertake the challenges of academic writing by exposing them to the different rhetorical and stylistic elements typical of academic texts. Finally, students will be introduced to the American Psychological Association (APA) writing style and will be equipped with the necessary skills to format academic paper in APA style.

RESEARCH METHODS A

CBRM6011

NQF Level: 10

Credits: 16

Module assessment:

A two hour examination soon after completion of the block which constitutes 60% of the final module mark. A continuous assessment mark which constitutes 40% of the final module mark and is divided up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work 10% from an individual assignment
To pass a module, the student must obtain a subminimum of 50% in both the examination mark and the continuous assessment mark.

Module Description:

This module discusses the issues of research strategy, design and methods in general. It places a special emphasis on the qualitative paradigm type of research and compare and contrasts it with the quantitative paradigm type of research, which is the focus of module - Research Methods B and the Quantitative Methods modules.

QUANTITATIVE METHODS A

CBQM6011

NQF Level: 10

Credits: 16

Module assessment:

A two hour examination soon after completion of the block which constitutes 60% of the final module mark. A continuous assessment mark which constitutes 40% of the final module mark and is divided up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work 10% from an individual assignment
To pass a module, the student must obtain a subminimum of 50% in both the examination mark and the continuous assessment mark.

Module Description:

The objective of the module is to give students a practical introduction to quantitative methods (primarily statistical), including such analysis tools as SPSS, AMOS, LISREL, R, EVIEWS, online testing sites, Excel Solver (optimization), etc., and to develop their creative analysis and problem solving skills.

YEAR 1: SEMESTER 2

RESEARCH METHODS B

CBRM6012

NQF Level: 10

Credits: 16

Module assessment:

A two hour examination soon after completion of the block which constitutes 60% of the final module mark. A continuous assessment mark which constitutes 40% of the final module mark and is divided up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work 10% from an individual assignment
To pass a module, the student must obtain a subminimum of 50% in both the examination mark and the continuous assessment mark.

Module Description:

This module advances the module objectives outlined in Research Methods A by focusing on the quantitative/ "scientific" paradigm type of research. It explores the philosophy of various quantitative techniques as well as their applications in social science and business research.

QUANTITATIVE METHODS B

CBQM6012

NQF Level: 10

Credits: 16

Module assessment:

A two hour examination soon after completion of the block which constitutes 60% of the final module mark. A continuous assessment mark which constitutes 40% of the final module mark and is divided up as follows: 20% from a test taken under Examination conditions: 10% from group/syndicate work 10% from an individual assignment
To pass a module, the student must obtain a subminimum of 50% in both the examination mark and the continuous assessment mark.

Module Description:

The objective of the module is to deepen students' knowledge about quantitative techniques beyond material covered in QM1 using computer software like Excel, SPSS (especially), EVIEWS, AMOS, online testing sites and so forth. Based on experience in their first research methods module, students will make an informal presentation to the class of a topic that interests them, and as a group, they will discuss appropriate statistical analysis procedures for each.

RESEARCH SEMINARS**CBRS6010****NQF Level:** 10**Credits:** 48**Module assessment:** The evaluation will simply be on a pass or fail basis as per University Regulations and is on a 100% Continuous Assessment Basis.**Module Description:**

The first objective of module is to prepare the candidate conceptually and practically, so that he or she is able to structure and design as well as conduct a research study in Business Administration. In this context, a number of philosophical issues related to the essence of new knowledge as well as scientific evidence in social sciences, including management, will be discussed.

The second objective is to survey various approaches and methods of research in the area of business administration through lectures and presentation by various experts in the different areas of specialisation of business administration. It will also involve the discussion and analysis of problem based case studies in different business context.

The third and final objective is to tackle the issues of research findings, including oral and written presentation, as well as publication for different audiences including doctoral dissertation writing and defence. In this context, the critical analysis of published works will also be discussed.

The Research Seminars are interactive and afford students an opportunity to present their on-going research work for critical discussion by their peers and academic staff.

YEAR 2 AND 3

DISSERTATION**CBBR6000****NQF Level:** 10**Credits:** 240**Module assessment:** The evaluation will simply be on pass or fail basis as per University Regulations.**Module Description:**

Apart from consultations with the supervisor and interaction with fellow students on the e-learning platform of the School a student is expected to attend a Research Seminars where he/she might have to present their work. There is no set module work.

D. SYLLABI UNAM CORE COURSES

D.1 ENGLISH COURSES OFFERED BY THE LANGUAGE CENTRE

DIPLOMA LEVEL

ENGLISH FOR GENERAL COMMUNICATION	(OFFERED IN SEMESTER 1 AND SEMESTER 2)	ULEG2410
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NQF Level: 4	Credits: 32	Contact hours: 4 hours per week for 28 weeks
Module Assessment:	Continuous Assessment (60%):	4 reading tests; 4 writing tests; 2 oral presentations; 1 literature worksheet
	Examination (40%):	1x3 hour paper
Pre-requisites:	None	

Module Description:

This module attempts to assist students to improve their general English proficiency. The main goal of this module is, therefore, to develop the reading, writing, listening, speaking and study skills of students in order for them to perform tasks in an academic environment. This module focuses on the skills students need to perform cognitive academic tasks in an academic environment and beyond.

DEGREE LEVEL

ENGLISH COMMUNICATION & STUDY SKILLS	ULCE3419
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NQF Level: 4	Credits: 16	Contact hours: 4 hours per week for 14 weeks
Module Assessment:	Continuous assessment (60%):	two tests (reading and writing), two reading assignments, One oral presentation
	Examination (40%):	one three hour examination paper
Pre-requisites:	None	

Module Description:

This module is aimed at assisting students in the development of their reading, writing and speaking and listening skills, in order to cope with studying in a new academic environment and in a language, which may not be their first language. The module also focuses on study skills that students need throughout their academic careers and beyond. The module serves as an introduction to university level academics, where styles of teaching and learning differ from those at secondary schools in that more responsibility is placed on the student. The module therefore, focuses on the skills that students need throughout their academic careers and beyond.

ENGLISH FOR ACADEMIC PURPOSES	ULEA3519
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NQF Level: 5	Credits: 16	Contact hours: 4 periods per week for 14 weeks
Module assessment:	Continuous assessment (60%):	2 tests (reading and writing), 1 academic written essay, One oral presentation
	Examination (40%):	One three hour examination paper
Pre-requisites:	None	

Module Description:

This module develops a student's understanding, and competencies regarding academic conventions such as academic reading, writing, listening and oral presentation skills for academic purposes. Students are required to produce a referenced and researched essay written in formal academic style within the context of their university studies. Students are also required to do oral presentations based on their essays. The reading component of the course deals with academic level texts. This involves students in a detailed critical analysis of such texts. The main aim is therefore, to develop academic literacy in English.

D.2 UNIVERSITY CORE COURSES BY OTHER FACULTIES

COMPUTER LITERACY	UCLC3509
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NQF Level: 5	Credits: 8	Contact hours: 1 lecture theory and 1 lecture practical per week for 14 weeks
Module assessment:	Continuous Assessment 100%: 2 Practical Tests 50%, 2 Theory Tests 50%	
Pre-requisites:	University Entry	

Module Description:

The aim of this module is to equip the students through hands-on experience with the necessary skills to use application software: word processing, spreadsheets, databases, presentations and communications. The objective is to increase student's productivity in both the education and later, the work environment.

Content: The module covers the following topics. Introduction to Computers: hardware and software, types and categories of computers, usage of Computer devices and peripherals. Working with the windows operating system: File Management, working with multiple programs, using the recycle bin. Using a word processor: formatting a text and documents, spelling check, grammar and thesaurus tools, inserting tables, auto-shapes, clip arts, charts, and mail merge. Spreadsheet: worksheets and workbooks, ranges, formulas and functions, creating graphs, charts, and printing the workbook. Databases: creating tables, relationships, queries, forms and reports. Presentation software: slide layout and master, animations, auto-content wizard and templates. Communication tools: introduction to the Internet, web browsers, search engines, downloading and uploading files, creating and sending messages, email etiquette, internet security, and digital signatures.

CONTEMPORARY SOCIAL ISSUES (OFFERED IN SEMESTER 1 AND SEMESTER 2)**UCSI3580****NQF Level:** 5**Credits:** 8**Contact Hours:** 1 hour lecture per week for 28 weeks

Module Assessment: This is a 100% continuous assessment module with a variety of assessments which evaluate and test the students' individual learning and mastering of the course content (subject knowledge) through quizzes, tests, Moodle assignments, journal entries, reflections as well as service and experiential learning projects.

Pre-requisite: None

Module Description:

The module, **Contemporary Social Issues (CSI3580)**, is designed to encourage behavioural change among UNAM students and inculcate the primacy of moral reasoning in their social relations and their academic lives. In providing students with critical and analytical thinking the module enables students to grow and develop into well rounded citizens, capable of solving contemporary social challenges experienced in their communities and societies. The teaching of the module takes three dimensions: the intellectual, the professional and the personal dimensions. The intellectual dimension is fostered through engaging students with subject knowledge, independent learning and module assessment. The professional dimension, on the other hand, is fostered through exposing students to real life situations of case studies and practical exercises that draws attention to social issues that attract ongoing political, public and media attention and/or debate.

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