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UNIVERSITY OF NAMIBIA

FACULTY OF COMMERCE, MANAGEMENT & LAW

Namibia Business School (NBS)

PROSPECTUS 2026



Open your mind

NOTE

This Faculty Prospectus is valid for 2026 academic year 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 Faculty 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 2026

The fact that particulars of a specific course or field of study have been included in this Faculty Prospectus does not necessarily mean that such course or field of study will be offered in 2026 or any consecutive year.

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

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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 175 students have graduated with diplomas and Master's Degrees in Business Administration (MBA). FNB Foundation, under the leadership of the late Lazarus Shinyemba 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.

FIRST SEMESTER:

05 January	Online Registration Commences (All Senior Students – until 30th January 2026)
08 January	University re-opens (all administrative staff resume office duties)
12 January	REGISTRATION COMMENCES • First year students (freshmen) until 30th January 2026 • CORE SEMESTER (New Curriculum Professional Programmes) commences 21 January • CORE SEMESTER (New Curriculum Programme) commences 28 February
19 January	Lectures commence for FIRST SEMESTER (Professional Programmes Semesters)
21 January	Academic staff resumes office duties
26 January	REGISTRATION COMMENCES • Postgraduate Students (Masters and Doctorate Degrees) until 30th January 2026 ACADEMIC ADMINISTRATION – Application for module exemptions commence • First year students (until 13 February) • Senior students (until 27 March)
30 January	REGISTRATION ENDS • First year students (freshmen) and new curriculum students
02 February	LATE REGISTRATION COMMENCES (until 06 February) • All first year and senior curriculum students
06 February	LATE REGISTRATION ENDS FOR: • All first year and senior new curriculum students
13 February	ACADEMIC ADMINISTRATION • Last day for module exemption applications – first year students • Last day for approval of module(s) and qualification offering changes – First year students
27 March	ACADEMIC ADMINISTRATION – Application for module exemption ends
27 April	ACADEMIC ADMINISTRATION – Last day to change offering types for year modules
20 July	ACADEMIC ADMINISTRATION – Addition and cancellation of Second Semester modules commence – until 24 July
24 July	ACADEMIC ADMINISTRATION – Addition and cancellation of Second Semester modules end
11 September	ACADEMIC ADMINISTRATION • Last day to submit outstanding documentation • Last day to change offering type for Second Semester modules end

DUE DATES FOR THE 2026 ACADEMIC YEAR

DATE	ACTIVITY
30 January	Last day to cancel CORE SEMESTER modules with 100% credit
13 February	Last day to cancel CORE SEMESTER modules with 50% credit
20 February	Last day to cancel CORE SEMESTER modules – no credit Last day to cancel FIRST SEMESTER modules with 100% credit (Old curriculum students)
13 March	Last day to cancel FIRS SEMESTER and year modules with 100% credit (New curriculum students) Last day to cancel FIRST SEMESTER modules with 50% credit (Old curriculum students)
13 April	Last day to cancel FIRST SEMESTER modules with 50% credit (New curriculum students
27 April	Last day to cancel FIRST SEMESTER modules – no credit (All students)
06 July	Last day to cancel YEAR modules with 50% (All students)
10 August	Last day to cancel SEMESTER 2 modules with 100% (All students)
28 September	Last day to cancel SEMESTER 2 and YEAR modules – no credit (All students)

A. PERSONNEL

A.1 NAMIBIA BUSINESS SCHOOL – STAFF COMPLIMENT
LOCATION: E-BLOCK, E050, GROUND FLOOR

☎ (+264-61) 413500 (+264-61)413506 info@nbs.edu.na ✉ Private Bag 16004, Pionieerspark, Windhoek, NAMIBIA

Director:	Vacant
Acting Deputy Director- Operations:	Dr Muree Tjiueza: Dip Dev Admin (South Devon College, UK), B-Tech-HND Public Admin (Brighton, UK), PG Dip. HR Dev (Curtin), MBA (Edithowan); PhD Business Administration (National University of Science and Technology -Zimbabwe)
Deputy Director- Academic Affairs:	Dr Albert Kamuinjo: HNDip – Bus Admin (Motherwell College), BA in Bus and Mgt and MSc in Financial Services (Glasgow). Phd Busines Management (North-west Univesity)
Receptionist:	Ms. Julia Shilongo: Certificate in Secretarial and Office Admin (IUM); Diploma in Business Management (NBS, Unam); Diploma in Business Leadership (NBS, Unam); Postgraduate Diploma in Business Administration (NBS, Unam)
Administrative Officer:	Ms Selma Nanyemba
Examination Officers:	Ms Grace Siambango and Ms Brenda Siambango
Accountant:	Ms. Cesilia Shilumbu: Bachelor of Commerce Honours -Financial Accountancy (North-West University), Bachelor of Accounting- Chartered Accountancy (UNAM)
Assistant Accountant:	Mr. Dhale Cloete: Bachelor in Accounting and Finance (NUST); Postgraduate Diploma in Business Administration (NBS, Unam)
Faculty Officer:	Mr Alfonso Gobs
Student Support Officer:	Mrs Taosoni Martins
Senior Research Co-Ordinator:	Rev. Dr. Greenfield Mwakipesile: B Hons Bus Studies, MBA (UZ); PhD in Theology (Atlantic International),
Research Co-Ordinator:	Mr. Simson K Kuhanga: MBA (MANCOSA), BED (North-West University) HED (Windhoek College of Education)
Business Development Consultant:	Ms. Emma Hipakua: MBA (Masters in Leadership and Change Management) University of Science and Technology (NUST), BTECH (Bachelor Degree In Business Administration) University of Science and Technology (NUST), Diploma In Business Administration (University of Science and Technology (NUST),Certificate in Business Admiration (University of Science and Technology (NUST)
Business Development officer:	Ms. Sofia Itoolwa: MBA-Management Strategy, Namibia Business School (NBS); Postgraduate Diploma in Business Administration, Namibia Business School (NBS); Bachelor of Business Administration UNAM; Diploma in Adult Education and Community Development UNAM; Certificate in Banking, Finance and Credit; Institute of Bankers (IOB).
Digital Marketing officer:	Ms. Margareth-Rose Kangootui: Bachelor of Arts in Media Studies [Honours] specialising in Public Relations and Advertising (University of Namibia).
Logistics Officer:	Ms. Naluca Kabajani: Bachelor- Logistics and Suppply Chain (NUST), Diploma in Purchasing and Supply(CIPS)
Senior Lecturer:	Dr Abner Shopati: Certificate in alternative dispute resolutions - Arbitration, Negotiation, Conciliation (UNAM). Diploma in Nursing Science - General nursing, Community health, Midwifery, Psychiatry (UNAM), Master of Business Administration (MBA) Midlands State University, Zimbabwe; DBA, UNAM.
Lecturer:	Dr Marius Johannes: MBA, Free State University, Honors in Business Administration, Free State University, Bachelor's in Administration, University of Stellenbosch
Lecturer:	Dr Wilson Billlawer: PhD (URP) University of the Free State; MSc (URP) University of the Free state; BSc (Zoo/Geo) University of Namibia
Lecturer:	Dr Helena Nakweenda: PhD in Management-Texila American University; MBA (HR & Finance) Bangalore University, B.Ed (ADE) UNAM.
Lecturer:	Joshua Mario, PMP: Diploma in Public Management (PoN); Advanced Diploma in Project Management (ICM, UK); Postgraduate Certificate in Higher Education (NUST); B-Tech in Public Management (PoN); Honours' Degree in Entrepreneurship (PoN); Master of Public Administration (Unam); Certified Project Management Professional (PMP), (PMI); Certified Monitoring and Evaluation Professional (CMEP), (Vintage Africa, Kenya); Certified Assessor-Moderator and Facilitator (Assessment College, SA)

Lecturer:	Dr Betty Mwaka Malambo: National Certificate in Public Administration (PoN); Bachelor of Business Administration (BBA), Unam; Master of Business Administration (MBA), Stafford University, Uganda; Doctor of Philosophy in Business Management (DBM), Stafford University, Uganda.
Staff Development Fellow	Dr Alfeus Shikongo: B. Hons Public Admin; (UNAM); MBA- Public Sector Man (UNAM); Doctor of Business Administration (DBA), Unam
Staff Development Fellow	Ms. Hildebert NT Shisaande: Bachelor Com (UNAM) Accounting; MBA- Management Strategy (UNAM)
General Assistant	Ms C Kaengurova
General Assistant	Mr Japhet Alois

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) 413-500
🖷 (+264-61)413 5106- 💻agobs@unam.na

B. QUALIFICATIONS OFFERED BY THE SCHOOL

B.1

FOR THE FOLLOWING PROGRAMMES, KINDLY CONTACT THE FACULTY OFFICER OF THE NAMIBIA BUSINESS SCHOOL:
MR ALFONSO GOBS
Tel: +264 61 413 500; Fax: +264 61 413 506; E-mail: agobs@unam.na

Diploma in Project Management [63DPMN]	1 YEARS
Diploma in Business Management [63DBMA]	1 YEARS
Diploma in Business Leadership [63DBLE]	1 YEARS
Post Graduate Diploma: Business Administration [63PDBA]	1 YEARS
Post Graduate Diploma: Management and Leadership (Higher Education) [63PDML]	1 YEARS
Master of Business Administration – Public Sector Management [63MBPS]	2 YEARS
Master of Business Administration – Natural Resources Management [63MBNR]	2 YEARS
Master of Business Administration – Finance [63MBAF]	2 YEARS
Master of Business Administration – Management Strategy [63MBAN]	2 YEARS
Master of Business Administration – Entrepreneurship [63MBAE]	2 YEARS
Master of Business Administration – Information Management & Digital Intelligence [63MBID]	2 YEARS
Master of Business Administration – Health Management [63MBHM]	2 YEARS
Doctor of Business Administration [63DBAD]	3 YEARS

C. SYLLABI OF QUALIFICATIONS

DIPLOMA IN PROJECT MANAGEMENT (63DPMN)

INTRODUCTION AND OBJECTIVES

The purpose of this qualification is to produce graduates who can successfully deliver projects within scope, on schedule and within budgets. Graduates are well-grounded in management theory as it applies to projects. Graduates will be equipped with strong foundational skills in project management that allow them to lead projects and project teams. Due to the case-based approach, students cultivate critical thinking skills. The team approach in each project management module, develops graduates who are well-equipped to work with and lead diverse teams. Projects and project management is intertwined with Namibia's development agenda and international pursuits such as the Sustainable Development Goals (SDGs). For example, Namibia's Fifth National Development Plan's (NDP5) goals are organised and executed as projects. Harambee Prosperity Plan II (HPP2) is project driven. Each of the five HPP2 pillars is broken down into goals that are supported by projects. Vision 2030 is project focused. In fact, on page 88 of Vision 2030, it specifically mentions a limiting factor to the Vision: "shortage of skills in some critical areas of planning and project execution in most of the sectors...These obstacles must be overcome if Vision 2030 is to be realised." The SDGs are pursued via projects. This qualification educates and grooms project professionals who are capable project team members and leaders to lead these vital national and international development goals. Additionally, the mission of the University of Namibia is "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation." Project management skills are vital to reach national and international development goals. Quality training for the populace in project management is the first step to build this competency which the Diploma in Project Management will do. Lastly, the programme embraces the Fourth Industrial Revolution by equipping students to utilize technology and data for project execution and delivery.

CRITERIA FOR ADMISSION

The Diploma in Project Management seeks to recruit suitably qualified students who can benefit from, contribute to, and complete the programme. To be considered for admission to this programme, a prospective student must:

a) Possess a relevant NQF Level 5 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.
b) Complete the mature age entry process. 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.

ARTICULATION OPTIONS

Students who complete the Diploma in Project Management will be able to pursue further studies in business, management, project management or a related area of learning, at NQF level 7. For example, graduates of the Diploma in Project Management Programme may register for the level 7 Diploma in Executive Business Leadership at Namibia Business School.

MODE OF DELIVERY

Full-time on a blended basis. Classes are online via zoom and our user-friendly e-learning platform and examinations are face-to-face. through e-learning and Zoom.

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

To be re-admitted into the Diploma in Project Management programme, a student must obtain a minimum of 72 credits (50% of the total credits) at the end of the first year of registration. In the second year of registration, a student must obtain all the required credits. The programme must be completed after a maximum of 2 years of registration.

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.

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				
English for General Communication for Project Managers	B2631PN	6	7	YES
Computer Literacy for Project Managers	B2601PL	6	7	YES
Principles of Project Management	B2651PR	6	14	YES
Project Scope and Schedule Management	B2671PS	6	14	YES
		Total Credits	42	
Semester 2				
Project Cost and Procurement Management	B2612PP	6	14	YES
Project Quality and Risk Management	B2632PQ	6	14	YES
Project Leadership: Human Relations and Ethics	B2652PH	6	14	YES
Project Integration Simulation (MS Projects)	B2672PI	6	14	YES
Work Base Project	B2672PW	6	30	YES
		Total Credits	86	
			128	

SYLLABI

English for General Communication for Project Managers B2631PN

NQF Level: 6 Credits: 7 Contact hours: 2

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:
The purpose of this module is to improve skills in listening, reading, speaking, and writing in a business context.

Computer Literacy for Project Managers B2601PL

NQF Level: 6 Credits: 7 Contact hours: 2 Lecture hours per week for one semester

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 purpose 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.

Principles of Project Management B2651PR

NQF Level: 6 Credits: 14 Contact hours: 4 Lecture hours per week for one semester

Module assessment: The course will be assessed through continuous [formative] and exam [summative] assessment; and the distribution of mark is shown below:
30% from a test taken under Examination conditions.
10% from group/syndicate work
10% from an individual assignment
50% from summative assessments (Exam)

Pre-requisites: None
Module Description:
The purpose of this module is to introduce students to foundational principles in project management such as process groups, knowledge areas, success criteria, and governance.

Project Scope and Schedule Management		B2671PS
NQF Level: 6	Credits: 14	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The course will be assessed through continuous [formative] and exam [summative] assessment; and the distribution of mark is shown below:
30% from a test taken under Examination conditions.
10% from group/syndicate work
10% from an individual assignment
50% from summative assessment (exam)

Pre-requisites: B2651PR - Principles of Project Management.
Module Description:
The purpose of this module is to provide students with the ability to plan project scope, define project activities and create a project schedule.

Project Quality and Risk Management		B2632PQ
NQF Level: 6	Credits: 14	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The course will be assessed through continuous [formative] and exam [summative] assessment; and the distribution of mark is shown below:
30% from a test taken under Examination conditions.
10% from group/syndicate work
10% from an individual assignment
50% from summative assessment (exam)

Pre-requisites: B2651PR - Principles of Project Management.
Module Description:
The purpose of this module is to guide students to assure project success in terms of quality and managing risk and implementing quality measures.

SECOND SEMESTER

Project Cost and Procurement Management		B2612PP
NQF Level: 6	Credits: 14	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The course will be assessed through continuous [formative] and exam [summative] assessment; and the distribution of mark is shown below:
30% from a test taken under Examination conditions.
10% from group/syndicate work
10% from an individual assignment
50% from summative assessment (exam)

Pre-requisites: B2651PR - Principles of Project Management.
Module Description:
The purpose of this module is to help students understand and learn how to create and refine activity effort and cost estimates; define and use project cost metrics, including earned value management (EVM) and project return on investment (ROI); aggregate project costs; and develop a project budget.

Project Leadership: Human Relations and Ethics		B2652PH
NQF Level: 6	Credits: 14	Contact hours: 4 Lecture hours per week for one semester

Module assessment:
The course will be assessed through continuous [formative] and exam [summative] assessment; and the distribution of mark is shown below:
30% from a test taken under Examination conditions.
10% from group/syndicate work
10% from an individual assignment
50% from summative assessment (exam)

Pre-requisites: B2651PR - Principles of Project Management
Module Description:
The purpose of this module is to help students understand the fundamentals of modern leadership, management and communications techniques within the project environment.

Project Integration Simulation (MS Projects)		B2672PI
NQF Level: 6	Credits: 14	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The course will be assessed through continuous [formative] and exam [summative] assessment; and the distribution of mark is shown below:
30% from a test taken under Examination conditions.
10% from group/syndicate work
10% from an individual assignment
50% from summative assessment (exam)

Pre-requisites: None

Module Description:
The purpose of this module is to teach students fundamental techniques of managing projects using Microsoft Project.

Work Base Project		B2672PW
NQF Level: 6	Credits: 30	Contact hours: 4 Lecture hours per week for one semester

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:
The purpose of this module is to provide students with an opportunity to carry-out a work-based written assignment based on their selected project.

OBJECTIVE OF THE PROGRAM

The purpose of this qualification is to provide the business managers with an 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 will 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 fifth National Development Plan (NDP 5) and Vision 2030, as executive education provides managers, professionals and emerging leaders across business, government and industry with contemporary business management skills. The goals of the Vision 2030 and NDP5 are organised and executed as programmes that require collaborative efforts from both private and public institutions. This qualification equips operations managers to execute the programmes and projects effectively and efficiently and strengthen business operations management knowledge, skills and competencies, which can be used to build strong organisations and, in turn, a strong nation. This is also 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

The Diploma in Business Management Programme seeks to recruit suitably qualified students who are capable of benefiting from, contributing to, and completing the programme. In order to be considered for admission to this programme, a prospective student must:

a) Possess a relevant NQF Level 5 qualification from a recognized institution of higher learning with a minimum of three (3) years relevant work experience, of which one year should be at managerial level.

b) 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 five (5) years' work experience, of which one year is at a managerial level.

ARTICULATION OPTIONS

This qualification serves as an entry point to the following related qualifications:
Any other relevant level 7 qualification of the University of Namibia or any other recognised institution upon the discretion of the relevant department.

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. Students are also expected to complete an Applied Business Management Project which will be assessed following the University's regulations as outlined in the Postgraduate Studies guidelines. The assessment of each course shall be as follows:

- Weighting in assessments for modules (except mini thesis) is 25% individual assignments, 25% group assignments, 50% examination.
- In order to pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50:50 i.e., CA: Exam mark
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- Applied Business Management Project shall be examined by an appointed internal examiner and moderated by an external examiner.
- In order to pass the Applied Business Management Project, the student must obtain a minimum average final mark of 50%.

MODE OF DELIVERY

The programme will be offered fulltime mode on a blended basis wherein classes are conducted online via Zoom and examinations are face-to-face.

DURATION OF STUDY

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

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the Diploma in Business Management programme, a student must obtain a minimum of 75 credits at the end of the first year of registration. In the second year of registration, a student must obtain all the 150 credits. The programme must be completed after a maximum of 2 years of registration.

REQUIREMENTS FOR QUALIFICATION AWARD

The Diploma in Business Management qualification will be awarded to candidates who have completed the 136 credits at Level 6 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

CAREER OPPORTUNITIES

Graduates of the Diploma in Business Management programme will be able to fill the following careers: Management in public institutions and Management in private firms.

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				
English for Business Communication	B2621XE	6	7	YES
Workplace Digital Literacy	B2621XW	6	7	YES
Marketing for Managers	B2611XM	6	14	YES
Computerized Business Accounting for Managers	B2611XA	6	14	YES
Operations and Project Management	B2611XP	6	14	YES
		Total Credits	*56*	

SEMESTER 2				
Business Finance for Managers	B2612XF	6	14	YES
Strategic Management for Managers	B2612XS	6	14	YES
Change Management for Managers	B2612XC	6	14	YES
Business Ecosystem and Negotiations Skills	B2612XN	6	14	YES
Applied Business Management Project	B2612XP	6	24	YES
		Total Credit	80	
		TOTAL CREDITS	136	

SYLLABI

Year 1: Semester 1

English for Business Communication — B2621XE

NQF Level: 6 Credits: 14 Contact hours: 2 hours per week for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Module Description:
The purpose of this module is to provide students with business communication skills and provide them with strategies to effectively manage communications.

Workplace Digital Literacy — B2621XW

NQF Level: 6 Credits: 14 Contact hours: *2 hours per week lectures* for one semester

Module assessment: The Module will be assessed through the following assessment strategy
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

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.

Marketing for Managers — B2611XM

NQF Level: 6 Credits: 14 Contact hours: *4 hours per week lectures* for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;

50% from summative assessment.

Pre-requisites: None
Module Description:
This module aims to provide students with the ability to analyse the relation between an organization's marketing strategy and the business environment in the context of globalization.

COMPUTERIZED BUSINESS ACCOUNTING FOR MANAGERS	B2611XA

NQF Level: 6 Credits: 14 Contact hours: *4 hours per week lectures* for one semester

Module assessment: The Module will be assessed through the following assessment strategy:
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with focused knowledge and skills of computerized business accounting in Business Management using general principles and application and some specialized knowledge with depth in more than one area of its specializations.

OPERATIONS AND PROJECT MANAGEMENT	B2611XP

NQF Level: 6 Credits: 14 Contact hours: *4 hours per week lectures* for one semester

Module assessment: The Module will be assessed through the following assessment strategy
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
This module aims to provide students with the skills to evaluate and manage operations and projects in a coherent articulated manner in pursuit of an organisation's strategy.

Semester 2

BUSINESS FINANCE FOR MANAGER	B2612XF

NQF Level: 6 Credits: 14 Contact hours: *4 hours per week lectures* for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
This course aims to provide participants with the ability to deploy financial information strategically in enhancing organisational performance.

STRATEGY MANAGEMENT FOR MANAGERS	B2612XS

NQF Level: 6 Credits: 14 Contact hours: *4 hours per week lectures* for one semester

Module assessment: The Module will be assessed through the following assessment strategy
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
This course aims to provide students with an understanding of the comprehensive process of strategic management, from strategy formulation through to strategy implementation and finally to strategy evaluation.

CHANGE MANAGEMENT FOR MANAGERS	B2612XC

NQF Level: 6 Credits: 14 Contact hours: *4 hours per week lectures* for one semester

Module assessment: The Module will be assessed through the following assessment strategy
25% individual assignment;
25% group/syndicate work;

50% from summative assessment.

Pre-requisites: None
Module Description:
The purpose of this Module is to provide students with the necessary skills to manage change within the work environment.

BUSINESS ECOSYSTEM AND NEGOTIATION SKILLS			B2612XN
NQF Level: 6	Credits: 14	Contact hours: *4 hours per week lectures* for one semester	

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
This module aims to provide students with an understanding of business ecosystem and negotiation skills.

APPLIED BUSINESS MANAGEMENT PROJECT			B2612XP
NQF Level: 6	Credits: 14	Contact hours: *4 hours per week lectures* for one semester	

Module assessment: The course will wholly be assessed through the evaluation of the Applied Business Management Project which a student to pass the course must obtain a minimum of 50%.

Pre-requisites: None
Module Description:
This Module aims to provide students with the opportunity to apply their knowledge and skills through the investigation and analysis of a complex business problem.

INTRODUCTION AND OBJECTIVES

The purpose of this qualification is to equip students with leadership skills and capability to lead in a complex organisation, manage stakeholder relationships, develop and implement strategies, and achieve organisational goals and objectives. The programme seeks to provide agile skills to lead individuals, teams and organizations towards effective and efficient strategies implementation. This is in line with the fifth National Development Plan (NDP 5) and Vision 2030, as executive education provides managers, professionals and emerging leaders across business, government and industry with contemporary leadership skills in emerging business environment. According to the NDP 5, Namibia seeks to build capable and healthy human resources, and the training of institutional leaders is critical in achieving this goal. Vision 2030 and NDP 5 are programmes-focused and would benefit from increased executives' leadership skills and competency in the country. Therefore, this programme is aligned with Namibia's national developmental agenda. This is also in line with national goal and socio-economic development as executive education offers new knowledge to enhance skills and gives managers, professionals and emerging leaders across business, government and industry the opportunity to step back and gain new perspectives. This is also 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

The Diploma in Business Leadership Programme seeks to recruit suitably qualified students who are capable of benefiting from, contributing to, and completing the programme. In order to be considered for admission to this programme, a prospective student must:

a) Hold a NQF Level 6) qualification from the University of Namibia from a recognized institution of higher learning.
b) A minimum of five years relevant work experience, of which one year should be at senior managerial level.

ARTICULATION OPTIONS

This qualification may serve as an entry point to the following related qualifications:
Any other relevant level 8 qualification of the University of Namibia or any other recognised institution upon the discretion of the relevant department.

MODE OF DELIVERY

Full-time on blended Basis wherein classes are conducted online via Zoom and Examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. Students are also expected to complete an Applied Business Leadership Project which will be assessed following the School's guidelines. The assessment of each course shall be as follows:

- Weighting in assessments for modules (except mini thesis) is 25% individual assignments, 25% group assignments, 50% examination.
- In order to pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50:50 i.e., CA: Exam mark.
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- Applied Business Leadership Project shall be examined by an appointed internal examiner and moderated by an external examiner.
- In order to pass the Applied Business Leadership Project, the student must obtain a minimum average final mark of 50%.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the Diploma in Business Management programme, a student must obtain a minimum of 72 credits at the end of the first year of registration. In the second year of registration, a student must obtain all the 144 credits. The programme must be completed after a maximum of 2 years of registration.

REQUIREMENTS FOR QUALIFICATION AWARD

The Diploma in Business Leadership qualification will be awarded to candidates who have completed the 136 credits at Level 7 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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 Business Writing	B2711LE	7	*16*	*YES*	None
Business Research Methods for Executives	B2711LR	7	16	YES	None
Leadership: Coaching and Mentoring	B2711LL	7	16	YES	None
Strategy Development and Implementation	B2711LS	7	16	YES	None
Total Credits- Semester 1			*64*		
Semester 2					
Strategic Stakeholder Management	B2712LM	7	16	YES	None
Strategic Risk Management	B2712LR	7	16	YES	None
Scenario and Strategic Agility	B2712LA	7	16	YES	None
Applied Business Leadership Project	B2712LP	7	24	YES	B2711LR
Total Credits- Semester 2			72		
TOTAL CREDITS			136		

SYLLABI

Year 1: Semester 1

English for Business Writing B2711LE

NQF Level:7 Credits: 16 Contact hours: 4 Lecture hours per week for one semester

Module Assessment: The Module will be assessed through the following assessment strategy
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None

Module Description:
The purpose of this module is to provide students with business writing skills and write effective business letters on a wide variety of topics using correct wording, grammar, spelling, tone and layout needed to achieve their objectives.

BUSINESS RESEARCH METHODS FOR EXECUTIVES B2711LR

NQF Level: 7 Credits: 16 Contact hours: 4 Lecture hours per week for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None

Module Description:
The purpose of this module is to provide grounding in understanding the research process for students to undertake an applied study aimed at solving business problems.

LEADERSHIP: COACHINIG AND MENTORING B2711LL

NQF Level: 7 Credits: 16 Contact hours: 4 Lecture hours per week for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None

Module Description:
The purpose of this module is to equip students with leadership, coaching and mentoring skills.

STRATEGY: DEVELOPMENT AND IMPLEMENTATION B2711LS

NQF Level: 7 Credits: 16 Contact hours: 4 Lecture hours per week for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;

50% from summative assessment.

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with the ability to employ a deep knowledge base in relation to the development and implementation of Strategy.

Semester 2

STRATEGIC STAKEHOLDER MANAGEMENT		B2712LM
NQF Level: 7	Credits: 16	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
The purpose of this module is to equip student with stakeholder management skills.

STRATEGIC RISK MANAGEMENT		B2712LR
NQF Level: 7	Credits: 16	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with strategic risk management competencies.

SCENARIO & STRATEGIC AGILITY		B2712LA
NQF Level: 7	Credits: 16	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The Module will be assessed through the following assessment strategy.
25% individual assignment;
25% group/syndicate work;
50% from summative assessment.

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with skills required in analysing scenarios and crafting organisational strategic agility.

APPLIED BUSINESS LEADERSHIP PROJECT		B2712LP
NQF Level: 7	Credits: 32	Contact hours: 4 Lecture hours per week for one semester

Module assessment: The module will wholly be assessed through evaluation of applied business leadership project which a student has to obtain a minimum of 50% to pass the course.

Pre-requisites: B2711LR - Business Research Methods for Executives
Module Description:
The purpose of this module is to provide students with the opportunity to apply their knowledge and skills through the investigation and analysis of a business leadership problem.

INTRODUCTION AND OBJECTIVES

The purpose of this re-curriculated qualification is to provide participants with extensive knowledge and skills for leading and managing successfully in organisations. The programme draws on the latest evidence-based research in business and administration and will be taught by experts, giving participants access to global expertise and perspectives. It aims at providing concepts, insights, and practical skills for leading and managing organisations successfully. It offers expert perspectives on business administration, systems and operational settings, strategies in the world of business management and work cultures in a national and international context. The programme equips participants with skills to examine issues facing organisation leaders and managers (administrators) such as finance, income generation, marketing, working with people, technologies and stakeholders, managing change, influencing culture, and problem-solving skills. The programme helps current and aspiring administrators and leaders, to gain more confidence in leading teams, influencing policy, planning institutional strategy and managing change within higher education institutions. They are therefore relevant society and industry needs, and achievement of national development goals such as Vision 2030, as well as international imperatives such as Sustainable Development Goals (SDGs), 4th/5th IR. As it covers business administration aspects the qualification based at Namibia Business School, is a good fit in the transformation of the Faculty of Commerce, Management and Law. The purpose of the qualification fits into the University of Namibia (UNAM) mission that is to provide quality higher education through teaching, research and advisory services to our customers with the view to produce productive and competitive human resources capable of driving public and private institutions towards a knowledge-based economy, economic growth and improved quality of life. This programme is designed for managers, leaders and individuals aspiring managerial roles in organisations.

CRITERIA FOR ADMISSION

The Post-Graduate Diploma in Business Administration seeks to recruit suitably qualified students who can benefit from, contributing to, and completing the programme. To be considered for admission to this programme, a prospective student must:

a) Hold a relevant Bachelor's degree at NQF Level 7 from the University of Namibia or any other recognised institution.
b) If the undergraduate degree was not done in the medium of English, then the candidate will be required to show competency in the medium of English through achieving at least Band 7 of the International English Language Testing System (IELTS), or an equivalent test.

ARTICULATION OPTIONS

This qualification may provide entry into the Master in Business Administration programme, any other Master's degree programmes or pursue further studies in business and commercial studies or related cognate area of learning, provided other requirements are met.

MODE OF DELIVERY

Full-time on a blended Basis wherein classes are conducted online via Zoom and examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. On successful completion of the coursework, students are expected to complete a mini thesis which will be assessed following the University's regulations as outlined in the Postgraduate Studies guidelines. The assessment of each course shall be as follows:

- weighting in assessments for modules (except mini thesis) is 25% individual assignments, 25% group assignments, 50% examination.
- In order to pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50:50 i.e., CA: Exam mark
- Mini thesis shall be examined by an appointed internal examiner and moderated by an external examiner.
- In order to pass the Mini Thesis, the student must obtain a minimum average final mark of 50%.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the Post Graduate Diploma in Business Administration programme, a student must obtain a minimum of 80 credits at the end of the first year of registration. The programme must be completed after a maximum of 2 years of registration.

ADVANCEMENT AND PROGRESSION RULES

Not applicable.

MAXIMUM NUMBER OF COURSES PER YEAR

The student may register for 144 credits which are the maximum number of credits for the programme.

REQUIREMENTS FOR QUALIFICATION AWARD

The Post Graduate Diploma in Business Administration qualification will be awarded to candidates who have completed the 144 credits at Level 8 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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*
New Curriculum				
YEAR 1: SEMESTER 1				
Marketing Management	B5811BM	8	18	YES
Operation and ICT Management	B5811BO	8	18	YES
Financial Management-	B5811BA	8	18	YES
Entrepreneurship and Innovation	B5811BE	8	18	YES
Business Research Methods-	B5811BB	8	14	YES
	CREDITS		*86*	
YEAR 1: SEMESTER 2				
Mini Thesis-	B5812BT	8	16	YES
Globalisation & Strategy-	B5812BG	8	18	YES
Human Resource Management	B5812BH	8	18	YES
	CREDITS		*52*	
	TOTAL CREDITS		*138*	
Old Curriculum– *Phasing Out by 2025.*				
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

MARKETING MANAGEMENT B5811BM

NQF Level: 8 Credits: 18 Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will be assessed through the following assessment strategy:
25% individual assignments
25% group assignments
50% examination

Pre-requisites: None

Module Description:
The purpose of this module is to equip students with practical skills and experiential learning of integrating marketing theory and knowledge into the work environment.

OPERATIONS AND ICT MANAGEMENT B5811BO

NQF Level: 8 Credits: 18 Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will be assessed through the following assessment strategy:
25% individual assignments

25% group assignments
50% examination

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with e-leadership skills to respond to the organization's information and communications technology to operate businesses processes in order to enhance productivity and competitiveness.

FINANCIAL MANAGEMENT		B5811BA
NQF Level: 8	Credits: 18	Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will be assessed through the following assessment strategy:
25% individual assignments
25% group assignments
50% examination

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with skills on how to create and measure value and how to approach accounting and finance from a strategic perspective.

ENTREPRENEURSHIP AND INNOVATION		B5811BE
NQF Level: 8	Credits: 18	Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will be assessed through the following assessment strategy:
25% individual assignments
25% group assignments
50% examination

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with skills on how to espouse entrepreneurial capabilities and to manage the development of innovations.

BUSINESS RESEARCH METHODS		B5811BR
NQF Level: 8	Credits: 14	Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will be assessed through the following assessment strategy:
25% individual assignments
25% group assignments
50% examination

Pre-requisites: None
Module Description:
The purpose of this module is to equips students with grounding skills in the research process; enabling students to undertake a study in a business environment and complete a research project.

SECOND SEMESTER

MINI THESIS		B5832BM
NQF Level: 8	Credits: 16	Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will wholly be assessed through the evaluation of Mini Thesis, which a student has to obtain a minimum of 50% to pass the course.

Pre-requisites: B5811BB – Business Research Methods
Module Description:
The purpose of this module is to equip students with the skills to undertake an independent research project in the field of Business Administration.

GLOBALISATION AND STRATEGY		B5832BG
NQF Level: 8	Credits: 18	Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will be assessed through the following assessment strategy:
25% individual assignments
25% group assignments
50% examination

Pre-requisites: None

Module Description:
The purpose of this module is to develop students to understand the issues that managers face in strategic behaviour; strategising and operating in international markets and supply chains.

HUMAN RESOURCE MANAGEMENT		B5281BH
NQF Level: 8	Credits: 16	Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will be assessed through the following assessment strategy:
25% individual assignments
25% group assignments
50% examination

Pre-requisites: None
Module Description:
The purpose of this module is to demonstrate fundamental and systematic knowledge of advanced human resource management to determine, design and implement appropriate HR systems and practices to ensure proper management of employees in an organisation.

OLD 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

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

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

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

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

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

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

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

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

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 module 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 enhance management and leadership capacity of higher education leaders. Participants will be provided with extensive knowledge and skills to successfully manage the complexities of higher education. The programme draws on the latest evidence-based research in higher education and will be taught by experts, giving participants access to global expertise and perspectives. The programme enables leaders with an education background to develop integrated functional and reflective competences in educational management by examining issues such as the strategic management, the management process, educational governance, financial management, marketing and human resource management in higher education. Thus, the focus of this diploma is to improve the practice of management and leadership in the higher education sector. The new programme received support from national and international stakeholders namely University of the Western Cape, University of the Free State, Midlands State University, National University of Science and Technology, International University of Management, Triumphant College, Chinhoyi University of Technology. The stakeholders noted that the programme is directed towards leaders who hold or are aspiring to hold management responsibilities within educational institutions by providing concepts, insights and practical skills for leading and managing higher education organisations successfully. Thus, the programme, offers expert perspectives on leadership and management principles towards being a transformative leader to meet the needs of the changing educational environment with limited resources. The programme meets relevant society and industry needs, and achievement of national development goals such as Vision 2030, as well as international imperatives such as Sustainable Development Goals (SDGs), 4th/5th IR. As it covers higher education business administration imperatives, the qualification is based at Namibia Business School, is a good fit in the transformation of the Faculty of Commerce, Management and Law. The purpose of the qualification fits into the University of Namibia (UNAM) mission that is to provide quality higher education through teaching, research and advisory services to our customers with the view to produce productive and competitive human resources capable of driving public and private institutions towards a knowledge-based economy, economic growth and improved quality of life.The programme equips participants with skills to examine issues facing higher education leaders and managers and administrators such as finance, income generation, marketing, working with people, technologies and stakeholders, managing change, influencing culture, and problem-solving skills. This programme is designed for academic leaders and senior administrative or professional managers in higher education institutions. The programme will be available to domestic and international participants such as: Head of Institution; Head of Faculty; Head of School; Head of Department; Academic Director; Administrative Director; Faculty Manager and any other administration and management positions in public and private institutions in the education sector.

CRITERIA FOR ADMISSION

The minimum entrance requirement to the Postgraduate Diploma in Management and Leadership (Higher Education) are as follows:

- A Bachelor's Degree (NQF Level 7) or equivalent with two (2) years' experience in a supervisory or management position in a tertiary education environment; or
- A Level 6 qualification or equivalent with ten (10) years' experience in a supervisory or management position in a tertiary education environment.

ARTICULATION OPTIONS

This qualification may provide entry into the Master in Business Administration programme, any other Master's degree programmes or pursue further studies in business and commercial studies or related cognate area of learning, provided other requirements are met.

MODE OF DELIVERY

Full-time on a blended Basis wherein classes are conducted online via Zoom and examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark. On successful completion of the coursework, students are expected to complete a Capstone Portfolio. The assessment of each course shall be as follows:

- Weighting in assessments for modules (except the Capstone Portfolio) is 20% individual assignments, 20% group assignments, 20% Capstone Portfolio compilation of thematic area/content, 40% case analysis and presentation.
- In order to pass a module, a minimum final mark of 50% is required.
- Capstone Portfolio shall be examined by an appointed internal examiner and moderated by an external examiner.
- In order to pass the Capstone Portfolio, the student must obtain a minimum average final mark of 50%.

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the Postgraduate Diploma in Management and Leadership (Higher Education), a student must obtain a minimum of 69 credits at the end of the first year of registration. The programme must be completed after a maximum of 2 years of registration.

ADVANCEMENT AND PROGRESSION RULES
Not applicable.

MAXIMUM NUMBER OF COURSES PER YEAR
The student may register for 135 credits which are the maximum number of credits for the programme.

REQUIREMENTS FOR QUALIFICATION AWARD
Postgraduate Diploma in Management and Leadership (Higher Education) qualification will be awarded to candidates who have completed the 135 credits at Level 8 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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					
Managing Higher Education Organizations	B5821EM	8	*9*	*YES*	None
Leadership, Transformation and Diversity Management	B5811ET	8	18	YES	None
Professional Development for Higher Education Leaders	B5821EP	8	9	YES	None
High-performance Organisational Culture	B5821EL	8	9	YES	None
Financial Management for Higher Education Leaders	B5821EF	8	9	*YES*	None
Data Analytics and Decision Making in Higher Education	B5811ED	8	18	*YES*	None
Total Credits- Semester 1			*72*		
Semester 2					
Entrepreneurship and Innovation	B5822EE	8	9	YES	None
Governance and Ethics in Higher Education	B5822EG	8	9	YES	None
Fundraising and Resource Mobilisation in Higher Education	B5822EF	8	9	YES	None
Business Strategy and Risk Management in Higher Education	B5812EB	8	18	YES	None
Capstone Portfolio for Higher Education Leaders	B5812EC	8	18	YES	None
Total Credits- Semester 2			63		
TOTAL CREDITS			135		

SYLLABI

FIRST SEMESTER

MANAGING HIGHER EDUCATION ORGANIZATIONS B5821EM

NQF Level: 8 Credits: 9 Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
- 20% individual assignments,
- 20% group assignments,
- 40% case analysis/case assignments
- 20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None

Module Description:
The purpose of this module is to equip appointed managers in educational institutions with knowledge of the principles, techniques, and concepts for managerial analysis and decision-making.

LEADERSHIP, TRANSFORMATION AND DIVERSITY MANAGEMENT B5811ET

NQF Level: 8 Credits: 18 Contact Hours: 1 x 4 hours per week for one semester

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments

20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with managerial skills to transform, lead and manage diversity towards a world-class institution of higher education.

PROFESSIONAL DEVELOPMENT FOR HIGHER EDUCATION LEADERS			B5821EP
NQF Level: 8	Credits: 9	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with new knowledge and skills to implement performance the best educational practices that shape culture, improve HE institution and student learning and achievement.

HIGH-PERFORMANCE ORGANISATIONAL CULTURE			B5821EP
NQF Level: 8	Credits: 9	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with skills on how to strategize, improve and lead high-performance organisational culture.

FINANCIAL MANAGEMENT FOR HIGHER EDUCATION LEADERS			B5821EF
NQF Level: 8	Credits: 9	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with practical financial skills and understanding of corporate finance and accounting practices.

DATA ANALYTICS AND DECISION MAKING IN HIGHER EDUCATION			B5811ED
NQF Level: 8	Credits: 18	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to develop students' skills in data management and application of data mining techniques to uncover hidden patterns, unknown correlations and other useful information useful to make better decisions in a higher education setup.

SECOND SEMESTER

ENTREPRENEURSHIP AND INNOVATION			B5822EE
NQF Level: 8	Credits: 9	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to develop students' competencies in the processes involved in generating ideas for creating new ventures and developing them in new and innovative ways that enhance success.

GOVERNANCE AND ETHICS IN HIGHER EDUCATION			B5822EG
NQF Level: 8	Credits: 9	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with the knowledge and skills necessary to apply standards of best practice in higher education governance.

FUNDRAISING AND RESOURCE MOBILISATION IN HIGHER EDUCATION			B5822EF
NQF Level: 8	Credits: 9	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,
20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to develop students' competencies on best practices and aspects of fundraising and resource mobilization.

BUSINESS STRATEGY AND RISK MANAGEMENT IN HIGHER EDUCATION			B5812EB
NQF Level: 8	Credits:18	Contact Hours: 1 x 4 hours per week for one semester	

Module Assessment:
The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:

- 20% individual assignments,
- 20% group assignments,
- 40% case analysis/case assignments
- 20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None
Module Description:
The purpose of this module is to develop students' competencies on developing business strategies that educational institutions can use in times of uncertainty and complexity.

CAPSTONE PORTFOLIO FOR HIGHER EDUCATION LEADERS			B5812EC
NQF Level: 8	Credits:18	Contact Hours: 1 x 4 hours per week for one semester.	

Module Assessment: The module will wholly be assessed through continuous assessments which constitute 100% of the final module mark weighed as follows:
20% individual assignments,

20% group assignments,
40% case analysis/case assignments
20% Capstone Portfolio compilation of thematic area/content,

Pre-requisites: None

Module Description:

The purpose of this module is to provide students with an opportunity to compile a Capstone Portfolio 'wrap around' on programme thematic areas conceived throughout the programme delivery.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this re-curriculated programme is to develop graduates that are productive, competitive, and entrepreneurial and capable of driving new start-ups, private and public sector organisations towards a knowledge-based economy, economic growth, job creation and improved quality of life. The MBA seeks to develop skills that will enable the graduates to contribute to society and the economy in terms of responsiveness to society and industry needs. These skills are imperative for achieving National Development goals as highlighted in the Vision 2030 document and several of the 17 Sustainable Development Goals and the 4th and 5th Industrial Revolution. This is directly aligned to the mission of the University of Namibia "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation". Furthermore, the re-curriculation of this programme is aligned to the Namibia Business School's mission "to deliver graduates with enhanced knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context".

CRITERIA FOR ADMISSION

The Masters in Business Administration seeks to recruit suitably qualified students who can benefit from contributing to and completing the programme. To be considered for admission to this programme, a prospective student must:

1.Prospective students must have a Namibian National Qualifications Framework (NQF) Level 8 Bachelor (Honours) degree qualification or equivalent, from the University of Namibia or any other recognised institution, in the chosen field of study.

2.Have a minimum of two years of experience in a supervisory or management position verifiable at enrolment application. Applicants are required to submit a reference letter from the employer that confirms their supervisory and managerial experience as part of the admission process.

ARTICULATION OPTIONS

Students who complete the MBA programme will be able to pursue further studies in Business Administration or a related cognate area of learning at NQF Level 10, for instance:

Doctorate in Business Administration/PhD in management related fields of the University of Namibia and other recognised Universities.

MODE OF DELIVERY

Full-time on Block-Release basis wherein classes are conducted online via Zoom and Examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. On successful completion of taught modules, students are expected to complete a mini-thesis which will be assessed following the University's regulations as outlined in the Admission, Assessment and Graduation Board guidelines. The weighting of the assessment of each course shall be as follows:

- All modules will be assessed through formative and summative assessments. The weighting will be as follows: 25% individual assignments, 25% group assignments/case analysis/case assignments and 50% test(s) (taken under examination conditions)/examination.
- To pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50% CA mark: Exam mark of 50%.
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- MBA mini thesis submitted shall be examined by at least two examiners approved by the Faculty Admission, Assessment and Graduation Board. At least one of the examiners in each case must be external to the University of Namibia, except where the student is a staff member, in which case all the examiners must be external.
- To pass the MBA thesis, the student must obtain a minimum final mark of 50% from each examiner as per the University of Namibia's Postgraduate Support Services Regulations

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the MBA programme, a student must obtain a minimum of 90 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits at the end of the second year. In the third year of registration, students must have obtained a minimum of 200 credits, and by the fourth year of registration, the student must have obtained all 280 credits. The programme must be completed after a maximum of 4 years of registration.

ADVANCEMENT AND PROGRESSION RULES

To be registered for the Mini thesis, the student must obtain a minimum of 140 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits, including passing the Business Research Methodology Module at the end of the first semester in the second year.

REQUIREMENTS FOR QUALIFICATION AWARD

The MBA qualification will be awarded to candidates who have completed the 280 credits at Level 9 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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				
Operations & Technology Management	B6961MO	*9*	*12*	*YES*
Leadership & Human Capital Management	B6961ML	*9*	*12*	*YES*
Strategic Marketing & Customer Service	B6921MS	*9*	*12*	*YES*
Strategic Accounting & Finance	B6941MS	*9*	*12*	*YES*
Strategic Management	B6961MS	*9*	*12*	*YES*
Year 1 SEMESTER 2				
Business Research Methodology	B6932MB	*9*	*24*	*YES*
Public Sector Finance & Budgeting	B6932MP	*9*	*24*	*YES*
Strategic Public Sector Performance Management	B6912MS	*9*	*24*	*YES*
Public Sector Policy Analysis	B6972MP	*9*	*24*	*YES*
Bureaucracy & Public Administration	B6972MB	*9*	*24*	*YES*
Year 2: SEMESTER 1 and 2				
Thesis	B6973MT	*9*	*100*	*YES*
	TOTAL CREDITS		*280*	

SYLLABI YEAR 1 SEMESTER 1

OPERATIONS & TECHNOLOGY MANAGEMENT B6961MO

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to equip students with skills and knowledge of concepts needed to ensure an organisation achieves its competitive position through sustainable operations.

LEADERSHIP & HUMAN CAPITAL MANAGEMENT B6961ML

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to enable students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position.

STRATEGIC MARKETING & CUSTOMER SERVICE B6921MS

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop comprehensive and practical knowledge regarding customer service, service design, service innovation and marketing, to develop empathy for customers and understand the customer experience.

STRATEGIC ACCOUNTING & FINANCE		B6941MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an advanced-level analysis of the theory and practice of management accounting and finance, focusing mainly on the change in management accounting practices for 21st-century firms.

STRATEGIC MANAGEMENT		B6961MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to help students to develop the skills for formulating strategy that is need for building competitive advantage.

YEAR 1 SEMESTER 2

BUSINESS RESEARCH METHODOLOGY		B6932MB
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide a firm grounding in understanding the research process for students to undertake a scientific applied study aimed at solving business problems.

PUBLIC SECTOR FINANCE & BUDGETING		B6932MP
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with the overall objectives and principles of the financial management of the public sector of the Namibian economy and the peculiarities of their redistribution in terms of fiscal management.

STRATEGIC PUBLIC SECTOR PERFORMANCE MANAGEMENT		B6912MS
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:

•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to equip students with the necessary strategies and ways to improve accountability across levels within public sector organisations, thus resulting in better services to the public, satisfied and engaged employees and growth and progress of the organisation.

PUBLIC SECTOR POLICY ANALYSIS		B6972MP
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to familiarise students with the public policy process, equipping students with analytical frameworks and practical tools to improve their engagement with the process through their work as public officials, public agency managers, non-profit executives, policy analysts, street-level service providers and/or participatory citizens.

BUREAUCRACY & PUBLIC ADMINISTRATION		B6972MP
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an understanding of ethical, political and administrative issues faced by public sector administrators in dealing with bureaucracies.

Old Syllabi

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.

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 are 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
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.

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

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 another 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

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

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 – BURAEUCRACY 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 must deal with their political superiors. This is a relationship fraud 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.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this re-curriculated programme is to develop graduates that are productive, competitive, and entrepreneurial and capable of driving new start-ups, private and public sector organisations towards a knowledge-based economy, economic growth, job creation and improved quality of life. The MBA seeks to develop skills that will enable the graduates to contribute to society and the economy in terms of responsiveness to society and industry needs. These skills are imperative for achieving National Development goals as highlighted in the Vision 2030 document and several of the 17 Sustainable Development Goals and the 4th and 5th Industrial Revolution. This is directly aligned to the mission of the University of Namibia "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation". Furthermore, the re-curriculation of this programme is aligned to the Namibia Business School's mission "to deliver graduates with enhanced knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context".

CRITERIA FOR ADMISSION

The Masters in Business Administration seeks to recruit suitably qualified students who can benefit from contributing to and completing the programme. To be considered for admission to this programme, a prospective student must:

1.Prospective students must have a Namibian National Qualifications Framework (NQF) Level 8 Bachelor (Honours) degree qualification or equivalent, from the University of Namibia or any other recognised institution, in the chosen field of study.

2.Have a minimum of two years of experience in a supervisory or management position verifiable at enrolment application. Applicants are required to submit a reference letter from the employer that confirms their supervisory and managerial experience as part of the admission process.

ARTICULATION OPTIONS

Students who complete the MBA programme will be able to pursue further studies in Business Administration or a related cognate area of learning at NQF Level 10, for instance:

Doctorate in Business Administration/PhD in management related fields of the University of Namibia and other recognised 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

Taught modules will be assessed through formative and summative assessments. On successful completion of taught modules, students are expected to complete a mini-thesis which will be assessed following the University's regulations as outlined in the Admission, Assessment and Graduation Board guidelines. The weighting of the assessment of each course shall be as follows:

- All modules will be assessed through formative and summative assessments. The weighting will be as follows: 25% individual assignments, 25% group assignments/case analysis/case assignments and 50% test(s) (taken under examination conditions)/examination.
- To pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50% CA mark: Exam mark of 50%.
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- MBA mini thesis submitted shall be examined by at least two examiners approved by the Faculty Admission, Assessment and Graduation Board. At least one of the examiners in each case must be external to the University of Namibia, except where the student is a staff member, in which case all the examiners must be external.
- To pass the MBA thesis, the student must obtain a minimum final mark of 50% from each examiner as per the University of Namibia's Postgraduate Support Services Regulations

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the MBA programme, a student must obtain a minimum of 90 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits at the end of the second year. In the third year of registration, students must have obtained a minimum of 200 credits, and by the fourth year of registration, the student must have obtained all 280 credits. The programme must be completed after a maximum of 4 years of registration.

ADVANCEMENT AND PROGRESSION RULES

To be registered for the Mini thesis, the student must obtain a minimum of 140 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits, including passing the Business Research Methodology Module at the end of the first semester in the second year.

REQUIREMENTS FOR QUALIFICATION AWARD

The MBA qualification will be awarded to candidates who have completed the 280 credits at Level 9 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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*
YESR 1 SEMESTER 1				
Operations & Technology Management	B6961MO	9	12	YES
Leadership & Human Capital Management	B6961ML	9	12	YES
Strategic Marketing & Customer Service	B6921MS	9	12	YES
Strategic Accounting & Finance	B6941MS	9	12	YES
Strategic Management	B6961MS	9	12	YES
YEAR 1 SEMESTER 2				
Business Research Methodology	B6932MB	9	24	YES
Sustainable Resources Management	B6932MS	9	24	YES
Natural Resources Economics	B6952MN	9	24	YES
Sustainable Conservation Management	B6972MS	9	24	YES
Sustainable Management of Mining and Energy Resources	B6932MM	9	24	YES
Year 2: SEMESTER 1 and 2				
Thesis	B6973MT	9	100	YES
		TOTAL CREDITS	280	

SYLLABI

YEAR 1 SEMESTER 1

OPERATIONS & TECHNOLOGY MANAGEMENT B6961MO

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to equip students with skills and knowledge of concepts needed to ensure an organisation achieves its competitive position through sustainable operations.

LEADERSHIP & HUMAN CAPITAL MANAGEMENT B6961ML

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to enable students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position.

STRATEGIC MARKETING & CUSTOMER SERVICE B6921MS

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to develop comprehensive and practical knowledge regarding customer service, service design, service innovation and marketing, to develop empathy for customers and understand the customer experience.

STRATEGIC ACCOUNTING & FINANCE		B6941MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an advanced-level analysis of the theory and practice of management accounting and finance, focusing mainly on the change in management accounting practices for 21st-century firms.

STRATEGIC MANAGEMENT		B6961MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to help students to develop the skills for formulating strategy that is need for building competitive advantage.

YEAR 1 SEMESTER 2

BUSINESS RESEARCH METHODOLOGY		B6932MB
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide a firm grounding in understanding the research process for students to undertake a scientific applied study aimed at solving business problems.

SUSTAINABLE RESOURCES MANAGEMENT		B6932MS
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with the knowledge required to manage the country's natural resources sustainably.

NATURAL RESOURCES ECONOMICS		B6952MN
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/ case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to give students an understanding of natural resources economics and a broad overview of different approaches to the economic analysis of the environment and resources.

SUSTAINABLE CONSERVATION MANAGEMENT		B6972MS

NQF Level: 9 Credits: 24 Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with the required knowledge and competencies to enhance the management and conservation of resources in Namibia.

SUSTAINABLE MANAGEMENT OF MINING AND ENERGY RESOURCES		B6932MM

NQF Level: 9 Credits: 24 Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to acquaint the student with numerous ethical issues and perspectives confronting society and environmental scientists and their influence on the development of environmental policy and regulation.

Old 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 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

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

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

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

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

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

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

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

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

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

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

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 re-curriculated programme is to develop graduates that are productive, competitive, and entrepreneurial and capable of driving new start-ups, private and public sector organisations towards a knowledge-based economy, economic growth, job creation and improved quality of life. The MBA seeks to develop skills that will enable the graduates to contribute to society and the economy in terms of responsiveness to society and industry needs. These skills are imperative for achieving National Development goals as highlighted in the Vision 2030 document and several of the 17 Sustainable Development Goals and the 4th and 5th Industrial Revolution. This is directly aligned to the mission of the University of Namibia "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation". Furthermore, the re-curriculation of this programme is aligned to the Namibia Business School's mission "to deliver graduates with enhanced knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context".

CRITERIA FOR ADMISSION

The Masters in Business Administration seeks to recruit suitably qualified students who can benefit from contributing to and completing the programme. To be considered for admission to this programme, a prospective student must:

1.Prospective students must have a Namibian National Qualifications Framework (NQF) Level 8 Bachelor (Honours) degree qualification or equivalent, from the University of Namibia or any other recognised institution, in the chosen field of study.

2.Have a minimum of two years of experience in a supervisory or management position verifiable at enrollment application. Applicants are required to submit a reference letter from the employer that confirms their supervisory and managerial experience as part of the admission process.

ARTICULATION OPTIONS

Students who complete the MBA programme will be able to pursue further studies in Business Administration or a related cognate area of learning at NQF Level 10, for instance:

Doctorate in Business Administration/PhD in management related fields of the University of Namibia and other recognised Universities.

MODE OF DELIVERY

Full-time on Block-Release basis wherein classes are conducted online via Zoom and examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. On successful completion of taught modules, students are expected to complete a mini-thesis which will be assessed following the University's regulations as outlined in the Admission, Assessment and Graduation Board guidelines. The weighting of the assessment of each course shall be as follows:

- All modules will be assessed through formative and summative assessments. The weighting will be as follows: 25% individual assignments, 25% group assignments/case analysis/case assignments and 50% test(s) (taken under examination conditions)/examination.
- To pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50% CA mark: Exam mark of 50%.
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- MBA mini thesis submitted shall be examined by at least two examiners approved by the Faculty Admission, Assessment and Graduation Board. At least one of the examiners in each case must be external to the University of Namibia, except where the student is a staff member, in which case all the examiners must be external.
- To pass the MBA thesis, the student must obtain a minimum final mark of 50% from each examiner as per the University of Namibia's Postgraduate Support Services Regulations

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the MBA programme, a student must obtain a minimum of 90 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits at the end of the second year. In the third year of registration, students must have obtained a minimum of 200 credits, and by the fourth year of registration, the student must have obtained all 280 credits. The programme must be completed after a maximum of 4 years of registration.

ADVANCEMENT AND PROGRESSION RULES

To be registered for the Mini thesis, the student must obtain a minimum of 140 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits, including passing the Business Research Methodology Module at the end of the first semester in the second year.

REQUIREMENTS FOR QUALIFICATION AWARD

The MBA qualification will be awarded to candidates who have completed the 280 credits at Level 9 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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				
Operations & Technology Management	B6961MO	*9*	*12*	*YES*
Leadership & Human Capital Management	B6961ML	*9*	*12*	*YES*
Strategic Marketing & Customer Service	B6921MS	*9*	*12*	*YES*
Strategic Accounting & Finance	B6941MS	*9*	*12*	*YES*
Strategic Management	B6961MS	*9*	*12*	*YES*
YEAR 1 SEMESTER 2				
Business Research Methodology	B6932MB	*9*	*24*	*YES*
International Finance	B6932MI	*9*	*24*	*YES*
Corporate Finance	B6972MC	*9*	*24*	*YES*
Financial Markets and Investment Analysis	B6932MF	*9*	*24*	*YES*
Derivatives & Securities	B6952MD	*9*	*24*	*YES*
Year 2: SEMESTER 1 and 2				
Thesis	B6973MT	*9*	*100*	*YES*
	TOTAL CREDITS		*280*	

SYLLABI YEAR 1 SEMESTER 1

OPERATIONS & TECHNOLOGY MANAGEMENT B6961MO

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to equip students with skills and knowledge of concepts needed to ensure an organisation achieves its competitive position through sustainable operations.

LEADERSHIP & HUMAN CAPITAL MANAGEMENT B6961ML

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to enable students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position.

STRATEGIC MARKETING & CUSTOMER SERVICE B6921MS

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop comprehensive and practical knowledge regarding customer service, service design, service innovation and marketing, to develop empathy for customers and understand the customer experience.

STRATEGIC ACCOUNTING & FINANCE		B6941MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/ case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an advanced-level analysis of the theory and practice of management accounting and finance, focusing mainly on the change in management accounting practices for 21st-century firms.

STRATEGIC MANAGEMENT		B6961MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to help students to develop the skills for formulating strategy that is need for building competitive advantage.

YEAR 1 SEMESTER 2

BUSINESS RESEARCH METHODOLOGY		B6932MB
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide a firm grounding in understanding the research process for students to undertake a scientific applied study aimed at solving business problems.

INTERNATIONAL FINANCE		B6932MI
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop students' understanding of the business and financial aspects of their primary specialisation.

CORPORATE FINANCE		B6972MC
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to introduce essential aspects of financial decision-making in business and provide basic techniques which cover investment decisions, financing decisions and dividend decisions.

FINANCIAL MARKETS & INVESTMENT ANALYSIS		B6932MF
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to expose students to the framework of modern markets, portfolio theory and investment analysis with which one can critically evaluate alternatives relating to investing in financial securities and construct portfolios with desired risk/return characteristics.

DERIVATIVES & SECURITIES		B6952MD
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with a comprehensive analysis of the properties of options and futures and to offer a theoretical framework within which all derivatives can be valued and hedged.

Old 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

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

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

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

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

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

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
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
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
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
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 re-curriculated programme is to develop graduates that are productive, competitive, and entrepreneurial and capable of driving new start-ups, private and public sector organisations towards a knowledge-based economy, economic growth, job creation and improved quality of life. The MBA seeks to develop skills that will enable the graduates to contribute to society and the economy in terms of responsiveness to society and industry needs. These skills are imperative for achieving National Development goals as highlighted in the Vision 2030 document and several of the 17 Sustainable Development Goals and the 4th and 5th Industrial Revolution. This is directly aligned to the mission of the University of Namibia "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation". Furthermore, the re-curriculation of this programme is aligned to the Namibia Business School's mission "to deliver graduates with enhanced knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context".

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The Masters in Business Administration seeks to recruit suitably qualified students who can benefit from contributing to and completing the programme. To be considered for admission to this programme, a prospective student must:

1.Prospective students must have a Namibian National Qualifications Framework (NQF) Level 8 Bachelor (Honours) degree qualification or equivalent, from the University of Namibia or any other recognised institution, in the chosen field of study.

2.Have a minimum of two years of experience in a supervisory or management position verifiable at enrollment application. Applicants are required to submit a reference letter from the employer that confirms their supervisory and managerial experience as part of the admission process.

ARTICULATION OPTIONS

Students who complete the MBA programme will be able to pursue further studies in Business Administration or a related cognate area of learning at NQF Level 10, for instance:

Doctorate in Business Administration/PhD in management related fields of the University of Namibia and other recognised Universities.

MODE OF DELIVERY

Full-time on Block-Release basis wherein classes are conducted online and examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. On successful completion of taught modules, students are expected to complete a mini-thesis which will be assessed following the University's regulations as outlined in the Admission, Assessment and Graduation Board guidelines. The weighting of the assessment of each course shall be as follows:

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- MBA mini theses submitted shall be examined by at least two examiners approved by the Faculty Admission, Assessment and Graduation Board. At least one of the examiners in each case must be external to the University of Namibia, except where the student is a staff member, in which case all the examiners must be external.
- To pass the MBA thesis, the student must obtain a minimum final mark of 50% from each examiner as per the University of Namibia's Postgraduate Support Services Regulations

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the MBA programme, a student must obtain a minimum of 90 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits at the end of the second year. In the third year of registration, students must have obtained a minimum of 200 credits, and by the fourth year of registration, the student must have obtained all 280 credits. The programme must be completed after a maximum of 4 years of registration.

ADVANCEMENT AND PROGRESSION RULES

To be registered for the Mini thesis, the student must obtain a minimum of 140 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits, including passing the Business Research Methodology Module at the end of the first semester in the second year.

REQUIREMENTS FOR QUALIFICATION AWARD
The MBA qualification will be awarded to candidates who have completed the 280 credits at Level 9 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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*
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Strategic Accounting & Finance	B6941MS	*9*	*12*	*YES*
Strategic Management	B6961MS	*9*	*12*	*YES*
YEAR 1 SEMESTER 2				
Design Thinking & Innovation	B6932MD	*9*	*24*	*YES*
Entrepreneurship & Innovation Strategy	B6932ME	*9*	*24*	*YES*
Corporate & Business Strategy	B6912MC	*9*	*24*	*YES*
Global Strategy & Business Development	B6932MG	*9*	*24*	*YES*
Business Research Methodology	B6932MB	*9*	*24*	*YES*
Year 2: SEMESTER 1 and 2				
Thesis	B6973MT	*9*	*100*	*YES*
	TOTAL CREDITS		*280*	

Syllabi

YEAR 1 SEMESTER 1

OPERATIONS & TECHNOLOGY MANAGEMENT B6961MO

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
The purpose of this module is to equip students with skills and knowledge of concepts needed to ensure an organisation achieves its competitive position through sustainable operations.

LEADERSHIP & HUMAN CAPITAL MANAGEMENT B6961ML

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
The purpose of this module is to enable students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position.

STRATEGIC MARKETING & CUSTOMER SERVICE B6921MS

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments

•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop comprehensive and practical knowledge regarding customer service, service design, service innovation and marketing, to develop empathy for customers and understand the customer experience.

STRATEGIC ACCOUNTING & FINANCE		B6941MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an advanced-level analysis of the theory and practice of management accounting and finance, focusing mainly on the change in management accounting practices for 21st-century firms.

STRATEGIC MANAGEMENT		B6961MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to help students to develop the skills for formulating strategy that is need for building competitive advantage.

YEAR 1 SEMESTER 2

BUSINESS RESEARCH METHODOLOGY		B6932MB
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide a firm grounding in understanding the research process for students to undertake a scientific applied study aimed at solving business problems.

DESIGN THINKING & INNOVATION		B6932MD
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with a solid working knowledge of the critical elements of the Design Thinking and Innovation methodology, supporting tools and techniques.

ENTREPRENEURSHIP & INNOVATION STRATEGY		B6932ME
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation, and technology in the entrepreneurial process.

CORPORATE & BUSINESS STRATEGY		B6912MC
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to demonstrate the importance and centrality of strategy in the work of leaders, identify the firm and environment-related factors that determine firm success, introduce frameworks that facilitate strategic thinking and action.

GLOBAL STRATEGY & BUSINESS DEVELOPMENT		B6932MG
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with advanced knowledge about the field of global business strategy and business development and equip students with professional skills to use the knowledge in practice.

Old 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
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		CBBE5999
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:

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		CBSR5999
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 Management Strategy.

E-BUSINESS STRATEGY — CBEB5999

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 introduce the strategic frameworks and methodological toolset 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 — CBRS5909

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.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this re-curriculated programme is to develop graduates that are productive, competitive, and entrepreneurial and capable of driving new start-ups, private and public sector organisations towards a knowledge-based economy, economic growth, job creation and improved quality of life. The MBA seeks to develop skills that will enable the graduates to contribute to society and the economy in terms of responsiveness to society and industry needs. These skills are imperative for achieving National Development goals as highlighted in the Vision 2030 document and several of the 17 Sustainable Development Goals and the 4th and 5th Industrial Revolution. This is directly aligned to the mission of the University of Namibia "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation". Furthermore, the re-curriculation of this programme is aligned to the Namibia Business School's mission "to deliver graduates with enhanced knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context".

CRITERIA FOR ADMISSION

The Masters in Business Administration seeks to recruit suitably qualified students who can benefit from contributing to and completing the programme. To be considered for admission to this programme, a prospective student must:

1.Prospective students must have a Namibian National Qualifications Framework (NQF) Level 8 Bachelor (Honours) degree qualification or equivalent, from the University of Namibia or any other recognised institution, in the chosen field of study.

2.Have a minimum of two years of experience in a supervisory or management position verifiable at enrollment application. Applicants are required to submit a reference letter from the employer that confirms their supervisory and managerial experience as part of the admission process.

ARTICULATION OPTIONS

Students who complete the MBA programme will be able to pursue further studies in Business Administration or a related cognate area of learning at NQF Level 10, for instance:

Doctorate in Business Administration/PhD in management related fields of the University of Namibia and other recognised Universities.

MODE OF DELIVERY

Full-time on Block-Release basis wherein classes are conducted online via Zoom and Examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. On successful completion of taught modules, students are expected to complete a mini-thesis which will be assessed following the University's regulations as outlined in the Admission, Assessment and Graduation Board guidelines. The weighting of the assessment of each course shall be as follows:

- All modules will be assessed through formative and summative assessments. The weighting will be as follows: 25% individual assignments, 25% group assignments/case analysis/case assignments and 50% test(s) (taken under examination conditions)/examination.
- To pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50% CA mark: Exam mark of 50%.
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- MBA mini theses submitted shall be examined by at least two examiners approved by the Faculty Admission, Assessment and Graduation Board. At least one of the examiners in each case must be external to the University of Namibia, except where the student is a staff member, in which case all the examiners must be external.
- To pass the MBA thesis, the student must obtain a minimum final mark of 50% from each examiner as per the University of Namibia's Postgraduate Support Services Regulations

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the MBA programme, a student must obtain a minimum of 90 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits at the end of the second year. In the third year of registration, students must have obtained a minimum of 200 credits, and by the fourth year of registration, the student must have obtained all 280 credits. The programme must be completed after a maximum of 4 years of registration.

ADVANCEMENT AND PROGRESSION RULES

To be registered for the Mini thesis, the student must obtain a minimum of 140 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits, including passing the Business Research Methodology Module at the end of the first semester in the second year.

REQUIREMENTS FOR QUALIFICATION AWARD

The MBA qualification will be awarded to candidates who have completed the 280 credits at Level 9 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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

CURRICULUM

Course	*Course code*	*NQF Level*	*Credits*	*Compulsory*
YEAR 1 SEMESTER 1				
Operations & Technology Management	B6961MO	*9*	*12*	*YES*
Leadership & Human Capital Management	B6961ML	*9*	*12*	*YES*
Strategic Marketing & Customer Service	B6921MS	*9*	*12*	*YES*
Strategic Accounting & Finance	B6941MS	*9*	*12*	*YES*
Strategic Management	B6961MS	*9*	*12*	*YES*
YEAR 1 SEMESTER 2				
New Venture Creation & Development	B6932MN	*9*	*24*	*YES*
Venture capital & Entrepreneurial Finance	B6932MV	*9*	*24*	*YES*
Creativity & Technology Innovation	B6932MC	*9*	*24*	*YES*
Entrepreneurship & Economic Growth	B6972ME	*9*	*24*	*YES*
Business Research Methodology	B6932MB	*9*	*24*	*YES*
Year 2: SEMESTER 1 and 2				
Thesis	B6973MT	*9*	*100*	*YES*
	TOTAL CREDITS		*280*	

Syllabi

YEAR 1 SEMESTER 1

OPERATIONS & TECHNOLOGY MANAGEMENT B6961MO

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to equip students with skills and knowledge of concepts needed to ensure an organisation achieves its competitive position through sustainable operations.

LEADERSHIP & HUMAN CAPITAL MANAGEMENT B6961ML

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to enable students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position.

STRATEGIC MARKETING & CUSTOMER SERVICE B6921MS

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments

•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop comprehensive and practical knowledge regarding customer service, service design, service innovation and marketing, to develop empathy for customers and understand the customer experience.

STRATEGIC ACCOUNTING & FINANCE		B6941MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an advanced-level analysis of the theory and practice of management accounting and finance, focusing mainly on the change in management accounting practices for 21st-century firms.

STRATEGIC MANAGEMENT		B6961MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to help students to develop the skills for formulating strategy that is need for building competitive advantage.

YEAR 1 SEMESTER 2

BUSINESS RESEARCH METHODOLOGY		B6932MB
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide a firm grounding in understanding the research process for students to undertake a scientific applied study aimed at solving business problems.

NEW VENTURE CREATION & DEVELOPMENT		B6932MN
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop practical yet comprehensive and systematic knowledge of New Venture Creation and Development as an integral part of Business Administration.

NEW VENTURE CAPITAL AND ENTREPRENEURIAL FINANCE		B6932MV
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to help students understand what venture capital is, what venture capitalists do, the way venture capital organisations work and why/how they play such a significant role in the economy.

CREATIVITY & TECHNOLOGY INNOVATION		B6932MC
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to provide students with the opportunity to gain practical, real-world experience in the application of different tools and approaches such as human-centred design, types of innovation, crowdsourcing and lean start-up.

ENTREPRENEURSHIP & ECONOMIC GROWTH		B6972ME
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to develop students so that they can systematically apply an entrepreneurial way of thinking that will allow them to identify and create business opportunities that may be commercialised successfully.

Old 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			CBBE5999
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-Politico-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-Politico-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 re-curriculated programme is to develop graduates that are productive, competitive, and entrepreneurial and capable of driving new start-ups, private and public sector organisations towards a knowledge-based economy, economic growth, job creation and improved quality of life. The MBA seeks to develop skills that will enable the graduates to contribute to society and the economy in terms of responsiveness to society and industry needs. These skills are imperative for achieving National Development goals as highlighted in the Vision 2030 document and several of the 17 Sustainable Development Goals and the 4th and 5th Industrial Revolution. This is directly aligned to the mission of the University of Namibia "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation". Furthermore, the re-curriculation of this programme is aligned to the Namibia Business School's mission "to deliver graduates with enhanced knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context".

CRITERIA FOR ADMISSION

The Masters in Business Administration seeks to recruit suitably qualified students who can benefit from contributing to and completing the programme. To be considered for admission to this programme, a prospective student must:

1.Prospective students must have a Namibian National Qualifications Framework (NQF) Level 8 Bachelor (Honours) degree qualification or equivalent, from the University of Namibia or any other recognised institution, in the chosen field of study.

2.Have a minimum of two years of experience in a supervisory or management position verifiable at enrolment application. Applicants are required to submit a reference letter from the employer that confirms their supervisory and managerial experience as part of the admission process.

ARTICULATION OPTIONS

Students who complete the MBA programme will be able to pursue further studies in Business Administration or a related cognate area of learning at NQF Level 10, for instance:

Doctorate in Business Administration/PhD in management related fields of the University of Namibia and other recognised Universities.

MODE OF DELIVERY

Full-time on Block-Release basis wherein classes are conducted online via Zoom and Examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. On successful completion of taught modules, students are expected to complete a mini-thesis which will be assessed following the University's regulations as outlined in the Admission, Assessment and Graduation Board guidelines. The weighting of the assessment of each course shall be as follows:

- All modules will be assessed through formative and summative assessments. The weighting will be as follows: 25% individual assignments, 25% group assignments/case analysis/case assignments and 50% test(s) (taken under examination conditions)/examination.
- To pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50% CA mark: Exam mark of 50%.
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- MBA mini thesis submitted shall be examined by at least two examiners approved by the Faculty Admission, Assessment and Graduation Board. At least one of the examiners in each case must be external to the University of Namibia, except where the student is a staff member, in which case all the examiners must be external.
- To pass the MBA thesis, the student must obtain a minimum final mark of 50% from each examiner as per the University of Namibia's Postgraduate Support Services Regulations

MINIMUM REQUIREMENTS FOR RE-ADMISSION INTO THE FACULTY

To be re-admitted into the MBA programme, a student must obtain a minimum of 90 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits at the end of the second year. In the third year of registration, students must have obtained a minimum of 200 credits, and by the fourth year of registration, the student must have obtained all 280 credits. The programme must be completed after a maximum of 4 years of registration.

ADVANCEMENT AND PROGRESSION RULES

To be registered for the Mini thesis, the student must obtain a minimum of 140 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits, including passing the Business Research Methodology Module at the end of the first semester in the second year.

REQUIREMENTS FOR QUALIFICATION AWARD

The MBA qualification will be awarded to candidates who have completed the 280 credits at Level 9 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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				
Operations & Technology Management	B6961MO	*9*	*12*	*YES*
Leadership & Human Capital Management	B6961ML	*9*	*12*	*YES*
Strategic Marketing & Customer Service	B6921MS	*9*	*12*	*YES*
Strategic Accounting & Finance	B6941MS	*9*	*12*	*YES*
Strategic Management	B6961MS	*9*	*12*	*YES*
YEAR 1 SEMESTER 2				
Business Research Methodology	B6932MB	*9*	*24*	*YES*
Managing Emerging Technologies	B6932ME	*9*	*24*	*YES*
Business Analytics	B6972MA	*9*	*24*	*YES*
Data Visualisation & Decision Making	B6932MV	*9*	*24*	*YES*
Cyber Security Management	B6932CS	*9*	*24*	*YES*
Year 2: SEMESTER 1 and 2				
Thesis	B6973MT	*9*	*100*	*YES*
	TOTAL CREDITS		*280*	

Syllabi

YEAR 1 SEMESTER 1

OPERATIONS & TECHNOLOGY MANAGEMENT B6961MO

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to equip students with skills and knowledge of concepts needed to ensure an organisation achieves its competitive position through sustainable operations.

LEADERSHIP & HUMAN CAPITAL MANAGEMENT B6961ML

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to enable students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position.

STRATEGIC MARKETING & CUSTOMER SERVICE B6921MS

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments

•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop comprehensive and practical knowledge regarding customer service, service design, service innovation and marketing, to develop empathy for customers and understand the customer experience.

STRATEGIC ACCOUNTING & FINANCE		B6941MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an advanced-level analysis of the theory and practice of management accounting and finance, focusing mainly on the change in management accounting practices for 21st-century firms.

STRATEGIC MANAGEMENT		B6961MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to help students to develop the skills for formulating strategy that is need for building competitive advantage.

YEAR 1 SEMESTER 2

BUSINESS RESEARCH METHODOLOGY		B6932MB
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide a firm grounding in understanding the research process for students to undertake a scientific applied study aimed at solving business problems.

MANAGING EMERGING TECHNOLOGIES		B6932ME
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:

The purpose of this module is to deepen students' understanding of managing emerging technologies and how to use disruptive emerging technologies in the management of their organisations, including small start-ups as a means of building up a competitive advantage.

BUSINESS ANALYTICS		B6972MA
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/ case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
The purpose of this module is to provide students with advanced business analytics methods, including predictive analytics and visual analytics.

DATA VISUALISATION & DECISION-MAKING		B6932MV
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
The purpose of this module is to provide students with knowledge that will build their capacity to use data to inform organisational decisions and to drive the organisation's strategies, tactics and operations.

CYBER SECURITY MANAGEMENT		B6932CS
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
Analyse real-world cybersecurity and governance challenges that organisations face and learn how to apply knowledge and skills gained through Computer Science courses to address them as managers of organisations.

INTRODUCTION AND OBJECTIVES OF THE PROGRAMME

The purpose of this re-curriculated programme is to develop graduates that are productive, competitive, and entrepreneurial and capable of driving new start-ups, private and public sector organisations towards a knowledge-based economy, economic growth, job creation and improved quality of life. The MBA seeks to develop skills that will enable the graduates to contribute to society and the economy in terms of responsiveness to society and industry needs. These skills are imperative for achieving National Development goals as highlighted in the Vision 2030 document and several of the 17 Sustainable Development Goals and the 4th and 5th Industrial Revolution. This is directly aligned to the mission of the University of Namibia "to contribute to the achievement of national and international development goals through the pursuit of translational research, quality training and innovation". Furthermore, the re-curriculation of this programme is aligned to the Namibia Business School's mission "to deliver graduates with enhanced knowledge and skills in leadership and management for good governance, entrepreneurship and social transformation in the African context".

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2.Have a minimum of two years of experience in a supervisory or management position verifiable at enrolment application. Applicants are required to submit a reference letter from the employer that confirms their supervisory and managerial experience as part of the admission process.

ARTICULATION OPTIONS

Students who complete the MBA programme will be able to pursue further studies in Business Administration or a related cognate area of learning at NQF Level 10, for instance:

Doctorate in Business Administration/PhD in management related fields of the University of Namibia and other recognised Universities.

MODE OF DELIVERY

Full-time on Block-Release basis wherein classes are conducted online via Zoom and examinations are face-to-face.

DURATION OF STUDY

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

ASSESSMENT CRITERIA

Taught modules will be assessed through formative and summative assessments. On successful completion of taught modules, students are expected to complete a mini-thesis which will be assessed following the University's regulations as outlined in the Admission, Assessment and Graduation Board guidelines. The weighting of the assessment of each course shall be as follows:

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- To pass a module, a minimum final mark of 50% is required.
- The final mark for each module will be calculated using a ratio of 50% CA mark: Exam mark of 50%.
- Notwithstanding the above, a subminimum of at least 40% will apply to the Exam Mark.
- MBA mini theses submitted shall be examined by at least two examiners approved by the Faculty Admission, Assessment and Graduation Board. At least one of the examiners in each case must be external to the University of Namibia, except where the student is a staff member, in which case all the examiners must be external.
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ADVANCEMENT AND PROGRESSION RULES

To be registered for the Mini thesis, the student must obtain a minimum of 140 credits at the end of the first year of registration. In the second year of registration, a student must obtain a minimum of 180 credits, including passing the Business Research Methodology Module at the end of the first semester in the second year.

REQUIREMENTS FOR QUALIFICATION AWARD

The MBA qualification will be awarded to candidates who have completed the 280 credits at Level 9 as prescribed in the curriculum and have met all the administrative and financial requirements of the University.

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				
Operations & Technology Management	B6961MO	*9*	*12*	*YES*
Leadership & Human Capital Management	B6961ML	*9*	*12*	*YES*
Strategic Marketing & Customer Service	B6921MS	*9*	*12*	*YES*
Strategic Accounting & Finance	B6941MS	*9*	*12*	*YES*
Strategic Management	B6961MS	*9*	*12*	*YES*
YEAR 1 SEMESTER 2				
Business Research Methodology	B6932MB	*9*	*24*	*YES*
Health Compliance & Governance	B6932MH	*9*	*24*	*YES*
Hospital Management	B6972MH	*9*	*24*	*YES*
Managing Community Health	B6972MM	*9*	*24*	*YES*
Pharmaceutical Management	B6972MP	*9*	*24*	*YES*
Year 2: SEMESTER 1 and 2				
Thesis	B6973MT	*9*	*100*	*YES*
	TOTAL CREDITS		*280*	

Syllabi

YEAR 1 SEMESTER 1

OPERATIONS & TECHNOLOGY MANAGEMENT B6961MO

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to equip students with skills and knowledge of concepts needed to ensure an organisation achieves its competitive position through sustainable operations.

LEADERSHIP & HUMAN CAPITAL MANAGEMENT B6961ML

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:

The purpose of this module is to enable students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position.

STRATEGIC MARKETING & CUSTOMER SERVICE B6921MS

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

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments

•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to develop comprehensive and practical knowledge regarding customer service, service design, service innovation and marketing, to develop empathy for customers and understand the customer experience.

STRATEGIC ACCOUNTING & FINANCE		B6941MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide students with an advanced-level analysis of the theory and practice of management accounting and finance, focusing mainly on the change in management accounting practices for 21st-century firms.

STRATEGIC MANAGEMENT		B6961MS
NQF Level: 9	Credits: 12	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to help students to develop the skills for formulating strategy that is need for building competitive advantage.

YEAR 1 SEMESTER 2

BUSINESS RESEARCH METHODOLOGY		B6932MB
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations

Pre-requisites: None
Module Description:
The purpose of this module is to provide a firm grounding in understanding the research process for students to undertake a scientific applied study aimed at solving business problems.

HEALTH COMPLIANCE & GOVERNANCE		B6932MH
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
•25% individual assignments
•25% group project assignments/ case analysis/case assignments
•50% tests/examinations
Pre-requisites: None

Module Description:
The purpose of this module is to provide students with an in-depth education in the law and practical applications of compliance in the health sector.

HOSPITAL MANAGEMENT		B6972MH
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
The purpose of this module is to enhance the students' knowledge regarding management and other issues faced by hospital managers and to develop their skills to address the managerial and administrative issues of public and private sector hospitals at all levels.

MANAGING COMMUNITY HEALTH		B6972MM
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
The purpose of this module is to enhance the students' knowledge regarding management and other issues faced by hospital managers and to develop their skills to address the managerial and administrative issues of public and private sector hospitals at all levels.

PHARMACEUTICAL MANAGEMENT		B6972MP
NQF Level: 9	Credits: 24	Contact hours: 4 lecture periods / week for 14 weeks

Module assessment: The course will be assessed through formative and summative assessments. The weighting will be as follows:
- 25% individual assignments
- 25% group project assignments/ case analysis/case assignments
- 50% tests/examinations

Pre-requisites: None

Module Description:
The purpose of this module is to prepare students for managerial positions in the pharmaceutical industry. It also provides skill training in build in planning, the operation of management techniques, consultancy, and management-related problems solving.

INTRODUCTION AND OBJECTIVE OF THE PROGRAMMEThe purpose of this qualification is to produce graduates who are well grounded in modern management and leadership styles and have acquired considerable competence in research that together qualify them to be elite entrepreneurs, consultants, productive academics, leaders in the public sector, or in business organisations – including those with global reach. Thus, the programme will produce the kinds of leaders required to ensure that economies in developing countries in particular move in sync with the fourth and fifth industrial revolutions; and drive the better-life-for-all objective of both the Sustainable Development Goals of the United Nations (Agenda 2030) and the Namibia Government's Vision 2030 development strategy. The programme is expected to sharpen students' grasp of best practices in business strategy, entrepreneurship and innovation, competitive advantage, leadership, and governance. Also, the research component in the programme will make it possible for students to contribute to new knowledge, which will promote the innovation their organisations need to keep pace with the fourth and fifth industrial revolutions and establish competitive edge. The programme, therefore, supports UNAM's vision to be a "hub of excellence in higher education, training, research and innovation by 2030".

ADMISSION CRITERIA

The Doctorate in Business Administration programme seeks to recruit suitably qualified students who are capable of successfully completing the programme. In order to be considered for admission to this programme prospective student must:

c) Hold a Master's degree or an equivalent qualification at NQF Level 9 in a relevant discipline from a recognised institution.
d) Provide evidence of competency in spoken and written English if the mode of instruction for previous qualifications was not in English.
e) Provide evidence of a minimum experience of three (3) years in management positions.

ARTICULATION OPTIONS

The DBA is a terminal qualification in Business Administration, but it also prepares students for other qualifications. After completing the DBA, a candidate may pursue an academic career by enrolling into a PhD Management programme or into a Doctor of Management programme.

MODE OF DELIVERY

Full time on a blended basis wherein classes are conducted online via Zoom and Examinations are face-to-face.

ASSESSMENT CRITERIA

The assessment of the coursework has two components: Formative Assessment that will produce a Continuous Assessment mark (50%) and a Summative Assessment that will produce the Summative Assessment mark (50%). Both types of assessment will establish the extent of students' mastery of the learning outcomes. The assessments – individual or group – will include essays, problem-solving exercises, debates, literature reviews, analysis of journal articles, case studies, etc. To qualify for the Summative Assessment, a sub-minimum of 40% in the CA will apply. Each module will have a minimum of three Continuous Assessment tasks. To pass each module, a student should obtain a final mark of at least 50%.

The dissertation will be examined by three experts in the field; and it must pass from all three. After this stage, the dissertation will be examined by a panel at a Viva Voce presentation. The panel must indicate whether the thesis passed or failed. The decision of the Viva Voce panel is final. It is only after the Viva Voce panel had passed the dissertation that it would be deemed to have passed.

REQUIREMENTS FOR QUALIFICATION AWARD

To be re-admitted into the DBA programme, a student should have obtained a minimum of 96 credits at the end of the first year. At the end of the second year, a student should have obtained a minimum of 168 credits for re-admission. Students should complete the programme at least by the end of the fifth year. After the maximum period has been exceeded, the quarterly reports of the supervisor would indicate whether a student should be re-admitted into the programme.

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

Module	*Module code*	*NQF Level*	*Credits*	*Compulsory*
YEAR 1: SEMESTER 1				
Writing for Publication	B7011DW	10	24	YES
Corporate Strategy	B7022DS	10	12	YES

Production and Operations Management	B7021DO	10	12	YES
Corporate Entrepreneurship and Innovation Strategy	B7012DE	10	24	YES
		SEMESTER 1 CREDITS	72	
YEAR 1: SEMESTER 2				
Leadership and Organisational Behaviour	B7021DL	10	12	YES
Financial Decision Making	B7022DF	10	12	YES
Advanced Business Research Methodology	B7012DR	10	24	YES
		SEMESTER 2 CREDITS	48	
YEARS 2 AND 3				
Dissertation	B7013DD	10	240	YES
TOTAL CREDITS	*360*			

OLD CURRICULUM – Phasing Out by 2025

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

WRITING FOR PUBLICATION — B7011DW

NQF Level: 10 Credits: 24

Module assessment: The course will be assessed through continuous (formative) and summative assessments; and the distribution of marks is shown below:
20% from individual assignment;
10% from group/syndicate work;
20% completed journal article;
50% from summative assessment.

Prerequisite: None
Module Description:
The purpose of this module is to guide students to write at the level required for publication in accredited academic journals.

CORPORATE STRATEGY — B7011DS

NQF Level: 10 Credits: 12

Module assessment: The course will be assessed through continuous (formative) and summative assessments; and the distribution of marks is shown below:
20% from individual assignment;
10% from group/syndicate work;
20% completed journal article;
50% from summative assessment.

Prerequisite: None
Module Description:
The purpose of this module is to guide students to know the analytical approaches used in strategic management decision making.

PRODUCTION AND OPERATIONS MANAGEMENT — B7011DO

NQF Level: 10 Credits: 12

Module assessment: The course will be assessed through formative assessment tasks (continuous assessment), which will make up 50% of the final mark, and a summative assessment – 50% of the final mark. The continuous assessment will include the follows:
20% from individual assignment;
20% from group/syndicate work;
10% class presentation

Prerequisite: None
Module Description:
The purpose of this module is to emphasise considerations for efficient resource use in maintaining an organisation's competitive edge, and how this requires aligning the production and operations strategy of the organisation to conditions in the market.

CORPORATE ENTREPRENEURSHIP AND INNOVATION STRATEGY	B7011DE

NQF Level: 10 Credits: 24

Module assessment: The course will be assessed through continuous (formative) and summative assessments; and the distribution of marks is shown below:
20% from individual assignment;
10% from group/syndicate work;
20% completed journal article;
50% from summative assessment.

Prerequisite: None
Module Description:
The purpose of this module is to raise students' perception levels for new business ideas and opportunities for raising resources to bring those ideas to fruition.

YEAR 1: SEMESTER 2

LEADERSHIP AND ORGANISATIONAL BEHAVIOUR	B7012DL

NQF Level: 10 Credits: 12

Module assessment: The course will be assessed through continuous (formative) and summative assessments; and the distribution of marks is shown below:
20% from individual assignment;
10% from group/syndicate work;
20% completed journal article;
50% from summative assessment.

Prerequisite: None
Module Description:
The purpose of this module is to make students learn the impact of synergy from the effort of individuals and groups in an organisation on the performance of the organisation

FINANCIAL DECISION MAKING	B7012DF

NQF Level: 10 Credits: 12
Module assessment: The course will be assessed through continuous (formative) and summative assessments; and the distribution of marks is shown below:
20% from individual assignment;
10% from group/syndicate work;
20% completed journal article;
50% from summative assessment.

Prerequisite: None
Module Description:
The purpose of the Financial Decision-Making module is to ensure that students have adequate level of financial acumen necessary for managers to make valuable business decisions, since every decision made by any manager has financial implications for the organisation.

ADVANCED BUSINESS RESEARCH METHODOLOGY	B7012DR

NQF Level: 10 Credits: 24

Module assessment: The course will be assessed through continuous (formative) and summative assessments; and the distribution of marks is shown below:
20% from individual assignment;

10% from group/syndicate work;
20% completed journal article;
50% from summative assessment.

Prerequisite: None
Module Description:
The purpose of this module is to guide students to learn the art and science of conducting original academic research for the students to be able to produce a research proposal.

YEAR 2 AND 3

DISSERTATION	B7012DD

NQF Level: 10 Credits: 240

Module assessment: The supervisor assesses the complete draft of the dissertation before it is submitted for formal assessment.The formal assessment of the dissertation is in two stages – first, it will be examined by three examiners approved by the Faculty Postgraduate Research Committee. When all the three examiners have passed the dissertation, then it will be examined by a panel at a Viva Voce. The decision of the Viva Voce panel must be passed or failed; and that decision is final.

Module Description: The purpose of this module is to guide students to do original academic research and produce a research report that will indicate the students' ability to apply knowledge and techniques acquired during the course of the taught components.

Old 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.