

STADIO

HIGHER EDUCATION

SCHOOL OF ADMINISTRATION & MANAGEMENT

MASTER OF MANAGEMENT

NQF 9 | 180 CREDITS | SAQA ID: 117867 | MIN. 2 YEARS

MODE OF DELIVERY: DISTANCE LEARNING

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**.

MODE OF DELIVERY - DISTANCE LEARNING (ONLINE DISTANCE)

The programme is offered in STADIO's **Online Distance** mode of delivery. STADIO's distance-learning programmes offer students excellent, quality education, without the requirement of having to attend compulsory venue-based classes. Distance-learning students study with flexibility wherever they are, on a study schedule that suits their circumstances.

Upon registration, distance-learning students receive access to STADIO's state-of-the-art learning management system (Canvas). Students have access to all learning materials on this platform, including a detailed plan for the semester/year indicating all the learning and assessment activities. Study material and any additional teaching resources will be available online. However, students may also request study guides in printed format, if preferred. Students will access, complete, and submit all formative assessment tasks (assignments and tests) online. Summative assessments will mostly be venue-based.

Distance-learning students may also join and participate in scheduled live lecturing sessions online, at critical points during the semester, to integrate concepts and ask questions. These classes will be presented by either the lecturer or an external professional or industry specialist. Recordings of these sessions will be available online. The schedule for the online classes will be available on the learning management system at the start of the semester. Students will always have access to a module Question and Answer forum, where they can ask questions on the material. The lecturer will respond to their queries in this forum or during the scheduled consultation engagements. All lecturers will have weekly online consultation meetings, where students can join to ask questions or to discuss aspects of the work.

Distance learning is suited to students who want to study from wherever they are, without having to attend classes in person at a venue. Other than the requirement to submit assessment tasks on time, distance learning offers the student flexibility to plan his/her own study schedule. This option is also ideal for working adults, mature learners, or for school-leavers who enjoy learning at their own pace, live distantly from STADIO's campuses, or who have other commitments to attend to during the day. Even though learning happens at a distance, the student still has access to expert lecturers, up-to-date study material and peer engagement via the virtual learning environment. Studying via distance learning is largely enabled through technology. You need access to a computer, as well as internet connectivity, to access and submit your assessments, and to join live sessions or watch recordings online.

STUDENT SUPPORT FOR DISTANCE LEARNING STUDENTS

Distance learning students have access to STADIO's student support services via the learning management system. Students can access a range of presentations and online support initiatives aimed at success and wellness. At the start of the semester, new students will be invited to join the online student orientation programme to familiarise themselves with the services offered by STADIO.

STADIO, in partnership with SADAG, has a dedicated STADIO student helpline providing students with free telephonic counselling, information, referrals, and support. Students will also have access to general counselling services.

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.

* 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.

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.

MASTER OF MANAGEMENT: FULL RESEARCH DISSERTATION

Structure of the Master of Management Qualification: Option 1 - Full Research

*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

MASTER OF MANAGEMENT: SIX (6) RESEARCH TOPICS AND A SHORT DISSERTATION

Structure of the Master of Management Qualification: Option 2 - Coursework & Short Dissertation

- 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) modules.

YEAR 1		YEAR 2	
1st Semester of Registration	2nd Semester of Registration	1st Semester of Registration	2nd Semester of Registration
Business Intelligence BIN192 (12 credits) Strategic Leadership LDR192 (12 credits) Talent Management TLM192 (12 credits)	Customer Relationship Management CRM192 (12 credits) Strategic Process Management MAN192 (12 credits) Risk Management RIS192 (12 credits)	Select and submit a research topic based on any of the six modules completed. Attend the compulsory induction session. Commence research in order to submit a proposal. PRO292 (54 credits)	Completion and submission of the short dissertation. DIS292 (54 credits)
72		108	

* Editing is compulsory for the dissertation. Editing services will be for the students own account. A list of optional editors will be provided to students on the Virtual Learning Environment (VLE).

SPECIFIC REQUIREMENTS

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:** Chrome/Safari/Opera/FireFox.
- **Computer/Laptop:** A current Windows or Apple Mac computer/laptop capable of running the Office 365 software (STADIO provides the software to you as a STADIO student). 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.

ACCESS TO TECHNOLOGY:

STADIO School of Administration & Management uses its ONLINE student administration and learning environments to provide students with materials and resources, to conduct online assessments, create discussion opportunities and render a range of administrative services.

Therefore, having continuous access to the above ONLINE facilities is essential for efficient communication, learning and success.

TOPIC DESCRIPTIONS

BUSINESS INTELLIGENCE

In this topic, we introduce you to the field of Business Intelligence under three sub-topics.

TOPIC 1: CLOUD-BASED BUSINESS INTELLIGENCE

The focus of this topic is Cloud-based Business Intelligence (BI) as a method to collect, analyze, and visualize data using cloud computing services. It offers agility, scalability, and cost-effectiveness, making it a good choice for businesses of all sizes. BI tools can collect data from a variety of sources, including on-premises databases, cloud-based data warehouses, and social media platforms. BI tools can transform data into insights. BI tools present data in a variety of ways, including charts, graphs, and dashboards. There are no upfront costs or hardware to maintain.

TOPIC 2: COLLABORATIVE BUSINESS INTELLIGENCE

The focus of this topic is Collaborative Business Intelligence (CBI) which is the integration of BI and collaborative tools to enable users to share, discuss, and act on data insights. CBI can help businesses improve their decision-making by making data more accessible and understandable to a wider range of users. It can also help businesses to identify and share best practices, and to learn from each other's experiences.

TOPIC 3: NATURAL LANGUAGE AND BUSINESS INTELLIGENCE

The focus of this topic is on Natural Language (NLP) and Business Intelligence (BI). This can help businesses to make better decisions, improve efficiency, and increase profitability. NLP can be used to extract insights from unstructured data, such as text documents, social media posts, and customer feedback. This data can then be used by BI tools to create reports, dashboards, and other visualizations that help businesses make better decisions.

CUSTOMER RELATIONSHIP MANAGEMENT

In this topic, we introduce you to the field of Customer Relationship Management under three sub-topics.

TOPIC ONE: TRADITIONAL IN-PERSON CUSTOMER RELATIONSHIP MANAGEMENT

Customer Relationship Management evidently prompted a paradigm shift from transaction-based marketing (short-term) to developing relationships (long-term). This shift was mainly fuelled by the concept that long-term relationships are more profitable than once-off transactions. Traditional in-person customer relationship management focuses on face-to-face interaction with customers and retaining the most profitable customers whilst maintaining these customers. Thus, customer relationship management entails managing the interactive process at the center of all business activities.

TOPIC TWO: TECHNOLOGY IN CUSTOMER RELATIONSHIP MANAGEMENT

One of the technological advancements presented by the Fourth Industrial Revolution is artificial intelligence (AI). AI provides benefits to many industries, including e-commerce. Some of these benefits include improved customer relationship management, achieving sales goals, enhanced customer experience, better customer service, automated processes, forecasting sales, and improved customer satisfaction. The integration of these technological elements into CRM systems enables businesses to effectively manage customer relationships, enhance customer experiences, and drive business growth.

TOPIC THREE: SUSTAINABLE CUSTOMER RELATIONSHIP MANAGEMENT

Sustainable customer relationship management (SCRM) is a combination of business strategy, customer-oriented business processes, and computer systems that seek to integrate sustainability into customer relationship management. The purpose of this topic is to contribute to the body of knowledge of marketing, business management, and computer systems research domains by classifying them in the current state of knowledge on SCRM, by analysing the major research streams, and by identifying a future research agenda in each research category.

TOPIC DESCRIPTIONS

RISK MANAGEMENT

In this topic, we introduce you to the field of Risk Management under three sub-topics.

TOPIC ONE: RISK MANAGEMENT AND CYBERSECURITY

Cyber-attacks are a common and ever-increasing occurrence in the world of business today. These cyber-attacks can cause significant harm to any business in the form of financial losses, damage to its reputation, and protection of its clients. It is therefore essential that businesses minimise these risks by enhancing their cybersecurity measures. Businesses should be ready to handle these cyber-attacks if and when they occur. Risk management procedures should be implemented to mitigate the risks of these cyber-attacks.

TOPIC TWO: 2. RISK MANAGEMENT AND SUPPLY CHAINS

Supply chains are complex ecosystems in any business environment. Companies need to understand where the potential risks lie as they seek expansion and aim to stay resilient in the future. High materials costs, labor shortages, natural disasters, cyberattacks, and logistics disruption are all factors that influence supply chains. Building resilience and mitigating risks in the supply chain are crucial. Companies should adopt ERM and develop plans to identify risks before they emerge and are well-positioned to handle them.

TOPIC THREE: RISK ASSESSMENT AND COMBINED ASSURANCE

Combined assurance aims to align assurance processes between internal audit and other assurance providers to deliver deeper insights on governance, risk, and control management to senior management and the Audit Committee. A well-executed combined assurance approach helps to standardise messaging, reduce duplicative efforts, provide a common view of risks, and deliver more effective oversight – with the ultimate goal of strengthening assurance and collectively adding more value to the organisation. The qualitative and quantitative benefits of increased alignment across assurance providers are clear, but knowing how to get started can be the hardest part.

STRATEGIC LEADERSHIP

In this topic, we introduce you to the field of Strategic Leadership under three sub-topics.

TOPIC ONE: HYBRID LEADERSHIP

Effective leadership in the new hybrid world requires different skills that go beyond traditional team leadership. Hybrid leadership is a management style that blends remote and in-person skills to effectively manage employees in a variety of settings. Specifically, organisations will need leaders who can operate well across two distinct modes. The hybrid model aims to find a balance between the two work environments. It ensures the employees have the desired work flexibility and the advantages of a shared physical workspace.

TOPIC TWO: LEADERSHIP & NEURODIVERSITY

Few leaders receive development around neurodiversity which is all about how people see the world and how they interact with the world. With the focus on DEI (Diversity, Equality, and Inclusion), leaders need to appreciate neurodiversity in the workplace, embrace it, understand it, and provide support. Organisational leaders can be part of the solution by embracing a puzzle-building model of leadership to benefit both the organisations that they lead as well as those struggling to fit in.

TOPIC THREE: GEN Z LEADERSHIP APPROACH

Gen Z are workers who were born between 1997 and 2012. For previous generations, a clear career path with decent pay was sufficient. Gen Z workers want all the above plus flexibility, value alignment, work-life balance, remote working, and flexible leave for a start. By 2025 they will account for 27% of the workforce. Leaders need to learn to understand their motivations, their attitudes toward work and pay, and their hunger for flexibility.

TOPIC DESCRIPTIONS

STRATEGIC PROCESS MANAGEMENT

In this topic, we introduce you to the field of Strategic Process Management under three sub-topics.

TOPIC ONE: BUSINESS PROCESS MANAGEMENT AS THE DIGITAL TRANSFORMATION ENABLER

Process transformation can boost profit in any business. Process transformation can take many forms. However, employees often stand against digital transformation initiatives due to the high costs or difficulty of embracing technological innovation. Business Process Management (BPM) has been central to transformation efforts, incorporating new technology, developing a new strategy, and redefining employee roles. Today BPM visualises the relationship between employees, technology, and resources. New BPM solutions streamline process analysis, modeling, and improvements while bringing end-to-end visibility to the processes by containing details such as KPIs, business rules, roles and documents.

TOPIC TWO: Hyper-automation streamlines Business Process Management

Hyper-automation is one of the top 12 technology trends in the world today. Hyper-automation consists of increasing the automation of business processes by introducing Artificial Intelligence (AI), Machine Learning (ML), and Robotic Process Automation (RPA). It automates processes, reduces operational costs, and improves process efficiency by leveraging intelligent tools such as AI. Hyper-automation deploys a bot to replicate manual activities and predictable tasks to reduce errors and improve efficiency. Hyper-automation can ensure that employees engage in value-added tasks.

TOPIC THREE: REAL-TIME BUSINESS PROCESS MANAGEMENT TOOLS

To date, business process management projects have been focusing on gathering historical data for understanding and documenting processes accurately. However, companies are now focussing on real-time monitoring and actual implementation to remain agile and competitive in the market. Process experts can avoid giant redesign projects and immediately create impactful and fast changes. Predictive process monitoring is an emerging technology, enables business users to detect and correct an issue in a shorter time. Customer-oriented improvements can increase customer satisfaction and economic gains.

TALENT MANAGEMENT

In this topic, we introduce you to the field of Talent Management under three sub-topics.

TOPIC 1: TALENT MANAGEMENT STRATEGIES

This topic focuses on a systematic review of talent management strategies and functions. Talent management as a strategy for a competitive advantage needs to be implemented. A holistic model to measure talent management is essential because one cannot manage what one cannot measure.

TOPIC 2: GLOBAL TALENT MANAGEMENT

This topic focuses on the development framework for talent management in the global context. A career-related framework will also be discussed in order to retain talent globally. In a virtual organisation, talent management processes and outcomes need to be properly managed to successfully address the challenges of global work arrangements and the sustainable human and social outcomes that can be achieved.

TOPIC 3: TECHNOLOGY IN TALENT MANAGEMENT

Technology in talent management is helping organisations to be prepared for the constantly changing business environment. Advanced technological areas, for example artificial intelligence and analytics – are being deployed by organisations to plan, execute, monitor, measure, analyse, and even predict factors to manage talent and business challenges more effectively.

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MODE OF DELIVERY: DISTANCE LEARNING



FEES & PAYMENT
OPTIONS



PRESCRIBED
TEXTBOOKS



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