

DESCRIPTION

The focus of the Master of Management programme is the formulation, design, conducting and completion of a research project in the field of management. A student may fulfil the requirements of the qualification by completing EITHER: a full research based dissertation **OR** six (6) research topics and a short dissertation

OPTION 1

Master of Management: Full Research Dissertation

OPTION 2

Master of Management: Six (6) Research Topics and a Short Dissertation

The Master of Management provides students with a deeper understanding of key contemporary issues in management in the 21st century, through research focussing on analysing and improving (a) the self as a manager, (b) the business to be managed, and (c) the drivers of promoting/managing business sustainability and success. The programme empowers students with critical understanding and management competencies, while provoking them to engage with the identified topics at a broad general level as well as within a specific discipline area, where appropriate.

Students are challenged to interrogate the principles, value, and nuances of thinking strategically, analyse the impact and challenges of organisational culture and conduct, and to identify the norms and behaviours for advanced organisational leadership. The programme is relevant for role-players in all spheres of management - private commercial, public sector, information technology, entrepreneurship, basic education, higher education, and the creative economies - who are responsible for powering a business. Students will receive the qualification of Master of Management.

ADMISSION REQUIREMENTS

- a relevant postgraduate diploma; **OR**
- a Bachelor Honours degree in a cognate field with a mark of:
Full Research Dissertation: 65% for Research
Topics + Short Dissertation: 55% for Research

(Intensive exposure to the various disciplines of management of at least five research topics is required)

IN ADDITION TO THE FOLLOWING

- have minimum of three (3) years work experience in a managerial capacity;
- be proficient in English;
- be computer literate;
- have access to the internet;
- have a personal computer or laptop; and
- have conducted academic research* before.

ONE-DAY INDUCTION SESSION (COMPULSORY)

Students must attend a compulsory one-day induction session subsequent to registration of their proposal module. During the session, students will be guided through refining and finalising their research topic, developing their proposal, utilising techniques of data collection and writing of the dissertation.

- * Should an applicant apply with a postgraduate diploma on NQF level 8 (minimum 120 credits), please note that he/she must also have a B-degree.
- * A student who did not complete Research Methodology as a module at NQF Level 8 previously will be required to take the Research Methodology bridging module in the first semester of registration.



MINIMUM SYSTEM REQUIREMENTS

- Wi-Fi: Reliable broadband Internet access (Wi-Fi is available on all of our campuses, but you may prefer access from home as well).
- Web browser: Edge/Chrome/Safari/Opera/FireFox.
- Computer/Laptop: A current Windows or Apple Mac computer/laptop capable of running the Office 365 software. Office 365 includes Word, Excel, PowerPoint and Outlook.
- PDF Viewer: The free Adobe Acrobat software.
- Scanning documents: Ability to scan and upload documents (typically from your cellphone or smartphone).
- Email/cellphone for notification and communication.
- Communication: A cellphone or smartphone for receiving notifications and communication.

CURRICULUM OUTLINE

OPTION 1: FULL RESEARCH DISSERTATION

Structure:

- * Mini proposal required for application

- Completion of dissertation
- To be completed in a minimum of two (2) years
- Consists of a compulsory postgraduate induction session

OPTION 2: SIX (6) RESEARCH TOPICS AND A SHORT DISSERTATION

Structure:

- Six (6) research topics are compulsory - see table below (must be completed before commencing with PRO292 + DIS292)
- A short dissertation (108 Credits) based on a research topic identified from any of the below six (6) research topics

YEAR 1		YEAR 2	
1st Semester	2nd Semester	1st Semester	2nd Semester
Business Intelligence BIN192 (12 credits)	Customer Relationship Management CRM192 (12 credits)	Select and submit a research topic based on any of the six research topics completed. Attend the compulsory induction session. Commence research in order to submit a proposal. PRO292 (30 credits)	Completion and submission of the short dissertation.
Strategic Leadership LDR192 (12 credits)	Strategic Process Management MAN192 (12 credits)		DIS292 (78 credits)
Talent Management TLM192 (12 credits)	Risk Management RIS192 (12 credits)		
CREDITS PER YEAR 72		CREDITS PER YEAR 108	

- * The order of registered modules will follow the curriculum outline.
- * Editing is compulsory for the dissertation. Editing services will be for the students own account. A list of available editors will be provided to students on CANVAS.

CURRICULUM OUTLINE

BUSINESS INTELLIGENCE

This topic on business intelligence explains how data can be gathered, visualised and analysed to guide decision-making. We examine a range of data-driven business intelligence tools and practices to create a competitive advantage. The module will further explore how business intelligence is used to provide business professionals with the ability to conduct analyses of business operations and performance for enhanced decision-making. Students will be introduced to current concepts, processes and technologies in business intelligence, and will be equipped to use selected analytics, to interpret solutions to business-related problems, and to provide suitable business advice.

CUSTOMER RELATIONSHIP MANAGEMENT

CRM has the potential to achieve success and growth for organisations in this day and age of extensive competition and rapid technological development. CRM enables organisations to know their customers better and to build sustainable relationships with them. Hence, one of the requirements of competitiveness is the ability of organisations to quickly familiarise themselves with customer needs. Increasingly, competition forces organisations to build more contacts and relationships with customers in the world of marketing. CRM is a commercial process in the business environment that prepares organisations and organisational structures to improve and survive in business. Organisations apply CRM as a strategic process aiding the organisation in dealing with its competitors, providing value for the buyers and retailers, and gaining excellent value. Consequently, we find that CRM is a refocusing of organisations worldwide towards a customer-based economy, in which the key element is the customer.

RISK MANAGEMENT

The field of business risk management has gained increased attention over the last decade because of several large-scale disasters. Examples are the economic downturn in 2008, financial disasters, natural disasters, as well as the recent global COVID-19 pandemic. Furthermore, in a rapidly changing global world, with decreasing product life cycles and increasing customer and societal expectations from businesses, there are significant and increased risks associated with ongoing value creation by businesses. Solid knowledge of business risk management is needed as South African business managers experience demanding challenges such as a turbulent political and economic environment. Managers on all levels need to reflect on business risk management principles to meet the demands of a changing business environment.

STRATEGIC LEADERSHIP

Strategic leadership is a practice in which executives use different styles of leadership to develop a vision for their organisation that enables it to adapt to or remain competitive in a changing economic and technological climate. Strategic leaders are able to use this vision to motivate employees and departments, fostering among them a sense of unity and direction to implement change in their organisations. The main objectives of strategic leadership are to streamline processes, boost strategic productivity, promote innovation and cultivate an environment that encourages employees to be productive, independent and to push forward their own ideas. Strategic leaders sometimes make use of reward or incentive programmes to encourage employees and help them reach their goals.

STRATEGIC PROCESS MANAGEMENT

A business can be described as an entity that performs professional, commercial or industrial activities. These activities are producing goods to sell them at a profit or rendering a service to its clients at a profit. These organisations also consist of different business processes that are designed and used to fulfil the strategic goals of the particular organisation. Business process management (BPM) is the method used by these organisations to analyse, optimise, monitor and control various business processes. With BPM, companies can automate recurring processes to always run smoothly. Organisations apply their business processes to achieve business success. This requires individuals of exceptional knowledge, skills and abilities to ensure business effectiveness. It is important to manage business processes effectively as there are positive outcomes for all those involved. For individuals it leads to greater motivation, job satisfaction and work engagement. At an organisational level, it increases service orientation and performance. In addition, it yields higher quality products, which is good for the client.

TALENT MANAGEMENT

This module on talent management explains how talent management strategies, global talent management and technology in talent management can add value to an organisation. When implemented strategically, talent management can help improve the overall performance of the business and ensure that it remains competitive. A holistic model for talent measurement, a framework for talent management in a global context as well as retaining talent globally will be scrutinised. Students will be introduced to technology, digital transformation and artificial intelligence.

CAREER OPPORTUNITIES

The Master of Management will position you to successfully advance your career in the field of management in the context of today's highly competitive and rapidly changing environment.