

**DEPARTMENT OF  
BUSINESS MANAGEMENT  
SOUTH AND GEORGE CAMPUSES**

**GENERAL INFORMATION FOR UNDERGRADUATE AND  
POSTGRADUATE STUDENTS**

**2025**



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## 1 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 contact the lecturer concerned when you experience problems, uncertainties and the like with your studies. **Consultation hours are indicated in the study guide of each module. Please adhere strictly to these hours or make specific appointments via email with your lecturers.** 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. You can also follow the **department on our social media platforms:** Facebook (<https://www.facebook.com/nmubusman>); LinkedIn (<https://www.linkedin.com/company/nelson-mandela-university-department-of-business-management/>); Instagram (<https://www.instagram.com/nmubusman/>).

## **2 FACULTY LEARNING AND TEACHING PHILOSOPHY**

The Faculty of Business Management adopted a **caring and humanising education with purpose** which aims to develop purposeful and meaningful educational experiences through a caring teaching practice, thus producing innovative leaders as well as students who approach their learning with motivation and confidence to succeed.

This will be achieved by:

- creating an environment where valuable knowledge can be shared;
- instilling life-long learning in an ethical, collaborative and caring environment;
- utilising discussion, debate, case studies and group work to unpack relevant content and develop proficient business skills and competent professionals;
- encouraging students to be critical and curious, to be accountable with impeccable, professional work ethic, to take ownership of their own learning; and
- preparing students to apply what they have learned to their career and life situations.

## **3 DEPARTMENTAL MISSION STATEMENT, LONG-TERM OBJECTIVES AND KEY VALUES**

### **3.1 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.

### **3.2 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.

### 3.3 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.** This refers to the understanding that each person is unique, recognising people's differences and understanding people, embracing and celebrating the rich dimensions of diversity in NMU.
- **Excellence** in teaching, learning, research and engagement. This refers to an individual's highest level of quality, the individual's will to win, and personal excellence. We commit ourselves to *excellence* in our academic work by fulfilling and exceeding all requirements.
- **Ubuntu.** This refers to respecting fellow human beings, treat them fairly, disagree honestly, enjoy their fellowship and work together for a common goal and help each other achieve it.
- **Social justice and equality.** This refers to being dedicated to the realisation of a socially just, democratic society that promotes equality for all irrespective of race, gender, sex, pregnancy, marital status, ethnic or social origin, sexual orientation, age, physical and learning abilities, national origins, religion, conscience, belief, culture and language.
- **Integrity.** This refers to doing the right thing, even if nobody is watching, having courage to say no and courage to face the truth. We commit ourselves to academic integrity in all our work, respecting the specific policies of the NMU and the broad concept of academic honesty.
- **Environmental stewardship.** This refers to being more environmentally conscious in and around our beautiful campus for the sake of our own health and enjoyment. We commit ourselves to contributing to the sustainable economic, social and environmental creation of value through our business and professional activities.

## 4 STAFF

The Acting Director of the School of Management Sciences is **Mr G Cook**.

### 4.1 SOUTH CAMPUS

- (i) **Dr J Kinsman**  
**Senior Lecturer (Business Management) and Acting Head of Department**

<b>Office</b>	MB1101
<b>Telephone</b>	041 504-2156
<b>E-mail</b>	jasmine.kinsman@mandela.ac.za

#### **Main tasks and area of teaching**

- Coordinator: Retirement Planning (EBFV311)
- Coordinator: Personal Financial Planning (EBFD411)
- Coordinator: Corporate Financial Planning (EBFD402)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

New Appointment for 2<sup>nd</sup> semester module: Entrepreneurship (EBMV122)

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

**Office** MB1107  
**Telephone** 041 504-2203  
**E-Mail** shelley.farrington@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Business Research (EBMR420)
- Coordinator: Honours treatises (EBML410)
- Entrepreneurship and Small Business Management (EBMN410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(iii) Prof J Krüger  
Professor (Business Management)**

**Office** MB1109  
**Telephone** 041 504-1124  
**E-Mail** janine.kruger@mandela.ac.za

**Main tasks and area of teaching**

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

**(iv) Prof S Perks  
Professor (Business Management)**

**Office** MB1111  
**E-Mail** sandra.perks@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Marketing Research (EBMV231)
- Customer Relationship Management (EBFV202)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(v) Prof C Rootman  
Professor (Business Management)**

**Office** MB1108  
**Telephone** 041 504-4063  
**E-Mail** chantal.rootman@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Financial Management (EBMV301)
- Coordinator: Advanced Strategic and International Marketing (EBMI402)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(vi) Prof EE Smith**  
**Professor (Business Management)**

**Office** MB1123  
**Telephone** 041 504-2033  
**E-Mail** elroy.smith@mandela.ac.za

**Main tasks and area of teaching**

- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(vii) Prof FW Struwig**  
**Professor (Business Management)**

**Office** Make appointments via email  
**Telephone** 041 504-4745  
**E-mail** miemie.struwig@mandela.ac.za

**Main tasks and area of teaching**

- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(viii) Prof E Venter**  
**Professor (Business Management)**

**Office** MB1112  
**Telephone** 041 504-2204  
**E-Mail** elmarie.venter@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Marketing Communications Management (EBMV212)
- Coordinator: Entrepreneurship and Small Business Management (EBMN410)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(ix) Dr V Msuthwana**  
**Senior Lecturer (Business Management)**

**Office** MB1102  
**Telephone** 041 504-2031  
**Email** vusumzi.msuthwana@mandela.ac.za

**Main tasks and area of teaching**

- Marketing Management (EBMV201)
- Coordinator: Services Marketing (EBMV341)
- Coordinator: Advanced Financial Management (EBMJ402)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(x) Dr J Palframan  
Senior Lecturer (Business Management)**

**Office** MB1105  
**Telephone** 041 504-2577  
**E-Mail** jackie.palframan@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Integrated Financial Planning (EBFV302)
- Coordinator: Financial Planning Environment (EBFD401)
- Coordinator: Financial Planning Case Study (EBFD412)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(xi) Ms N Khumalo  
Lecturer (Business Management)**

**Office** MB1103  
**Telephone** 041 504-2692  
**E-Mail** nonkululeko.khumalo@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: General and Strategic Management (EBMV302)
- Coordinator: International Marketing Management and Strategy (EBMV305) / International Trade and Marketing Environment (EBMV312)
- Coordinator: Advanced Strategic Management (EBMH411)
- Corporate Citizenship (EBMX401)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

**(xii) Mr SA Mtimba  
Lecturer (Business Management)**

**Office** MB1122  
**Telephone** 041 504-4064  
**Email** sinaye.mtimba@mandela.ac.za

**Main tasks and area of teaching**

- Honours treatises (EBML410)
- Masters dissertation (EBMV500)

**(xiii) Dr A Nelmapius  
Lecturer (Business Management)**

**Office** MB1121  
**Telephone** 041 504-1175  
**E-Mail** albert.nelmapius@mandela.ac.za

**Main tasks and area of teaching**

- Introduction to Business Management and Entrepreneurship (Coordinator: EBC1X1)



- Introduction to the Business Functions (Coordinator: EBC1X2)
- Coordinator: Internet Marketing (EBMV332/EBMV342)
- Coordinator: Digital Business Decisions (EBMD402)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(xiv) Ms S Sidat**  
**Lecturer (Business Management)**

**Office** MB1114  
**Telephone** 041 504-4102  
**Email** sumaiya.sidat@mandela.ac.za

**Main tasks and area of teaching**

- Marketing Research (EBMV231)
- Coordinator: Customer Relationship Management (EBFV202)
- Coordinator: Business Ethics in Financial Planning (EBFV212)
- Coordinator: Corporate Citizenship (EBMX401)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

**(xv) Dr S Watson**  
**Lecturer (Business Management)**

**Office** MB1110  
**Telephone** 041 504-4065  
**Email** storm.watson@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Introduction to Business Management and Entrepreneurship (EB121)
- Coordinator: Introduction to the Business Functions (EB122)
- Business Research (EBMR420)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

**(xvi) Ms K Moduka**  
**Associate Lecturer (Business Management)**

**Office** MB1115  
**Telephone** 041 504-2021  
**Email** keneiloe.moduka@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Principles of Estate Planning (EBFV301)
- Coordinator: Financial Planning Practice Management (EBFV312)
- Financial Planning Environment (EBFD401)
- Personal Financial Planning (EBFD411)
- Corporate Financial Planning (EBFD402)
- Financial Planning Case Study (EBFD412)

**(xvii) Mr R Pandie**  
**Associate Lecturer (Business Management)**

**Office** MB1116  
**Telephone** 041 504-4835  
**Email** raaiq.pandie@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Personal Financial Planning (EBFV201)
- Coordinator: Risk Management (EBFV211)
- Coordinator: Corporate Financial Planning (EBFV222)
- Coordinator: Investment Management (EBFV242)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

**(xviii) Mr S Sirayi**  
**Associate Lecturer (Business Management)**

**Office** MB1118  
**Telephone** 041 504-1392  
**Email** siyabonga.sirayi@mandela.ac.za

**Main tasks and area of teaching**

- Coordinator: Fundamentals of Personal Finance (EBF1001)
- Coordinator: Marketing Management (EBMV201)
- Coordinator: Logistics and Purchasing Management (EBMV202)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

**(xix) Ms E Kobese**  
**Junior Lecturer (Business Management)**

**Office** MB1115  
**Telephone** 041 504-2021  
**Email** emihlelisahleli.kobese@mandela.ac.za

**Main tasks and area of teaching**

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

**(xx) Ms L Stear**  
**Junior Lecturer (Business Management)**

**Office** MB1115  
**Telephone** 041 504-2021  
**Email** leighcavanagh.stear@mandela.ac.za

**Main tasks and area of teaching**

- Introduction to Business Management and Entrepreneurship (EBC1X1)
- Introduction to the Business Functions (EBC1X2)

**(xxi) Dr W Kupangwa**  
**Postdoctoral Fellow (Business Management)**

**Office** MB1122  
**Telephone** 041 504-2475  
**Email** welcome.kupangwa@mandela.ac.za

**Main tasks and area of teaching**

- General and Strategic Management (EBMV302)
- Advanced Strategic Management (EBMH411)
- Masters dissertations (EBMV500)

**(xxii) Ms P Badane**  
**Academic Advisor**

**Office** MB1117  
**Telephone** 041 504-2157  
**Email** pfunzo.badane@mandela.ac.za

**Main tasks and area of teaching**

- Assisting students with academic-related issues and issues impeding their studies (not assisting with module content)
- Presenting workshops to assist students excel in their studies

**(xxiii) Ms N Adams**  
**Secretary – HOD and Postgraduate studies**

**Office** MB1104  
**Telephone** 041 504-2201  
**E-mail** nasreen.adams@mandela.ac.za

**(xxiv) Ms V Vinqi**  
**Administrative assistant – Undergraduate studies**

**Office** MB1106  
**Telephone** 041 504-4745  
**Email** vuyokazi.vinqi@mandela.ac.za

**4.2 GEORGE CAMPUS**

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

**Office** Admin building 0149  
**Telephone** 044 801-5587  
**E-mail** arthur.peters@mandela.ac.za

**Main tasks and area of teaching**

- Introduction to Business Management and Entrepreneurship (EB121/EBC1X1)
- Introduction to the Business Functions (EB122/EBC1X2)
- Marketing Management (EBMV201)
- Logistics and Purchasing Management (EBMV202)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

(ii) **Ms N Maliwa**  
**Associate Lecturer (Business Management)**

**Office** Admin building 0149  
**Telephone** 044 801-5587  
**Email** nomatamsanqa.maliwa@mandela.ac.za

**Main tasks and area of teaching**

- Fundamentals of Personal Finance (EBF1001)
- Financial Management (EBMV301)
- General and Strategic Management (EBMV302)
- International Marketing Management and Strategy (EBMV305) / International Trade and Marketing Environment (EBMV312)
- Honours treatises (EBML410)

(iii) **Ms C Cupido**  
**Administrative assistant**

**Office** Admin 0144  
**Telephone** 044 801-5570  
**Email** charlene.cupido@mandela.ac.za

**5 SEMESTER AND RECESS DATES**

The semester dates for 2025 are as follows:

<b>Semester</b>	<b>Lectures commence</b>		<b>Last day of lectures</b>	
Semester 1	Monday	10 February	Wednesday	29 May
Semester 2	Monday	21 July	Friday	31 October

Please consult the recess periods below for the recess dates during semester one and semester two. The recess dates for 2025 are as follows:

<b>Recess commences</b>		<b>Last day of recess</b>	
Monday	1 January	Sunday	9 February
Saturday	29 March	Sunday	6 April
Sunday	26 June	Sunday	13 July
Saturday	6 September	Sunday	14 September
Tuesday	27 November	Tuesday	31 December

**6 WRITTEN EXAMINATIONS**

Written examinations, organised by the Examinations Department, are scheduled as follow in 2025:

First semester (mid-year) Monday, 2 June – Wednesday, 25 June  
Second semester (year-end) Tuesday, 4 November – Wednesday, 26 November

Re-examinations for the modules offered during the first semester will take place from Monday, 14 July 2025 to Friday, 18 July 2025. Re-examinations for the modules offered during the second semester will take place from 15 January 2026 to 23 January 2026. Please consult the 2025 online academic calendar for updated information.

The vast majority of the modules within the department are examinable while a few modules remain continuous assessment modules. Your lecturer will inform you accordingly. This implies that a number of various types of assessments will take place throughout each semester. Assessment details for all modules are published in the study guides of the various modules. For the 2025 academic year, **no minimum class mark/DP** is required to have access to the examinations. However, in order to pass an examinable module, **a final mark of 50% is required with a minimum mark of 40% for the examinations**. Please familiarise yourself with the rules relating to examinations, supplementary/re-examination and last outstanding modules as stipulated in the university's 2025 General Prospectus.

## 7 UNDERGRADUATE MODULES

Modules offered by the department on the South campus are:

YEAR LEVEL	FIRST SEMESTER (FEBRUARY – JUNE)	SECOND SEMESTER (JULY – NOVEMBER)
FIRST	Introduction to Business Management and Entrepreneurship EB121/EBC1X1/EBEB101	Introduction to the Business Functions EB122/EBC1X2/EBEB102 Entrepreneurship EBMV122 Fundamentals of Personal Finance EBF1001
SECOND	Marketing Management EBMV201/EBHM201 Marketing Research EBMV231 Personal Financial Planning EBFV201 Risk Management EBFV211	Logistics and Purchasing Management EBMV202/EBHM202 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/EBHM311 Services Marketing EBMV341 Estate Planning EBFV301 Retirement Planning EBFV311	General and Strategic Management EBMV302/EBHM312 Internet Marketing Strategies EBMV332; EBMV342 International Marketing Management and Strategy EBMV305 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.

<b>Module name</b>	<b>Module code dependent on programme – phasing out or new</b>
Introduction to Business Management and Entrepreneurship	<b>EB121</b> ; EB101; EBC101; EBCV101; EBEB101
Introduction to Business Management and Entrepreneurship – Augmented	<b>EBC1X1</b> ; EB1X1
Introduction to the Business Functions	<b>EB122</b> ; EB102; EBC102; EBCV102; EBEB102
Introduction to the Business Functions – Augmented	<b>EBC1X2</b> ; EB1X2
Entrepreneurship (for Humanities and Social Sciences)	<b>EBMV122</b> ; EBMV1X2; EBM116
Marketing Management	<b>EBMV201</b> ; EBM201, EBHM201
Logistics and Purchasing Management	<b>EBMV202</b> ; EBM202, EBHM202
Financial Management	<b>EBMV301</b> ; EBHM311
General and Strategic Management	<b>EBMV302</b> ; EBM302, EBHM312
Marketing Research	<b>EBMV231</b>
Marketing Communications Management	<b>EBMV212</b>
Services Marketing	<b>EBMV341</b>
Internet Marketing Strategies	<b>EBMV332</b> ; <b>EBMV342</b>
International Marketing Management and Strategy	<b>EBMV305</b> ; EBM305; EBHM332
International Trade and Marketing Environment	<b>EBMV312</b> ; EBM333
Personal Financial Planning	<b>EBFV201</b> ; EBF201
Corporate Financial Planning	<b>EBFV222</b> ; EBF204
Risk Management	<b>EBFV211</b> ; EBF205
Investment Management	<b>EBFV242</b> ; EBF206
Customer Relationship Management	<b>EBFV202</b> ; EBF207; EBCR202
Business Ethics	<b>EBFV212</b> ; EBF209
Principles of Estate Planning	<b>EBFV301</b> ; EBF302
Principles of Retirement Planning	<b>EBFV311</b> ; EBF303
Integrated Financial Planning	<b>EBFV302</b> ; EBF304
Financial Planning Practice Management	<b>EBFV312</b> ; EBF308
Fundamentals of Personal Finance	<b>EBF1001</b>

## 8 UNDERGRADUATE TIMETABLE AND VENUES

Note that only EB121 and EB122 as well as EBMV122 on the South Campus are duplicated. **Please note that none of the undergraduate 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. 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 Surnames A-M	Mondays Wednesdays	09:05 – 10:15 14:25 – 15:35	Mo03 + Mo04 We11 + We12	123 00 07 123 00 07
EB121 Surnames N-Z	Tuesdays Fridays	14:25 – 15:35 09:05 – 10:15	Tu11 + Tu12 Fr03 + Fr04	123 00 07 123 00 07
EB122 Surnames A-M	Monday Wednesdays	14:25 – 15:35 11:45 – 12:55	Mo11 + Mo12 We07+ We08	123 00 07 123 00 07
EB122 Surnames N-Z	Tuesdays Fridays	11:45 – 12:55 09:05 – 10:15	Tu07 + Tu08 Fr03 + Fr04	123 00 07 123 00 07
EBMV122 Group 1	Mondays Wednesdays	15:45 – 16:55 11:45 – 12:55	Mo13 + Mo14 We07 + We08	123 00 07 5 00 07
EBMV122 Group 2	Mondays Fridays	15:45 – 16:55 13:05 – 14:15	Mo13 + Mo14 Th09 + Th10	123 00 07 35 00 05

### (ii) Second year modules

Lecture group	Day	Time	Timetable group	Venue
EBMV201	Tuesdays Wednesday Fridays	14:25 – 15:35 09:05 – 10:15 09:05 – 10:15	Tu11 + Tu12 Wed01 + Wed02 Fr03 + Fr04	35 00 40 123 00 07 35 00 40
EBMV202	Tuesdays Wednesdays	10:25 – 11:35 10:25 – 11:35	Tu05 + Tu06 We05 + We06	35 00 40 35 00 40
EBMV231	Tuesdays Thursdays	11:45 – 12:55 14:25 – 15:35	Tu07 + Tu08 Th11 + Th12	35 00 13 04 0002
EBMV212	Mondays Wednesdays	09:05 – 10:15 14:25 – 15:35	Mo03 + Mo04 We11 + We12	123 00 02 123 00 02
EBFV201	Mondays Thursdays	14:25 – 15:35 07:45 – 08:55	Mo11 + Mo12 Th01 + Th02	35 00 18 04 00 05

Lecture group	Day	Time	Timetable group	Venue
EBFV222	Tuesdays Thursdays	10:25 – 11:35 10:25 – 11:35	Tu05 + Tu06 Th05 + Th06	35 00 14 35 00 13
EBFV211	Mondays Wednesdays	09:05 – 10:15 10:25 – 11:35	Mo07 + Mo08 Th05 + Th06	05 00 02 35 005 13
EBFV242	Mondays Wednesdays	14:25 – 15:35 14:25 – 15:35	Mo11 + Mo12 We11 + We12	05 00 01 04 00 01
EBFV202	Mondays Wednesdays	10:25 – 11:35 13:05 – 14:15	Mo05 + Mo06 We09 + We10	35 00 27 123 00 26
EBFV212	Mondays	15:45 – 16:55	Mo13 + Mo14	35 00 05

(iii) Third year modules

Lecture group	Day	Time	Timetable group	Venue
EBMV301	Mondays Wednesdays	11:45 – 12:55 11:45 – 12:55	Mo07 + Mo08 We07 + We08	35 00 40 35 00 40
EBMV302	Tuesdays Thursdays	09:05 – 10:15 14:25 – 15:35	Tu03 + Tu04 Th11 + Th12	123 00 26 35 00 05
EBMV341	Mondays Wednesdays	13:05 – 14:15 13:05 – 14:15	Mo09 + Mo10 We09 + We10	35 00 16 04 00 01
EBMV332	Mondays Tuesdays	13:05 – 14:15 14:25 – 15:35	Mo09 + Mo10 Tu11 + Tu12	35 00 27 35 00 22
EBMV305	Mondays Wednesdays	15:45 – 16:55 11:45 – 12:55	Mo13 + Mo14 We07 + We08	04 00 03 05 00 03
EBFV301	Mondays Fridays	10:25 – 11:35 10:25 – 11:35	Mo05 + Mo06 Fr05 + Fr06	35 00 04 04 00 01
EBFV311	Fridays Fridays	09:15 – 10:15 14:25 – 15:35	Fr03 + Fr04 Fr11 + Fr12	35 00 16 35 00 13
EBFV302	Tuesdays Fridays	08:20 – 10:15 08:20 – 10:15	Tu02 – Tu04 Fr02 – Fi04	Online 35 00 1
EBFV312	Wednesdays Fridays	09:05 – 10:15 10:25 – 11:35	We03 + We04 Fr05 + Fr06	35 00 14 35 00 16



## 9 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*. 3<sup>rd</sup> edition. Port Elizabeth, South Africa: Prudentia.

#### **Module EBMV122**

Mmako, N.M., Sambo, W. & Shambare, R. (Eds.). 2021. *Entrepreneurial skills*. 2<sup>nd</sup> edition. Pretoria, South Africa: Van Schaik.

#### **Module EBF1001**

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

### SECOND YEAR

#### **Module EBMV201**

Kotler, P. & Armstrong, G. 2021. *Principles of marketing: Global Edition*. 18<sup>th</sup> edition. United Kingdom: Pearson.

#### **Module EBMV202**

Badenhorst-Weiss, J.A., Cilliers, J.O., Dlamini, W. & Ambe, I.M. 2018. *Purchasing and supply management*. 7<sup>th</sup> edition. Pretoria, South Africa: Van Schaik.

#### **Module EBMV231**

Wiid, J. & Diggins, C. 2015. *Marketing research*. 4<sup>th</sup> edition. Cape Town, South Africa: Juta.

#### **Module EBMV212**

Andrews, J.C. & Shimp, T.A. & 2018. *Advertising, promotion, and other aspects of integrated marketing communications*. 10<sup>th</sup> edition. Boston, MA: Cengage Learning.

#### **Module EBFV201 and EBFV222**

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L., Palframan, J. & Rabenowitz, P. 2025. *Fundamentals of financial planning*. Butterworth, South Africa: LexisNexis.

#### **Module EBFV211**

Reida, G.E. & McNamara, M.J. 2014. *Principles of risk management and insurance*. Global edition. 12<sup>th</sup> edition. Harlow, England: Pearson.

#### **Module EBFV242**

Reilly, F.K. & Brown, K.C. 2015. *Analysis of investments and management of portfolios*. Europe, Middle East and Africa edition. Hampshire, United Kingdom: Cengage Learning.

#### **Module EBFV202**

Berndt, A. & Tait, M. (Eds). 2019. *Relationship marketing and customer relationship management*. 4<sup>th</sup> edition. Lansdowne, South Africa: Juta.

**Module EBFV212**

Ghillyer, A. 2018. *Business ethics now*. 5<sup>th</sup> edition. New York, NY: McGraw-Hill.

**THIRD YEAR****Module EBMV301**

Marx, J., De Swardt, C., Pretorius, M., Rosslyn-Smith, W. & Morake, M.B. 2023. *Financial Management in Southern Africa*. 6<sup>th</sup> edition. Cape Town: Maskew Miller Learning.

**Module EBMV302**

Louw, L. & Venter, P. Eds. 2019. *Strategic management: Towards sustainable strategies in Southern Africa*. 4<sup>th</sup> edition. Cape Town, South Africa: Oxford Press.

**Module EBMV341**

Wirtz, J. 2022. *Essentials of services marketing*. 4<sup>th</sup> edition. Harlow, England: Pearson.

**Module EBMV332**

Stokes, R. and the Creative Minds of Red & Yellow. 2018. *eMarketing: The essential guide to marketing in a digital world*. 6<sup>th</sup> edition. Cape Town, South Africa: Red & Yellow.

**Module EBMV305 and EBMV312**

Doole, I., Lowe, R. & Kenyon, A.J. 2022. *International marketing strategy: Analysis, development and implementation*. 9<sup>th</sup> edition. Hampshire, England: Cengage Learning.

**Module EBFV301, EBFV311 and EBFV302**

Goodall, B., Rossini, L., Botha, M., Geach, W., Du Preez, L. & Rabenowitz, P. 2025. *South African Financial Planning Handbook*. Durban, Butterworth: LexisNexis.

**Module EBFV312**

Goodall, B., Rossini, L., Botha, M., Geach, W., Du Preez, L. & Rabenowitz, P. 2025. *South African Financial Planning Handbook*. Durban, Butterworth: LexisNexis.

Rossini, L. & Maree, J. 2015. *The business of financial advice – A guide for financial advisers to building a service-based business*. Cape Town, South Africa: Juta.

**10 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
Strategic Management Journal	Stock Exchange Monthly Bulletin
The Investment Analysts Journal	The Purchasing Digest SA
Trends	
South African Journal of Business Management	

## 11 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. As 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.

## **12 CLASS ATTENDANCE, CLASS PARTICIPATION, CLASS PERFORMANCE AND ASSESSMENTS**

The Department of Business Management is aware that some students adopt a reckless attitude with regard to class attendance and the completion/submission of assessments. The importance of these issues is also highlighted in the Nelson Mandela University General Prospectus 2025, 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 General Prospectus 2025).
- (ii) Opportunities are provided for students to participate in various types of assessments, such as assignments, quizzes, tutorials, semester (module) tests, and end-of-module assessments (applicable only to continuous assessment modules). 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 General Prospectus 2025).
- (iii) Tests, as well as various other types of continuous assessments, 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). **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 assessment.** However, any direct 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 policy regarding assessments  
The dates for all assessments and submissions are known well in advance as the dates are provided in the study guides of the modules. All the assessments (and submissions) for each of the modules, as indicated in section (viii), are compulsory for all students. **The departmental policy stipulates that no previous assessments (e.g. tests and exam papers) and memorandums are made available. In addition, the multiple choice section of tests are not returned to students.**

### **FIRST YEAR STUDENTS**

**EB121 (EBC1X1) and EB122 (EBC1X2) – Both semester tests are compulsory** for all students. The **average mark** of the two semester tests will be considered, in conjunction with the other **compulsory** assessments (assignment and tutorials), when calculating the class mark. The **average mark** of the **three tutorials** will be considered, in conjunction with the other **compulsory** assessments (semester tests), when calculating the class mark.

**EBMV122 – Both** semester tests are **compulsory** for all students. The average mark of the two semester tests will be considered, in conjunction with the other **compulsory** assessments (quizzes and assignment) when calculating the class mark.

**EBF1001 – Both** semester tests are **compulsory** for all students. The average mark of the two semester tests will be considered, in conjunction with the other **compulsory** assessments (tutorials and assignment) when calculating the class mark.

### **SECOND YEAR STUDENTS**

**EBMV201 – Both** semester tests are **compulsory** for all students. The **average** of the two semester tests will be considered, in conjunction with the **compulsory** assessments (assignment and quizzes), when calculating the class mark for EBMV201.

**EBMV202, EBFV211, EBFV202 and EBMV212 – Both** semester tests are **compulsory** for all students. The **average mark** of the two semester tests, in conjunction with the other **compulsory** assessments (assignment and/or quizzes), will be considered when calculating the class mark.

**EBFV201 and EBFV222 – Both** semester tests are **compulsory** for all students. The **average mark** of the two semester tests, in conjunction with the other **compulsory** assessments (assignment, tutorials and class activities/participation), will be considered when calculating the class mark.

**EBFV242 – All three** semester tests are **compulsory** for all students. The **average mark** of the three semester tests, in conjunction with the other **compulsory** assessments (assignment and tutorials), will be considered when calculating the class mark.

**EBMV231 – All assessment** (quizzes, assignments, semester test, marketing research proposal and marketing research report) are **compulsory** for all students. The **final mark is calculated based on the weights of all the assessments** for this **continuous assessment module**.

### **THIRD YEAR STUDENTS**

**EBMV301 and EBFV311 – Both** semester tests are **compulsory** for all students. The **average** of the two semester tests, in conjunction with the other **compulsory** assessments (assignment and tutorials), will be used when calculating the class mark.

**EBFV301 and EBFV312 – Both** semester tests are **compulsory** for all students. The **average** of the two semester tests, in conjunction with the other **compulsory** assessments (quizzes and assignment), will be used when calculating the class mark. The **average mark** of the **three quizzes** will be considered, in conjunction with the other **compulsory** assessments (semester tests), when calculating the class mark.

**EBMV302, EBMV305 and EBFV302 – Both** semester tests are **compulsory** for all students. The **average** of the two semester tests, in conjunction with the other **compulsory** assessments (assignment), will be used when calculating the class mark.

**EBMV332 – Both** semester tests are **compulsory** for all students. The **average** mark of the two semester tests, in conjunction with the other **compulsory** assessments (presentation and assignment), 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, in conjunction with the other **compulsory** assessments (assignment), when calculating the class mark.

(v) Illness during assessments

Should a student be ill during **any** of the scheduled assessments, such a **student needs to submit (within three working days after the scheduled assessment 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 assessment in question. Certificates may be telephonically verified. (Refer to the Nelson Mandela University General Prospectus 2025 Rule G1.10.5 and sub-rules).

**No additional assessments 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 assessment 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 ASSESSMENT 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 assessments will be scheduled for this purpose.**

- (vii) Non-submission of assessments (online or hard copy) on due dates due to reasons such as load shedding are not acceptable as students should plan accordingly as due dates are known in advance.

### 13 CALCULATION OF FINAL MARKS

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

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

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

- First year modules

#### **EB121 and EBEB101**

Semester test (average of two)	weight 60
Group assignment	weight 25
Tutorials (average of three)	weight <u>15</u>
Total	weight 100

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

#### **EB122 and EBEB102**

Semester test (average of two)	weight 60
Group assignment	weight 25
Tutorials (average of three)	weight <u>15</u>
Total	weight 100

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

#### **EBC1X1**

Semester test (average of two)	weight 50
Group assignment	weight 25
Tutorials (average of three)	weight 15
Class test average	weight <u>10</u>
Total	weight 100

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

#### **EBC1X2**

Semester test (average of two)	weight 50
Group assignment	weight 25
Tutorials (average of three)	weight 15
Class test average	weight <u>10</u>
Total	weight 100

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

**EBF1001**

Semester test (average of two)	weight 55
Assignment	weight 30
Tutorials	weight <u>15</u>
Total	weight <u>100</u>

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

**EBMV122**

Semester test (average of two)	weight 60
Quizzes	weight 15
Assignment	weight <u>25</u>
Total	weight 100

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

- Second year modules

**EBMV201 and EBHM201**

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

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

**EBMV202 and EBHM202**

Semester test (average of two)	weight 60
Assignment	weight 25
Quizzes (average of six)	weight <u>15</u>
Total	weight 100

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

**EBMV231**

Semester tests (two)	weight 40
Assignments (four)	weight 20
Marketing research proposal	weight 20
Marketing research report	weight <u>20</u>
FINAL MARK	weight <u>100</u>

**EBMV212**

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



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

**EBFV201**

Semester test (average of two)	weight 60
Assignment	weight 25
Tutorials and class activities	weight <u>15</u>
Total	weight 100

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

**EBFV202 and EBCR202**

Semester test (average of two)	weight 60
Quizzes	weight 20
Assignment	weight <u>20</u>
Total	weight 100

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

**EBFV211**

Semester test (average of two)	weight 60
Assignment	weight 25
Tutorials	weight <u>15</u>
Total	weight 100

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

**EBFV212**

Semester test (average of two)	weight 50
Quizzes	weight 20
Presentation	weight 10
Assignment	weight <u>20</u>
Total	weight 100

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

**EBFV222**

Semester test (average of two)	weight 60
Assignment	weight 25
Tutorials and class activities	weight <u>15</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 20
Tutorials	weight <u>5</u>
Total	weight 100
Class mark	weight 50
Exam mark	weight <u>50</u>
FINAL MARK	<u>100</u>

- Third year modules

**EBMV301 and EBMH311**

Semester test (average of two)	weight 65
Assignment	weight 15
Tutorials	weight <u>20</u>
Total	weight 100
Class mark	weight 50
Exam mark	weight <u>50</u>
FINAL MARK	<u>100</u>

**EBMV302 and EBHM312**

Semester test (average of two)	weight 70
Assignment	weight 20
Tutorials	weight <u>10</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 50
Quizzes	weight 25
Assignment	weight <u>25</u>
Total	weight 100
Class mark	weight 50
Exam mark	weight <u>50</u>
FINAL MARK	<u>100</u>

**EBMV305 and EBHM332**

Semester test (average of two)	weight 50
Quizzes	weight 25
Assignment	weight <u>25</u>
Total	weight 100
Class mark	weight 40
Exam mark	weight <u>60</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>

**EBMV341**

Semester tests (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>

**EBFV301**

Semester test (average of two)	weight 65
Quizzes (average of three)	weight 10
Assignment	weight <u>25</u>
Total	100

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

**EBFV311**

Semester test (average of two)	weight 70
Assignment	weight 20
Tutorials	weight <u>10</u>
Total	weight 100

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

**EBFV312**

Semester test (average of two)	weight 65
Quizzes (average of three)	weight 10
Assignment	weight <u>25</u>
Total	100

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

**EBFV302**

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. **All assessment dates are announced beforehand, and it is your duty to take note of such arrangements, particularly the dates. The venues and times for written assessments will be announced in class.**

**It is compulsory for students to complete all assessments and adhere to any other stipulated module requirements. Failure to comply will mostly likely result in the failure of a module. No minimum class mark (DP) is needed for entrance to the examination. Please note that in order to pass an examinable module, a final mark of 50% is required and a subminimum performance (examination mark) of 40% must be achieved to pass 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%).** (Refer to the Nelson Mandela University General Prospectus 2025).

**For Continuous Assessment (CA) modules, a final mark of 50% is required. Very important: For CA modules, there are NO (additional) re-assessment opportunities during the year or at the beginning of the following year if you have it as a “last outstanding” module (see Rule G1.15.3).**

Repeat students' marks from previous years may not be transferred.

Should one of your **examinable** Business Management modules be your last outstanding module following the June/November 2025 examinations, you will be eligible for a supplementary examination (see Rules G1.15 and sub-rules).

If you missed an examination or if you have any exam-related query (June/July and/or November/December), you should contact the NMU Assessment and Graduation office directly (see Rules G1.12 and sub-rules).

## 14 **ASSIGNMENTS**

Undergraduate students may be required to complete at written assignments. **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 (or group of students') **own effort**. The relevant lecturer will explain in detail the requirements of the assignment. 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 (group of students) be dishonest by copying a fellow student's (or groups of students') assignment, in part or whole, such a case will be reported to the disciplinary committee of Nelson Mandela University.

## 15 **AI STATEMENT**

See below how GenAI tools may be used as well as the uses that are prohibited.

### **Permission Example**

Generative Artificial Intelligence (GenAI) tools are essential resources. It is valuable for you to engage critically with these tools and explore their use in generating content submitted for assessment in this course, including [papers, take-home examinations, and specified other assignments]. You remain responsible for all content you submit for assessments. You may use GenAI tools to help generate ideas and brainstorm. However, you should note that the material generated by these tools may be inaccurate, incomplete, and biased. We encourage you to consider how GenAI complements, replaces, or fails to replace your contributions and abilities.

Suppose you include content (e.g., ideas, text, code, images) that was generated, in whole or in part, by Generative Artificial Intelligence tools (including, but not limited to, ChatGPT and other large language models) in work submitted for evaluation in this course, this work **MUST** be declared/acknowledged. Failure to properly cite sources, including AI tools for generating content, would be considered Academic Misconduct, violating the University's Plagiarism Policy (305.04).

### **Prohibition Example**

By submitting work for evaluation in this course, you represent it as your own intellectual product. Submitting content for evaluation (e.g., ideas, text, code, images) that was generated, in whole or in part, by Generative Artificial Intelligence tools (including, but not limited to, ChatGPT and other large language models) would be considered Academic Dishonesty in violation of the University's Plagiarism Policy (305.04).

### **Declaration Statement for Research Submission Example**

I, [Student Name], declare that in the course of conducting my research for the thesis titled [Treatise/Dissertation/Thesis Title], I have utilised AI tools, including ChatGPT, in the following aspects of my study:

[Specify Aspects or Stages of Study where AI Tools were Employed]  
[Provide Examples of Prompts Used for AI Assistance]

I further acknowledge that AI tools have been employed to augment my literature review process and provide additional guidance in the synthesis of information. However, I understand that the responsibility for formulating research questions, hypotheses, and purpose statements lies with the researcher, and AI tools are employed as supportive aids.

I hereby affirm that all citations and references to AI-generated content derived from ChatGPT are appropriately attributed in accordance with academic standards.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**16 POLICY: GRANTING OF SUPPLEMENTARY EXAMINATIONS**

Refer to the Nelson Mandela University General Prospectus 2025. In order to pass an examinable 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 Assessment and Graduation office. 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 Assessment and Graduation office and NOT to lecturers. **Supplementary examinations in Business Management are written examinations and follow the same format as the original final assessment.**

**17 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 General Prospectus 2025.

<b>MODULE CODE</b>	<b>PREREQUISITES AND REMARKS</b>
EBMV201 EBMV202 EBMV301 EBMV302 EBFV202	Must have passed EB122
EBMV212	Must have passed EBMV201
EBMV332	Must have passed EBMV201
EBMV322	Must have passed EBMV201
EBFV201 EBFV211	Must have passed STAV101/MACV101 and STAV102
EBFV222	Must have passed EBFV201
EBFV242	Must have passed RV101/RNCV111, RGV1021/RNCV112, MACV101 and STAV102
EBFV301	Must have passed RV101/RNC111, RV102/RGV102/RNCV112, MACV101 and STAV102
EBFV311	Must have passed EBFV201 and EBFV222
EBFV302	Must have passed EBFV211, EBFV301 and EBFV311
EBFV312	Must have passed EBFV201 and EBFV222

**18 UNDERGRADUATE SYLLABI****EB121 – Introduction to Business Management and Entrepreneurship***Credit value 12 – NQF level 5 – Notional hours 120***EBC1X1 – Introduction to Business Management and Entrepreneurship Extended***Credit value 9 – NQF level 5 – Notional hours 180*

- 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 – Notional hours 120***EBC1X2 – Introduction to the Business Functions Extended***Credit value 9 – NQF level 5 – Notional hours 180*

- 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

**EBMV122 – Entrepreneurship***Credit value 10 – NQF level 5 – Notional hours 100*

- Introduction to the entrepreneur
- Effectual entrepreneurship
- Entrepreneurial opportunity
- Skills set of an entrepreneur
- Entrepreneurial leadership and management
- Networking in entrepreneurship
- Social entrepreneurship
- Creativity and innovation: The driving force of entrepreneurship
- Setting business goals
- Legal issues in business
- Marketing and sales for entrepreneurs
- Financial skills
- Production and operations management

**EBMV201 – Marketing Management***Credit value 14 – NQF level 6 – Notional hours 140*

- 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 – Logistics and Purchasing Management**

*Credit value 14 – NQF level 6 – Notional hours 140*

- 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

### **EBMV231 – Marketing Research**

*Credit value 14 – NQF level 6 – Notional hours 140*

- Perspectives of marketing research
- Overview of the marketing research process
- Problem definition and research objectives
- Research design and proposal
- Collection of secondary data
- Measurement and questionnaire design
- Collecting primary data: quantitative techniques
- Collecting primary data: qualitative techniques
- Designing the sample plan
- Preparing and processing primary data
- Exploring data analysis
- The research report



### **EBMV212 – Marketing Communications Management**

*Credit value 14 – NQF level 6 – Notional hours 140*

- 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 – Notional hours 160*

- 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 – Notional hours 160*

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

### **EBFV211 – Risk Management**

*Credit value 14 – NQF level 6 – Notional hours 140*

- 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 – Notional hours 160*

- 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 – Notional hours 120*

- 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 – Notional hours 100*

- 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 – Notional hours 240*

- Fundamentals of financial management
  - The financial goals of a firm
  - Understanding financial statements
  - Analysing financial statements
  - Business and financial planning
  - Risk and return
  - The time value of money
  - Valuation of shares and debentures
- Short-term financial management: The management of working capital
  - Net working capital and cash flow management
  - The management of accounts receivable
  - The management of inventory
- Long-term financial management: Investments
  - Capital budgeting and cash flow principles
  - Capital budgeting techniques
  - Risk adjustments and other refinements to capital budgeting
- Long-term financial management: Financing
  - The cost of capital
  - Leverage and capital structure
  - Dividend policy

### **EBMV302 – General and Strategic Management**

*Credit value 24 – NQF level 7 – Notional hours 240*

- Strategy, stakeholders & strategic direction
  - Introduction – the nature of strategic management
  - The purpose and context of business: Key elements of sustainable organisation
  - Strategic direction
- Strategic analysis
  - Strategic decision-making
  - Analysing the macro-environment
  - Analysing the industry environment
  - Analysing the internal environment
- Strategic development and formulation
  - Business level strategy
  - Strategic innovation
  - Corporate level strategy
  - Strategies for international competitive advantage
- Strategy implementation
  - Strategic leadership
  - Organisational alignment and strategy implementation through organisational architecture
  - Strategic risk management

**EBMV341 – Services Marketing***Credit value 24 – NQF level 7 – Notional hours 240*

- Understanding services markets, products and customers
  - Introduction to services marketing
  - Consumer behaviour in a services context
  - Positioning services in competitive markets
- Applying the 4Ps of marketing to services
  - Developing service products and brands
  - Distributing services through physical and electronic channels
  - Setting prices and implementing revenue management
  - Promoting services and educating customers
- Customer interfaces, relationships and service excellence
  - Designing service processes
  - Crafting the service environment
  - Managing people for service advantage
  - Complaint handling and service recovery
  - Building a world-class service organisation

**EBMV332 – Internet Marketing Strategies***Credit value 24 – NQF level 7 – Notional hours 240*

- Strategy and context
- Understanding consumer behaviour
- Market research
- User experience design
- Web development and design
- Mobile channels and apps
- Search engine optimization (SEO)
- E-commerce
- Search advertising
- Online advertising
- Social media advertising
- Social media strategy
- Direct marketing: email and mobile
- Conversion optimisation
- Data analytics

**EBMV322 – International Marketing Management and Strategy***Credit value 24 – NQF level 7 – Notional hours 240*

- 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 Trade and Marketing Environment**

*Credit value 12 – NQF level 7 – Notional hours 120*

- 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
  - 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 – Notional hours 160*

- 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 – Notional hours 160*

- 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 – Notional hours 240*

This module tests the student's ability, using a case study approach, to deal with advanced issues relating to financial planning's main focus areas:

- Financial planning environment (including financial services legislation and the economic environment)

- Financial management
- Investment planning
- Estate planning
- Retirement planning
- Tax planning
- Risk planning
- Employee benefits planning

### **EBFV312 – Financial Planning Practice Management**

*Credit value 16 – NQF level 7 – Notional hours 160*

- 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

## **19 HONOURS IN BUSINESS MANAGEMENT**

Refer to the Nelson Mandela University General Prospectus 2025 and the Faculty of Business and Economic Sciences Prospectus 2025 for the rules regulating to Honours qualifications and Honours modules.

- (i) General rules for Honours degrees.
- (ii) Rules for the degree Bachelor of Commerce Honours in Business Management.
  - Unless otherwise approved by the Head of Department, the entrance requirement is an average mark of at least 60% for the third-year Business Management modules (or a 60% average for a relevant Advanced Diploma). The Head of Department either approves or rejects both provisional and final applications until the cap is reached.
  - Besides the above requirement, an interview (e.g. in-person, or using MS Teams or Zoom) may also be scheduled.
  - The Honours programme consists of five modules and a treatise module of approximately 30 to 40 A4 pages on an approved topic. The treatise and three other modules are compulsory. Two other electives must be chosen.

- The duration of the Honours qualification is one year of full-time or two years of part-time study. It is recommended that students register as part-time if they are working full-time.

In addition, it must be noted that:

- Three of the six modules must be passed at Nelson Mandela University, namely, EBMH411, EBMX401 and EBML410.

### STRUCTURE AND TITLES OF POSTGRADUATE MODULES

YEAR LEVEL	MODULE	SEMESTER
FOURTH	Digital Business Decisions <i>EBMD402</i>	Second
FOURTH	Advanced Investment Management <i>EBMG402</i>	Second
FOURTH	Advanced Strategic Management <i>EBMH411</i>	First
FOURTH	Advanced Strategic and International Marketing <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 (in 2025)
FOURTH	Corporate Citizenship <i>EBMX401</i>	First

- \* The EBMN410 module is a continuous assessment module. Although this module has the same credit value as the other modules done during a semester, the extended duration of the module gives students the opportunity for deeper reflection, mentorship, and real-world application. The opportunity for real-world application increases the likelihood of meaningful business ventures being established. Establishing viable businesses generally extends beyond typical academic timelines.

## 20 HONOURS PRESCRIBED BOOKS

### Module EBMD402

Sources to be confirmed during lectures.

### Module EBMG402

Bodie, Z., Kane, A. & Marcus, A.J. 2024. *Investments*. 13<sup>th</sup> edition. New York, NY: McGraw-Hill.

### Module EBMH411

Thompson, A.A., Strickland, A.J.; Janes, A.; Sutton, C.; Peteraf, M.A. & Gamble, J.E. 2017. *Crafting and Executing Strategy: The quest for competitive advantage*. 2<sup>nd</sup> International edition. London, England: McGraw-Hill.

**Module EBMI402**

Kotler, P., Keller, K.L. & Chernev, A. 2022. *Marketing management*. 16<sup>th</sup> Global edition. Essex, England: Pearson.

**Module EBMJ402**

Correia, C., Flynn, D., Uliana, E. & Wormald, M. & Dillion, J. 2023. *Financial management*. 10<sup>th</sup> edition. Cape Town, South Africa: Juta.

**Module EBMN410**

No prescribed textbook.

**Module EBMR420**

Struwig, M & Stead G. 2023. *Conducting research*. Johannesburg, South Africa: Wize Books.

**Module EBMX401**

Botha, T., Badenhorst-Weiss, H., Bimha, A., Chodokufa, K., Cohen, T., Cronje, L., Eccles, N., Grobler, A., Le Roux, C., Rudansky-Kloppers, S., Strydom, J., Van Wyk, I. & Young, J. 2016. *Corporate citizenship*. Cape Town, South Africa: Oxford University Press Southern Africa.

**21 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 (EBMD402, 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 and qualified for Honours in the second major as well.**

EBMD402	Digital Business Decisions
EBMG402	Advanced Investment Management
EBMH411	Advanced Strategic Management*
EBMI402	Advanced Strategic and International Marketing
EBMJ402	Advanced Financial Management
EBML410	A treatise on an approved topic*
EBMN410	Entrepreneurship and Small Business Management
EBMR420	Business Research*
EBMX401	Corporate Citizenship*

Classes and assessments for all the Business Management Honours modules, except for EBMR420 and selected EBMN410 sessions, will be in-person on campus. The module EBMR420 is fully online, whereas the module EBMN410 is partially online. With regards to EBML410, the students will complete treatises on an approved topic. The EBML410 Moodle site contains all information on how to complete these treatises. As all modules make use of Moodle, ensure that you obtain the required log in detail for the various Moodle sites.



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

### ***Assessment of the modules***

#### **WRITTEN EXAMS – ALL MODULES EXCLUDING ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT (EBMN410) AND BUSINESS RESEARCH (EBMR420)**

All candidates will be subject to various types of assessments such as semester (module) tests, quizzes, 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. 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) AND BUSINESS RESEARCH (EBMR420)**

All candidates will be subjected to continuous evaluation throughout the year for these modules. The weights of the different continuous assessments done throughout the year will be made known for each module at the start of the module.

#### **EBMD402 – Digital Business Decisions**

*Credit value 20 – NQF level 8 – Notional hours 200*

- Understanding the online environment
- Business Strategy and the online context
- ECommerce
- Online consumer behavioural theories
- Data driven decision making
- Key concepts in conducting market research online
- Content analyses as the basis for developing the user experience
- Assess the quality and effectiveness of web development and design
- Search engine optimisation (SEO)
- Tracking and implementation of Online advertising
- The effectiveness of social media advertising
- Track, monitor and measure social media marketing success
- Strategic uses of social media
- Techniques, measurement and optimising of email and mobile campaigns
- Conversion optimisation
- Introduction to digital data analyses

#### **EBMG402 – Advanced Investment Management**

*Credit value 20 – NQF level 8 – Notional hours 200*

- 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

### **EBMH411 – Advanced Strategic Management**

*Credit value 20 – NQF level 8 – Notional hours 200*

- What is strategy and why is it important?
  - Strategy and the quest for competitive advantage
  - Relationship between a company's strategy and business model
  - What makes a good strategy
  - 6 D's of strategic management
- Leading the process of crafting and executing strategy
  - Steps in strategy making and execution process
- Evaluating an organisation'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
- Strategies for changing the game – new ways of operating and altering the scope of operations
  - Offensive and defensive strategies
  - Horizontal merger and acquisition strategies

- Vertical integration strategies
- Outsourcing strategies
- Strategic alliances and partnerships
- Strategies for international growth
  - Reasons for entering international markets
  - Multi-domestic competition and globalisation
  - Strategic options for entering international markets
  - Three strategic approaches for competing internationally
  - Profit sanctuaries
- Strategies for managing a group of businesses
  - Strategies for entering new businesses
  - Types of diversification
- Strategies for sustainability – people, planet and profit
  - Business ethics
  - Corporate social responsibility strategies and actions
- Configuring the organisation
  - Framework for executing strategy
  - Building an organisation capable of strategy execution
  - Strategy execution and structure
  - Staffing the organisation
  - Systems for strategy execution
  - Organisational processes, policies and procedures
  - Configuration and alignment
- Corporate culture and leadership
  - Instilling an organisational culture conducive to strategy execution
  - Leading the strategy execution process

### **EBMI402 – Advanced Strategic and International Marketing**

*Credit value 20 – NQF level 8 – Notional hours 200*

- Understanding marketing management
  - Defining marketing for the new realities
  - Developing marketing strategies and plans
- Connecting with customers
  - Creating long-term loyalty relationships
  - Analysing consumer markets
  - Analysing business markets
  - Tapping into global markets
- Building strong brands
  - Identifying market segments and targets
  - Crafting the brand positioning
  - Creating brand equity
  - Addressing competition and driving growth
- Creating value
  - Setting product strategy
  - Designing and managing services
  - Developing pricing strategies and programs
- Delivering value
  - Designing and managing integrated marketing channels
- Communicating value
  - Designing and managing integrated marketing communications
  - Managing mass communications: Advertising, sales promotions, events and

- experiences, and public relations
- Managing digital communications: Online, social media, and mobile marketing
- Managing personal communication: Direct and database marketing and personal selling
- The marketing plan

### **EBMJ402 – Advanced Financial Management**

*Credit value 20 – NQF level 8 – Notional hours 200*

- 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

### **EBML410 – Treatise**

*Credit value 30 – NQF level 8 – Notional hours 300*

- An introductory chapter
- A literature review chapter(s)
- A research design and methodology chapter
- Data capturing, analysis and a presentation chapter(s)
- Discussion of findings
- Conclusions and recommendations
- A list of sources

### **EBMN410 – Entrepreneurship and Small Business Management**

*Credit value 20 – NQF level 8 – Notional hours 200*

- Entrepreneurial mind set
- Entrepreneurial thought and action
- Entrepreneurial fit
- New venture ideas and opportunity recognition and screening
- Design thinking
- Family business entrepreneurship
- Corporate entrepreneurship
- Social entrepreneurship

- Resource requirements and business planning
- Lean Canvas
- Entrepreneurial finance
- Start-up issues
- Entrepreneurial marketing and sales

### **EBMR420 – Business Research**

*Credit value 10 – NQF level 8 – Notional hours 100*

- 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 – Notional hours 200*

- Context of CC
  - Introduction to corporate citizenship
  - Sustainable development and climate change
  - Evolution of corporate citizenship
  - Rationale of corporate citizenship
- The “how” of corporate citizenship
  - Responsible leadership
  - Risk management in corporate governance
  - Strategic management and competitive advantage
  - Stakeholder engagement
  - Management of business ethics
  - Performance management and reporting corporate citizenship
- Implementation of corporate citizenship
  - Sustainable procurement and supply chain management
  - Operations and logistics management
  - Human resource function and corporate citizenship
  - Marketing management and corporate citizenship
  - Financial management and corporate citizenship

## **22 POSTGRADUATE DIPLOMA IN FINANCIAL PLANNING**

The Postgraduate Diploma in Financial Planning is also offered by the Department of Business Management on the Summerstrand Campuses. The diploma consists of four modules during one academic year. Two modules are offered in the first semester and two modules in the second semester. All the modules are offered face-to-face in block weeks with support online via Ms Teams and Moodle.

- 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 is:**

Goodall, B., Rossini, L., Botha, M., Geach, W., Du Preez, L. & Rabenowitz, P. 2025. *South African Financial Planning Handbook*. Durban, Butterworth: LexisNexis.

**The recommended textbooks are:**

Botha, M., Muller, C., Rabenowitz, P. & Hugo, J. 2025. *SA Financial Planning Case Studies*. 1<sup>st</sup> edition Revised. LexisNexis South Africa. Available LexisNexis.

Meyer, E.G. 2025. *Notes on Estate and Financial Plans: Meyer on Case Studies*. Order online from Mr Meyer.

**Mode of delivery and module details:**

All learning is on a blended basis consisting of face-to-face block week lectures and tutorials on campus and additional work shared on Moodle. Please consult the relevant module coordinators for more information.

The dates for the block week lectures are provide in the table below and will be presented daily from 08:00 until 16:00 in Lecture Room 5 at the Business School on Second Avenue Campus.

<b>DATES</b>	<b>MODULE</b>	<b>LECTURERS</b>
3 – 7 March 2025	EBFD401	Dr J Palframan & Ms K Moduka
7 – 11 April 2025	EBFD411	Dr J Kinsman & Ms K Moduka
28 July – 1 August 2025	EBFD402	Dr J Kinsman & Ms K Moduka
25 – 28 August 2025	EBFD412	Dr J Palframan & Ms K Moduka

It is important to note however that assessments and on-going support is provided throughout the semester and will be concluded at the end of the semester.

The outline of chapters is provided for each module. Some chapters are duplicated as there is a cross-over of work in between the modules.

<b>MODULE</b>	<b>CHAPTERS COVERED IN PRESCRIBED TEXTBOOK</b>
EBFD401	1-8, 15, 23, 25-30
EBFD411	9-10, 12-22, 24-30, 31-35, 37-38
EBFD402	3-5, 11, 21-22, 36-37, 39-41
EBFD412	All above chapters plus Meyer, E.G. 2025. <i>Notes on Estate and Financial Plans: Meyer on Case Studies</i> .

**Weightings of assessments for EBFD401, EBFD411, EBFD402, EBFD412**

Tests (quizzes)	weight 30
Assignment	weight <u>70</u>
CLASS MARK	weight 100
Class mark	weight 30
Exam mark	weight <u>70</u>
FINAL MARK	<u>100</u>

The dates for assignment submissions and tests (semester tests and exam dates) will be communicated by the relevant module co-ordinator. **However, all four modules' final assessment (the four exams) will take place towards the end of the academic year.**