

# NO-PAY MBA

Full Syllabus



## The program consists of three parts:

1. The Foundation Program which facilitates the development of the capacity to learn and practice. Delegates collaboratively develop a systemically integrated framework for management learning and practice.

2. The MBA content which consists of seven specialisation MOOCs offered by leading global universities. The MOOCs are organised into three cycles:

- Foundations of Twenty First Century Management Practice
- Managing Operationally- Creating Present Value
- Managing Strategically – Creating Future Value

Delegates complete the academic requirements for the MOOCs to qualify for their certification. In addition, delegates use the framework developed in Part 1 to apply the academic content to workplace action learning projects and practices and write up the outcomes

3. Completion of a Portfolio-Of-Work (POW) document based on the work done in Part 2. The POW captures and documents what delegates have learnt in the duration of the program and provides Recognition of Prior Learning (RPL) evidence and is assessed using the NQF level descriptor criteria (NQF 8)

## » Foundation Program

- **Five-day workshop** (*full day on site*)

### ***Twenty First Century Management Thinking***

- *Systems Thinking* - Purposefulness; Sweeping in Multiple Perspective; Ecosystem modelling (Composition and Connectedness); Complex Causality and Emergence
- *Design Thinking* - Building Empathy; Divergent Thinking; Convergent Thinking; Rapid Prototyping and Testing
- *Computational Thinking* - Abstraction; Decomposition; Pattern Recognition and Algorithmic Thinking

These approaches are integrated into a framework for management learning and practice.

- **Two Weeks** (*10 hours each week*)

### ***Co-creating knowledge and understanding – preparing for and engaging in weekly meetups***

This course gives you easy access to the invaluable learning techniques used by experts in art, music, literature, math, science, sports, and many other disciplines. We'll learn how the brain uses two very different learning modes and how it encapsulates (“chunks”) information. We'll also cover illusions of learning, memory techniques, dealing with procrastination, and best practices shown by research to be most effective in helping you master tough subjects. The course is designed to help master the topics covered in the rest of the program, change your thinking and change your life.

1. What is Learning? - The imperative of thinking and acting differently
2. Chunking - Concept, Proposition, Causal and Argument Mapping
3. Managing your learning: Procrastination and Memory
4. Renaissance Learning: Developing a Growth Mindset and Unlocking Your Potential

## » **Cycle 1 – 36 Weeks** (10 hours each week)

### **Foundations of Twenty First Century Management Practice**

#### **Business Foundations**

In this course you will develop basic literacy in the language of business, which you can use to transition to a new career, start or improve your own small business, or apply to business school to continue your education. In five courses, you'll learn the fundamentals of marketing, accounting, operations, and finance. In the final Capstone Project, you'll apply the skills learned by developing a go-to-market strategy to address a real business challenge.

1. Introduction to Marketing
2. Introduction to Financial Accounting
3. Introduction to Corporate Finance
4. Managing Social and Human Capital
5. Introduction to Operations Management
6. Wharton Business Foundations Capstone Project

#### **Excel Skills for Business**

This course is designed to develop one of the most critical and fundamental digital skills today. Spreadsheet software remains one of the most ubiquitous pieces of software used in workplaces across the world. Learning to confidently operate this software means adding a highly valuable asset to your employability portfolio. Digital skills lead to higher income and better employment opportunities in a time when digital skills jobs are growing much faster than non-digital jobs.

Upon successfully completing this course you will be able to design sophisticated spreadsheets, including professional dashboards, and perform complex calculations using advanced Excel features and techniques. This includes the ability to manage large datasets, extract meaningful information from datasets, present data and extract information effectively to help you in making decisions forecast outcomes and model data.

1. Excel Skills for Business: Essentials
2. Excel Skills for Business: Intermediate
3. Excel Skills for Business: Advanced

#### **Leading People and Teams**

In this course you will learn essential leadership skills, including how to inspire and motivate individuals, manage talent, influence without authority, and lead teams. We will review research on how to lead people and teams effectively, and work with you to apply these insights to your own teams and leadership. You will have an opportunity to apply new leadership skills by working through a series of practical leadership assignments in both the course work and your own work situation. We will also explore live leadership challenges faced by senior leaders from premier Fortune 500 firms.

1. Inspiring and Motivating Individuals
2. Managing Talent
3. Influencing People
4. Leading Teams
5. Leading People and Teams Capstone Project

#### **Schedule:**

**Weeks 1-30** - Co-creating knowledge and understanding – workload 10 hrs/week

**Weeks 31-34** - Summative Assessment of individual learning

**Weeks 35-36** - Taking a breather

» **Cycle 2 – 30 Weeks** (10 hours each week)

### **Managing Operationally- Creating Present Value**

#### **Value Chain Management**

The purpose of organizations is to produce and deliver goods and services of value to customers while generating a surplus for owners. Value chain management focuses on understanding what different customers value, measuring inputs and outputs to assess value, and generating higher value for customers and greater surplus for organizations.

In this course, you will learn to create, model, analyze, and maximize value in accounting, operations, and marketing. These are critical competencies for managers in any functional area.

1. Managerial Accounting: Cost Behaviours, Systems, and Analysis-
2. Managerial Accounting: Tools for Facilitating and Guiding Business Decisions
3. Operations Management and Process Improvement
4. Marketing Management
5. Value Chain Management Capstone Project

#### **Managerial Economics and Business Analysis**

To effectively manage and operate a business, managers and leaders need to understand the market characteristics and economic environment they operate in. In this Specialization, you will build a solid understanding of the operation of markets and the macro-economic environment with real-world examples. You will be able to identify firm and country-level economic factors that impact business decisions, develop an analytical framework using statistical tools, and apply economic theory and data in the analysis of business environment and trends to make effective business decisions.

The project work involves an in-depth analysis of an actual business situation in which you will examine the global economic environment of a business and produce a business plan using statistical tools and economic theory to comprehensively analyze of the microeconomic and macroeconomic environment in which the focal company operates.

1. Firm Level Economics: Consumer and Producer Behaviour
2. Firm Level Economics: Markets and Allocations
3. Country Level Economics: Macroeconomic Variables and Markets
4. Country Level Economics: Policies, Institutions, and Macroeconomic Performance
5. Exploring and Producing Data for Business Decision Making
6. Inferential and Predictive Statistics for Business
7. Managerial Economics and Business Analysis Capstone Project

#### **Schedule:**

**Weeks 1-24** - Co-creating knowledge and understanding – preparing for and engaging in weekly meetups– workload 10 hrs/week

**Weeks 25-28** - Summative Assessment of individual learning

**Weeks 28-30** - Taking a breather

## » **Cycle 3 – 30 Weeks** (10 hours each week)

### **Managing Strategically – Creating Future Value**

#### **Innovation: From Creativity to Entrepreneurship**

In a world characterized by volatility, uncertainty, complexity, and ambiguity, leaders require innovation skills. Thinking flexibly and developing an entrepreneurial mindset are critical to thriving in uncertain business environments. In this course you will learn how to recognize and question assumptions and constraints to identify and capitalize on new opportunities. Innovation is needed within existing organizations and to found new organizations. Learning to change the rules of the game by unlocking and creating innovative value propositions and discovering new market positions for sustained competitive advantage are some of the actionable lessons in this specialization.

1. Strategic Innovation: Building and Sustaining Innovative Organizations
2. Strategic Innovation: Innovation at the Frontier: An Exploration of Cutting-Edge Topics
3. Creativity Toolkit: Changing Perspectives and Creative Collaboration
4. Entrepreneurship: principles and concepts underpinning practices and approaches
5. Innovation: From Creativity to Entrepreneurship Capstone Project

#### **Digital Marketing**

In this course you will master strategic marketing concepts and tools that address brand communication in a digital world. We will explore several aspects of the new digital marketing environment, including topics such as digital marketing analytics, search engine optimization, social media marketing, and 3D Printing. In the process you will develop a richer understanding of the foundations of the new digital marketing landscape and acquire a new set of stories, concepts, and tools to help you digitally create, distribute, promote and price products and services.

1. Marketing in a Digital World
2. Digital Analytics for Marketing Professionals: Marketing Analytics in Theory
3. Digital Analytics for Marketing Professionals: Marketing Analytics in Practice
4. Digital Marketing Channels: The Landscape
5. Digital Marketing Channels: Planning
6. Marketing in an Analog World
7. Digital Marketing Capstone Project

#### **Schedule:**

**Weeks 1-24** - Co-creating knowledge and understanding – preparing for and engaging in weekly meetups– workload 10 hrs/week

**Weeks 25-28** - Summative Assessment of individual learning

**Weeks 28-30** - Taking a breather

## » **Finalising your Portfolio of Work Done** – *Not part of the 100 Weeks*

Throughout the program you will be constructing a portfolio of work done that documents the milestones in your development as a manager over the two years. It will be published as an eBook (+- 25000 words and diagrams) and will be assessed in terms of the following SAQA criteria.

1. **Knowledge literacy** - demonstrate the ability to evaluate and systemically use knowledge production processes to enquiry into and study a field of management practice.
2. **Scope of knowledge** - demonstrate mastery of advanced body of knowledge of a field of management, and the ability to engage with and critique the management practices that characterise the field
3. **Methods and procedures** - demonstrate the understanding of and ability to select existing or design new creative methodologies to make sense of and deal with complex practical and theoretical problems.
4. **Problem solving** - demonstrate the ability to identify, conceptualise and formulate complex problems that characterise a field of management practice; and design and implement ways of addressing these problems
5. **Ethics and professional practice** - demonstrate the ability to make autonomous ethical decisions which affect knowledge production, or complex organisational or professional issues, and the ability to critically contribute to the development of ethical standards in a specific context.
6. **Accessing, processing and managing information** - demonstrates the ability to design and implement an information management strategy for comprehensively reviewing leading and current research in field of management practice and generate meaningful insights into the key issues that characterise the field.
7. **Producing and communicating information** - demonstrates the ability to draw on academic, professional and/or occupational literature and discourses in a field of management practice to construct, communicate and defend an opinion or a position on the key issues that characterise the field
8. **Context and systems** - demonstrates the ability to systemically intervene on appropriate levels within a system, based on an understanding of hierarchical and horizontal relations within the system, and the ability to anticipate and address the intended and unintended consequences of interventions.
9. **Management of learning** - demonstrates the ability to develop his/her own learning strategies to sustain her/his independent learning and professional development; and the ability to interact effectively within the learning or professional group as a means of enhancing such learning and development.
10. **Accountability** - demonstrates the ability to operate independently and take full responsibility for his or her own work, and, where appropriate, to account for leading and initiating processes and implementing systems, ensuring good resource management and governance practices.

These criteria are based on the SAQA NQF level 8 descriptors.

During Cycle 5 you will finish off your portfolio of work done.

**Your Portfolio of Work Done is the evidence of your learning and development in the program and can be used to obtain a SAQA NQF level 8 qualification (through a prior learning assessment).**