

# UNIVERSITY OF SOUTH AFRICA

## INFORMATION ON THE HONOURS, MASTER'S AND DOCTORAL DEGREES IN BUSINESS MANAGEMENT

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Consult Part 1 of the Calendar for information pertaining to the general rules for admission to postgraduate studies, documents that must accompany students' applications, the number of papers for which students must register, re-registration, duration of the course, applications for cancellation, etcetera.

## **1 INTRODUCTION**

The Departments in Business Management (including Management and Entrepreneurship, Human Resources, Marketing, and Financial Management) are only too aware of the negative influence of the shortage of managerial expertise on economic growth in South Africa. For this reason the Departments are not only presenting seven specialised BCom degrees at undergraduate level but are also offering a wide range of postgraduate papers in different fields of management.

In the Honours degree, these courses mainly expose people at higher levels of management to advanced management concepts. And in the Master's and Doctor's degree programmes, the inquisitive student is afforded the opportunity to do research under the guidance of distinguished South African and foreign professors in the field of Business Management. This research, which leads to either a MCom, MAdmin, DCom or DAdmin, also makes an important contribution to the field of Business Management.

The Departments offer the following postgraduate qualifications in Business Management:

- \* the Honours BCom in Business Management
- \* the Honours BAdmin in Business Management
- \* the MCom and MAdmin in Business Management
- \* the DCom and DAdmin in Business Management

## **2 OBJECTIVE OF THE HONOURS DEGREE IN BUSINESS MANAGEMENT**

To help satisfy the need for trained managers, the honours degree in Business Management is subdivided into different areas of specialisation. Subjects that are currently offered are General Management, Purchasing Management, Marketing Management, Financial Management, Human Resources and Industrial Relations Management and Operations Management. Highly specialised papers in Property valuation, investment and development and Risk Management are also offered. A paper in International Business as well as Information Management is also offered.

The syllabus is continually evaluated and adjusted to changing circumstances and needs in the business environment.

## **3 ADMISSION TO THE STUDY OF THE HONOURS BCom DEGREE IN BUSINESS MANAGEMENT**

To gain admission to the study of this degree students must satisfy one of the following conditions:

- they must be in possession of a BCom or BCompt degree, or another approved degree in the Economics or Management Sciences and must have passed Business Management III
- they may be in possession of another degree, but must have passed at least five of the following BCom courses
  - Accounting I or Accounting IA
  - Economics I
  - Business Management I, II and III
- they must have obtained a Certificate in the Theory of

Accounting at a recognised University and also have a CA (SA) or qualify for it, and must also have passed the following:

- Economics I
- Business Management I, II and III

#### **4 ADMISSION TO THE STUDY OF THE HONOURS BAdmin DEGREE IN BUSINESS MANAGEMENT**

To gain admission to this course students must satisfy the following requirement:

- they must be in possession of the BAdmin degree and must have passed Business Management III

#### **5 SELECTING THE PAPERS FOR THE HONOURS DEGREE IN BUSINESS MANAGEMENT**

The curriculum comprises five, one year modules (also called papers). Students have the choice of pursuing one of two options when registering for the BCom Honours in Business Management, namely:

- a general honours degree (see 5.1) or
- a specialised honours degree (see 5.2)

**STUDENTS MUST ENSURE THAT THEY HAVE ADEQUATE BACKGROUND KNOWLEDGE OF THE PAPER THEY WISH TO OFFER**

## 5.1 GENERAL HONOURS DEGREE

The papers Strategic Management (STRBESC) and Business Research (CBURESX) are compulsory.

Any three papers may be chosen from any of the seven groups below:

### **Group 1: General Management**

- Paper 1.1: Strategic Management (STRBESC)  
**(Compulsory)**
- Paper 1.2: The management of organisational change and renewal (ORGREN5)
- Paper 1.3: International Business (INTBUSL)
- Paper 1.4: Information Management (INFMANA)

### **Group 2: Purchasing Management**

- Paper 2.1: Supply Chain Management (SCHAINY)

### **Group 3: Marketing Management**

- Paper 3.1: Advanced strategic marketing issues (STRMAR6)
- Paper 3.2: Cybermarketing (CYBMARH)

### **Group 4: Financial Management**

- Paper 4.1: Advanced problems in business finance (FINVRAJ)
- Paper 4.2: Investment Management (BELBESE)
- Paper 4.3: Real estate portfolio Management (REPMANW)
- Paper 4.4: Financial risk management (FINRIS5)
- Paper 4.5: International financial Management (IFIMANB)
- Paper 4.6: Operational risk management (ORM4801)

**Group 5: Human Resources and Labour Relations Management**

Paper 5.1: Advanced Human Resources Management (ADVHRMP)

Paper 5.2: Labour Relations Management (INDUSTA)

**Group 6: Operations Management**

Paper 6.1: Advanced Operations Management (ADPRODE)

Paper 6.2: Project Management (PROJEKH)

**Group 7: Business research**

Paper 7.1: Business research (CBURESX) **(Compulsory)\***

A student may take one paper prescribed for the Honours BCom degree in Economics, subject to the admission requirements and restrictions for the Honours BCom degree in Economics, or one honours paper in the College of Economic and Management Sciences from another related subject in which the student has passed the final course, with the approval of the Heads of the Schools/Departments concerned.

## **5.2 SPECIALISATION DEGREES**

**STUDENTS REGISTERING FOR AN HONOURS BCom DEGREE IN ONE OF THE FOUR AREAS OF BUSINESS MANAGEMENT SPECIALISATION MUST HAVE COMPLETED AT LEAST ONE UNDERGRADUATE MODULE AT THE THIRD LEVEL IN THEIR CHOSEN AREA OF SPECIALISATION**

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\* The business research paper is a tutored Honours paper that consists of three assignments which will build up to a completed research report at the end of the academic year. Students will write a three hour closed-book examination paper on this module.

The following four specialisation degrees are offered:

- General Management (compulsory five papers)
- Marketing Management (compulsory five papers)
- Financial Management (compulsory five papers)
- Human resources Management (compulsory five papers)

A student may choose **one** of the following **four** specialisation areas:

**Group 1: General Management specialisation\***

Paper 1.1: Strategic Management (STRBESC) (**Compulsory**)

Paper 1.2: The Management of organisational change and renewal (ORGREN5) (**Compulsory**)

Paper 1.3: International Business (INTBUSL) (**Compulsory**)

Paper 1.4: Business research (CBURESX) (**Compulsory**)

**And any one of the following:**

Paper 1.5: Information Management (INFMANA)

Paper 1.6: Project Management (PROJEKH)

Paper 1.7: Supply chain Management (SCHAINY)

Paper 1.8: Advanced human resources Management (ADVHRMP)

Paper 1.9: Advanced strategic marketing issues (STRMAR6)

Paper 1.10: Advanced Problems of business finance (FINVRAJ)

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\* This new general management specialisation syllabus is only available to students who register for this degree in 2004 for the **first** time. Students who registered under the old general management specialisation syllabus (2001 - 2003) must complete the previous specialisation degree or should a student wish to change his/her registration to the new general management specialisation syllabus, an application to this effect must be made to the Head of the Department of Management and Entrepreneurship.

Paper 1.11: International Financial Management (IFIMANB)

**Group 2: Marketing Management specialisation**

Paper 2.1: Strategic Management (STRBESC) (**Compulsory**)

Paper 2.2: Advanced strategic marketing issues (STRMAR6)  
(**Compulsory**)

Paper 2.3: Consumer psychology (CONPSY9)\*\*  
(**Compulsory**)

Paper 2.4: Cybermarketing (CYBMARH) (**Compulsory**)

Paper 2.5: Business research (CBURESX) (**Compulsory**)

**Group 3: Financial Management specialisation \***

Paper 3.1: Strategic Management (STRBESC) (**Compulsory**)

Paper 3.2: Business research (CBURESX) (**Compulsory**)

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Students who have not completed the UNISA BCom degree in Business Management with specialisation in Marketing Management and who wish to register for this paper will be required to have been exposed at undergraduate level to consumer psychology or consumer behaviour or customer behaviour.

Advice: Students should enrol for Investment Management (BELBESE) only if they are interested in pursuing the Chartered Finance Analyst designation (CFA®) and have a career in stock broking, investment analysis and/or portfolio management in mind.

Students completing their Hons BCom over a two year period are also encouraged to pass Advanced Problems of Business Finance (FINVRAJ) before attempting the papers Investment Management (BELBESE) and Risk Management (FINRIS5).

Details of the CFA designation may be found at [www.cfainstitute.org](http://www.cfainstitute.org) The CFA designation consists of three levels which must be completed. The cost of enrolling for CFA (including the cost of books) amounts to approximately R5 200 per level. An additional once-off registration fee of approximately R2 800 is payable for first time Level I enrolments.

\* This new financial management specialisation syllabus is only available to students who registered for this degree in 2006 for the **first** time. Students who registered under the old financial management specialisation syllabus (2001 - 2003) must complete the previous specialisation degree or should a student wish to change his/her registration to the new financial management specialisation syllabus, an application to this effect must be made to the Head of the Department of Financial Management.

Paper 3.3: Advanced problems in business finance (FINVRAJ) **(Compulsory)**

**And any two of the following:**

- Paper 3.4: Investment Management (BELBESE)
- Paper 3.5: Real estate portfolio Management (REPMANW)
- Paper 3.6: Financial Risk Management (FINRIS5)
- Paper 3.7: International Financial Management (IFIMANB)
- Paper 3.8: Operational Risk Management (ORM4801)

**Group 4: Human Resources Management specialisation**

- Paper 4.1: Strategic Management (STRBESC) **(Compulsory)**
- Paper 4.2: Advanced Human Resources Management (ADVHRMP) **(Compulsory)**
- Paper 4.3: Labour Relations Management (INDUSTA) **(Compulsory)**
- Paper 4.4: Organisational and managerial psychology (MOPSY0D)\*\* **(Compulsory)**
- Paper 4.5: Business research (CBURESX) **(Compulsory)**

**TRANSITIONAL ARRANGEMENTS**

Students who registered under the old syllabus (2001 or before) must complete the general honours degree in Business Management; or should a student wish to register for a specialised degree, an application to this effect must be made to the Head of the Department.

A specialised honours degree in Business Management will not be

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\*\* Students who have not completed the UNISA BCom degree in Business Management with specialisation in Human Resources Management and who wish to register for this paper will be required to have been exposed at undergraduate level to the following areas: organisational psychology (IOP202R) or equivalent paper; organisational development (IOP305X); personnel psychology (IOP302U) and (IOP3084) or equivalent papers.

awarded unless the student has passed all the compulsory papers in that specialised area.

### **Further information**

Students who require further information or advice on their registration for the Honours BCom degree in Business Management may write to:

The Chairperson  
Honours Committee: Department of Business  
Management  
PO Box 392  
UNISA  
0003

They may also contact one of the following persons at the email address shown below:

#### **GENERAL HONOURS BCom DEGREE IN BUSINESS MANAGEMENT:**

Prof PN Palmer: [palmepr@unisa.ac.za](mailto:palmepr@unisa.ac.za)

#### **SPECIALISATION HONOURS BCom DEGREES IN BUSINESS MANAGEMENT:**

##### **GENERAL MANAGEMENT**

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##### **FINANCIAL MANAGEMENT**

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##### **HUMAN RESOURCE MANAGEMENT**

Prof M Coetsee: [coetzm@unisa.ac.za](mailto:coetzm@unisa.ac.za)

## **OPERATIONS/SUPPLY CHAIN MANAGEMENT**

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### **6 ABBREVIATED SYLLABI**

#### **PAPER 1.1: STRATEGIC MANAGEMENT (STRBESC)**

##### **1 Overview of strategic Management**

- (a) The nature and value of strategic Management
- (b) The strategic Management process

##### **2 Strategy formulation**

- (a) Formulation of the enterprise mission
- (b) Assessing the external environment
- (c) Evaluating the multinational environment
- (d) Environmental forecasting
- (e) Internal analysis of the enterprise
- (f) Formulating long-term objectives and grand strategies
- (g) Strategy analysis and choice

##### **3 Strategy implementation**

- (a) Functional strategies and annual objectives
- (b) Structure, leadership, culture and rewards
- (c) Strategy control and evaluation
- (d) Future trends and research needs

#### **PAPER 1.2: THE MANAGEMENT OF ORGANISATIONAL CHANGE AND RENEWAL (ORGREN5)**

##### **1 The development of management theory**

- The emergence of new organisation forms
- Networked

- Flat
- Flexible
- Diverse
- Global

**2 Managing organisational capabilities**

- Team structures
- Work force management
- Incentive schemes
- Conflict resolution structures
- Cross border integration mechanisms

**3 Managing individual skills**

- Teamwork
- Negotiation and conflict handling skills
- Managing diversity inside the organisation
- Cross cultural management

**4 Managing the environment**

- Forming alliances
- Organisational learning and learning organisations
- Boundary management
- Managing shareholder relationships
- Local responsiveness

**5 Leadership challenges**

- Leading in the “new” organisation

**PAPER 1.3: INTERNATIONAL BUSINESS (INTBUSL)**

*Note: This paper is only offered in English*

- 1 An overview of international management issues
- 2 Trends and structures in international management relations
- 3 The international business environment
- 4 Evaluation and selection of trading countries

- 5 International marketing Management
- 6 International Financial Management
- 7 International Human Resources Management
- 8 International Business strategies
- 9 The control process in an international context
- 10 Strategic alliances
- 11 Strategic issues in Southern Africa

#### **PAPER 1.4: INFORMATION MANAGEMENT (INFMANA)**

##### **Part 1: Introduction**

- 1 Strategic planning
- 2 Analytical tools

##### **Part 2: Management information system strategy**

- 3 What are management information systems?
- 4 Strategy planning for management information systems
- 5 The management information systems strategic planning toolkit
- 6 Frameworks for integrating information systems strategies with business strategies
- 7 Competitive advantage to be gained from management information systems

##### **Part 3: Implementation**

- 8 Information system resource structures
- 9 End-user computing
- 10 Information systems management and hybrid managers
- 11 Information value and information systems management investment
- 12 Selection and acquisition

##### **Part 4: Security and legal issues**

- 13 Managing management information system security

14 Information law

## **Part 5: New developments**

- 15 General
- 16 Information technology

## **PAPER 2.1: SUPPLY CHAIN MANAGEMENT (SCHAINY)**

### **Part 1: The procurement and sourcing process**

- 1 Introduction to purchasing and supply Management
- 2 Purchasing as a boundary-spanning function
- 3 Supply chain management
- 4 Information systems and technology in purchasing and supply chain management

### **Part 2: Management of purchasing and supply management**

- 5 Purchasing organisation
- 6 Purchasing policy and procedures
- 7 Performance measurement and evaluation

### **Part 3: Strategic supply Management**

- 8 Procurement and sourcing strategy development
- 9 Insourcing/outsourcing
- 10 Supplier evaluation and selection
- 11 Supplier quality management
- 12 Management of supply chain relationships
- 13 Global sourcing

### **Part 4: Approaches to managing the procurement and sourcing process**

- 14 Purchasing tools and techniques
- 15 Cost/price analysis
- 16 Negotiations
- 17 Managing contracts

**Part 5: Activities in the supply chain**

- 18 Inventory management for purchases
- 19 Purchasing and transportation

**Part 6: Future challenges and trends**

- 20 Future challenges and trends in supply management

**PAPER 3.1: ADVANCED STRATEGIC MARKETING ISSUES (STRMAR6)**

- 1 Definition and orientation
- 2 Functional marketing Management
- 3 Strategic marketing Management
  - (a) Evaluating the inputs of the marketing environment
  - (b) Planning the marketing strategy
  - (c) Implementing the marketing strategy
  - (d) Controlling the marketing strategy

**Paper 3.2: CYBERMARKETING (CYBMARH)**

- 1 Marketing and the Internet
- 2 The marketing environment
- 3 Researching the market on the Internet
- 4 MKIS
- 5 Segmentation
- 6 Global Marketing
- 7 Promotions online
- 8 Selling online

**PAPER 4.1: ADVANCED PROBLEMS OF BUSINESS FINANCE (FINVRAJ)**

- 1 The financial function of the enterprise
- 2 Financial forecasting, planning and control
- 3 Measurement of risk and return

- 4 The valuation problem
- 5 Sources and forms of capital
- 6 Cost of capital
- 7 Financial structure
- 8 Investment decisions
- 9 Dividend policy
- 10 Management of current assets
- 11 Growth and expansion
- 12 Reorganisation

**PAPER 4.2: INVESTMENT MANAGEMENT (BELBESE)**

- 1 The investment background
- 2 Developments in investment theory
- 3 Valuation principles and practices
- 4 Analysis and management of ordinary shares
- 5 Analysis and management of bonds
- 6 Derivative security analysis
- 7 Specification and evaluation of asset management

**PAPER 4.3: REAL ESTATE PORTFOLIO MANAGEMENT (REPMANW)**

- 1 Portfolio management concepts
- 2 Real estate returns and their estimation
- 3 Lease analysis
- 4 Portfolio diversification
- 5 Investing in various property types
- 6 International real estate investment
- 7 Property unit trusts and loan stock companies
- 8 Derivative instruments
- 9 Real estate cycles
- 10 Real estate portfolio management process
- 11 Property portfolio strategy

**PAPER 4.4: FINANCIAL RISK MANAGEMENT (FINRIS5)**

- 1 Risk and the financial environment
- 2 The principles of asset and liability management in financial institutions
- 3 The identification and measurement of financial risk
- 4 The management of financial risk
- 5 Futures contracts, futures markets and pricing and the use of futures in the management of financial risk
- 6 Swaps, pricing and uses of swap transactions
- 7 Options, pricing and the use of options for the management of financial risk
- 8 The use of other financial instruments for the management of financial risk

**PAPER 4.5: INTERNATIONAL FINANCIAL MANAGEMENT (IFIMANB)**

- 1 Environment of international financial Management
- 2 Exchange rate behaviour
- 3 Exchange rate risk management
- 4 Short-term asset and liability management
- 5 Long-term asset and liability management

**PAPER 4.6: OPERATIONAL RISK MANAGEMENT (ORM4801)**

- 1 Overview of operational risk management
- 2 Principles of operational risk management
- 3 Operational risk management framework and model
- 4 Operational risk management process
- 5 Operational risk management and the enterprise

**PAPER 5.1: ADVANCED HUMAN RESOURCES  
MANAGEMENT (ADVHRMP)**

**Part I: Strategic human resources Management (SHRM): a  
new way of managing?**

- 1 The nature, origins and implications of SHRM
- 2 Linking organisational and human resource strategies
- 3 SHRM in a global context

**Part II: Managing performance**

- 4 Performance management strategies
- 5 Training and development strategies

**Part III: Managing structures**

- 6 Organisational structuring and restructuring
- 7 Beyond organisational structure: the end of classical forms
- 8 Employment relations

**Part IV: Managing learning**

- 9 Learning organisations
- 10 Promoting learning in organisations
- 11 Managing the process of training and development

**Part V: Manage change**

- 12 Change management strategies and assumptions
- 13 Change management choices and outcomes
- 14 The role of culture in organisational performance
- 15 The possibilities of culture change

## **Part VI: Managing meaning**

- 16 Some key difficulties
- 17 SHRM - the redefining of people and organisations

## **PAPER 5.2: LABOUR RELATIONS MANAGEMENT (INDUSTA)**

### **Part I: Strategic labour relations management**

- 1 Linking the organisational and labour relations strategies
- 2 Labour relations as a field of study
- 3 The management of conflict, group dynamics and work-force diversity

### **Part II: The labour relations management environment**

- 4 The process of environmental scanning
- 5 Internal environmental factors that influence labour relations management
- 6 External environmental factors that influence labour relations management
- 7 The legal framework governing labour relations management

### **Part III: Labour relations management at organisational level: from strategy to policy**

- 8 The labour relations management policy
- 9 Communication and worker participation
- 10 Collective bargaining and negotiation
- 11 Labour relations structures and procedures
- 12 Strike management
- 13 Control of the quality of labour relations management

## **PAPER 6.1: OPERATIONS MANAGEMENT (ADPRODE)**

- 1 Production inventory systems
- 2 Decision-making systems
- 3 Forecasting systems
- 4 Capacity planning
- 5 Product and service design
- 6 Facilities layout
- 7 Aggregate planning
- 8 Inventory management
- 9 Material requirements planning
- 10 Scheduling
- 11 Project management
- 12 Queuing theory
- 13 Quality assurance

## **Paper 6.2: Project Management (PROJEKH)**

- 1 Organisational structures
- 2 Organising and staffing the project team
- 3 Project management functions
- 4 Time management and conflicts
- 5 Variables for project success
- 6 Working with project executives
- 7 Project planning
- 8 PERT/CPM and project graphics
- 9 Pricing and estimating
- 10 Cost control
- 11 Trade-off analysis
- 12 Project management information systems
- 13 Project proposals

## **Paper 7.1: Business research (CBURESX)**

1. Conceptualise the research problem and establish research objectives.

2. Design a research plan and proposal.
3. Develop a sample plan and research instrument.
4. Manage and administer fieldwork and collect, edit and capture data.
5. Analyse data statistically.
6. Report research results.

## 7 TEACHING STAFF

**KEY:** P - Professor; AP - Associate Professor;  
SL - Senior Lecturer; L - Lecturer; JL - Junior Lecturer.

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### DEPARTMENT OF MANAGEMENT AND ENTREPRENEURSHIP:

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### DEPARTMENT OF MARKETING MANAGEMENT

	Name	Qualification(s)	Email	Ext
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L	TV Tshivhase	BCom (Hons), UED (UNIVEN)	<a href="mailto:tshivtv@unisa.ac.za">tshivtv@unisa.ac.za</a>	4510
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**DEPARTMENT OF FINANCE AND RISK MANAGEMENT AND BANKING**

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## SECTION B: THE MASTER'S AND DOCTORAL DEGREES

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## **1 WELCOME**

We would like to take this opportunity to welcome you as a prospective master's or doctoral student in Business Management. The master's and doctoral degrees are offered by the School of Management Sciences, including the Departments of **Management and Entrepreneurship, Human Resources Management, Marketing Management** and **Financial Management**. The purpose of this part of the document is to provide information on the master's and doctoral offerings, admission requirements, procedures and what you can expect.

## **2 DETAILS OF THE OF THE MASTER'S AND DOCTORAL OFFERINGS IN BUSINESS MANAGEMENT**

We offer the following master's and doctoral qualifications in Business Management:

- MCom (Business Management)
- MAdmin (Business Management)
- DCom (Business Management)
- DAdmin (Business Management)

The MCom and MAdmin consist of a dissertation only and the DCom and DAdmin consist of a thesis only. Hence, no course material will be made available to you and you will not be required to write an examination. This places a huge responsibility on you, the student. You will determine the progress of your studies. You need to be proactive, motivated and knowledgeable not only in your specific field of study, but also, in research methodology.

### 3 ADMISSION REQUIREMENTS

#### Master's degrees in Business Management

To be admitted to the MCom (Business Management) or MAdmin (Business Management) degree, candidates must comply with the following requirements:

- an Honours BCom (Business Management) or Honours BAdmin (Business Management) or a four-year BCom (Business Management) or a four year BAdmin (Business Management)\*

**OR**

BCom (Business Management) (3 years) plus an MBA/MBL

**OR**

BA, BBA or BSc (Business Management) (3 years) plus Honours BA, BBA or BSc, or four-year BA, BBA or BSc (Business Management)

*[These qualifications must have been obtained at internationally accredited universities and Business Management as a major is compulsory.]*

- BCom status, which means that you must have studied and passed Economics I, Accounting I, Business Management I, II, III and IV
- Strategic Management at the fourth level is compulsory.
- Your studies at the fourth level must relate to the proposed master's study (same subject or field of study).
- Your academic performance at the fourth level must be satisfactory. (We regard an average of above 60 percent as acceptable. You must also have obtained a mark of above

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\* A four-year Bdegree which includes one year practical experience is not regarded as a four-year degree.

60 percent for the subjects relating to your master's studies).

- Your studies on the fourth level must include either a research based module (research report) or a theoretical module on research methodology.
- Your studies at the fourth level must have been completed within 8 years of your master's application.

Compliance with these requirements is not negotiable. Certain additional prerequisites may be laid down. For example, you might be requested to register for particular Honours BCom papers (for non-degree purposes), write a scientific article on the proposed study or receive a reading list and do an oral or written examination.

In addition, to succeed in your master's studies you must:

- be able to communicate fluently in English, orally and (most importantly) in writing
- demonstrate satisfactory academic writing skills in English
- have a sound knowledge of research methodology.
- have the ability to do independent research, utilising quantitative (statistical) and qualitative research methods
- have access to a university library, stocked with the latest and best books and articles on the subject
- have access to the Internet and able to do Internet literature searches

### **Doctoral degrees in Business Management**

The same requirements apply to the doctor's degree as to the master's degree in Business Management plus a *research-based* master's degree. You must have obtained at least 65 percent for your master's dissertation. If you comply with all the admission requirements for the master's degree and have a *tutored master's degree*, *additional admission requirements will be set for*

*admission to the doctor's degree in Business Management.*

**In conclusion, bear in mind that admission to the master's and doctor's degrees in Business Management is not automatic, even if you comply with all the admission requirements.** Applications are still subject to available expertise and capacity in the particular Department. Hence, every application for the master's and doctor's degree in Business Management is subject to a strict screening and selection process.

#### **4 REGISTRATION PROCEDURE**

The procedure followed with applications for admission to the master's and doctor's degree in Business Management and the departments involved are depicted in diagram 1.

If you intend applying for admission to the master's or doctor's degree in Business Management you must firstly contact UNISA Registration for further information and the application form at the following address:

The Registrar  
Postgraduate Studies  
P O Box 392  
UNISA  
0003

**OR**

[www.unisa.ac.za](http://www.unisa.ac.za)

**OR**

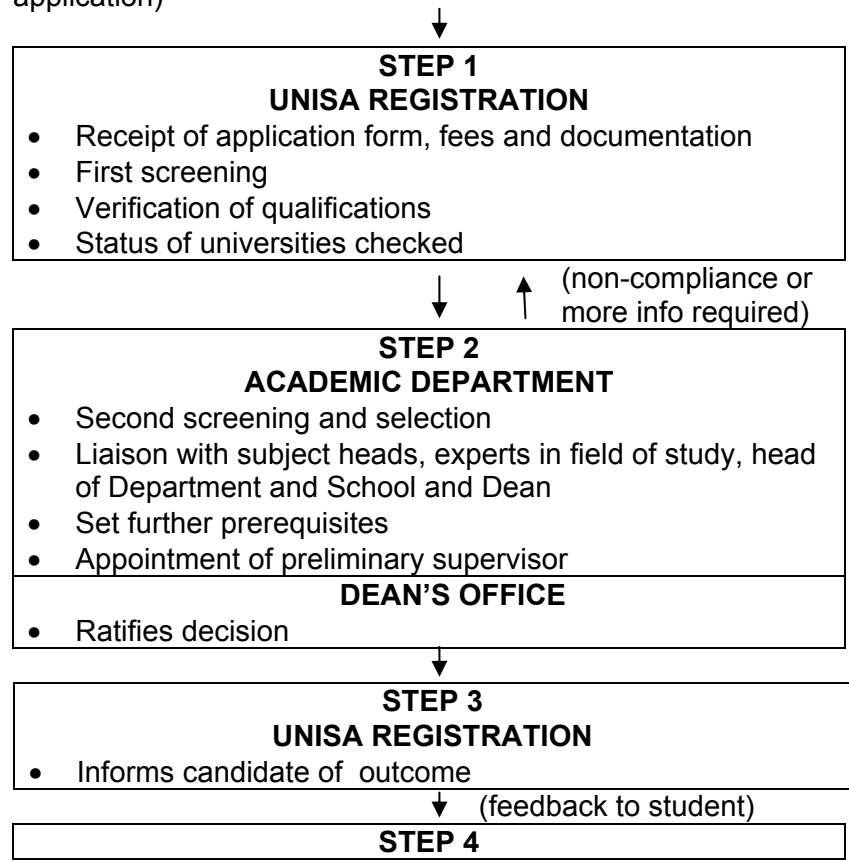
call the UNISA call-centre at (012)429-4111.

All applications must be accompanied by a certified copy of the qualification (degree) certificate and original academic records of previous studies. The subjects covered and the marks obtained must be clearly specified on the records. Your records must

clearly indicate that you have completed the qualification. You must also clearly state on the application form on which specific field of Business Management your proposed dissertation/ thesis will focus (e.g. purchasing, human resources, strategic, operations, financial or marketing Management). It would be even better if you could provide a preliminary title.

**Diagram 1: Procedure for master's and doctor's degree applications**

(Student requests registration form and information & submits application)



- Student prepares to meet prerequisites, or, communicate with preliminary supervisor to finalise title and write research proposal

It is clear from the above diagram that a time consuming, extensive screening procedure, involving many people is followed, before any candidate is granted admission (or not) to the master's or doctor's degrees. If you do not comply with some of the requirements, if the documentation you submit does not provide all the information required or if there is any doubt about your abilities, the process will take even longer and will you consequently wait longer for an outcome.

Once you have received feedback that your application has been accepted and a preliminary supervisor has been appointed you must obtain and study one of the following books:

*Mouton, J. 2001. 'How to succeed in your master's and doctoral Studies: a South African guide and resource book'. Pretoria: Van Schaik Publishers.*

**OR**

*Brynard, PA & Hanekom, SX. 2006. 2<sup>nd</sup> ed. Introduction to research in management-related fields. Pretoria: Van Schaik.*

There are also other similar books available in South Africa which you can purchase. For students living outside South Africa, similar books containing information on how to prepare and write a research proposal and a dissertation or thesis, are available in the international market (e.g. Glatthorn, A & Joyner, R.L. 2005. *Writing a winning thesis or dissertation: a step-by-step guide*. 2<sup>nd</sup> edition. Thousand Oaks, California, Corwin Press). Studying these books is crucial if you wish to succeed in your master's and doctoral studies.

In addition to the books, you can request a disc from the School of Business Management: e-mail: [maraijie@unisa.ac.za](mailto:maraijie@unisa.ac.za) or telephone no: 012-429-4390 or your supervisor or see on the website <http://www.UNISA.ac.za/contents/courses/postgrad/docs/Business Management 2006 Eng.pdf>, which contains practical examples of previous research proposals of dissertations and theses in Business Management.

Bear in mind that you will have to register every year until you have completed the study and submitted your dissertation/thesis for examination.

One of the first things you as a master's or doctoral student should do once your application had been accepted is to apply for membership of the UNISA Library or any other good university library in your vicinity. For research based master's and doctoral studies the frequent and continuous use of the library and the Internet is imperative. Make sure that you consult the most recent sources. For a dissertation and a thesis **you are not allowed to use sources older than five years**, unless the research involves a historical reflection.

## **5 THE STUDENT AND THE SUPERVISOR**

In research based master's and doctoral studies close cooperation and a good working relationship is crucial between a student and his or her supervisor. You and your supervisor have certain obligations to ensure a sound relationship, which is necessary to produce an acceptable dissertation or thesis. The role of the supervisor and the student is clearly discussed in the books we have suggested on completing your dissertation/thesis.

## **6 THE TITLE**

It is your responsibility to choose a topic and formulate the title. The preliminary supervisor will make sure that the title is reflective of what you communicated to him/her about the intended study.

The preliminary supervisor will make suggestions of how the title can be improved. Once the title has been finalized with the preliminary supervisor you must inform the Registrar, UNISA, of the title within one year of your first registration.

## **7 THE RESEARCH PROPOSAL**

Once you and your preliminary supervisor have reached agreement on the title you must start preparing your research proposal.

The research proposal contains the planning of the research in a short, systematic way, outlining the 'what,' 'why' and the 'how' of the project. The aim of the proposal is to:

- afford you the opportunity to think critically about the theme, its boundaries and structure
- afford the preliminary supervisor and the Departmental colloquium the opportunity to ascertain whether the planned project is feasible, congruent and of an acceptable academic and scientific standard for the purposes of the specific degree
- give you feedback on the academic standard and quality of the planned research project
- provide a written basis or blue print for negotiation between you, the supervisor and the organisation(s) in which the research will be conducted.

You must read as widely as possible before attempting to write the research proposal. [Consult the suggested books and the disc available from the School of Management Sciences for further assistance on how to write a research proposal. Also refer to Appendix A in this brochure for a framework of how to compile your research proposal.]

The research proposal must be submitted to the preliminary supervisor in the prescribed format, neatly typed, with spelling and

grammar edited. The content and numbering of the proposal, paragraphs and sentences should be set out logically, the sources correctly cited and the language of an acceptable standard. The Harvard method of citing and indicating the sources in the bibliography and the text should be used. The proposal (and ultimately the dissertation) must also comply with **research ethics**. We again refer you to the books we have suggested.

Upon submission of your proposal you must arrange an appointment with your preliminary supervisor for feedback. **Master or doctoral students have three opportunities to hand in an acceptable research proposal.** If a preliminary supervisor and the departmental colloquium are not satisfied with the quality of the proposal after three attempts a recommendation will be made that you be deregistered.

If the research proposal is accepted, the preliminary supervisor will inform the Registrar. You will be finally registered and the preliminary supervisor will be appointed your supervisor. You can then proceed with your dissertation.

In appendix B you will find a checklist for the evaluation of research proposals.

## **8 THE DISSERTATION/THESIS**

[See the books we have suggested for further assistance with the writing of a dissertation and the execution of the research process.]

The research proposal will be renumbered and will become chapter 1 of the dissertation/thesis. As a scientific research publication, the dissertation/thesis must include the following (in the form of chapters):

- an introduction containing the scientific review, usually the first chapter of the dissertation/thesis, (as mentioned above,

the research proposal is usually renumbered and used as the introductory part of the dissertation/ thesis).

- a thorough literature review which provides the theoretical background necessary to understand the problem and the research
- a description of the method(s) used during the quantitative/qualitative study, including other resources used
- a report on, and interpretation and discussion of the results
- the formulation of the conclusions, limitations of the research and recommendations
- a list of references of all the sources cited in the manuscript (the list must comply with the technical requirements).

You must **submit your chapters one-by-one** to your supervisor, and negotiate a date for feedback with him/her. While waiting for feedback from your supervisor you should continue with your research, but, wait for feedback before finalizing the next chapter. This will ensure that you do not repeat the same mistakes and sort out any problems that could impact on the content of the next chapter.

The Bureau of Marketing Research, College of Economic and Management Sciences offers advice on **empirical research** to post graduate students in Business Management. Unfortunately, owing to limited capacity this service is not always available. Many students therefore opt to enlist the services of private research/statistical consultants – for the student’s own account. Many students choose this option, particularly if they are weak in this area of quantitative research. These consultants render a complete service, helping students with choosing correct research method, the construction of the research instrument (eg questionnaire), interpreting the results and making sure that the findings of the study comply with scientific requirements. If required, your supervisors will put you in touch with these consultants. Please note that it is expected of you to only consult with external consultants. They will not be allowed to write up the empirical side of your study. The interpretation of the results,

possible reasons for phenomenal and recommendations must be your own work.

## **9 FINALISATION OF A DISSERTATION/THESIS**

Your supervisor will have to work through your completed dissertation/thesis – all the chapters together. If he or she is satisfied with the content you must enlist the services of a professional editor to edit the final version of your dissertation/thesis. This is for your own account. You are also expected to write a publishable article on the findings of your study and submit it at your supervisor for feedback. The supervisor's name (and that of the co-supervisor if applicable) must be indicated as co-author of the article. Permission for the submission of the dissertation/thesis will not be granted unless the editing has been completed, you have keyed in the changes suggested by the editor (to your supervisor's satisfaction) and an article of an acceptable standard submitted. Once your supervisor gives you the go ahead you must inform the Registrar of your intention to submit your dissertation/thesis. When permission for submission has been granted, you must hand in the required number of copies of the dissertation/thesis, in the required format.

## **10 EVALUATION OF A DISSERTATION**

The supervisor and two external experts from other universities will be appointed as examiners in the case of a master's dissertation. Additional supervisors may be appointed for the evaluation of a doctoral thesis. Appendices C and D provide guidelines on how dissertations and theses, respectively, are evaluated for examination purposes.

The examiners may request you (through your supervisor) to make additional changes to improve your dissertation/thesis. You will receive your results from the Registrar.

## APPENDIX A

### FRAMEWORK FOR WRITING RESEARCH PROPOSALS

#### 1 PROPOSED TITLE

#### 2 INTRODUCTION

A brief explanation to clarify the proposed title

#### 3 BACKGROUND

**Realisation of problem** from own experience, sources consulted (various authoritative books and articles – must be used to indicate theoretical substantiation and foundation), conversations with academic and practice experts about their opinions.

**Contribution of the study** (importance of the research), for example:

- Who (people, groups, communities, institutions) will benefit from the study?
- What changes or improvements could be expected?
- What savings could result from the study?
- In what way will the subject field benefit from this study?

#### 4 PROBLEM STATEMENT

The problem statement must clearly flow from the background. The problem statement should be seen as the nucleus around which the entire study revolves. It must therefore be clearly substantiated and elaborated on in the proposal and ultimate study. It must be evident from the problem statement that the problem is real and important and that it requires urgent attention. The last sentence in this paragraph should read as follows:

'The reason why this study is being undertaken is to .....

You can also formulate a hypothesis in the problem statement

## **5 PURPOSE OF STUDY**

You must formulate the following clearly and concisely:

- the primary objective
- the secondary objectives (in line with the theoretical chapters)

## **6 RESEARCH METHOD AND METHODOLOGY**

Clearly explain how the objective and sub-objectives will be achieved, what research population will form part of the study and what research methods you intend using. The following should form part of this section.

### **Literature study**

Explain the following:

- the purpose of the literature study
- the sources available in South Africa. (If not what you intend doing to ensure that you obtain sufficient and relevant sources?)
- the extent of the available literature in order to complete the study successfully.

### **Empirical research**

Explain the following:

- the purpose of the empirical research
- the way you intend conducting it

- questionnaires, interviews, postal survey, case studies, etc.

### **Research population**

You must precisely identify and explain the groups that will be involved in the empirical research. Also outline and explain meticulously the samples (if whole population is not involved) and the way the sample will be selected.

### **Expected problems with research**

A comprehensive pre-study (which is compulsory before the research proposal is written), will clearly give you an idea of any limitations and expected problems that might be experienced in the research. Clearly explain this.

## **7 PRELIMINARY CHAPTER OUTLINE**

Outline the chapter titles and explain precisely what you intend covering in each chapter.

## **8 BIBLIOGRAPHY (REFERENCES)**

Compile a detailed and complete list of all the sources which you have consulted in your pre-study. It **is essential that you use the correct format.**

## **APPENDIX B**

### **CHECKLIST FOR THE EVALUATION OF RESEARCH PROPOSALS**

#### **1 TITLE**

- Does the title briefly but clearly reflect the essence of the study?
- Is the use of language correct and of an acceptable standard?
- Is the topic contemporary?
- Will the study make a contribution?
- Is it original (not previously researched)?
- Will the study provide new insight into a particular problem or field?
- Is the topic in line with the researcher's interest?

#### **2 PREPARATION FOR THE RESEARCH PROPOSAL**

##### **Sources**

- Have you consulted enough sources to really understand and have insight in the problem? (20 – 30 sources for a dissertation and 30-40 sources for a thesis)
- Are enough sources available on the topic?
- How contemporary and appropriate are the sources you have consulted? (Sources older than 5 years are not acceptable. Sources used must be in line with objectives of the study)
- Are the people you had discussions with really experts in the field?

### **Expected contribution of study**

- How many other people besides you are excited about your study?
- What contribution will you make to resolve an important issue in the country?
- To what extent will you be regarded as an expert in this area in the country?

### **Problem statement**

- Is it briefly but clearly formulated?
- Does it make sense and is the problem really substantive?
- Does it demarcate your study and indicate clearly what will be done in the rest of the study?
- Can you really test your preliminary hypothesis?

### **Objectives of study**

- Does the primary objective cover the whole study?
- Do your secondary objectives contribute to the reaching the primary objective?
- Will it be possible and feasible to realise the primary objective?
- Are your objectives realistic?

### **Research methods and techniques**

- Is the proposed study perhaps too wide or too limited?
- Is your proposed research methodology realistic and feasible (“doable”)?
- Will you be able to implement the research method?
- Are you sure about the research method?
- Is the research method the correct one for the chosen topic?
- How will you process the data?
- How responsive do you think the chosen population or sample will be in assisting you?

- Will the finalization of the study be possible in a reasonable time?
- Have you spelt out the problems that you anticipate in your research and how do you intend to overcome them?

### **Chapter outline**

- Are the chapters appropriate to the topic?
- Do the chapters cover all the objectives?
- Are they logically arranged and will they lead to the final conclusion and recommendations?

### **Originality and innovativeness**

- Does your proposal reflect originality and innovativeness?

## APPENDIX C

### GUIDELINES ON THE EXAMINATION OF A DISSERTATION

In the master's degree (Business Management) you must prove your ability to independent research, show that you have mastered a specific subject or field of study and demonstrate the potential to contribute to new insights in the field of study. Hence, the broad outline is used to evaluate the dissertation. Although weights are indicated for the different dimensions of the dissertation you can fail the dissertation if one of the categories (e.g. research methodology) is not acceptable.

#### **1 Topic, objective and problem statement (Weight: 10)**

Topic:

- Is it appropriate and properly demarcated?

Problem statement and objective:

- Is this clearly and meaningfully stated?
- Does the student show insight into and knowledge of the problem?  
(Must clearly reflected in the rest of the study)
- Is the objective of the study realised?  
(Are the findings clearly related to the objectives?)

#### **2 Research methodology and scientific processing (Weight: 15)**

Research methodology:

- Is it clearly described?
- Is the method that is used scientifically acceptable?
- Does the student show knowledge of and insight into scientific research methods and techniques?

Scientific processing: Does the student demonstrate the ability to

- outline information systematically and logically?
- argue and interpret information scientifically?
- report on research in an academic way?
- weigh up and synthesize different views and theories?

**3 Literature study (Weight: 15)**

Does the student show in depth knowledge of related literature?

**4 Content (Weight: 35)**

- Is the length and the scope of the study acceptable (150-200 pages)
- Is the chapter layout logical and balanced?
- Does the content reflect an in-depth knowledge of the research area?
- Is the content always relevant?
- Is the content in line with the topic and the objective?

**5 Summary, conclusion and recommendations (Weight: 15)**

Summary and conclusion:

- Is the final summary meaningful and the essence of the study clearly reflected?
- Is the relative meaning or essence of the study explained?
- Are the conclusions in line with the objective?
- Are the conclusions based on scientific findings?

Recommendations:

- Are the recommendations in line with the objectives of the study?
- Do the recommendations relate to the hypothesis?

**6 Language, style, technical compilation, care and completion (Weight: 10)**

Language and style:

- Is the writing style acceptable?
- Is the student able to express him/herself clearly?
- Has the dissertation been edited by a professional editor?

Technical compilation, care and completion:

- Are the following acceptable:  
Title page, preface, readability (letter type, typing format, spacing), reference technique used in the text, footnotes, graphs, figures, illustrations, the bibliography, summary, annexures, correct spelling and grammar?

## APPENDIX D

### GUIDELINES ON THE EXAMINATION OF A THESIS

In the doctoral degree in Business Management you must prove your ability to conduct independent research, and show that you have mastered a specific subject or field of study and that you have made an original contribution to the expansion of knowledge and new insights in the study field. Hence the following broad outline provided below is used to evaluate the thesis. (Although weights are indicated for the different dimensions of the thesis you could fail the thesis if one of the categories [e.g. research methodology] is not acceptable).

#### **1 Topic, objective, hypothesis and problem statement (Weight: 10)**

Topic:

- Actuality
- Is it appropriate and properly demarcated?

Problem statement, hypothesis and objective:

- Is this clearly and meaningfully stated in the introduction?
- Does the student show insight into and knowledge of the problem?  
(Must clearly be reflected in the rest of the study)
- Is the objective of the study realised?  
(Are the findings clearly related to the objective(s)?)
- Is the hypothesis tested?

#### **2 Research methodology, scientific processing and substantiations of statements (Weight: 15)**

Research methodology:

- Is it clearly described?
- Is the method that is used scientifically acceptable?

- Does the student show knowledge of and insight into scientific research methods and techniques?

Scientific processing: Does the student demonstrate the ability to

- outline information systematically and logically?
- argue and interpret information scientifically?
- do independent scientific research?
- report on research in an academic way?

Substantiation of statements:

- Are different views and theories weighed and synthesized and the student's own view developed?
- Are the statements substantiated and proved by means of critical discussion, arguments and own research?

### **3 Literature study (Weight: 10)**

- Does the student show in depth knowledge of related literature?
- Have all available and appropriate scientific sources been consulted?
- Is there a balance in the use of the sources (books, journals, new sources and primary sources)?

### **4 Content (Weight: 25)**

- Are the length and the scope of the study acceptable (300-400 pages)?
- Is the chapter layout logical and in balance?
- Does the content reflect an in depth knowledge of the research area?
- Is the content always relevant?
- Is the content in line with the topic and the objective?

**5 Summary, conclusion and recommendations**  
**(Weight: 15)**

Summary and conclusion:

- Is the final summary meaningful and the essence of the study clearly reflected?
- Is the relative meaning or essence of the study reflected?
- Are the conclusions in line with the objectives?
- Are the conclusions based on scientific findings?

Recommendations:

- Are recommendations in line with the objectives of the study?
- Do the recommendations relate to the hypothesis?

**6 Contribution of the study** **(Weight: 15)**

- Does the study make an original contribution to the knowledge of and insight into the field of study and the specific problem area?
- Does the student show originality in terms of finding of new facts?
- Will it contribute to the reader's knowledge of the field of study?
- Does it indicate an exceptional ability on the part of the student to work and do independent research?
- Does it indicate signs of independent, original and critical thinking?
- Are there possibilities for publishing parts of or the whole study?

**7 Language, style, technical compilation, care and completion (Weight: 10)**

Language and style:

- Is the writing style acceptable?
- Is the student able to express him/herself clearly?
- Has the thesis been edited by a professional editor?

Technical compilation, care and completion:

- Are the following acceptable?
- Title page, preface, readability (letter type, typing format, spacing), reference techniques in the text, footnotes, graphs, figures, illustrations, the bibliography, summary, annexures, correct spelling and grammar.