



Cranefield College of Project and Programme Management

Prospectus

2018

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SECTION 1

CRANEFIELD'S VISION, MISSION AND GUIDING PRINCIPLES

1.1 Vision and Mission

The vision of Cranefield College is to provide private tertiary education of the highest quality both in Africa and internationally, equipping students with practical knowledge and skills that they can immediately apply to facilitate further learning and to maximise their productivity in their work contexts.

In line with the above vision, Cranefield's mission is to improve the quality of all its learning programmes and services on a continuous basis so as to meet students' (and, where applicable, their employers') evolving needs and to add maximum economic and social value to society as a whole. The major components of Cranefield's mission are accordingly threefold:

- 1) Creating, maintaining and delivering continuously improved job-relevant courses and programmes that are at the cutting edge of integrative development in the relevant fields of practice.
- 2) Providing excellent and holistically sustainable customer service.
- 3) Progressively fulfilling economic and social responsibility by adding value to society through top-quality higher education.

1.2 Values and Beliefs

Fundamental to the success of Cranefield are the following basic values:

We endeavour to be committed, to have a positive attitude at all times, and to nurture behaviour where trust, cohesion, integrity, transparency and ethical practices are allowed to flourish.

In the context of maintaining staff members' excellent team spirit, we strive for a culture of involvement and empowerment where each team member takes full responsibility for the role that he or she fulfils, and is continuously exposed to learning. Our human resources provide the creativity and innovation that guide perceptions about our qualities in the marketplace.

The contents of our learning programmes, and the manner in which we present these to our students, are the end result of our combined efforts. We are judged according to perceptions regarding the quality that we maintain. Ensuring total quality in all our endeavours so as best to serve the needs of all our clients, is a value that influences every part of our service delivery.

1.3 Guiding Principles

Our main aim is to focus on service excellence to our internal and external customers, and to measure the performance of delivery processes for assessment of strategic benefits. Quality is uppermost in our minds: to achieve stakeholder satisfaction, the quality of our learning programmes and services must enjoy the highest priority.

We firmly believe in following a systems approach to managing our processes, and in achieving innovative learning and continuous improvement in everything we do. Dedication to continuous improvement is uppermost on our minds: we strive for excellence in respect of everything we do, including quality, service and quick response.

Staff empowerment and involvement are entrenched: we encourage high-performance teamwork and promote good human relationships and trust among our employees, as well as between our staff and our students. Through a culture of trustworthy support sponsored by our leaders, we ensure open communication and a free flow of information.

Improved technology is essential for effectiveness and efficiency: incrementally improved technology is favoured, while human resources are constantly retrained to master innovations.

Our students and their employers are the focus of everything we do: we are focused on delivering improved learning programmes and services to our stakeholders on a continuous basis, and to deliver them better than any competitor locally or internationally.

The Department of Higher Education and Training, the Council on Higher Education, SAQA and our students' employers are our partners: together we must create and sustain mutually beneficial relationships to enhance the quality of learning programmes and services to our students.

SECTION 2

RULES, REGULATIONS AND CODE OF CONDUCT

2.1 General

2.1.1 All students and members of staff must acquaint themselves with the code of conduct, and the rules and regulations of Cranefield College. By enrolling with Cranefield, students agree to abide by these, and acknowledge the scope of Cranefield's disciplinary powers.

2.1.2 Students shall be bound by this code and the aforementioned rules and regulations for the duration of their learning programme. Cranefield may from time to time announce additions or amendments to the rules and regulations.

2.1.3 Cranefield expects all students and members of staff to conduct themselves in such a way as to enable Cranefield to fulfil its aims effectively and efficiently, without hindrance. No student or member of staff shall act in breach of any regulation of Cranefield where he or she knows or ought to know that he or she is acting in breach thereof. Those who breach regulations will be subjected to disciplinary action, coupled with legal action where appropriate.

2.2 Admission Regulations

2.2.1 General

2.2.1.1 Possession of prescribed qualifications for admission to any learning programme does not automatically qualify a student to register for it. He or she may be requested to comply with additional requirements such as a special assignment or an oral or written examination. The admission policy is reviewed annually, and the

admission requirements from the previous year may not apply. It is the responsibility of prospective students to keep abreast of developments.

2.2.1.2 Because of the nature of the admission procedures, deadlines are enforced strictly. All relevant documentation must be provided by the specified deadlines. Application for any programme implies acceptance by the applicant of the admission policies and procedures.

2.2.1.3 All students at Cranefield **must** have personal access to the Internet for the purpose of their studies.

2.2.2 **Submission of Documents**

2.2.2.1 When applying for admission to any academic programme (i.e. leading to a qualification), applicants must submit certified copies of their highest qualifications, and must also submit a *curriculum vitae*, which must reflect all qualifications and the latest grades received, to the Registrar (Academic). The Admissions Committee may, however, require applicants to provide certified copies relating to all courses/programmes attended at any other institution, prior to approving admission to the learning programme involved.

2.2.2.2 When undergraduate courses are still in progress at the time of application, or graduate programmes have not been completed, and are not reported on the certified copies, applicants must provide a 'statement of registration' to the Registrar (Academic).

2.2.3 **Accuracy of Application Information**

2.2.3.1 Where it is discovered that any application information is false or misleading, the application will be invalid. This will result in immediate rejection. If the student has already been registered, withdrawal from the programme will be mandatory.

2.2.4 Recognition of Prior Learning

2.2.4.1 Recognition of prior learning (RPL) plays an important role in the process of assessing eligibility for admission to a specific academic programme where the applicant has not yet obtained a higher qualification at the minimum level as required by the standard admission criteria for that programme. The basic criteria for RPL for access to Cranefield's academic programmes are set out in the 'Admission' sections of each programme in Section 3 below. The College's full RPL policy is available upon request.

2.3 Misconduct

2.3.1 **General.** In line with section 2.1.3 above, misconduct on the part of students or members of staff can take the form of any conduct that amounts to inappropriate interference with the functioning or activities of Cranefield, or anyone associated therewith. The following particular provisions highlight some noteworthy specific instances of misconduct. Misconduct against which appropriate disciplinary action can be taken therefore includes, but is not limited to, the following:

2.3.2 **False or misleading information.** No student shall falsify or misuse any certificate or other document and/or knowingly make any false statement in the course of his or her endeavours with Cranefield. The discovery of any false statements or fraudulent omissions at any time (including in the application process; see 2.2.3.1 above) may lead to cancellation of, or preclusion from, registration.

2.3.3 **Research Ethics.** Cranefield requires all those who undertake research, both staff and students, to practise sound research ethics, both to ensure the highest quality of research and to avoid the potential for misconduct. Such misconduct can *inter alia* be in the form plagiarism (see section 2.3.5 below) or any other form of deception, or in the form of the violation of the rights of others (including

unauthorised use of confidential information and involving persons in research without their informed consent). If a student has any doubts or questions regarding ethics, he or she should discuss the matter with his or her supervisor. Further guidance can also be found in the M8 study material, which is supplied to all graduate researchers at Cranefield College. The College has a dedicated Ethics Committee, which deals impartially with all ethical matters involving any member of staff or any student.

2.3.4 Subsequent use of original work. Although copyright in any assignment, dissertation or thesis by an enrolled student of Cranefield vests in him or her, it is mandatory for such student-author to inform Cranefield of any subsequent use of the material, and to acknowledge his or her supervisor/s and Cranefield therein. Failure to do so shall constitute a breach of contract with Cranefield.

2.3.5 Plagiarism

2.3.5.1 Students must take great care to ensure that they acknowledge their sources at **all** instances that any of these are used or referred to in any assignment, and that they do not use others' words or ideas without clearly indicating this. The full reference must then be provided in the bibliography at the end of the assignment. If any part of any source is quoted verbatim anywhere in a student's work, this absolutely must be indicated with quotation marks.

2.3.5.2 If in the assessment of any assignment, dissertation or thesis it is found that any portion of any piece of work is unduly similar to, or the same as, that of another student at Cranefield or of any other unacknowledged author, the student (or students) involved will receive 0% for the entire assignment.

2.3.5.3 In the case of a first offence, a warning will be issued and the opportunity of doing a supplementary examination may be granted where applicable (requiring

payment of the prescribed R750.00 examination fee). Depending on the details of the case, the student/s may be requested to appear before the Ethics Committee.

2.3.5.4 In the case of a further offence, the student/s will generally be requested to appear before the Ethics Committee (depending on where the student is based). The Committee will subsequently decide whether a supplementary will be granted or whether the student's/s' studies will be suspended. The Committee will determine the period of suspension, according to the specific case. Suspended student/s will have to reapply for registration on the relevant programme after the expiration of the suspension period. In the case of multiple offences, a student may be barred from further study. As with students' academic records, records of instances of plagiarism are securely and permanently stored by the College.

2.3.6 **Antisocial behaviour.** Action will be taken against any student or member of staff who engages in behaviour that is malevolent, injurious or offensive, and/or causes distress. Moreover, where such a person causes damage to the property of Cranefield, or commits any other criminal offence or causes other damage in respect of Cranefield or its students or staff, appropriate legal action will be taken.

2.4 Fees

2.4.1 In the case of all short courses, the full amount for the course for which a student is enrolled shall be paid prior to gaining access to the learning material (unless instalments apply, by special arrangement).

2.4.2 In the case of the first module of an academic programme (i.e. leading to a qualification) where the student is personally liable for fees, he or she is required to pay the basic registration fee before his or her registration can be finalised. Payment of the fee finalises registration, and the fee is non-refundable. The student will then receive an invoice for the full fee. Payment in respect of the first module must be effected (in full or, by special arrangement, in part) within fourteen days from the date

of the invoice, or before the first lecture date, whichever is earlier. In the case of a student who starts the module through online participation, such payment must be made before access to study material. The student must produce proof of payment of the two amounts above (within the times stipulated), via fax, email, or other appropriate means, and must follow up with the Administration in time to be able to participate in the class.

2.4.3 In the case of the first module of an academic programme (i.e. leading to a qualification) where the student's company is paying, an approval letter from the company for payment of studies must reach the Administration before the registration can be finalised. The student's company will then receive an invoice for the full fee of the first module once the registration has been finalised. The full amount must then be paid in due course. The onus remains on the student to produce proof of payment via fax, email, or other appropriate means, and to follow up with the Administration in time to be able to participate in the class. The company will still be liable for the registration fee if the student/company elects not to continue after registration.

2.4.4 A student who, for any reason, still has any outstanding fees at the time of completing his or her final examination will not receive his or her results.

2.4.5 No refunds are payable to any student who does not fulfil his or her study obligations. Once a student has received access to the study material for any module or course, no refund is possible.

2.4.6 A student who repeats a module or short course shall be liable for 50% of the current full module/course fee (in addition to the fees paid for his or her previous attempt).

2.4.7 A student who does not complete a programme within the required time, will be liable for an administration fee to enable him or her to renew registration for the programme (renewal of registration). The renewal fee depends on the programme. A

student who does not complete a specific module of a programme within the prescribed period of a particular cycle, will need to repeat the module in a subsequent cycle (starting afresh) and would be liable for a repeat fee in terms of 2.4.6 above. The same applies to short courses started in or after 2017.

2.4.8 In the case of flexible MDL modules or short courses (started before 2017), there are two possible consequences of exceeding the relevant time limit. Firstly, exceeding the initial time limit of six months after the month of starting (but not exceeding two years) would mean that the student may simply renew registration (renewal of registration) and continue with the assignments on his or her original course. Secondly, if more than two years have elapsed since the month of first starting the relevant course/module, the student would need to start afresh with the course in a current cycle, and would be liable for a repeat fee in terms of 2.4.6 above.

2.4.9 Repeat courses/modules may not be renewed. A student who does not complete a repeat course/module within the required time will need to repeat the course again, and will be liable for an additional repeat fee in terms of 2.4.6 above.

2.4.10 Fees paid electronically must be accompanied by the invoice reference number, or the name and surname of the student, and the Administration must be informed of such a transfer by fax or email.

2.4.11 In the case where a company will be liable for tuition fees, the VAT registration number must be provided with registration.

2.5 Class and Group Participation

2.5.1 For all modules on academic programmes (with the exception of M7), online or onsite class participation is strongly encouraged, and it is in the ordinary course expected that a student will be engaged in all live lectures for a particular module,

whether in class or via Blackboard. It is especially important to participate in the first lecture day of a particular module. Nevertheless, Cranefield College offers some flexibility in this regard, where a student is based in a different time zone or has important conflicting work obligations at the time of the first lecture. The fact that the College officially operates in terms of distance education offers substantial advantages in the flexibility and agility of its programme delivery. Cranefield's use of Blackboard Collaborate enables students to attend classes interactively online from the office or home, and also to study recordings of the live classes (in special cases as mentioned above). Students must notify the Administration timeously regarding their needs.

2.5.2 With Cranefield's technology-enhanced distance learning, all classes are streamed live on the Internet, and students may opt to participate in any or all of their classes online, thereby saving time and travel. However, students are compelled to notify the Administration and receive the Blackboard link at least one day before the class. It is imperative for students who participate online to adhere exactly to all the Midrand (South Africa) dates and the assignment deadlines for these modules. As alluded to in 2.5.1 above, if a student is unable to participate in any of the online classes due to special circumstances, the student may still be permitted to study the recording of the class that he or she has missed. In cases where the student's company is funding his or her studies, such student must submit proof of company approval for not participating in the live class. Refer to 2.5.6 and 2.5.7 below regarding the procedure to be followed depending on the lecture day in question.

2.5.3 In the case of all academic modules (with the exception of M7), regardless of any special arrangements in relation to class participation as such, it is compulsory for all students (including all online participants) to participate actively and timeously in group activities and assignments. Lack of such participation would result in a student not being able to continue further with the module in that cycle. For case discussions in syndicate groups, students are also able to meet via the Internet in a dedicated online collaboration room where they can see and hear each other in an

organised fashion, using the Blackboard Collaborate system. Such group sessions can also be recorded for revision purposes.

2.5.4 Cranefield's lecture sessions span five hours on a lecture day: commencing strictly (both for onsite and online participants) at 08h00 and ending at 13h00. The lecture days are three per module for all programmes.

2.5.5 For onsite students, no one will be allowed to enter a class after the facilitator has closed the door. Students who are late will be allowed into the class only at teatime. A student who arrives later than teatime will not be allowed to attend, and will hence be treated as absent for the day. A student who leaves before the end of class will also be treated as absent. Online participants are also expected to be on time and to be actively engaged throughout the class, and their participation will be monitored by the session moderators.

2.5.6 As alluded to in 2.5.1 above, the Administration may under appropriate circumstances permit a student who is unable to participate in the first lecture day nevertheless to start the module, utilising the recording of the first lecture day. The student, or his or her representative, must in such a case formally request this in advance, and in writing, from the Administrative Programme Manager, Ms Karen Pretorius at karenp@cranefield.ac.za. In cases where the student's company is funding his or her studies, such student must submit proof of company approval for not participating in the live class. It is then imperative that the student follow up timeously to be allocated to a syndicate group (see 2.5.3 above) in order to be able to continue with the module. It is not possible to start a module after the second lecture date.

2.5.7 As described in 2.5.1 above, it is in the ordinary course expected of students to participate in all three lecture days of any module (onsite or live online). Under appropriate circumstances, a student who has been allocated to a group may miss participating in the second or third lecture day, or both. In that event, he or she must, in writing, inform the Head of Administration of the need for his or her absence,

preferably in advance.

2.5.8 In cases where the student's company is funding his or her studies, a student who misses a lecture day must submit proof of company approval for not participating in the live class. The student must then study the recording/s of the live session/s and must still ensure full participation in group sessions in order to be admitted to the examination.

2.6. Submission and Assessment of Assignments, Dissertations and Theses

2.6.1 All examination sessions on academic programmes involve a first and second examiner (the latter of whom may be internal or external). All dissertations and theses are assessed and graded by a first examiner (the supervisor/promoter), and, where there is a co-supervisor or joint promoter, assessed by him or her as second examiner, and then finally also assessed by an independent external examiner.

2.6.2 Adherence to submission dates for individual and group assignments is strictly required. In the case of individual examination assignments, any student who fails to submit on time and provides a valid reason (supported by evidence) may, however, be granted an extension for submission. Nevertheless, any late submission will generally result in the student having to wait until the assessment of supplementary examinations for the late assignment to be assessed.

2.6.3 In the case of group assignments on academic programmes, no extension may be granted under any circumstances, since the case is for discussion in the live class on the day of the deadline. Late submissions with a valid excuse (and supporting evidence, where relevant) will be treated as supplementary examinations (with 50% being the maximum awardable mark) with no feedback report. Where the submission is substantially beyond the deadline or there is no valid excuse as mentioned, the group will receive 0%.

2.6.4 In the case of dissertations and theses, late submission may not be accepted, and a student who fails to submit on time, for whatever reason, shall have to submit for the next available submission deadline. The submission deadlines for dissertations and theses are 1 November (for March graduation) and 1 June (for September graduation) of every year. A student must submit within three years of starting his or her MCom programme to avoid having to reregister for the programme.

2.6.5 All individual assignments shall contain the following honest declaration: “I hereby declare that this assignment is my own work, and that it has not previously been submitted to any other Higher Education Institution. I also declare that all published and unpublished sources have been fully acknowledged and properly referenced. This includes figures, tables and exhibits. Where modified by me, this has also been indicated.”

2.6.6 All dissertations and theses submitted for examination shall contain the following honest declaration: “I hereby declare that this [dissertation/thesis] is my own work, and that it has not previously been submitted to any other Higher Education Institution. I have acknowledged all other persons who have assisted in the content or presentation of the work. I also declare that all published and unpublished sources have been fully acknowledged and properly referenced. This includes figures, tables and exhibits. Where modified by me, this has also been indicated.”

2.6.7 The following honest declaration, signed by each member of the group, must be included in all group assignments: “We, the undersigned, hereby declare that each of us has contributed to this assignment, and that it is entirely our own work. We also declare that **all** published and unpublished sources have been fully acknowledged and properly referenced. This includes figures, tables and exhibits. Where modified by us, this has also been indicated.”

2.6.8 All assignments must be submitted in electronic form in MS Word format. In accordance with Higher Education practice, all final examinations remain the property of the College, and may not be returned to students. However, students will be granted the opportunity to discuss their marked examinations with the examiner/s by special request, which request must reach the Administration within 14 days of the results being released.

2.6.9 In the case of a dissertation for a degree, at least two ring-bound hardcopies of the dissertation must be submitted for examination. Where there are more than two examiners, the candidate will be required to submit further copies. Where improvements to a dissertation are recommended by any internal or external examiner, such improvements must be made within six weeks of notification, and must be resubmitted for perusal and approval. This would be applicable only in the case of minor improvements (see 2.7.9 below regarding the possibility of resubmission following rejection of the dissertation).

2.6.10 If the dissertation is accepted, two hardbound copies (with the student's name, the title, and the year of submission on the spine and cover) of the dissertation must reach Cranefield's Administration on or before a specified date (of which the student will be advised), before the final awarding of the degree.

2.6.11 An electronic version of the dissertation (on CD-ROM), must accompany the hardbound copies referred to in 2.6.10 above. The CD-ROM must be enclosed in a cover that indicates the title of the dissertation and the name of the student. The calendar year of submission must also be indicated thereon.

2.7 Supplementary Examinations, Re-evaluations and Repeats

2.7.1 A student who, due to reasons beyond his or her control, fails to undertake or to submit an examination assignment on time, may be granted the opportunity to complete a supplementary examination for which a full mark will be awarded. Details

(with supporting evidence, where appropriate) of the reasons for such failure must be submitted to the Head of Administration before the due date, or shortly thereafter, depending on the nature of the situation, and will be placed on record. Every case will be evaluated on its own merits. Confidentiality of any personal information is assured.

2.7.2 A student who, without a valid excuse as contemplated in 2.7.1 above, fails to undertake or to submit a first examination assignment on time will have the opportunity to complete a supplementary examination. The result of such a supplementary examination will then be only a pass (reflected as '50%') or fail, without the opportunity for obtaining a higher mark. The fee for a supplementary examination following failure to undertake or to submit, without a timeously communicated valid excuse as contemplated in 2.7.1 above, is R500.00.

2.7.3 A student who fails a first examination will have the opportunity to complete a supplementary examination. The result of such a supplementary examination will then be only a pass (reflected as '50%') or fail, without the opportunity for obtaining a higher mark.

2.7.4 All supplementary examinations must be submitted electronically as indicated in 2.6.8 above.

2.7.5 A supplementary examination will not be permitted in the case where a student has failed both to submit his or her individual assignment and also to participate in, or to submit, the group assignment. In such a case, the student will be invited to repeat the module.

2.7.6 A supplementary examination will not be permitted in the case where a student has any outstanding payments in respect of his or her studies. Only once such arrears have been settled will a student be granted the opportunity to complete a supplementary examination.

2.7.7 A supplementary examination must, in all cases, be undertaken within six months after failing, or failing to undertake or to submit, the previous examination, failing which the student will have the opportunity to repeat the course/module in question.

2.7.8 A student who fails to take or to submit his or her supplementary examination on time (or at all) will fail and will have the opportunity to repeat the module/course (subject to 2.4.7 above).

2.8 Language Policy and English Proficiency Requirement

2.8.1 The official language of the College is English. All learning materials, instructions and facilitation are presented/conducted in English. All correspondence with and from the College is also in English.

2.8.2 All students enrolled at Cranefield College are expected to be proficient in English. In addition to such basic proficiency, students are expected to develop their English skills progressively during their studies. To this end, and following recommendations from the Council on Higher Education, a compulsory support module (Module M7: 'Advanced Business English') forms part of the PGDipPM programme, so as to promote the development of advanced English skills for all students who continue with higher studies at Cranefield College. The module contributes 15 of the 135 credits towards the full Postgraduate Diploma.

2.8.3 Where a Master's Degree student at Cranefield College has not yet completed the required Advanced Business English module (M7), the course will be added to his or her MComPM modules. The module must be completed in conjunction with the first module (M8 or M9.x) of the student's MComPM programme. In cases where special permission is granted for a deferment, it is still compulsory for any MComPM student to have passed the Advanced Business English course at the very latest by the fourth month after being allocated a supervisor.

2.9 Academic records

2.9.1 Cranefield shall keep comprehensive records of the academic achievement of all its past and present students.

2.9.2 Cranefield shall make available to any enrolled student or past student, on request, a transcript of his or her academic record, and, where required, a copy of his or her degree/diploma certificate(s) subject to the payment of the relevant fee.

2.10 Additional Courses not part of Degree/Diploma Programmes

2.10.1 Cranefield may, in line with section 28 of the Regulations for the Registration of Private Higher Education Institutions (2002), present tailored in-house courses or any other additional courses of recreational/developmental or general public interest (in the areas of the academic and professional competence of its staff), which do not form part of any of its programmes that lead to a qualification registered on the NQF (all Cranefield's academic programmes lead to accredited qualifications).

2.10.2 The additional courses contemplated in 2.10.1 will accordingly not be marketed as being accredited qualifications or approved by the CHE or registered by the Department of Education.

2.11 Appeals and Settling of Disputes

2.11.1 Students have the right to appeal any decision that affects their academic interests. Should a dispute arise between a student and lecturer regarding the assessment of the work of that student, or a related matter, it is the policy of the College that such dispute should be settled informally between the parties wherever possible. The lecturer will provide explanations, and the student will be given the

opportunity to state his or her point of view and to ask the questions that he or she wishes to ask.

2.11.2 If a student is of the opinion that any assigned mark is not a true reflection of his or her ability, the first option thus available to him or her would be to request a discussion with the relevant lecturer. The aim of such a discussion would not be to change the assigned mark, but rather to provide insight regarding the reasons for the mark. Should the student not be satisfied with the explanation of the finding (which is based on the assessment of an internal and external examiner), the student has the right to appeal the finding.

2.11.3 If a dispute regarding a mark cannot be resolved informally in terms of the process described in 2.11.2 above, the student may appeal and thereby formally apply for a re-evaluation. This could be in the case where a student fails an examination or fails to attain a distinction. Upon payment of the prescribed fee, such a student may appeal to the Registrar (Academic) to arrange a re-evaluation by an independent subject-specialist examiner (who was not involved in the initial examination process). The appeal must reach the Registrar (Academic) within fourteen days of the results being released. Following the conclusion of the examination process, the Registrar (Academic) will then formally report the finding of the independent examiner to the Principal of the College. If the original result has been overturned, the Principal may consult the original internal examiner before accepting or rejecting the finding. If the Principal accepts the finding, the appeal shall have succeeded. If the Principal rejects the finding of the independent examiner, the matter may finally be referred to a panel of two or more independent subject-specialist examiners, who will analyse the assessment and will reach a final decision. This final decision will be communicated to the Principal, who will appropriately convey the decision to the student and original internal examiner.

2.11.4 In the case of disputes not specifically involving an assessment outcome, a student would also in the first instance approach the lecturer of the module to which the dispute relates. If a student is not satisfied with the explanations provided by the

lecturer, he or she can then formally (in writing) bring the matter to the attention of the Administration. Confidentiality is assured in as far as possible in any matter. The Administration will then arrange for another lecturer (in the same specialised area) to evaluate the matter. The student can elect to arrange a meeting with that lecturer, or can view his or her brief report on the matter. If there is any need for further action, the lecturer can make such recommendation to the Principal, who will then take the final steps to resolve the matter.

2.11.5 In all appeals and instances where dispute resolution is required, the process shall have regard to the principles of natural justice, and administrative-law remedies shall as a matter of course be available to any party who is dissatisfied with the final decision reached.

2.12 Disciplinary Procedure

2.12.1 The Principal of Cranefield College, has, in terms of section 3.2 of Cranefield's Statutes, the responsibility of attending to matters related to the maintenance of discipline, and has the power to authorise cancellation of registration or termination of studies of any student on disciplinary grounds, following due process. Where relevant, the Principal must also represent Cranefield in legal action against such student.

2.12.2 Any member of staff of Cranefield may, if he or she finds it necessary, instruct a student whose conduct is in his or her opinion in breach of Cranefield's code of conduct, to withdraw from any facility affected by the conduct in question. The matter must then be brought to the attention of the Principal, and taken further.

2.12.3 A complaint of misconduct either by one student against another or by a member of staff against a student, or vice versa, shall be made to the Principal. It will be endeavoured to resolve complaints informally by consultation between the student(s) and staff concerned, facilitated by the Principal. Where this fails, however,

a formal complaint, in writing, must be submitted to the Principal, who will then take appropriate disciplinary action against the individual(s) concerned (following a hearing, where necessary).

2.12.4 Disciplinary action against members of staff shall be conducted according to the South African laws governing the relationship between employer and employee.

2.12.5 A student who is awaiting the outcome of a hearing may be suspended for a reasonable period of time, pending the outcome.

2.12.6 All procedures shall have regard to the principles of natural justice, and administrative-law remedies shall as a matter of course be available to any party who is dissatisfied with the final decision of the Principal.

2.13 Student Support Services

2.13.1 A full virtual library is available to students, at no additional cost.

2.13.2 A limited subject matter library is available to students at the Administrative Headquarters.

2.13.3 Full academic and academic administrative support is available to students on a continuous basis, and limited career counselling is available to students on demand.

SECTION 3

CRANEFIELD COURSES AND QUALIFICATIONS

3.1 General

3.1.1 Introduction

All Cranefield qualifications are accredited by the Council on Higher Education, and all courses and modules are presented in English. Cranefield College has positioned its academic qualifications to serve the leadership and management needs of organisations best, in both the private and public sectors. Its academic qualifications focus on value chain management, including the organisation's supply chain activities, its project management portfolios, and the appropriate leadership behaviours for strategic success.

In the current economic climate, employers prefer job-relevant education and training for improving the competence of employees and for providing them with the necessary skills to be of immediate benefit to the organisation. What you learn from Cranefield today, you are able to implement in your work context tomorrow.

Due to the modular structure of Cranefield's academic programmes, students need to spend only one half day per month away from work for live virtual class (or onsite attendance). Between class days, student syndicate groups meet outside work hours to discuss their practical case studies.

3.1.2 Qualifications through Technology-Enhanced Distance Learning

Cranefield College offers all its academic programmes through flexible and convenient distance learning, which is enhanced by technology in various ways, including live online class participation. Students may participate online or onsite, with equal access to the lecturer and study materials. With Cranefield's VLE (virtual

learning environment), which combines the technology of Blackboard Learn with that of Blackboard Collaborate, the entire process of programme delivery is enhanced, from live online classes to online assessments and personal feedback. For case discussions in syndicate groups, students are also able to meet via the Internet in a dedicated online collaboration room where they can see and hear each other in an organised fashion, using the Blackboard Collaborate system.

As mentioned above, all classes are streamed live on the Internet, and students may participate in any or all of their classes online, thereby saving time and travel. Students must notify the administration of their planned online participation and will receive the Blackboard link at least one day before the class.

Where a student is unable to participate in any of the live classes (due to a particular work situation, for instance), he or she may, by special arrangement, still subsequently view the recording thereof. A student who is based in a timezone that makes live class participation difficult may still complete any of Cranefield's programmes via distance learning on the basis of such a special arrangement. **Whereas a student might not be able to participate in the live classes, he or she is still required to participate fully in group activities, including appropriate contributions to the compulsory group assignments.**

Cranefield's lecture sessions span five hours on a lecture day: commencing strictly at 08h00 and ending at 13h00. The lecture days are three per module for all modules that involve live classes. Currently all modules for the Advanced Certificate through to the Master of Commerce involve live classes, with the exception of M7: Advanced Business English (based on prerecorded lectures only, which are made available on a weekly basis) and M10: Work-Context Dissertation (which is research-based).

Note again that live classes are *available* but not compulsory, whereas group participation (which will be specially arranged for students who are further abroad) is compulsory. It is also compulsory for all students who did not participate in any or all of the live classes to study the recordings thereof.

All academic programmes, including Cranefield's modular master's degree (MComPM), are accordingly available to students in all areas with Internet access nationally and internationally. Exceptional students may advance all the way to the PhD degree, which signifies the highest level of academic attainment.

Apart from Cranefield's full academic programmes, selected short courses are also available through the Cranefield Academy (see www.cranefieldacademy.com for more information), which courses do not involve any live class participation or compulsory group collaboration. The short courses are available to students in any country, provided that candidates are already proficient in English and have basic Internet access.

3.1.3 General Approach to Teaching and Learning

3.1.3.1 Introduction

The andragogic (adult learning) approach is followed in all Cranefield's courses. In respect of all Cranefield's academic programmes where live classes are featured (through technology-enhanced distance learning), it is essential for students to prepare themselves thoroughly for each session by studying the prescribed text and/or recommended reading material. This facilitates on-the-spot processing of large amounts of information, and also promotes meaningful class participation. Both theoretical understanding and practical skills in application are promoted, and then assessed, in all Cranefield's programmes. The emphasis is on hands-on problem solving, and an integrative approach to the subject matter in question. The key features of Cranefield's learning programmes are:

- a. the analysis of real or realistic case scenarios from a solid theoretical foundation, providing practical solutions and insight in applying knowledge and skills in dealing with those case studies;
- b. the development of independent, lifelong learning skills on the part of students;

c. the use, wherever practicable, of syndicate groups as a means of stimulating peer interaction (developing both knowledge and interpersonal skills), promoting teamwork, and facilitating broader and deeper learning (due to the nature of action learning, where peers share and challenge ideas and knowledge); and

d. the continuous exposure of students (for the most part) to their work situations and environment while they are acquiring the knowledge and skills central to the programme – students hence have the opportunity to start applying these in their field of practice immediately as they acquire them.

3.1.3.2 Group Learning

In all programmes, students are divided into syndicate groups for the purpose of group learning. Every group must appoint among themselves a coordinator, who will have the responsibility of coordinating activities, and, where applicable, of delivering the group presentation in class. Whether in relation to virtual (Blackboard-based) meetings or face-to-face meetings, participation reports must be submitted to the Administration, indicating the form and frequency of meetings, and confirming each member's participation.

In a group-learning environment, the ability to communicate effectively with other syndicate members is an essential skill. Students should be able to provide feedback in a constructive and supportive manner to each other in order to improve individual and group performance in a team setting. The ability to present materials learned during individual study to the group in a clear and articulate manner, based on evidence, is an important asset in group learning. It is also important that syndicate members must be cooperative and supportive of each other, and share knowledge and resources freely among themselves.

Syndicate members should be able to set individual objectives, while respecting and participating in the setting and fulfilling of the objectives set by the group. When they have been assigned the problem case study, they will discuss and argue the issues

involved. Students must weigh the factors, probe the underlying issues, compare the advantages and disadvantages of different alternatives, and develop courses of action and solutions. Cooperation in syndicate teamwork ensures that maximum benefit is derived from the overall learning experience. In class (where applicable) and in syndicate groups, Cranefield students benefit tremendously from the varied backgrounds and perspectives of their fellow students, learning from each other as well as from the lecturer.

3.1.3.3 Case-based Learning

In any applied discipline it is vitally important to be able to define problems (often with limited information), to suggest what further analysis is necessary (or indeed possible), and to devise and to implement a reasonable action plan to resolve the problems at hand. All project and programme management modules use case-based learning.

The case method is aimed at developing the student's ability to apply sound theoretical knowledge and fine-tuned practical skills in confronting and solving real problems. Cases are often based on first-hand accounts of real situations, taking as their subjects problems that stem from many interdependent factors. Students must analyse the case, identify the problem, examine the contributory causes (where relevant) and possible solutions, and consider alternative courses of action before arriving at a suitable conclusion and recommendation.

The case method requires the student to learn by doing. For this reason, Cranefield always bases any case scenario to be analysed and reported on, on realistic problems (usually incorporating a combination of actual past events) so that the student may recognise that decision-making under real conditions is not an exact science, and that the results of actions in professional practice are often far less precise than academic theory might suggest.

The overall result of Cranefield's case-based and group-learning methods is a unique learning experience that transcends the mere assimilation of facts, techniques and

methodology. To assist students in achieving the required outcomes, the topic-specific learning objectives are clearly stipulated in the study guide for each module.

3.2 Qualifications in Project and Programme Management

3.2.1 Advanced Certificate in Project Management (AdvCertPM) (NQF L6)

3.2.1.1 Structure and Scope

The Advanced Certificate in Project Management is accredited at NQF Level 6, with 120 credits (consisting of three modules of 40 credits each). The programme serves to meet the need for a specialised professional qualification at the undergraduate level in project and programme management.

The AdvCertPM is fully aligned with the USA Project Management Institute's (PMI) PMBOK (Project Management Body of Knowledge) and is an ideal route towards gaining international certification as a CAPM (Certified Associate in Project Management), or PMP (Project Management Professional) for more experienced project managers. These are currently deemed to be the internationally most important industry-recognised certifications for project managers.

There are three lecture days per module, spread evenly over the three months duration of each module. Consisting of three modules The full AdvCertPM programme accordingly takes nine months to complete. Please see the "Academic Calendars" on the Cranefield College website for time slots. Note again that all lectures are streamed live via Cranefield's Blackboard Collaborate system, making it possible to participate interactively in classes live via the Internet. The only specification in terms of the order of precedence of modules is that Module M α must be completed first:

Step 1: Complete Module M α : Project Management: Perspective, Planning and

Implementation (40 credits)

Step 2: Complete, in any order:

Module AC1: General Management Perspective (40 credits), **and**

Module AC2: Business Management (40 credits)

3.2.1.2 Availability of the Programme

Module M α is offered in every quarter, while module AC1 and AC2 are offered in alternative quarters, allowing for flexibility throughout the year to commence and continue with the programme. The learning programme can be commenced in any quarter of the year:

- Jan to March.
- April to June.
- July to Sept.
- Oct to Dec.

3.2.1.3 Admission

3.2.1.3.1 General Requirement

A Higher Certificate, or at least a Senior Certificate ('matric' or international equivalent) coupled with relevant management experience and/or additional courses for the purpose of recognition of prior learning (RPL).

3.2.1.3.2 Recognition of Prior Learning

Whereas the standard minimum requirement for admission to the Advanced Certificate programme is a Higher Certificate (NQF Level 5), applicants not in possession of the aforementioned qualification may be assessed for eligibility for

admission on the basis of RPL. All relevant information and documentation, including a detailed *curriculum vitae* (which must focus on describing the applicant's work experience) must be submitted to the Registrar (Academic). RPL serves to provide opportunities to those who generally meet the following criteria:

- a) Have completed at least the South African National Senior Certificate (or international equivalent).
- b) Have been employed or vocationally active in the community for at least two years since earning the Senior Certificate,
- c) Have gained relevant management experience in the workplace, holding a position of authority and responsibility.
- d) Have completed relevant credible courses related to the required competencies at credible institutions.

Applicants must generally comply with at least a) to c) above, but evidence related to d) will also contribute significantly to a favourable outcome and may obviate the need for c).

Where an applicant has been identified by his or her employer as having leadership potential resulting from Human Resources career-path tracking, it is sufficient for him or her to comply only with a) and c) above. Every case is evaluated on its own merits. The College's full RPL policy is available on request.

3.2.2 Advanced Diploma in Project Management (AdvDipPM) (NQF L7)

3.2.2.1 Structure and Scope

The AdvDipPM consists of three modules. Each of the three modules contributes 40 credits to the total of 120 credits for the qualification. A candidate who does not have

a tertiary qualification and/or has not formally covered the necessary work (project planning and implementation, effectively applying PM tools and techniques) will be required to complete a foundational prerequisite module, Module Mα ('Project Management: Perspective, Planning and Implementation'), before being admitted to continue with M1. Such candidates may also choose to undertake the Cranefield Academy short course in Project Management to meet the requirement. Experience has shown that it is generally advisable to complete a foundational module/course, since it equips students with fundamentals that are invaluable in the workplace and on the Advanced Diploma programme. These fundamentals are very often not adequately covered in other management courses.

The AdvDipPM programme takes nine months to complete, and the structure is as follows:

Module M1: 'Project Management: Leading, Creating, Implementing and Improving', **and**

Module M2: 'Programme-Managing Organisational Performance and Innovative Improvement', **and** then **one** of the following:

Module M3: 'Supply Chain Quality and Performance Management', **or**

Module M4: 'Transformational Corporate Strategy', **or**

Module M5: 'Creating High-Performance Project and Process Teams', **or**

Module M6: 'Financial Management of Corporate Projects and Programmes'.

3.2.2.2 Availability of the Programme

M1 and M2 are presented four times per annum at Cranefield's Midrand campus (to allow for flexibility throughout the year to commence and continue the AdvDipPM, since M1 must be undertaken first and then followed by M2). The elective modules (a choice between M3, M4, M5 and M6) are each presented twice per annum. There

are three lecture days per module, spread evenly over the three-month duration of each module.

The learning programme can be commenced in any quarter of the year; M1 runs four times per annum in the following: Jan to March (Initial); April to June (Repeat); July to Sept (Repeat); and Oct to Dec (Repeat). Note again that all lectures are streamed live via Cranefield's Blackboard Collaborate system, making it possible to attend interactive classes live online. Therefore, you do not need to attend onsite classes in Midrand. M2 also runs four times per annum in the same as M1 above, and M3 to M6 are there presented in the following : M3: Jan to March & July to Sept; M4: April to June & Oct to Dec; M5: Jan to March & July to Sept; and M6: April to June & Oct to Dec. For specific calendar information, please consult the Cranefield website.

3.2.2.3 Admission

3.2.2.3.1 General Requirement

The general requirement for admission is a **tertiary qualification coupled with sufficient relevant experience**. However, a prospective student may, in exceptional instances, be admitted to the Advanced Diploma learning programme on the basis of recognition of prior learning (RPL) where he or she does not already hold a degree or National Diploma (or equivalent). Generally, in such cases, he or she must already have successfully completed Module Ma (Project Management: Perspective, Planning and Implementation) or Cranefield's short course in Project Management (as mentioned under 3.2.2.1 above) and/or other relevant courses, and must also have gained extensive appropriate practical experience. Proficiency in English is also required (please see 2.8 above).

3.2.2.3.2 Recognition of Prior Learning

As mentioned above, prospective students who are not in possession of a degree or diploma may in exceptional cases be considered for entry onto the Advanced

Diploma programme on the basis of recognition of prior learning (RPL), where a student is able to demonstrate existing competence in the knowledge and skills required to undertake advanced management studies at NQF Level 7.

All relevant information and documentation, including a detailed *curriculum vitae* (imperatively describing the applicant's substantial work experience) must be submitted to the Registrar (Academic). RPL may provide access to those who comply with an appropriate combination of the following criteria:

- a) Have completed at least the South African National Senior Certificate (NQF L4) or international equivalent.
- b) Have been employed or suitably active in the community for at least eight years since leaving secondary school.
- c) Have gained substantial management experience in the workplace, holding a position of authority and responsibility.
- d) Have successfully completed the foundational module Mα (Project Management: Perspective, Planning and Implementation) or Project Management Short Course.
- e) Have completed other higher qualifications or suitable courses related to the required competencies at credible institutions.

Applicants must generally comply with at least a) to d) above, but evidence related to e) will also contribute significantly to RPL. Where an applicant has been identified by his or her employer as having leadership potential resulting from Human Resources career-path tracking, it could be sufficient for him or her to comply only with a), c) and d) above.

In evaluating students for RPL purposes, all current competencies in the field of Project Management that have been acquired through related studies and/or experience are closely assessed. Every case is evaluated on its own merits. The College's full RPL policy is available on request.

3.2.2.4 Assessment

3.2.2.4.1 Practical Case-Study Assignments

Assessment involves a formal group assignment and an individual examination assignment, each based on a case study. Students are required to submit the group assignment on the last lecture day of each module before the final month of the course (exact dates are announced for each session). The group assignment contributes 20% towards the final course mark. The format is identical to the individual examination assignment. The individual examination assignment must be submitted around five weeks after the last lecture in the final month (exact dates are announced by the lecturer), and contributes 80% of the final mark for the course. The group and individual assignments must be neatly typed and technically presented in the form of a report to top management. These must be submitted as MS Word files on Blackboard. The report must contain the following:

1. A cover page indicating the title of the case analysed and reported on, the student's/s' name(s) and student number(s).
2. A contents page, which reflects the contents of the assignment.
3. A one-page executive summary briefly describing the main problems together with the causes, and recommended solutions.
4. The main body of the assignment must contain a well-motivated solution to the case.
5. Reference to the literature that was consulted, and knowledge drawn from personal experience, must be made throughout.
6. A bibliography, which must reflect all the sources referred to, must be included.

All examination sessions are subject to external examination. For this reason, all assignments must be submitted on time. Submission dates will appear on the examination paper. Adherence to submission dates for examination and group assignments is strictly required. The rules and regulations regarding late submission apply (please see 2.6 and 2.7 above).

3.2.2.4.2 Evaluation Criteria for Assignments

Marks for case-study assignments are allocated as follows:

Understanding the course content	10
Problem identification	10
Analysing the causes	35
Conclusions and recommendations	30
Technical presentation: executive summary, language, illustrations, and bibliography	15
Total: 100	

The final mark is awarded in the form of a percentage. At least 50% is required to pass the assignment. Both assignments must be passed in order to pass the module. A mark of 75%, or higher, signifies a distinction.

3.2.3 Postgraduate Diploma in Programme Management (PGDipPM) (NQF L8)

3.2.3.1 Structure

The PGDipPM consists of four modules with a total of 135 credits. The fourth module (M7: 'Advanced Business English'), which is in addition to the three electives (chosen from M3 to M6), is a compulsory foundational module (15 credits) which, following recommendations from the CHE, forms part of the PGDipPM programme to assist students who continue with higher studies at Cranefield College in developing their English skills. M7 must be completed concurrently with the first elective module, unless special permission for deferral to the following module has been obtained. The structure of the programme is as follows:

Module M7: 'Advanced Business English', and any **three** of the following:

Module M3: 'Supply Chain Quality and Performance Management', or

Module M4: 'Transformational Corporate Strategy', or

Module M5: 'Creating High-Performance Project and Process Teams', or

Module M6: 'Financial Management of Corporate Projects and Programmes'.

The full programme takes nine months to complete.

3.2.3.2 Availability of the Programme

There are three lecture days of per module (apart from M7), spread evenly over the three months duration of each module. Please consult the Cranefield website for details.

Note again that all lectures are streamed live via Cranefield's Blackboard Collaborate system, making it possible to attend interactive classes via the Internet. Therefore, you do not need to attend onsite classes in Gauteng. Please see the Cranefield website for the for M3 to M6. M3 to M6 are presented as follows: M3: Jan to March & July to Sept; M4: April to June & Oct to Dec; M5: Jan to March & July to Sept; and M6: April to June & Oct to Dec.

3.2.3.3 Admission

Completion of Cranefield's Advanced Diploma in Project Management, or any qualification recognised by the Admissions Committee as being equivalent, is a prerequisite for admission to the Postgraduate Diploma in Programme Management.

An 'equivalent qualification' means any NQF Level 7 or higher qualification **with similar content as the Advanced Diploma programme**. If certain subjects were not sufficiently covered, or not covered at all in the 'equivalent qualification', relevant modules from the Advanced Diploma learning programme will have to be taken in addition to those of the Postgraduate Diploma learning programme. Every case will be evaluated on its own merits.

3.2.3.4 Assessment

The basic assessment information is the same as for the Advanced Diploma in Project Management (please see 3.2.2.4 above).

3.2.4 Master of Commerce in Programme Management (MComPM) (NQF L9)

3.2.4.1 Structure

There are two options for structuring the Master of Commerce in Programme Management (MComPM) programme, depending on whether the student chooses to complete a dissertation of limited scope (earning 120 credits) or a mini-dissertation (earning 60 credits). In the case of both options, the full programme amounts to a total of 180 credits, all of which are at NQF level 9. The alternative structures for the MComPM programme are as follows:

OPTION 1: *Two taught modules plus a dissertation of limited scope*

This option is structured as follows:

M8 – ‘Leadership and Management Research Methodology’ (30 credits)

M9 – Select ONE of the following electives (30 credits):

M9.1 ‘Managing for Organisational Performance’ (offered in the first quarter only, January to March).

M9.2 ‘Infrastructural Asset Management’ (offered in the second and fourth quarters, April to June, and October to December).

M9.3 ‘Managing Virtual Dynamic Organisations’ (offered in the third quarter only, July to September).

M10.1 – Work-Context Dissertation (120 credits). The dissertation may be started immediately after completing M8.

OPTION 2: *Four taught modules plus a mini-dissertation*

This option is structured as follows:

M8 – ‘Leadership and Management Research Methodology’ (30 credits)

M9 – All of the following modules (30 credits each):

M9.1 ‘Managing for Organisational Performance’ (offered in the first quarter only, January to March).

M9.2 ‘Infrastructural Asset Management’ (offered in the second and fourth quarters, April to June, and October to December).

M9.3 ‘Managing Virtual Dynamic Organisations’ (offered in the third quarter only, July to September).

M10.2 – Work-Context Mini-Dissertation (60 credits). The mini-dissertation may be started immediately after completing M8.

Whichever option the student chooses, the programme should take two to three years to complete, depending on the candidate’s progress with his or her dissertation or mini-dissertation. The candidate’s registration will be reviewed annually, and may be cancelled in the event of unsatisfactory progress. Should a candidate require more than three years to complete the programme, reregistration will be necessary (with the appropriate arrangements and payment of the prescribed reregistration fee) in terms of 2.6.4 above.

3.2.4.2 Work-Context Dissertation or Mini-Dissertation

The candidate is required to complete a dissertation of limited scope or mini-dissertation (depending on the modular structure chosen, with reference to the options above), which investigates a problem-based project or programme management situation in his or her work environment. Cranefield’s Dissertation Committee appoints the supervisor for the dissertation. Once the student’s research proposal has been approved, he or she will establish a working relationship with his or her supervisor, and final submission must occur on or before the 1 November or 1

June deadline in the second or third year of his or her MComPM studies (please see 2.6 above regarding the rules and regulations relating to submission).

In preparing the research dissertation, students must pay special attention to the structure, style and technical presentation thereof. It is a basic requirement that all dissertations must be written in clear and correct language, and must contain accurate references using the correct method. Before a supervisor will allow any dissertation to be submitted for examination, such basic requirements must be met.

To ensure that the required writing standards are met, it is compulsory for every Master's Degree student to have completed M7 (Advanced Business English). If a student has not yet completed the module as part of the PGDipPM programme (or privately), the module will be added to his or her MComPM programme. Students' English skills will continue to develop in the dissertation-writing process, and this will consequently also further improve the quality of their writing in their professional contexts.

Students are generally required to communicate and meet with their supervisor(s) on a regular basis. The supervisor(s) will, however, determine the frequency of communications and meetings.

3.2.4.3 Admission

Students who hold the Postgraduate Diploma in Programme Management from Cranfield College, or any qualification recognised by the Admissions Committee as being equivalent, may apply for admission to the MComPM learning programme, successful completion of which will lead to the attainment of the MComPM Degree.

In order to be eligible for admission, a student must have achieved an average mark of at least 63% for the combination of the Advanced Diploma and the Postgraduate Diploma (or his or her equivalent highest qualifications). In addition, as mentioned above, he or she must have completed M7 (Advanced Business English). Under

certain circumstances, a student may be accepted on condition that the module be completed before proceeding with M10. The chairperson of the Master's Degree panel may at his or her discretion call for an interview with any applicant as part of the admissions process.

3.2.4.4 Assessment

The same policies and procedures for assessment of examination assignments in the AdvCertPM, AdvDipPM and PGDipPM apply to those in the MComPM. In addition, the assessment of the work-context dissertation is based on:

The student's knowledge of the subject matter;
insight into the problem being researched;
practical application of knowledge, skills and attitudes in solving the problem;
understanding the analysis and application of theory applicable to the topic;
the research methodology followed;
meaningfulness of the conclusions and recommendations;
style, structure, technical presentation, and language.

A dissertation or mini-dissertation shall be awarded a distinction if the average marks of the examiners equal 75% or higher. It is compulsory that an article prepared for potential publication in a recognised journal accompany the final submission for examination of the dissertation or mini-dissertation (see 2.6 above). As mentioned above, should a student need more than the usual maximum of three years to complete the programme, re-registration will be required (with the appropriate arrangements and payment of the re-registration fee).

3.2.5 Doctor of Philosophy in Commerce and Administration (PhD) (NQF L10)

The degree of Doctor of Philosophy is a research degree, awarded on the basis of a doctoral thesis. The Cranfield PhD is accredited at NQF Level 10, with 360 credits.

When considering an application for registration for the PhD degree, the Admissions Committee shall be guided by the following admission requirements:

(a) An appropriate master's degree; or

(b) Recognition of prior learning (RPL) that results in a level of research and subject-matter competencies that may be regarded as equivalent to master's level and sufficient to complete doctoral studies successfully. The appropriate level could, for instance, be evidenced by research articles published in refereed journals.

(c) Provision (b) above must be read with Cranefield's general RPL policy, which is available on request.

In line with the above, a person shall not be admitted as a candidate for the degree unless he or she:

(a) is a graduate of the College or of any other Higher Education Institution recognised by the Admissions Committee, holding at least a master's degree or equivalent qualification; or

(b) has, in any other appropriate manner, attained a level of competence which, in the assessment of the Admissions Committee, and on the recommendation of the Registrar (Academic), is sufficient for the purpose of admission as a candidate for the PhD degree.

Applications for registration must be submitted to the Registrar (Academic). Any application of a candidate who did not obtain his or her previous qualifications from Cranefield College must be accompanied by an original statement from the academic institution where the qualifications were obtained. The statement must indicate the marks or symbols obtained for all successfully completed courses. Candidates must not submit original degree certificates. Only certified copies of original certificates will be accepted.

Candidates must, with their application for registration, also submit a comprehensive portfolio of evidence with regard to their technical knowledge and skills application in project and programme management, their managerial experience in project and programme management leadership, and their contextual experience in portfolio and programme management. Candidates may approach Cranefield's Administration directly, or use the registration facility on our website. Upon receipt of a candidate's application and academic records (in respect of qualifications not obtained at Cranefield), the Admissions Committee will decide whether the candidate meets the minimum requirements prescribed for registration.

If a candidate has met the minimum requirements prescribed for registration, he or she will be invited to submit a draft initial research proposal to Cranefield's PhD Committee. A maximum period of three months is allowed for the submission of the draft initial research proposal. Following provisional approval of the draft proposal, the candidate will be invited to attend a formal selection interview with the PhD Committee (at the College or online), during which it will be expected from him or her to elaborate further on and motivate the contents of the proposal.

Only after approval of the initial research proposal will a candidate be finally admitted and registered for the PhD programme, and his or her Promoter will be appointed. Doctoral candidates are expected to take the initiative regarding the specific topic within the area of study in which they would like to conduct research. All doctoral theses must be work-based, researched with the aim of creating new knowledge and adding value to the relevant organisation and society at large. The PhD degree signifies the ultimate level of professional study and academic attainment.

3. Individual Short Courses (NDP)

Cranefield College offers some of the modules from the academic programmes above as individual short courses that may be taken not for degree/diploma purposes. A number of further short courses are offered through the Cranefield

Academy of Knowledge. These include courses in Law. For more information, please visit www.cranefieldacademy.com.

SECTION 4

FEES AND FINANCIAL SUPPORT

4.1 Academic Programmes

Fees include all e-books and other online materials. Financial support is provided by students' employers and education trusts. Arrangements for alternative payment schedules must be made in advance with Ms Rouvé Potgieter telephonically during office hours at +27 (0) 12 807 3990, or by email at rouvep@cranefield.ac.za. Students who are personally liable for course fees must pay the full amount for the module in question prior to the first lecture day, and fax proof of payment to +27 (0) 12 807 5559 or email such proof to sharendat@cranefield.ac.za.

The basic fee structure for academic programmes in 2018 is as follows:

- The registration fee for the AdvDipPM, PGDipPM or AdvCertPM programme is R3 400.00 (non-refundable).
- The fee per module for Advanced Certificate (AdvCertPM), Advanced Diploma (AdvDipPM) and Postgraduate Diploma (PGDipPM): R17 250.00, apart from module M7 (Advanced Business English), for which the fee is R7 800.00.
- The fees for the MComPM are as follows: Registration fee of R5 800.00 (non-refundable) plus R99 600.00 for the programme (including the dissertation module M10).
- The cancellation fee prior to receiving access to study material on any academic programme is the full registration fee. After receiving access to materials, no refunds are possible on any academic programme or short course.
- Module/course repeat fee: Half of the current full fee for that module/course.

For further information on fees, including fees for supplementary examinations, please see section 2.4 and 2.7 above (in the Rules, Regulations and Code of Conduct).

4.2 Financial Support

No special financial support is provided. Where students find it difficult to pay the full amount upfront, the fees can be structured per individual arrangement with the Financial Manager, Ms Rouvé Potgieter at rouvep@cranefield.ac.za.

4.3 Refunds with Advance Cancellation

In the case of cancellation in advance of the start of the programme, the full fee minus the registration fee would be reimbursed to the student. After a student has received access to materials, no refunds are possible on any academic programme or short course.

SECTION 5

STAFF AND COUNCIL MEMBERS

7.1 Management Staff

Professor Pieter Steyn (Principal)
Pr Eng, BSc(Eng), MBA, DCom

Dr Pieter van Dyk (Registrar)
BMil, DCom

Ms Dominique Gibbison
BEd, AdvDipPM (Assistant Registrar)

Ms Karen Pretorius (Administrative Programme Manager)
MComPM

Ms Elzabe Zovitsky (Head of Short Course Administration)
BA, MComPM

Dr Roché Steyn (Chief Legal Officer)
BLC, LLB, HonsBA(Psych), LLM(Med), AdvDipPM, LLD

Ms Gertrude Mogoane (Customer Service Manager)
PGDipPM

Ms Sharenda Titi (Customer Relationship Manager)
MComPM

Ms Tamara Rich (CIQR Manager)
BCom, AdvDipPM

Ms Refilwe Nonyane (VLE Manager)
AdvDipPM

Ms Rouvé Potgieter (Financial Manager)
MComPM

7.2 Academic Staff

Professor Pieter Steyn*
Pr Eng, BSc(Eng), MBA, DCom

Dr Erik Schmiki*
MA(Psych), MBL, DLitt et Phil, ITP (Harvard)

Dr Pieter van Dyk*
BMil, DCom

Dr Sanet Barac
MBA, MComPM, PhD

Ms Hilary Anderson*
BCom (Math. Stats), AdvDipPM, BCom(Hons), MPhil(EM)

Mr Marius Maritz
MA, MBL, CFM (Harvard), CA (SA)

Dr Lunga Msengana
MComPM, PhD

Professor Dr Brane Semolic*
PhD

Dr Roché Steyn*
BLC, LLB, HonsBA(Psych), LLM(Med), AdvDipPM, LLD

Mr Ernst Swanepoel
PrEng, BSc(Eng)(Hons), MComPM

Professor Andre Watkins*
PhD, DPhil, DCom, Dsc

*Indicates permanent staff members

7.3 Council Members

Mr Sekhopi Malebo (Chairperson)
PGDipPM (Cranefield)

Prof Simon Maimela
BA, Th.M (USA), Th.D (Harvard)

Dr Joyce Matube
BA(SS), BA (Hons), MA(SS), DPhil(SW)

Dr Stanley Mpofu
MComPM (Cranefield) PhD (Wits)

Prof Raymond Parsons
BCom, BA(Hons) (UCT), DCom (hc) (UPE), F.Ist.D

Ms Sinnah Ramakhula
BA Soc, MBA

Dr Erik Schmikl
MA, MBL, DLitt et Phil, ITP (Harvard)

Prof Pieter Steyn (Principal)
Pr Eng, BSc (Eng), MBA, DCom

Dr Pieter van Dyk (Registrar)
DCom

For details of the International Advisory Panel, please see www.cranefield.ac.za.

APPENDIX 1: The Statute of Cranefield College

STATUTE

The Council of Cranefield College has, by virtue of the powers derived from the official registration of the Institute with the Department of Education in terms of the Higher Education Act 101 of 1997, approved a Statute, the provisions of which are set out below:

1.0 DEFINITIONS

In this Statute an expression used shall have the following meaning:

“**Act**” means the Higher Education Act 101 of 1997;

“**auditor**” means any person registered as such in terms of the Public Accountants and Auditors Act, 80 of 1991;

“**Board**” means the Board of Directors of Cranefield;

“**Chairperson**” means the person appointed as Chairperson of the College Council;

“**College**” means Cranefield College;

“**Convocation**” means the convocation of the College;

“**employee**” means any person employed full-time or part-time in a permanent or temporary capacity by the College;

“**Principal**” means a person appointed as Principal of the College;

“**Registrar**” means a person appointed as Registrar of the College; and,

“**student**” means a person registered as a student according to the applicable rules and procedures of the College.

2. THE COUNCIL

- 2.1. There shall be a Council whose members shall be appointed by the Board on recommendation of the Principal.
- 2.2. The Council shall consist of fit and proper persons who shall, as much as possible, be representative of the broader South African society, and who shall add value to the affairs of the College.
- 2.3. The powers, functions and responsibilities of the Council shall be to govern the College within the parameters of this Statute. Where this Statute is silent, or in the case of uncertainty about the lawfulness of Council's action or decision, guidance shall be sought from the Board and the general practice relating to Councils of other tertiary education institutions.
- 2.4. The term of office of members of Council shall be three years provided that the Board shall endeavour to re-appoint at least fifty-percent of outgoing members to the Council for the following term of office.

3. CHAIRPERSON

- 3.1. The Board shall appoint a fit and proper person as Chairperson of the College Council.
- 3.2. The Chairperson of the Council is the titular head of the College and shall have the following functions and powers:
 - 3.2.1. The constitution of the congregation of the College;
 - 3.2.2. The conferral of degrees and the award of diplomas and certificates of the College; and,
 - 3.2.3. The dissolution of the congregation of the College.
- 3.3. In the absence of the Chairperson, the Principal shall perform the functions and exercise the powers of the Chairperson.
- 3.4. The term of office of the Chairperson shall be three years after which he/she may be re-appointed for further terms of office.

4. PRINCIPAL

- 4.1. The Board shall appoint a fit and proper person as Principal of the College.
- 4.2. The Principal is the Chief Executive Officer of the College and shall have the powers, functions and responsibilities normally associated with such a position.
- 4.3. The Principal may, whenever he/she deems it necessary, appoint one or more fit and proper persons as Acting Principals to exercise the Principal's various powers, functions and responsibilities until not later than the next meeting of the Council.

5. REGISTRAR AND ADMINISTRATION

- 5.1. The Board may, on recommendation of the Principal, appoint a fit and proper person as Registrar of the College. The term of office and conditions of service of the Registrar shall be determined by the Board in consultation with the Principal.
- 5.2. The powers, functions and responsibilities of the Registrar shall be the same as those of a Registrar of a similar tertiary education institution.
- 5.3. The Principal may appoint any fit or proper person(s) as employees to assist the Registrar with the administrative functions and responsibilities of the College.

6. MEETINGS OF COUNCIL

- 6.1. The Council shall meet at least twice a year.
- 6.2. Proper notice of meetings shall be given to members of Council, which notice shall be given timeously and be accompanied by an agenda and a copy of the minutes of the proceedings of the previous meeting.
- 6.3. The Registrar shall be responsible for the arrangements pertaining to meetings of Council, including the compilation of agendas and the recording of proceedings of such meetings.
- 6.4. The normal legal duties and procedures relating to the approval and signature of minutes of meetings of Council shall apply and be followed by the Chairperson and the Registrar.

7. PANEL OF ACADEMIC ADVISERS

- 7.1. The Council may, on recommendation of the Principal, appoint a panel of academic advisers to the College.
- 7.2. The panel of academic advisers shall also include fit and proper persons from professional practice.
- 7.3. The functions of the panel of academic advisers shall be to advise the Principal on the academic affairs of the College.
- 7.4. The Principal shall convene and chair meetings of the panel of academic advisers.

8. CONVOCATION

- 8.1. The convocation of the College shall consist of graduates, and holders of diplomas and certificates of the College and may also include holders of honorary degrees of the College.
- 8.2. The convocation may be represented on the Council and shall form part of the alumni association of the College.

9. DESIGNATION OF QUALIFICATIONS

The College offers the following accredited qualifications:

- 9.1. Advanced Certificate in Project Management - AdvCertPM
- 9.2. Advanced Diploma in Project Management - AdvDipPM
- 9.3. Postgraduate Diploma in Programme Management - PGDipPM
- 9.4. Master's Degree in Programme Management - MComPM
- 9.5. Doctor of Philosophy in Commerce and Administration - PhD

10. COMPULSORY REGISTRATION FOR TUITION

- 10.1. Registration with the College shall be a prerequisite for tuition in any of the courses offered by the College.
- 10.2. No person shall be allowed to enter for examination in any course offered by the College without the necessary tuition through the College in the relevant course.

10.3. The successful completion of all the prescribed courses and their examinations shall be a prerequisite for the conferral of a degree or the award of a diploma or certificate by the College.

11. HONORARY DEGREES

11.1. The Council may, on recommendation of the Principal, confer honorary degrees on fit and proper persons who have rendered outstanding services during their lifetime, provided that such conferral must add to the prestige of the College.

12. CONFERRAL OF DEGREES AND AWARD OF DIPLOMAS AND CERTIFICATES

12.1. The conferral of degrees, including honorary degrees, and the award of diplomas and certificates, shall take place only at properly constituted congregations of the College.

13. DISCIPLINE

13.1. Disciplinary action against employees and students of the College shall be conducted according to the South African laws governing the relationship between employer and employee and, in the case of students, the principles of natural justice and the other provisions of the Disciplinary Code of the College.

14. ACADEMIC STAFF

The Council may, on recommendation of the Principal, appoint fit and proper persons to the following status and positions in the College:

- 14.1. Principal Lecturer
- 14.2. Senior Lecturer
- 14.3. Lecturer
- 14.4. Associate Lecturer

The Council shall, on recommendation of the Principal, determine the conditions of service of an appointee in any of the positions mentioned above.

15. EXTERNAL EXAMINERS

15.1 The Principal shall be responsible for the appointment of external examiners for the courses in which examinations are conducted.

16. APPOINTMENT OF COMMITTEES

16.1. The Council and the Principal may appoint committees for whatever purpose it is deemed necessary to investigate any matter relating to the affairs of the College or to perform any task in connection therewith.

17. FINANCES OF THE COLLEGE

17.1. The Principal shall be responsible and accountable for the proper management and control of the financial affairs of the College and shall report to the Council on a regular basis.

17.2. The financial affairs and statements of the College shall be audited annually by an independent auditor, who shall report on the finances to the Principal and to the Council.

18. TUITION, EXAMINATION AND OTHER FEES

18.1. The Council shall, on recommendation of the Principal, determine the fees that students shall pay for registration, tuition, examinations and other services provided by the College.

19. PROCEDURE AT CEREMONIES

19.1. The Council shall, on recommendation of the Principal, determine the procedure to be followed at ceremonies of the College.

20. GENERAL PROVISIONS

20.1. The College subscribes to and shall encourage the implementation of all the principles of the International Declaration of Human Rights, the Constitution of the Republic of South Africa and the Act, in all its activities and affairs.

21. AMENDMENT OF STATUTE

21.1. The provisions of the Statute may be amended by the Council on recommendation of the Principal, provided that proper and timeous notice of proposed amendments shall be given to all serving Council members.

21.2. Approved amendments shall be published and brought to the notice of all relevant parties who deal with the College.

APPENDIX 2: Procedure at Graduation Ceremonies

The Council of the College has, in terms of paragraph 19.0 of the Statute of the College, approved a procedure to be followed by all participants, including the public, at graduation ceremonies. The steps of the procedure are set out hereunder:

INTRODUCTION

Graduation ceremonies shall be held in appropriate venues and conducted in a style and manner which befit the good name of the College in society. Such ceremonies are joyous occasions for students, parents and relatives. Therefore every endeavour should be made to create a relaxed and cheerful, yet dignified and respectful, atmosphere.

Soft background music appropriate to the occasion should be played once the members of the public start to take their seats. Under supervision of a College staff member, all participating students must be seated in a specially demarcated area in order of sequence as indicated on the programme.

A member of the staff should explain the procedure to the students and the public before the proceedings commence, requesting the public to stand while the academic procession enters the venue and also when the procession leaves after the chairperson has dissolved the congregation.

STEP 1. All members of the academic procession, properly gowned, enter the venue (while the audience is standing and fitting music is playing) from the rear or the side, heading for the stage. The procession, on entering, is led by the most junior staff member followed by others in seniority-order with the Principal and Chairperson of the Council forming the rear-guard. Each member of the procession must know in advance where he/she will be seated on the stage and will stand in front of his/her seat facing the audience. The Chairperson, who will take the middle-seat, will indicate to everyone, including the public, when to sit down.

Music must then stop.

STEP 2. The Principal takes the podium and welcomes all present, making special mention of the students, parents and relatives, as well as of any special guests present.

STEP 3. The Principal then states as follows:

“I NOW CALL UPON THE CHAIRPERSON TO CONSTITUTE THE CONGREGATION OF CRANEFIELD COLLEGE”

The Principal returns to his seat on the stage.

STEP 4. The Chairperson moves to the podium and announces as follows:

“BY VIRTUE OF THE POWERS VESTED IN ME IN TERMS OF THE STATUTE OF THE COLLEGE, I CONSTITUTE THIS GATHERING AS A CONGREGATION OF CRANEFIELD COLLEGE FOR THE PURPOSE OF CONFERRING DEGREES AND AWARDED DIPLOMAS AND CERTIFICATES:

The Chairperson returns to his seat on the stage.

STEP 5. The Principal takes the podium and follows the following procedure:

a) In the case of an invited speaker, he gives a short account of the speaker’s CV and then calls upon him or her to address the congregation. Speakers should be requested not to speak for longer than fifteen to twenty minutes.

b) In the absence of an invited speaker, or after the speaker’s address, the Principal calls upon the Chairperson to confer degrees and award diplomas and certificates by stating:

“MR CHAIRPERSON, I REQUEST YOU TO CONFER THE DEGREES ON AND TO AWARD THE DIPLOMAS AND CERTIFICATES TO THOSE PERSONS WHOSE NAMES APPEAR ON THE PROGRAMME”

The Principal remains next to the podium because he has to congratulate each recipient who comes forward on the calling of his/her name.

STEP 6. Standing up but without leaving his seat, the Chairperson replies:

“I CONFER THE DEGREES TO AND AWARD THE DIPLOMAS AND CERTIFICATES ON THOSE PERSONS WHOSE NAMES APPEAR ON THE PROGRAMME”

The Chairperson remains standing.

STEP 7. An administrative official of the College takes the podium and reads out the names of each of the candidates on the programme. The Principal stands next to the podium in such a position that a photo, with the right background, can be taken of each candidate and the Principal shaking hands.

STEP 8. After shaking hands with the Principal, the recipients move to the Chairperson, one at a time, who, depending on whether a degree is conferred or a diploma or certificate is awarded, either caps the recipients with the “degree-capping” cap, or, in the case of a diploma or certificate, shakes hands with the recipients. Thereafter the recipients move to the Registrar, who hangs the hood around their necks and shakes hands with the recipients. The recipients then move to the administrative table to receive their certificates before returning to their seats.

STEP 9. After the last recipient has taken his/her seat, the Principal takes the podium to congratulate the recipients and their parents, and to make any announcements.

In the absence of an invited speaker, and should he wish to do so, the Principal may call upon the Chairperson to give a short address to the audience in which case the Chairperson will take the podium and deliver a short address.

He then returns to his seat.

STEP 10. The Principal takes the podium and invites the public to enjoy tea/coffee afterwards. He then calls upon the Chairperson to dissolve the congregation, and returns to his seat.

STEP 11. The Chairperson, standing up, announces:

“BY VIRTUE OF THE POWERS VESTED IN ME IN TERMS OF THE STATUTE OF CRANFIELD COLLEGE, I DISSOLVE THIS CONGREGATION”

STEP 12. The music starts playing and the audience stands up, while the Chairperson leads the procession off the stage. After the procession has left the venue, the public may disperse to enjoy their tea/coffee etc.

NB It is important that the College publish a programme with the full names and surname of each recipient as well as the qualification that he/she receives.

Furthermore, it must be stated by the administrative officer that a recipient, who is not present, receives the qualification *in absentia*. A signed copy of the programme of each graduation ceremony must be kept in the protocol of the College.

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