



DEPARTMENT OF BUSINESS MANAGEMENT
(SOUTH, MISSIONVALE AND GEORGE CAMPUSES)

GENERAL INFORMATION FOR
UNDERGRADUATE AND POSTGRADUATE STUDENTS OF
BUSINESS MANAGEMENT

2018

TABLE OF CONTENTS

	<u>Page</u>
1 <u>GENERAL</u>	1
2 <u>DEPARTMENTAL MISSION STATEMENT, LONG-TERM OBJECTIVES AND KEY VALUES</u>	2
2.1 DEPARTMENTAL MISSION STATEMENT	2
2.2 LONG-TERM OBJECTIVES	2
2.3 KEY VALUES	2
3 <u>STAFF</u>	3
3.1 SOUTH CAMPUS	3
3.2 MISSIONVALE CAMPUS	9
3.3 GEORGE CAMPUS	9
4 <u>SEMESTER AND RECESS DATES</u>	10
5 <u>WRITTEN EXAMINATIONS</u>	10
6 <u>UNDERGRADUATE MODULES</u>	11
7 <u>UNDERGRADUATE TIMETABLE AND VENUES</u>	12
8 <u>UNDERGRADUATE PRESCRIBED BOOKS</u>	15
9 <u>PERIODICALS</u>	17
10 <u>GENERAL LEARNING OUTCOMES</u>	17
11 <u>CLASS ATTENDANCE, CLASS PERFORMANCE, EVALUATIONS AND CALCULATION OF FINAL MARKS</u>	18
12 <u>EVALUATION/ASSESSMENT DATES FOR 2018</u>	23
13 <u>ASSIGNMENTS</u>	24
14 <u>POLICY: GRANTING OF SUPPLEMENTARY EXAMINATIONS</u>	24
15 <u>ADMISSION REQUIREMENTS FOR SECOND AND THIRD YEAR MODULES IN BUSINESS MANAGEMENT</u>	25
16 <u>UNDERGRADUATE SYLLABI</u>	25
17 <u>HONOURS IN BUSINESS MANAGEMENT</u>	33
18 <u>HONOURS PRESCRIBED BOOKS</u>	33
19 <u>HONOURS SYLLABI</u>	34
20 <u>POSTGRADUATE DIPLOMA IN FINANCIAL PLANNING</u>	39

GENERAL

A special word of welcome to all first-year students. We trust that your studies will not only be academically successful but that you will also enjoy the multifaceted field of Business Management. The purpose of this information booklet is to provide new and existing students of Business Management with specific information and guidelines regarding their studies. Please note that all Business Management classes are presented in English.

To begin with, a word regarding Business Management. One of the best known descriptions of Business Management is the one that states that this subject is a science which occupies itself with the study of how a firm can operate in the best way, in order to provide the consumer with the desired goods and services so that the firm can also achieve its financial (and other) goals. By including all institutions using limited factors of production in order to satisfy needs, the spectrum and field of study of Business Management can be broadened. In short, the principles of Business Management are applicable to private firms aiming at profit maximisation, government departments, municipalities, churches, schools, or, as already mentioned, any other institution dealing with scarce resources.

It is important to note that Business Management is not only a theoretical science, but also a **practical** or **applied** science. Business Management is not practised merely for the sake of the science, neither does it search for knowledge for the sake of knowledge, but to assist institutions (such as enterprises in the private sector) in the pursuit of goal achievement. Therefore Business Management is at the same time also a **normative** science: proceeding on the assumption that a certain goal should be achieved, this science provides certain guidelines. Hence the statement that Business Management represents a versatile and challenging field of study.

The study of Business Management as a theoretical, normative and applied science requires a high degree of devotion. It is also a difficult subject. This is why you should adopt a positive attitude. Take your studies seriously right from the beginning of the year and maintain a healthy balance in your time allocation. Sport, leisure and other non-academic activities are important, but they must never dominate your academic programme. You will have to decide for yourself when to work and when to relax.

The members of the Department of Business Management undertake to do everything in their power to assist you in completing your studies in this subject successfully. You should not hesitate to consult the lecturer concerned when you experience problems, uncertainties and the like with your studies. **Consultation hours are indicated on each lecturer's office door. Please adhere strictly to these hours, or make specific appointments.** The office telephone number as well as the e-mail address of each lecturer is listed in this guide. Therefore there is no reason why you cannot contact your lecturer for assistance. Visit the departmental website at <http://www.mandela.ac.za/busman> for further information.

2 DEPARTMENTAL MISSION STATEMENT, LONG-TERM OBJECTIVES AND KEY VALUES

2.1 DEPARTMENTAL MISSION STATEMENT

The development of high-level human resources by:

- equipping learners with outcomes-based knowledge and business skills;
- committing to purposeful research;
- maintaining a worthy academic structure; and
- being future-oriented and receptive to the needs of our stakeholders.

2.2 LONG-TERM OBJECTIVES

The long-term objectives of the Department of Business Management are particularly vested in the domains of formal teaching, research, community service and strategic management.

Formal teaching

- To design all curriculum contents in accordance with scientific theoretical requirements as well as those of contemporary business practice.
- To implement a variety of teaching strategies which meet the specific requirements of situational effective teaching and learning.
- To investigate and implement on an ongoing basis new possibilities to improve teaching methods and results.

Research

- To establish and realise a creative research culture in the Department.

Community service

- To positively build up the image and identity of the Department among different stakeholders.

Strategic management

- To establish and realise a strategic management approach. Teamwork through a participative management style forms an important component.

2.3 KEY VALUES

It is of the utmost importance to the members of the department to uphold the six values of the Nelson Mandela University while pursuing the attainment of the long-term objectives of the department. The values are:

- **Diversity**
- **Excellence** in teaching, learning, research and engagement
- **Ubuntu**
- **Social justice and equality**
- **Integrity**
- **Environmental stewardship**

3 **STAFF**

The Director of the School of Management Sciences is **Professor Madéle Tait**.

3.1 **SOUTH CAMPUS**

(i) **Prof NE Mazibuko**
Professor in Business Management
Head of Department

<u>Office</u>	MB1123
<u>Telephone</u>	041 504-2031
<u>E-mail</u>	noxolo.mazibuko@mandela.ac.za

Main tasks and area of teaching

- Academic and administrative management of the Department
- All problems, complaints and the like which you cannot sort out with the lecturer concerned may be discussed with the Head of Department
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(ii) **Prof SM Farrington**
Professor in Business Management

<u>Office</u>	MB1107
<u>Telephone</u>	041 504-2203
<u>E-Mail</u>	shelley.farrington@mandela.ac.za

Main tasks and area of teaching

- Introduction to Business Management and Entrepreneurship (EB121)
- Entrepreneurship and Small Business Management (EBMN410)
- Business Research (EBMR420)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(iii) **Prof S Perks**
Professor in Business Management

<u>Office</u>	MB1111
<u>Telephone</u>	041 504-1126
<u>E-Mail</u>	sandra.perks@mandela.ac.za

Main tasks and area of teaching

- Corporate Citizenship (EBMX401)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(iv) **Prof C Rootman**
Professor in Business Management

Office MB1104
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E-Mail chantal.rootman@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Financial Management (EBMV301)
- Coordinator: Advanced Strategic Marketing Management (EBMI402)
- Corporate Citizenship (EBMX401)
- Business Research (EBMR420)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(v) **Prof EE Smith**
Professor in Business Management

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Main tasks and area of teaching

- Coordinator: Advanced Strategic Management (EBMH401)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(vi) **Prof FW Struwig**
Professor in Business Management

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Main tasks and area of teaching

- Coordinator: Corporate Citizenship (EBMX401)
- Coordinator: Business Research (EBMR420)
- Coordinator: Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(vii) **Prof E Venter**
Professor in Business Management

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Main tasks and area of teaching

- Coordinator: Entrepreneurship (for Social Sciences) (EBMV112)
- Coordinator: Entrepreneurship and Small Business Management (EBMN410)
- Corporate Citizenship (EBMX401)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(viii) Prof J Krüger
Associate Professor in Business Management

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Main tasks and area of teaching

- Financial Management (EBMV301)
- Coordinator: Advanced Investment Management (EBMG402)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(ix) Ms J Palframan
Senior Lecturer in Business Management

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E-Mail jackie.palframan@mandela.ac.za

Main tasks and area of teaching

- Financial Planning (EBF1001)
- Coordinator: Integrated Financial Planning (EBFV302)
- Coordinator: Financial Planning Environment (EBFD401)
- Coordinator: Personal Financial Planning (EBFD411)
- Coordinator: Corporate Financial Planning (EBFD402)
- Coordinator: Financial Planning Case Study (EBFD412)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)

(x) Mr X Antoni
Lecturer in Business Management

Office MB1118
Telephone 041 504-4807
E-Mail xolile.antoni2@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Risk Management (EBFV211)
- Coordinator: Corporate Financial Planning (EBFV222)
- Investment Management (EBFV242)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)

(xi) Ms J Goliath
Lecturer in Business Management

Office MB1120
Telephone 041 504-2156
E-Mail jasmine.goliath2@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Entrepreneurship (for Humanities) (EBEV1X0)
- Coordinator: Personal Financial Planning (EBFV201)
- General and Strategic Management (EBMV302)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

(xii) Ms BA Gray
Lecturer in Business Management

Office MB1110
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E-Mail beverley.gray@mandela.ac.za

Main tasks and area of teaching

- Marketing Management (EBMV201)
- Coordinator: Marketing Communications Management (EBMV212)
- Coordinator: Business Ethics in Financial Planning (EBFV212)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

(xiii) Dr R Lillah
Lecturer in Business Management

Office MB1117
Telephone 041 504-2157
E-Mail riyaadh.lillah@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Introduction to Business Management and Entrepreneurship (EB121)
- Introduction to the Business Functions (EB122)
- Coordinator: General and Strategic Management (EBMV302)
- Corporate Citizenship (EBMX401)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

(xiv) Mr T Matchaba-Hove
Lecturer in Business Management

Office MB1108
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E-Mail tony.matchaba-hove@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Investment Management (EBFV242)
- Coordinator: Principles of Estate Planning (EBFV301)
- Coordinator: Financial Planning Practice Management (EBFV312)
- Financial Planning Environment (EBFD401)
- Corporate Financial Planning (EBFD402)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)

(xv) Dr N Oosthuizen
Lecturer in Business Management

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E-Mail nadine.oosthuizen@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Marketing Management (EBMV201)
- Coordinator: Purchasing and Logistics Management (EBMV202)
- Customer Relationship Management (EBFV202)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)

(xvi) Ms S Saunders
Lecturer in Business Management

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Email shelly.saunders2@mandela.ac.za

Main tasks and area of teaching

- Introduction to Business Management and Entrepreneurship (EB121)
- Coordinator: Introduction to the Business Functions (EB122)
- Marketing Management (EBMV201)
- Coordinator: International Marketing Management and Strategy (EBMV322) / International Trade and Marketing Environment (EBMV312)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)

(xvii) Dr B Zeka
Lecturer in Business Management

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E-Mail bomikazi.zeka2@mandela.ac.za

Main tasks and area of teaching

- Purchasing and Logistics Management (EBMV202)
- Coordinator: Customer Relationship Management (EBFV202)
- Coordinator: Principles of Retirement Planning (EBFV311)

- Financial Management (EBMV301)
- Personal Financial Planning (EBFD411)
- Financial Planning Case Study (EBFD412)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)

(xviii) Mr K Freeman

Senior Lecturer in the Department of Management Accounting

Office MB0712b
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Main tasks and area of teaching

- Coordinator: Advanced Financial Management (EBMJ402)

(xix) Mr D Ferreira

Contract Assistant Lecturer in Business Management

Office MB1103
Telephone 041 504-4745 (Ms Vinqi)
Email danie.ferreira@mandela.ac.za

Main tasks and area of teaching

- Entrepreneurship (for Social Sciences) (EBMV112)

(xx) Ms L Ferreira

Contract Assistant Lecturer in Business Management

Telephone 041 504-4745 (Ms Vinqi)
Email leanne.ferreira@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Financial Planning (EBF1001)

(xxi) Ms N Adams

Secretary – Postgraduate studies

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(xxii) Ms V Vinqi

Administrative assistant – Undergraduate studies

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3.2 MISSIONVALE CAMPUS

(i) **Dr A Nelmapius**
Lecturer in Business Management

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Telephone 041 504-1175
E-Mail albert.nelmapius@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Introduction to Business Management and Entrepreneurship – Augmented (EBC1X1)
- Coordinator: Introduction to the Business Functions – Augmented (EBC1X2)
- Coordinator: Internet Marketing (EBMV332)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

3.3 GEORGE CAMPUS

(i) **Mr AC Peters**
Lecturer in Business Management

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E-mail arthur.peters@mandela.ac.za

Main tasks and area of teaching

- Introduction to Business Management and Entrepreneurship (EB121 and Augmented EBC1X1)
- Introduction to the Business Functions (EB122 and Augmented EBC1X2)
- Marketing Management (EBMV201)
- Purchasing and Logistics Management (EBMV202)

(ii) **Ms A Msomi**
Assistant Lecturer in Business Management

Office Admin building 0133
Telephone 044 801-5583
E-mail ayanda.msomi@mandela.ac.za

Main tasks and area of teaching

- Introduction to Business Management and Entrepreneurship (EB121)
- Introduction to Business Functions (EB122)
- General and Strategic Management (EBMV302)

- (iii) **Mr J van der Berg**
Contract Assistant Lecturer in the School of Management Sciences

E-mail jan.vanderberg@mandela.ac.za

Main tasks and area of teaching

- Financial Management (EBMV301)
- International Trade and Marketing Environment (EBMV312)

- (vi) **Ms C Cupido**
Administrative assistant

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Email charlene.cupido@mandela.ac.za

4 SEMESTER AND RECESS DATES

The semester dates for 2018 are as follows:

Semester	Lectures commence	Last day of lectures
Semester 1	Monday 5 February	Thursday 24 May
Semester 2	Monday 16 July	Friday 26 October

Please note: EBMV312 lectures take place during the third term only.

Please consult the recess periods below for the recess dates during semester one and semester two. The recess dates for 2018 are as follows:

Recess commences	Last day of recess
Sunday 1 January	Sunday 4 February
Friday 30 March	Sunday 8 April
Saturday 16 June	Sunday 15 July
Saturday 29 September	Sunday 7 October
Wednesday 21 November	Monday 31 December

5 WRITTEN EXAMINATIONS

Written examinations organised by the Examinations Department are scheduled as follows in 2018:

First semester Monday, 28 May – Friday, 15 June
Second semester Wednesday, 31 October – Thursday, 20 November

Re-examinations for the modules offered during the first semester will take place from Monday, 9 July 2018 to Friday, 13 July 2018. Re-examinations for the modules offered during the second semester will take place in January 2019. Please consult the 2018 online academic calendar for updated information.

6 UNDERGRADUATE MODULES

Modules offered by the department on the South and Missionvale campuses are:

YEAR LEVEL	FIRST SEMESTER (FEBRUARY – JUNE)	SECOND SEMESTER (JULY – NOVEMBER)
FIRST	Introduction to Business Management and Entrepreneurship (Incl. Augmented) EB121/EBC1X1	Introduction to the Business Functions (Incl. Augmented) EB122/EBC1X2 Entrepreneurship (for Social Sciences) EBMV112 Entrepreneurship (for Humanities) EBEV1X0 Financial Planning EBF1001
SECOND	Marketing Management EBMV201 Personal Financial Planning EBFV201 Risk Management EBFV211	Purchasing and Logistics Management EBMV202 Marketing Communications Management EBMV212 Corporate Financial Planning EBFV222 Investment Management EBFV242 Customer Relationship Management EBFV202 Business Ethics in Financial Planning EBFV212
THIRD	Financial Management EBMV301 Estate Planning EBFV301 Retirement Planning EBFV311	General and Strategic Management EBMV302 Internet Marketing Strategies EBMV332 International Marketing Management and Strategy EBMV322 International Trade and Marketing Environment* EBMV312 Integrated Financial Planning EBFV302 Financial Planning Practice Management EBFV312

* Third term module

The table below summarises the various corresponding module codes for the undergraduate modules offered by the department.

Module name	Module code dependent on programme – phasing out or new
Introduction to Business Management and Entrepreneurship	EB121 ; EB101; EBC101; EB151
Introduction to Business Management and Entrepreneurship – Augmented	EBC1X1 ; EB1X1
Introduction to the Business Functions	EB122 ; EB102; EBC102; EB152
Introduction to the Business Functions – Augmented	EBC1X2 ; EB1X2
Entrepreneurship (for Humanities)	EBEV1X0 ; EBE1X1
Entrepreneurship (for Social Sciences)	EBMV112 ; EBMD106; EBM106
Marketing Management	EBMV201 ; EBM201; EBM251
Purchasing and Logistics Management	EBMV202 ; EBM202; EBM252
Financial Management	EBMV301 ; EBM301; EBM351
General and Strategic Management	EBMV302 ; EBM302; EBM352
Marketing Communications Management	EBMV212 ; EBM203
Internet Marketing Strategies	EBMV332 ; EBM304
International Marketing Management and Strategy	EBMV322 ; EBM305
International Trade and Marketing Environment	EBMV312 ; EBM333
Personal Financial Planning	EBFV201 ; EBF201
Corporate Financial Planning	EBFV222 ; EBF204
Risk Management	EBFV211 ; EBF205
Investment Management	EBFV242 ; EBF206
Customer Relationship Management	EBFV202 ; EBF207
Business Ethics	EBFV212 ; EBF209
Principles of Estate Planning	EBFV301 ; EBF302
Principles of Retirement Planning	EBFV311 ; EBF303
Integrated Financial Planning	EBFV302 ; EBF304
Financial Planning Practice Management (previously EBF208)	EBFV312 ; EBF308
Fundamentals of Personal Finance	EBF1001

All final examinations take place on a **semester** basis (either in June or November).

7 UNDERGRADUATE TIMETABLE AND VENUES

The lecture (class) groups on the South Campus are duplicated for EB121, EB122, EBMV201 and EBMV202 only. Please note that not all the modules are presented in the evening. **Please consult your personalised timetable as given at registration, as it may change from those provided below.** The lecture times and venues provided are only for the South Campus modules. Missionvale and George Campuses' lecture timetables and venues will be provided to students at registration.

Please note: Confirm times and venues with your personalised timetable.

(i) First-year modules

Lecture group	Day	Time	Timetable group	Venue
EB121, EB122 A Surnames A-M	Mondays Wednesdays	09:05 – 10:15 14:05 – 15:15	Mo03 + Mo04 We10 + We11	123 00 07 123 00 07
EB121, EB122 B Surnames N-Z	Tuesdays Fridays	14:05 – 15:15 09:05 – 10:15	Tu10 + Tu11 Fr03 + Fr04	123 00 07 123 00 07
EB121, EB122 C Evening	Tuesdays	18:05 – 20:35 (Both)	Tu16 + Tu17 Tu18 + Tu19	35 00 18
EBMV112	Mondays Wednesdays	07:45 – 08:55 09:05 – 10:15	Mo01 + Mo02 We03 + We04	35 00 05 123 00 07
EBMV112 Evening	Mondays Wednesdays	18:05 – 20:00 18:05 – 20:00	Mo16 + Mo17 We16 + We17	04 00 05 05 00 03

(ii) Second-year modules

Lecture group	Day	Time	Timetable group	Venue
EBMV201 A	Tuesdays Fridays	14:05 – 15:15 09:05 – 10:15	Tu10 + Tu11 Fr03 + Fr04	35 00 04 35 00 40
EBMV201 B	Wednesdays Fridays	09:05 – 10:15 14:05 – 15:15	We03 + We04 Fr10 + Fr11	35 00 40 35 00 40
EBMV201 C Evening	Tuesdays Thursdays	20:00 – 21:10 18:40 – 20:00	Tu19 + Tu20 Th17 + Th18	35 00 18 35 00 15
EBMV202 A	Tuesdays Fridays	14:05 – 15:15 09:05 – 10:15	Tu10 + Tu11 Fr03 + Fr04	123 00 26 35 00 05
EBMV202 B	Wednesdays Fridays	09:05 – 10:15 14:05 – 15:15	We03 + We04 Fr10 + Fr11	35 00 40 35 00 40
EBMV202 C Evening	Tuesdays Thursdays	20:00 – 21:10 18:05 – 20:00	Tu19 + Tu20 Th16+Th17+Th18	35 00 01 35 00 01
EBMV212	Mondays Wednesdays	09:05 – 10:15 14:05 – 15:15	Mo03 + Mo04 We10 + We11	05 00 03 35 01 01
EBFV201	Mondays Thursdays	14:05 – 15:15 07:45 – 08:55	Mo10 + Mo11 Th01 + Th02	35 01 01 35 00 27
EBFV222	Tuesdays Thursdays	10:25 – 11:35 10:25 – 11:35	Tu05 + Tu06 Th05 + Th06	06 -01 05 04 00 03

Lecture group	Day	Time	Timetable group	Venue
EBFV211	Mondays Wednesdays	09:05 – 10:15 10:25 – 11:35	Mo03 + Mo04 Th05 + Th06	05 00 03 123 00 02
EBFV242	Mondays Wednesdays	14:05 – 15:15 14:05 – 15:15	Mo10 + Mo11 We10 + We11	08 -01 33 05 00 03
EBFV202	Mondays Wednesdays	10:25 – 11:35 10:25 – 11:35	Mo05 + Mo06 We05 + We06	35 00 04 35 00 04
EBFV212	Mondays	15:25 – 16:35	Mo12 + Mo13	35 01 01

(iii) Third-year modules

Lecture group	Day	Time	Timetable group	Venue
EBMV301 A	Monday Wednesday	14:05 – 15:15 11:45 – 12:55	Mo10 + Mo11 We07 + We08	35 00 05 35 00 40
EBMV301 B Evening	Mondays Wednesdays	18:05 – 19:15 18:05 – 19:15	Mo16 + Mo17 We16 + We17	35 00 15 35 00 17
EBMV302 A	Tuesdays Thursdays	09:05 – 10:15 14:05 – 15:15	Tu03 + Tu04 Th10 + Th11	123 00 26 & 35 00 27 123 00 26 & 35 00 04
EBMV302 B Evening	Tuesdays Thursdays	19:25 – 20:35 18:05 – 19:15	Tu18 + Tu19 Th16 + Th17	35 00 17 35 00 16
EBMV332	Monday Friday	14:05 – 15:15 07:45 – 08:55	Mo10 – Mo11 Fr01 + Fr02	35 00 18 35 00 01
EBMV322	Tuesday Thursday	10:25 – 11:35 10:25 – 11:35	Tu05 + Tu06 Th05 + Th06	35 00 18 08 -01 09
EBFV301	Mondays Fridays	16:45 – 17:55 10:25 – 11:35	Mo14 + Mo15 Fr05 + Fr06	35 00 04 05 00 05
EBFV311	Fridays Fridays	09:05 – 10:15 14:05 – 15:15	Fr03 + Fr04 Fr10 + Fr11	05 00 05 05 00 05
EBFV302	Fridays	08:20 – 10:15	Fr02+Fr03+Fr04	35 00 17
EBFV312	Wednesdays Fridays	09:05 – 10:15 10:25 – 11:35	We03 + We04 Fr05 + Fr06	05 00 03 35 00 17

8 UNDERGRADUATE PRESCRIBED BOOKS

FIRST YEAR

Modules EB121, EB122, EBC1X1 and EBC1X2

Bosch, J.K., Tait, M. & Venter, E. (Eds). 2018. *Business management: An entrepreneurial perspective*. 3rd edition. Port Elizabeth: Prudentia.

Modules EBMV112

Farrington, S.M. & Venter, E. 2017. *Starting and managing your own business*. 3rd edition. Port Elizabeth: Prudentia.

Module EBF1001

Swart, N. 2007. *Managing your money: Basic financial skills for South Africans*. 2nd edition. Pretoria: Van Schaik.

SECOND YEAR

Module EBMV201

Kotler, P., Armstrong, G. & Tait, M. 2016. *Principles of marketing: Global and Southern African perspectives*. 2nd edition. Cape Town: Pearson.

Module EBMV202

Hugo, W.M.J., Badenhorst-Weiss, J.A. & Van Biljon, E.H.B. 2011. *Purchasing and supply management*. 6th edition. Pretoria: Van Schaik.

Module EBMV212

Shimp, T.A. & Andrews, J.C. 2014. *Advertising, promotion, and other aspects of integrated marketing communications*. South African edition. Hampshire, UK: Cengage Learning EMEA.

Module EBFV201

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L., Palframan, J. & Rabenowitz, P. 2018. *Fundamentals of financial planning*. Butterworth: LexisNexis.

Module EBFV222

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L., Palframan, J. & Rabenowitz, P. 2018. *Fundamentals of financial planning*. Butterworth: LexisNexis.

Module EBFV211

Reida, G.E. & McNamara, M.J. 2014. *Principles of risk management and insurance*. Global edition, 12th edition. USA: Pearson.

Module EBFV242

Reilly, F.K. & Brown, K. C. 2015. *Analysis of investments and management of portfolios*. Europe, Middle East and Africa Edition. Australia: Cengage Learning.

Module EBFV202

Berndt, A & Tait, M. (Eds). 2014. *Relationship marketing and customer relationship management*. 3rd edition. Lansdowne: Juta.

Module EBFV212

Ghillyer, A. 2018. *Business ethics now*. 5th edition. New York: McGraw-Hill.

THIRD YEAR**Module EBMV301**

Firer, C., Ross, S.A., Westerfield, R.W. & Jordan, B.D. 2012. *Fundamentals of corporate finance*. 5th South African edition. London: McGraw-Hill.

Modules EBMV302

Hellriegel, D., Jackson, S.E., Slocum, J., Staude, G., Amos, T., Klopper, H.B., Louw, L. & Oosthuizen, T. 2012. *Management*. 4th edition. Cape Town: Oxford University Press.

Module EBMV332

Strauss, J. & Frost, R. 2013. *E-Marketing*. 7th edition. Cape Town: Pearson.

Module EBMV322 and EBMV312

Doole, I., Lowe, R. Kenyon, A.J. 2016. *International marketing strategy: Analysis, development and implementation*. 7th edition. United Kingdom: Cengage Learning.

Module EBFV301**Textbook for EBF302 financial planning students:**

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L. & Rabenowitz, P. 2018. *South African financial planning handbook*. Butterworth: LexisNexis.

Textbook for EBFV301 non-financial planning students:

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L., Palframan, J. & Rabenowitz, P. 2018. *Fundamentals of financial planning*. Butterworth: LexisNexis.

Module EBFV311, EBFV302

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L. & Rabenowitz, P. 2018. *South African financial planning handbook*. Butterworth: LexisNexis.

Module EBFV312

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L. & Rabenowitz, P. 2018. *South African financial planning handbook*. Butterworth: LexisNexis.
 Rossini, L. & Maree, J. 2015. *The business of financial advice – A guide for financial advisers to building a service-based business*. South Africa: Juta.

9 PERIODICALS

At great cost important periodicals are ordered for the Department of Business Management by the Nelson Mandela University library. You are expected to read the following periodicals, not only for the compulsory assignments, but also to get acquainted with business life.

Agrekon	Acta Commercii
Management Dynamics	Business Horizons
California Management Review	Engineering Economist
Financial Analysts Journal	Financial Executive
Financial Management	Financial Planner: FPI
Fortune	Forum
Harvard Business Review	Industrial Marketing Management
Journal of Business	Journal of Business Finance and Accounting
Journal of Management Studies	Journal of Marketing
Journal of Marketing Research	Journal of Marketing Science
Management Review	Research for Marketing
South African Journal of Business Management	
Strategic Management Journal	Stock Exchange Monthly Bulletin
The Investment Analysts Journal	The Purchasing Digest SA
Trends	

10 GENERAL LEARNING OUTCOMES

Study guides will be provided to all students at the beginning of each semester. Students will also be expected to do supplementary reading. Particulars will be given to students during the lectures. Students should study the relevant sections in the prescribed textbooks thoroughly **before** the work is dealt with in class. Fruitful class discussions and the success of your studies will depend to a large degree on whether you **have prepared in advance**. Should you experience any learning difficulties it is your responsibility to make contact with your lecturer concerned. At first year level your lecturer can refer you to the Supplementary Instruction groups offered.

The most important accomplishments expected of students in the different Business Management modules are divided into three groups according to the general learning outcomes. These three groups are **verbal information, intellectual abilities** (including understanding and insight) and **attitude**.

In the first instance, there will always be certain terms, concepts, guidelines, principles, structures etc. which must be understood and memorised in such a way that they will be reproduced correctly during a test, examination or any other evaluation opportunity. This area of study is described as **verbal information**. Normally, more achievements in the verbal information area will be expected of you at the beginning of each module than towards the end of the module. In the learning outcomes which will be given to you for each module the accomplishments expected of you for this area of study will be specified as certain essential contents which you should be able to **explain, name, list and describe**.

In the second instance there are calculations, interpretations, applications and the identification of mutual relationships within the subject area which will be expected of you. For instance, you could be asked to relate new information to accepted principles, or to find solutions to practical problems following the acquisition of certain guidelines. These accomplishments relate to the area of **intellectual skill and insight**. Activities such as **multiple choice questions, classification questions, scientific assignments, and case studies** will be used to test and practise your ability in this area of study. These types of prerequisites will usually increase in proportion to the progression of a module. This prerequisite for a more qualitative control also increases proportionately as you progress with your Business Management studies over the semesters.

Attitude is the third area of study. It is an important aim of all the lecturers in Business Management to create or ensure a positive attitude within students towards the subject. Because this goal is continually sought, it is not normally repeated in the phrasing of the objectives in respect of each module. Your attitude will be reflected by the standard and consistency of your accomplishments, your actual interest in Business Management, your class attendance, the questions you ask, the respect you show for others' language, feelings, your conversations with your lecturers and your willingness to do more than the bare stipulated minimum.

11 **CLASS ATTENDANCE, CLASS PERFORMANCE, EVALUATIONS AND CALCULATION OF FINAL MARKS**

The Department of Business Management is aware that some students adopt a reckless attitude with regard to class attendance and the completion/submission of class evaluations. The importance of these issues is also highlighted in the Nelson Mandela University Prospectus 2018, which can be downloaded from the official university website (<http://www.mandela.ac.za>). We would like to draw your attention to the following:

- (i) The Nelson Mandela University is a residential university, and class attendance and participation in class activities are **compulsory**. (Refer to the Nelson Mandela University Prospectus 2018).
- (ii) Opportunities are provided for students to participate in class evaluations, assignments and semester (also called module) tests. Notice of these activities is given **well in advance**. Students therefore cannot claim that they were unaware of, or had insufficient time to prepare, as an excuse for unsatisfactory performance. (Refer to the Nelson Mandela University Prospectus 2018).
- (iii) Tests, as well as a number of continuous class evaluations, are scheduled for each module. A module comprises of a number of study units. This will take place after the completion of one or more study units (at the discretion of the lecturer concerned). The evaluation dates are scheduled as indicated in section 10 of this booklet. **Since large numbers of students are involved and for the sake of good order, students should not even consider asking for the postponement of an evaluation.** However, any test clashes with other modules (i.e., time and date of other module clashes with Business Management) must be reported immediately to the Business Management lecturer concerned.

(iv) Departmental class evaluation policy

Many semester test dates are known well in advance (see section 12).

FIRST YEAR STUDENTS

EB121 and EB122 – Both semester tests are **compulsory** for all students. The **average mark** of the two tests will be considered when calculating the class mark.

EBMV112 – There is **only one** semester test that is **compulsory** for all students. This mark will be considered when calculating the class mark.

SECOND YEAR STUDENTS

EBMV201, EBMV202, EBMV212, EBFV201, EBFV222, EBFV211, EBFV242, EBFV202 and EBFV212 – Both (all three for EBFV242) semester tests are **compulsory** for all students. The **average mark** of the two/three semester tests will be considered when calculating the class mark.

THIRD YEAR STUDENTS

EBMV301, EBMV302, EBMV332, EBMV322, EBFV301, EBFV311, EBFV302 and EBFV312 – Both semester tests are **compulsory** for all students. The **average** of the two tests will be used when calculating the class mark.

EBMV312 – There is **only one** semester test that is **compulsory** for all students. This mark will be considered when calculating the class mark.

(v) Illness during evaluations

Should a student be ill during **any** of the scheduled evaluations, such a student has to submit (within **three** days of the scheduled evaluation date) a duly completed medical certificate completed by a medical practitioner. The medical certificate must contain the contact details of the medical practitioner and clearly confirm that the student was, according to the clinical opinion of a medical practitioner, unfit to sit for the evaluation in question. Certificates may be telephonically verified. (Refer to the Nelson Mandela University Prospectus 2018 Rule G1.6).

No additional evaluations will be granted:

- if a medical practitioner suggests in writing that he/she is unconvinced about the seriousness of the illness or whether it could have influenced the student's preparation;
- should the student visit the medical practitioner **after** the evaluation has taken place;
- to students suffering from symptoms such as a headache, sore throat, tension, coughing etc., even if a medical certificate is lodged; and
- in cases of illness related to family members, friends or pets.
- **PLEASE NOTE: AS A GENERAL RULE, NO "SICK" TESTS ARE SCHEDULED! THE LECTURER CONCERNED MAY GRANT AN ADDITIONAL TEST BUT IT IS PURELY AT THE DISCRETION OF THAT LECTURER.**

(vi) Organised sport

Leave of absence for sport is granted only for **approved South African Universities activities and for participation at first class provincial, as well as national or international level on the strength of satisfactory documentary**

evidence. Arrangements with regard to sport must be made **well in advance**, preferably at the beginning of each semester, within the framework of the two semester test opportunities as scheduled. **No special tests will be scheduled for this purpose.**

(vii) Calculation of class marks

The composition of the **class mark** for undergraduate modules is as follows:

- First year modules

EB121 and EB122

Semester test (average of two)	weight 55
Assignment	weight <u>45</u>
Total	weight 100

Class mark	weight 45
Exam mark	weight <u>55</u>
FINAL MARK	<u>100</u>

EBMV112

Semester test (only one)	weight 70
Assignment	weight <u>30</u>
Total	weight 100

Class mark	weight 50
Exam mark	weight <u>50</u>
FINAL MARK	<u>100</u>

EBEV1X0

Semester test (average of two)	weight 60
Assignment	weight 30
Practical	weight <u>10</u>
Total	weight 100

Class mark	weight 50
Exam mark	weight <u>50</u>
FINAL MARK	<u>100</u>

- Second year modules

EBMV201

Semester test (average of two)	weight 67
Assignment	weight <u>33</u>
Total	weight 100

Class mark	weight 50
Exam mark	weight <u>50</u>
FINAL MARK	<u>100</u>

EBMV202

Semester test (average of two)	weight 65
Assignment	weight <u>35</u>
Total	weight 100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBMV212

Semester test (average of two)	weight	65
Assignment	weight	35
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBFV201, EBFV211; EBFV202, EBFV212, and EBFV222

Semester test (average of two)	weight	60
Assignment	weight	<u>40</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBFV242

Semester test (average of three)	weight	75
Assignment	weight	<u>25</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

- Third year modules

EBMV301

Semester test (average of two)	weight	70
Assignment	weight	25
Online tutorials	weight	<u>5</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBMV302

Semester test (average of two)	weight	67
Assignment	weight	<u>33</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBMV332

Semester test (best of two)	weight	50
Presentation	weight	10
Assignment	weight	<u>40</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBMV322

Semester test (average of two)	weight	50
Assignment	weight	<u>50</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBMV312

Semester test (only one)	weight	60
Assignment	weight	<u>40</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

EBFV301, EBFV311, EBFV302 and EBFV312

Semester test (average of two)	weight	65
Assignment	weight	<u>35</u>
Total	weight	100

Class mark	weight	50
Exam mark	weight	<u>50</u>
FINAL MARK		<u>100</u>

The lecturers concerned will explain the calculation of the class mark for all modules.

PLEASE NOTE THE FOLLOWING: All candidates for all modules must obtain a minimum class mark of 40% as due performance before he/she will be allowed to sit for a semester examination. Students should have written the semester tests, submitted the class assignments/logbooks and adhered to any other stipulated module requirements to qualify for a due performance certificate. This rule will be strictly applied and no exemptions will be made under any circumstances whatsoever. Failure to comply with this rule will result in non-performance and no admission to the module examination will be granted. Repeat students' class mark from the previous year may not be transferred. However, a **subminimum examination mark (40%)** is required to pass the module (see (viii) below).

(viii) Calculation of final mark

The calculation of the **final mark** is as follows:

CLASS MARK	(Calculated as a percentage)
EXAMINATION MARK	(Calculated as a percentage)
FINAL MARK	(Average of the class and examination marks)

The above calculation implies that the continuous performance throughout the module (thus the class mark) will count half of the final mark, **except for the first year modules** (continuous performance counts 45%, and the examination 55%). To put it in a different way, the work during the module or semester counts 50% and the examination 50% when calculating the final mark. **This illustrates why it is so important that you should perform throughout the module.**

Any student with a class mark lower than 50% has a limited chance of passing the module (obtaining a final mark of more than 50%). In the examination a subminimum performance (examination mark) of 40% must be achieved to pass the module. (Refer to the Nelson Mandela University Prospectus 2018).

12 EVALUATION/ASSESSMENT DATES FOR 2018

For all undergraduate modules a class mark, which counts 50% towards the final mark (45% for EB121 and EB122), must be generated. This class mark may comprise of different activities such as assignments, class assessments, tests or other activities which will be evaluated. **All class tests/assessments and assignment due dates will be announced beforehand and it is your duty to take note of such arrangements, particularly the dates and specific venues.**

As stated above, provision is made for two semester tests per module. In the following table, (1) indicates the first test date and (2) the second test date.

FIRST YEAR MODULES		
MODULE	SEMESTER TESTS	TIME
EB121	(1) 9 March	17:00
	(2) 20 April	17:00
EB122	(1) 17 August	17:00
	(2) 14 September	17:00
SECOND YEAR MODULES		
MODULE	SEMESTER TESTS	TIME
EBMV201	(1) 10 March	09:00
	(2) 5 May	09:00
EBMV202	(1) 18 August	09:00
	(2) 27 September	17:30
EBMV212	(1) 17 August	15:30
	(2) 14 September	15:30

THIRD YEAR MODULES		
MODULE	SEMESTER TESTS	TIME
EBMV301	(1) 9 March	17:00
	(2) 11 May	17:00
EBMV302	(1) 14 August	13:00
	(2) 13 September	13:00

The test venues will be announced in class. Please note that the test dates given above are provisional and may change due to venue availability. Test dates of modules not provided in the schedule above will be communicated in class.

13 **ASSIGNMENTS**

All undergraduate students are required to complete at least one major written assignment per module. **The assignment is compulsory and failure to submit an assignment will result in non-performance and the student will not be permitted to write the examination.** The assignment must be the student's **own effort**. The lecturer concerned will explain the form, length, type and purpose of the assignment.

You will be expected to hand in the typed assignment in double spacing (letter quality) on A4-size paper. The assignment must be provided with a proper title page, stapled in the upper left hand corner, and it may **not** be placed in a file. The assignment must be handed in on the prescribed date in accordance with instructions handed out in class. Except in cases where a valid reason applies, **10% per day will be subtracted if an assignment is handed in late.**

The assignment topics are usually announced during the first contact lecture of each semester. Should a student be dishonest by copying a fellow student's assignment, in part or whole, such a case will be reported to the disciplinary committee of Nelson Mandela University.

14 **POLICY: GRANTING OF SUPPLEMENTARY EXAMINATIONS**

Refer to the Nelson Mandela University Prospectus 2018. In order to pass a module, a final mark of at least 50% **and** an exam mark of at least 40% should be obtained for the particular module. Supplementary examinations will be granted to students who have:

- attempted and failed the original final assessment; **and**
- obtained a final mark of between 45% and 49%.

Please note that the granting of supplementary and special examinations is done by the examination department. All the required documentation and the appropriate forms that need to be completed if an examination session was missed, should be handed in to the examination department and NOT to lecturers. **Supplementary examinations in Business Management are written examinations and follow the same format as the original final assessment.**

15 **ADMISSION REQUIREMENTS FOR SECOND AND THIRD YEAR MODULES IN BUSINESS MANAGEMENT**

Credits will be obtained for all modules which are passed. Despite this, a student may not carry on with certain modules in the following year of study unless he/she has successfully completed the previous year's modules. Your attention is further drawn to the relevant rules in the Nelson Mandela University Prospectus 2018.

MODULE CODE	PREREQUISITES AND REMARKS
EBMV201, EBMV202, EBMV302, EBFV202	Must have passed EB122
EBMV212	Must have passed EBMV201
EBMV301	(a) Must have passed EB122 (b) Recommended modules: RV101 and RV102/RGV102, STAV101/ MACV101 and STAV102
EBMV332	Must have passed EBMV201, EBMV212 and WWDV201
EBMV322	(a) Must have passed EBMV201, EBMV212, EBMV332 and WWDV201 (b) WWDV202 is a co-requisite for EBMV332
EBFV201, EBFV211	Must have passed STAV101/MACV101 and STAV102
EBFV222	Must have passed EBFV201
EBFV242	Must have passed RV101 and RV102/RGV102
EBFV301	Must have passed RV101, RV102/RGV102, STAV101/MACV101 and STAV102
EBFV311	Must have passed EBFV201 and EBFV222
EBFV302	Must have passed EBFV212, EBF302, EBF303 and RTV101
EBFV312	Must have passed EBFV201

16 **UNDERGRADUATE SYLLABI**

EB121 – Introduction to Business Management and Entrepreneurship

Credit value 12 – NQF level 5

- The context of business management and entrepreneurship
- The business environment
- Entrepreneurship and new venture creation
- Small business enterprises and selected entrepreneurial issues
- Forms of business enterprise and statutory requirements
- Strategic business intentions: Vision, mission, goals and objectives
- Field of business activity and competitive business strategies
- Location and facility layout planning
- The development and growth of business enterprises
- Business ethics

EB122 – Introduction to the Business Functions*Credit value 12 – NQF level 5*

- General and Strategic Management
- Production/Operations Management and Outbound Logistics
- Marketing Management and Introduction to Services Marketing
- Costs as a basis for planning and establishment of business enterprises
- Financial Management
- Purchasing Management and Inbound Logistics
- Human Resource Management
- Managing Business Communication
- Managing Information Systems
- E-business

EBMV112 – Entrepreneurship*Credit value 7 – NQF level 5***EBEV1X0 – Entrepreneurship***Credit value 4 – NQF level 5*

- Management and entrepreneurship: Introductory views
- The enterprise and its environments
- The enterprise and its field of business
- Perspectives on entrepreneurship
- Identifying small business ideas, identification and screening of business opportunities
- The business plan
- The financial plan and costing
- Choice of a form of business enterprise, establishment procedure and general legal requirements
- General and strategic management
- Introduction to the business functions and financial management

EBMV201 – Marketing Management*Credit value 14 – NQF level 6*

- Marketing: managing profitable customer relationships
- Organisation and marketing strategy: partnering to build customer relationships
- The marketing environment
- Managing marketing information
- Consumer markets and consumer buyer behaviour
- Business markets and business buyer behaviour
- Customer-driven marketing strategy: creating value for target customers
- Product, services and branding strategy
- New-product development and product life cycle strategies
- Pricing products: understanding and capturing customer value
- Pricing products: pricing strategies
- Marketing channels and supply chain management
- Retailing and wholesaling
- Communicating customer value: integrated marketing communications strategies
- Advertising and public relations
- Personal selling and sales promotion
- Direct and online marketing: building direct customer relationships

- Creating competitive advantage
- The global marketplace
- Marketing ethics and social responsibility

EBMV202 – Purchasing and Logistics Management

Credit value 14 – NQF level 6

- The purchasing function in perspective
- The tasks of purchasing and supply management
- The purchasing process and procedures
- Purchasing and supply policies and strategies
- Assessment and selection of suppliers
- Purchasing price determining and cost analysis
- Sustainable purchasing and supply management
- The management of quality in purchasing and supply
- Negotiation in purchasing
- Electronic commerce and electronic procurement applications
- Quantity and inventory management
- Purchasing of capital equipment
- Purchasing services
- Purchasing from small businesses
- Materials flow activities
- Logistics management

EBMV212 – Marketing Communications Management

Credit value 14 – NQF level 6

- Overview of integrated marketing communications
- Enhancing brand equity and accountability
- Brand adoption, brand naming and intellectual property issues
- Environmental, regulatory and ethical issues
- Segmentation, targeting and positioning
- The communications process and consumer behaviour
- The role of persuasion in integrated marketing communications
- Marcom objective setting and budgeting
- Overview of advertising management
- Effective and creative ad messages
- Endorsers and message appeals in advertising
- Traditional advertising media
- Online and mobile advertising
- Social media
- Direct marketing and other media
- Advertising media: Planning and analysis
- Measuring ad message effectiveness
- Sales promotion overview and the role of trade promotion
- Consumer sales promotion
- Public relations, point-of-purchase communications and signage
- Personal selling

EBFV201 – Personal Financial Planning*Credit value 16 – NQF level 6*

- The fundamentals of financial planning
 - The financial planning profession
 - The Financial Advisory and Intermediaries Services Act
 - Counter – money – laundering legislation
 - The client and the financial planning process
 - Financial calculations and the time value of money
- Insurance planning and risk management
 - General principles of risk management and insurance law
 - Insurance products and the long-term insurance Act
- Introduction to investment planning
- Introduction to retirement planning

EBFV222 – Corporate Financial Planning*Credit value 16 – NQF level 6*

- Introduction to employee benefits
- Business planning
 - Business entities
 - Business insurance
- Healthcare

EBFV211 – Risk Management*Credit value 14 – NQF level 6*

- Fundamental principles
 - Principles of management applied to managing risk
 - Concept of risk
 - Decision-making under conditions of risk uncertainty
 - Corporate government and enterprise risk management
- Managing risk
 - Risk identification
 - Risk evaluation
 - Operational risk management
 - Risk response: Risk control
- Risk Financing
 - Risk financing
 - Risk evaluation
 - Captive insurance companies
 - Insurance
 - Finite insurance
 - Capital market instruments

EBFV242 – Investment Management*Credit value 16 – NQF level 6*

- The investment setting
- Developments in investment theory
- Valuation principles and practices
- Macroeconomic analysis
 - Industry analysis
 - Company analysis

- Company valuation
- Fundamentals of the analysis of fixed interest securities
- Valuation of fixed interest securities
- An introduction to derivative instruments
- Portfolio management
- Evaluation of portfolio management

EBFV202 – Customer Relationship Management

Credit value 12 – NQF level 6

- Nature and role of relationship marketing
- Nature of relationships
- Customer bonding
- Customer service
- Planning the CRM strategy
- Internal markets and internal marketing
- One-to-one marketing/mass customisation
- CRM in business-to-business markets
- Introduction to TERM
- Customer interaction channels
- Customer database management
- CRM applications
- CRM implementation

EBFV212 – Business Ethics in Financial Planning

Credit value 10 – NQF level 6

- Understanding ethics
- Defining business ethics
- Ethical decision-making
- Organisational ethics
- Corporate social responsibility incl. sustainable development
- Corporate governance in the South African context
- The role of government
- Blowing the whistle
- Ethics and technology
- Ethics and globalisation
- Making it stick: doing what's right in a competitive market

EBMV301 – Financial Management

Credit value 24 – NQF level 7

- Introduction to financial management
 - An overview of financial management
 - The financial environment: markets, institutions, interest rates and taxes
- Financial forecasting, planning and control
 - Analysis of financial statements
 - Financial planning and control
- Essential concepts in financial management
 - Risk and required returns
 - Time value of money
 - Valuation of the firm

- Capital budgeting
 - Project cash flows and risk
 - Capital budgeting decision criteria
- Required rates of return, leverage and dividend policy
 - Cost of capital: The required rate of return for capital investments
 - Capital structure
 - Dividend policy
- Management of working capital
 - Working capital policy
 - Managing short-term assets and liabilities

EBMV302 – General and Strategic Management

Credit value 24 – NQF level 7

- An overview of management
 - Introduction to organisations and nature of management
 - Managerial competencies
- Planning for a dynamic environment
 - The environment of management
 - Ethics and social responsibility
 - Planning and strategy formulation
 - Fundamentals of decision-making
 - Planning and decision aids
- Organising and design
 - Organisational structure and design
 - Organisational change and learning
- Leading
 - Motivating for performance
 - Dynamics of leadership
 - Organisational communication
 - Groups and teams in organisations
 - Organisational culture and workforce diversity
- Controlling
 - Controlling in organisations
 - Contemporary issues in management

EBMV332 – Internet Marketing Strategies

Credit value 12 – NQF level 7

- The e-marketing plan
- E-marketing opportunities
- Performance metrics
- Ethical and legal issues
- Online marketing research
- Online consumer behaviour
- Segmentation and targeting strategies
- Differentiation and positioning strategies
- Online product offer
- The value of online pricing
- Online marketing communication tools
- New digital media
- Importance of CRM in the online environment

EBMV322 – International Marketing Management and Strategy

Credit value 24 – NQF level 7

- The strategic marketing management process
- The emerging importance of international marketing
- The international marketing environment
 - Cultural environment
 - Economic environment
 - Financial environment
 - International political and legal environments
- International marketing entry strategies
 - Exporting
 - Franchising
 - Licensing
 - Direct investment
 - Strategic alliances
- International marketing strategies
 - Adaptation vs standardisation
 - Pricing strategies
 - Channels and distribution strategies
 - Promotional strategies
 - Logistics
- Marketing, organisation, implementation and control

EBMV312 – International Marketing Management and Strategy

Credit value 12 – NQF level 7

- Introduction to the international trade and marketing environment
- Overview of, and barriers to, international trade
- The international marketing environment
 - Political, Economic,
 - Socio-cultural,
 - Technological,
 - Environmental and
 - Legal influences (a PESTEL analysis)
- Rules of business behaviour (ethical standards) in international trade and marketing

EBFV301 – Principles of Estate Planning

Credit value 16 – NQF level 7

- Introduce the principles of estate planning
- Focus on legislation relating to estate planning such as family law, insolvency law (reflect on issues from the Pension Fund Act and Long term Insurance Act), law of succession, estate duty, matrimonial law etc.
- Introduction to succession planning and estate planning
- Estate duty
- Capital gains tax
- Marriage and matrimonial property law
- The law of succession
- The law and taxation of trusts
- The administration of estates
- Estate planning objectives, tools and techniques

EBFV311 – Principles of Retirement Planning*Credit value 16 – NQF level 7*

- Introduce the principles of retirement planning
- Focus on legal issues relating to retirement planning
- Individual retirement planning
 - Retirement annuity funds
 - The taxation of retirement fund benefits
- Employee benefits
 - Legislative environment
 - Legal nature of a retirement fund
 - Different types of retirement funds
 - Fund governance, financing and benefits, administration and investments
 - Divorce orders

EBFV302 – Integrated Financial Planning*Credit value 24 – NQF level 7*

This module tests the student's ability to deal with advanced issues relating to financial planning's five focus areas (estate planning, investment planning, risk planning, retirement planning and tax planning). A case study approach is adopted which also prepares students for the Board assessments. Case studies are worked on in class and at home on the following broad areas of financial planning:

- Financial planning environment (including financial services legislation and the economic environment)
- Investment planning
- Estate planning
- Retirement planning
- Employee benefits planning

EBFV312 – Financial Planning Practice Management*Credit value 16 – NQF level 7*

- Core strategic and operational components of a financial planning practice
- The financial advisory practice business plan including plans to cover:
 - Contingency and succession
 - Staffing and partnerships
 - Professional development
 - Growing the business
- Business and operations management including:
 - Hardware and software solutions
 - Designing and implementing systems
 - Building leverage and capacity
 - Positioning and transitioning.
 - Financial planning business resources
- Professional ethical standards and the financial advisory and intermediary services industry
- Financial advisory practice team development and maintenance
- Sales and marketing of financial advisory services
- Client acquisition, engagement and relationships
- Client acquisition and refusal strategy
- Engagement with related professionals
- Behavioural theory and behavioural finance

17 **HONOURS IN BUSINESS MANAGEMENT**

Refer to the Nelson Mandela University Prospectus 2018 for the general rules regulating Honours modules.

- Only candidates who obtained an average of 60% in the third year semester modules in Business Management will be considered for a BCom Honours in Business Management. Besides the above requirement, an admission interview may also be scheduled.
- The Honours programme consists of five modules and a treatise of approximately 60-80 A4 pages on an approved topic. The modules are assessed by means of either continuous assessment methods or formal examinations.
- The duration of the Honours module is one year (full-time) or two years (part-time) study.

NB: You are referred to the following additional information in the Nelson Mandela University Prospectus 2018:

- (i) General rules for Honours degrees.
- (ii) Rules for the degree Bachelor in Commerce Honours.

In addition, it must be noted that:

- Three of the six modules must be passed at Nelson Mandela University, namely, EBMH401, EBMX401 and EBML410.

STRUCTURE AND TITLES OF POSTGRADUATE MODULES

YEAR LEVEL	MODULE	SEMESTER
FOURTH	Advanced Investment Management <i>EBMG402</i>	Second
FOURTH	Advanced Strategic Management <i>EBMH401</i>	First
FOURTH	Advanced Strategic Marketing Management <i>EBMI402</i>	Second
FOURTH	Advanced Financial Management <i>EBMJ402</i>	Second
FOURTH	Treatise <i>EBML410</i>	Both
FOURTH	Entrepreneurship and Small Business Management <i>EBMN410</i>	Both
FOURTH	Business Research <i>EBMR420</i>	First
FOURTH	Corporate Citizenship <i>EBMX401</i>	First

18 **HONOURS PRESCRIBED BOOKS**

Module EBMG402

Bodie, Z., Kane, A. & Marcus, A.J. 2014. *Investments*. 10th edition. New York, NY: McGraw-Hill.

Module EBMH401

Hough, J., Thompson, A.A., Strickland, A.J. & Gamble, J.E. 2012. *Crafting and executing strategy: Creating sustainable high performance in South Africa - Text, readings and cases*. 2nd edition. Berkshire: McGraw-Hill.

Module EBMI402

Kotler, P. & Keller, K.L. 2015. *Marketing management*. Global edition. 15th edition. Essex, England: Pearson.

Module EBMJ402

Correia, C., Flynn, D., Uliana, E. & Wormald, M. & Dillion, J. 2015. *Financial management*. 8th edition. Cape Town: Juta.

Module EBMN410

Venter, R. & Urban, B. 2015. *Entrepreneurship Theory in Practice*. 3rd edition. Cape Town: Oxford University Press.

Module EBMR420

Struwig, F.W. & Stead, G.B. 2013. *Research: Planning, designing and reporting*. 2nd edition. Cape Town: Pearson.

19 HONOURS SYLLABI***BUSINESS MANAGEMENT HONOURS***

The programme consists of five lectured modules as well as a treatise on an approved topic (EBML410).

The compulsory module combinations, four in total, are indicated with an asterisk (*). With the permission of the Heads of Departments concerned, a candidate may replace the elective modules (EBMG402, EBMI402, EBMJ402 or EBMN410) with approved modules from another discipline on condition that the candidate took the modules concerned as majors for the BCom degree.

EBMG402	Advanced Investment Management
EBMH401	Advanced Strategic Management*
EBMI402	Advanced Strategic Marketing Management
EBMJ402	Advanced Financial Management
EBML410	A treatise on an approved practical problem*
EBMN410	Entrepreneurship and Small Business Management
EBMR420	Business Research*
EBMX401	Corporate Citizenship*

Class attendance for all Honours modules is compulsory. Please remember that evaluation opportunities for continuous evaluation modules take place during lecture periods. Therefore if you miss lectures, you may miss evaluations.

Evaluation of the programme

WRITTEN EXAMS

ALL MODULES EXCLUDING ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT (EBMN410), BUSINESS RESEARCH (EBMR420) AND CORPORATE CITIZENSHIP (EBMX401)

All candidates will be subject to mid-term tests, assignments and presentations to compile a class mark. The weights of the class mark and examination marks will be made known for each module at the start of the module and is available in the Nelson Mandela University Prospectus 2018. Candidates will pass the module should the combined class marks and examination marks be at least 50%. Should the combined class and examination mark be between 45% and 49% a re-assessment will be possible, but not guaranteed.

CONTINUOUS EVALUATION

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT (EBMN410), BUSINESS RESEARCH (EBMR420) AND CORPORATE CITIZENSHIP (EBMX401)

All candidates will be subjected to continuous evaluation throughout the year for these two modules. There will be no formal assessment in November. The weights of the different continuous assessments done throughout the year will be made known for each module at the start of the module.

EBMG402 – Advanced Investment Management

Credit value 20 – NQF level 8

- Introduction
 - The investment environment
 - Risk and return
- Financial markets and security types
 - Classifying securities
 - Interest-bearing securities
 - Equities
 - Derivatives
 - Option contracts
- Fundamental analysis
 - Macroeconomic and industry analysis
 - Earnings and cash flow analysis, including financial statements
- Valuation of ordinary shares
 - Security analysis
 - The dividend discount model
 - The two stage dividend growth model
 - Price ratio analysis
- Share price behaviour and market efficiency
 - Technical analysis
 - Market efficiency
 - Price behaviour and market efficiency
- Interest rates and bond markets
 - Term structure of interest rates
 - Bond prices and yields
 - Corporate bonds (debentures)

- Government bonds
- Mortgage-backed securities
- Options, derivatives and futures
 - Stock (share) options
 - Option valuation
 - Future contracts
- Portfolio management
 - Diversification and asset allocation
 - Return, risk and the security market line
 - Bond portfolio management strategies
 - Equity portfolio management strategies
 - Unit trusts
 - International finance and investments

EBMH401 – Advanced Strategic Management

Credit value 20 – NQF level 8

- The strategic management process and strategic alignment
 - Strategy and the quest for competitive advantage
 - Relationship between a company's strategy and business model
 - Creating a strategy-aligned organisation
- Strategy in emerging economies
 - The four biggest emerging economies
 - Emerging market strategies
 - Challenges in emerging markets
- Evaluating a company's external environment
 - Strategically relevant components of external environment
 - Thinking strategically about company's industry and competitive environment
- Evaluating a company's resources and competitive position
 - How well is the present strategy working?
 - How strong is the company's competitive position?
- The five generic competitive strategies
 - Low-cost provider strategies; Broad differentiation strategies; Best-cost provider strategies; Focused low cost and Focused differentiation strategy
- Corporate governance
 - Separation of ownership and control
 - King II report on corporate governance
 - The triple bottom line (sustainability)
- Enterprise performance management
 - Vision and strategy – the driving forces for performance management
 - Performance and development management cycle
 - Key people management processes
- Tailoring strategy to fit specific industry and company situations
 - Strategies for: rapidly growing markets; maturing industries; stagnant or declining industries; high-velocity markets; industry leaders; runner-up firms and weak or crisis-ridden businesses
- Building an organisation capable of good strategy execution and alignment
 - Framework for strategy execution
 - Managerial components of strategy execution process

- Leadership, culture and teamwork
 - Leadership styles
 - Mapping and shaping the culture strategy
 - Building effective teams

EBMI402 – Advanced Strategic Marketing Management

Credit value 20 – NQF level 8

- Introduction
 - Marketing strategy and decision-making
 - Formulating marketing strategy
- Consumer behaviour
 - Customer decision-making
- The elements of marketing
 - Product positioning
 - The product life cycle
 - Product development, market response
 - Management of established products and product lines
 - Price strategy
 - Distribution strategy
 - Promotion strategy
- Competitive behaviour
 - Tactics and control
- The marketing plan: An example and review of marketing strategy

EBMJ402 – Advanced Financial Management

Credit value 20 – NQF level 8

- Fundamental concepts
 - An overview of financial management
 - Risk and return (includes the modern portfolio theory, beta analysis and the capital assets pricing model)
 - Valuation of securities
 - Valuing the firm: The cash flow model
- Strategic investment decisions
 - Determining the cost of capital
 - Capital budgeting decision criteria
 - Cash flow estimation
 - Risk analysis and real options
- Strategic financing decisions
 - Long-term financial planning
 - Capital structure decisions
 - Dividend policy
- Tactical financing decisions
 - Investment banking and financial restructuring
 - Lease financing
 - Hybrid financing
- Working capital management
 - Current asset management
 - Short-term financing
 - Other topics in working capital management

EBMN410 – Entrepreneurship and Small Business Management

Credit value 20 – NQF level 8

- The nature and importance of entrepreneurship and the development of entrepreneurial skills
 - Introduction
 - The nature, role, scope and importance of entrepreneurship in South Africa
 - The development of entrepreneurial skills
 - The entrepreneurial process
- The entrepreneur and his/her team, resources and opportunity
- Fit between entrepreneur, resources and opportunity
 - The entrepreneurial mind in thought and action
- New venture ideas and opportunity recognition and screening
 - New venture ideas
 - Opportunity recognition and screening
- The value and importance of buying into an existing business opportunity
 - Buying and evaluating existing business opportunities
 - Franchising
- Preparing and compiling a comprehensive business plan and financing entrepreneurial ventures
 - Resource requirements and the what, whether, and why of the business plan
 - The business plan
 - Entrepreneurial finance and obtaining risk and debt capital
- Contemporary issues facing the entrepreneur and small businesses
 - Family ventures
 - Managing growth
 - Intrapreneurship

EBMR420 – Business Research

Credit value 10 – NQF level 8

- Introducing business research
- The research process and proposal
- Qualitative versus Quantitative research and exploratory Research
- Collecting primary data
- Measurement concepts and questionnaire design
- Ethical issues in research & reliability and validity
- Sampling and fieldwork
- Coding and Descriptive statistics
- Data analysis and Interpretation
- Data presentation and report writing

EBMX401 – Corporate Citizenship

Credit value 20 – NQF level 8

- The discourse of corporate citizenship
- Corporate social responsibility and stakeholder relations
- Corporate sustainability management
- Ethical behaviour in corporate settings
- Social entrepreneurship

20 **POSTGRADUATE DIPLOMA IN FINANCIAL PLANNING**

The Postgraduate Diploma in Financial Planning is also offered by the Department of Business Management on the South Campus. The diploma consists of four modules and the four modules are offered in four one-week blocks during one academic year. Two modules are offered in the first semester and two modules in the second semester.

- Financial Planning Environment (EBFD401)
- Personal Financial Planning (EBFD411)
- Corporate Financial Planning (EBFD402)
- Financial Planning – Case study (EBFD412)

The prescribed textbook for all four these modules are:

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L. & Rabenowitz, P. 2018.
South African financial planning handbook. Butterworth: LexisNexis.