



DEPARTMENT OF BUSINESS MANAGEMENT
(SOUTH AND GEORGE CAMPUSES)

GENERAL INFORMATION FOR
UNDERGRADUATE AND POSTGRADUATE STUDENTS OF
BUSINESS MANAGEMENT

2021

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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. **However, at the time of compiling the booklet, the staff are not on campus but working from home as per COVID-19 restrictions.** 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 M Tait**.

3.1 **SOUTH CAMPUS**

(i) **Dr T Matchaba-Hove**
Senior Lecturer in Business Management and Head of Department

Office MB1105
Telephone 041 504-4064
E-Mail tony.matchaba-hove@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
- Coordinator: Principles of Estate Planning (EBFV301)
- Coordinator: Financial Planning Practice Management (EBFV312)
- Financial Planning Environment (EBFD401)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

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

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

Main tasks and area of teaching

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

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

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

Main tasks and area of teaching

- Coordinator: Marketing Research (EBMV231)
- Coordinator: Customer Relationship (EBFV202)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(iv) Prof C Rootman
Professor in Business Management

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

Main tasks and area of teaching

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

(vii) Prof E Venter
Professor in Business Management

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E-Mail elmarie.venter@mandela.ac.za

Main tasks and area of teaching

- Entrepreneurship (EBMV122)
- Coordinator: Entrepreneurship and Small Business Management (EBMN410)
- Honours treatises (EBML410)

- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBM600/EBMV600)

(viii) Prof J Krüger
Associate Professor in Business Management

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E-Mail janine.krueger@mandela.ac.za

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) Dr V Mrwebi
Senior Lecturer in Business Management

Office MB1102
Telephone 041 504-1392
E-Mail viwe.mrwebi@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Services Marketing (EBMV341)
- Coordinator: Advanced Strategic Marketing Management (EBMI402)

(x) Dr V Msuthwana
Senior Lecturer in Business Management

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Email vusumzi.msuthwana@mandela.ac.za

Main tasks and area of teaching

- Investment Management (EBFV242)
- Coordinator: Advanced Strategic Management (EBMH411)
- Coordinator: Advanced Financial Management (EBMJ402)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)
- Doctoral theses (EBMV600)

(xi) Ms J Palframan
Senior Lecturer in Business Management

Office MB1115
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: Personal Financial Planning (EBFD411)
- Coordinator: Corporate Financial Planning (EBFD402)
- Coordinator: Financial Planning Case Study (EBFD412)
- Honours treatises (EBML410)
- Masters dissertations (EBM500/EBMV500)

(xii) Dr A Deliwe**Lecturer in Business Management**

Office MB1103
Telephone 041 504-2021
E-mail ayanda.deliwe@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Marketing Management (EBMV201)
- Coordinator: Purchasing and Logistics Management (EBMV202)
- Coordinator: General and Strategic Management (EBMV302)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)
- Doctoral theses (EBMV600)

(xiii) Ms BA Gray**Lecturer in Business Management**

Office MB1110
Telephone 041 504-4065
E-Mail beverley.gray@mandela.ac.za

Main tasks and area of teaching

- Introduction to Business Management and Entrepreneurship (EB121)
- Introduction to the Business Functions (EB122)
- Coordinator: Marketing Communications Management (EBMV212)
- Honours treatises (EBML410)
- Masters dissertations (EBMV500)

(xiv) Ms J Kinsman (on sabbatical leave)**Lecturer in Business Management**

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

Main tasks and area of teaching

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

(xv) Dr A Nelmapius
Lecturer in Business Management

Office MB1118
Telephone 041 504-1175
E-Mail albert.nelmapius@mandela.ac.za

Main tasks and area of teaching

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

(xvi) Mr R Pandie
Associate Lecturer in Business Management

Office MB1116
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Email raaiq.pandie@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Fundamentals of Personal Finance (EBF1001)
- Coordinator: Personal Financial Planning (EBFV201)
- Coordinator: Risk Management (EBFV211)
- Coordinator: Investment Management (EBFV242)
- Honours treatises (EBML410)

(xvii) Mr P Abrahams
Junior Lecturer in Business Management

Office MB1117
Telephone 041 504-2157
Email philton.abrahams@mandela.ac.za

Main tasks and area of teaching

- Introduction to Business Management and Entrepreneurship (EB121)
- Introduction to the Business Functions (EB122)

(xviii) Ms S Matomela
Junior Lecturer in Business Management

Office MB1114
Telephone 041 504-4102
Email sanele.matomela@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Entrepreneurship (EBMV122)
- Marketing Management (EBMV201)
- Purchasing and Logistics Management (EBMV202)
- Honours treatises (EBML410)

(xix) Ms V Nyati
Junior Lecturer in Business Management

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Email vuyo.nyati@mandela.ac.za

Main tasks and area of teaching

- Fundamentals of Personal Finance (EBF1001)
- Personal Financial Planning (EBFV201)
- Corporate Financial Planning (EBFV222)
- Risk Management (EBFV211)

(xx) Ms S Sidat
Junior Lecturer in Business Management

Office MB1114
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Email sumaiya.sidat@mandela.ac.za

Main tasks and area of teaching

- Marketing Management (EBMV201)
- Marketing Research (EBMV231)
- Customer Relationship (EBFV202)
- Coordinator: Business Ethics in Financial Planning (EBFV212)
- Honours treatises (EBML410)

(xxi) Mr S Sirayi
Junior Lecturer in Business Management

Office MB117
Telephone 041 504-2157
Email siyabonga.sirayi@mandela.ac.za

Main tasks and area of teaching

- Entrepreneurship (EBMV122)
- Fundamentals of Personal Finance (EBF1001)

(xxii) Mr S Watson
Junior Lecturer in Business Management

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Email storm.watson@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Introduction to Business Management and Entrepreneurship (EB121 and Augmented EBC1X1)
- Coordinator: Introduction to the Business Functions (EB122 and Augmented EBC1X2)
- Financial Management (EBMV301)
- Business Research (EBMR420) – online support
- Honours treatises (EBML410)

(xxiii) Ms L Ferreira
Contract Lecturer in Business Management

Office MB1120
Telephone 041 504-2156
E-Mail leanne.ferreira@mandela.ac.za

Main tasks and area of teaching

- Coordinator: Principles of Retirement Planning (EBFV311)
- Personal Financial Planning (EBFD411)

(xxiv) New appointments**Main tasks and area of teaching**

- International Marketing Management and Strategy (EBMV322) / International Trade and Marketing Environment (EBMV312)
- Coordinator: Corporate Financial Planning (EBFV222)
- Corporate Financial Planning (EBFD402)
- Financial Planning Case Study (EBFD412)

(xxv) Ms N Adams
Secretary – HOD and Postgraduate studies

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(xxvi) Ms V Vinqi
Administrative assistant – Undergraduate studies

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(xxvii) Mr H Hayidakis
Department social media and digital assistant

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Email haydnh@mandela.ac.za

3.2 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)
- Introduction to the Business Functions (EB122 and Augmented EBC1X2)
- Purchasing and Logistics Management (EBMV202)

(ii) **Ms N Madzunya**
Associate Lecturer in Business Management

Office Admin building 0248
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Main tasks and area of teaching

- Introduction to Business Management and Entrepreneurship (Augmented EBC1X1)
- Marketing Management (EBMV201)
- General and Strategic Management (EBMV302)
- Coordinator: International Marketing Management and Strategy (EBMV322) / International Trade and Marketing Environment (EBMV312)
- Honours treatises (EBML410)

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

Office Admin 0144
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Email charlene.cupido@mandela.ac.za

4 **SEMESTER AND RECESS DATES**

The semester dates for 2021 are as follows:

Semester	Lectures commence	Last day of lectures
Semester 1	Monday 15 March	Friday 18 June
Semester 2	Monday 2 August	Friday 29 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 2021 are as follows:

Recess commences	Last day of recess
Friday 1 January	Sunday 14 March
Saturday 1 May	Sunday 9 May
Wednesday 14 July	Sunday 25 July
Saturday 11 September	Thursday 16 September
Wednesday 24 November	Friday 31 December

5 CONTINUOUS ASSESSMENT

All the undergraduate and Honours modules within the department are continuous assessment modules. This implies that a number of various types of assessments will take place throughout the semester via Moodle. Assessment details are published in the study guides of the various modules. For the 2021 academic year, no DP is required as the modules are continuous assessment.

6 UNDERGRADUATE MODULES

Modules offered by the department on the South campus are:

YEAR LEVEL	FIRST SEMESTER (MARCH – JULY)	SECOND SEMESTER (AUGUST – NOVEMBER)
FIRST	Introduction to Business Management and Entrepreneurship (Incl. Augmented) EB121/EBC1X1	Introduction to the Business Functions (Incl. Augmented) EB122/EBC1X2 Entrepreneurship EBMV122 Fundamentals of Personal Finance EBF1001
SECOND	Marketing Management EBMV201 Personal Financial Planning EBFV201 Risk Management EBFV211	Purchasing and Logistics Management EBMV202 Marketing Research EBMV231 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 Services Marketing EBMV341 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; EBCV101
Introduction to Business Management and Entrepreneurship – Augmented	EBC1X1 ; EB1X1
Introduction to the Business Functions	EB122 ; EB102; EBC102; EBCV102
Introduction to the Business Functions – Augmented	EBC1X2 ; EB1X2
Entrepreneurship (for Humanities and Social Sciences)	EBMV122 ; EBMV1X2; EBM116
Marketing Management	EBMV201 ; EBM201
Purchasing and Logistics Management	EBMV202 ; EBM202
Financial Management	EBMV301 ; EBM301
General and Strategic Management	EBMV302 ; EBM302
Marketing Research	EBMV231
Marketing Communications Management	EBMV212 ; EBM203
Services Marketing	EBMV341
Internet Marketing Strategies	EBMV332 ; EBM304
International Marketing Management and Strategy	EBMV322 ; EBM305; EBMV305
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

7 UNDERGRADUATE TIMETABLE AND VENUES

At the time of compiling the booklet, all modules are offered online via MS Teams and Moodle due to the COVID-19 restrictions regarding gatherings and the size of gatherings. However, if it is possible to commence with contact sessions (mask-to-mask), then the following times and venues will apply. Please note that all COVID-19 protocols will be applicable and strictly enforced.

The lecture (class) groups on the South Campus are duplicated for EB121, EB122, EBMV201 and EBMV202 only. Please note that the department does not offer any evening lectures. **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: If/when return to campus is possible, 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 14:25 – 15:35	Mo03 + Mo04 We11 + We12	123 00 07 123 00 07
EB121, EB122 B Surnames N-Z	Tuesdays Fridays	14:25 – 15:35 09:05 – 10:15	Tu11 + Tu12 Fr03 + Fr04	123 00 07 123 00 07
EBMV122 A	Mondays Wednesdays	07:45 – 08:55 09:05 – 10:15	Mo01 + Mo02 We03 + We04	35 00 01 35 00 17
EBMV122 B	Tuesdays Thursdays	15:45 – 16:55 15:45 – 16:55	Tu13 + Tu14 Th13 + Th14	35 00 05 35 00 05

(ii) **Second year modules**

Lecture group	Day	Time	Timetable group	Venue
EBMV201 A	Tuesdays Fridays	14:25 – 15:35 09:05 – 10:15	Tu11 + Tu12 Fr03 + Fr04	35 00 04 35 00 40
EBMV201 B	Wednesdays Fridays	09:05 – 10:15 14:25 – 15:35	We03 + We04 Fr11 + Fr12	35 00 40 35 00 40
EBMV202 A	Tuesdays Fridays	14:25 – 15:35 09:05 – 10:15	Tu11 + Tu12 Fr03 + Fr04	123 00 26 35 00 05
EBMV202 B	Wednesdays Fridays	09:05 – 10:15 09:05 – 10:15	We03 + We04 Fr03 + Fr04	35 00 05 35 00 04
EBMV231	Tuesdays Thursdays	11:45 – 12:55 14:25 – 15:35	Tu07 + Tu08 Th11 + Th12	35 00 16 35 00 16
EBMV212	Mondays Wednesdays	09:05 – 10:15 14:25 – 15:35	Mo03 + Mo04 We11 + We12	05 00 03 35 01 01

Lecture group	Day	Time	Timetable group	Venue
EBFV201	Mondays Thursdays	14:25 – 15:35 07:45 – 08:55	Mo11 + Mo12 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 08 -01 09
EBFV211	Tuesdays Wednesdays	11:45 – 12:55 10:25 – 11:35	Tu07 + Tu08 Th05 + Th06	08 -01 09 123 00 02
EBFV242	Mondays Wednesdays	14:25 – 15:35 14:25 – 15:35	Mo11 + Mo12 We11 + We12	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	15:45 – 16:55	Mo13 + Mo14	35 01 01

(iii) Third year modules

Lecture group	Day	Time	Timetable group	Venue
EBMV301	Mondays Wednesdays	14:25 – 15:35 11:45 – 12:55	Mo11 + Mo12 We07 + We08	35 00 05 35 00 40
EBMV302	Tuesdays Thursdays	09:05 – 10:15 14:25 – 15:35	Tu03 + Tu04 Th11 + Th12	123 00 26 123 00 07
EBMV341	TBD	TBD	TBD	TBD
EBMV332	Mondays Fridays	14:25 – 15:35 07:45 – 08:55	Mo11 + Mo12 Fr01 + Fr02	35 00 18 35 00 01
EBMV322	Tuesdays Thursdays	11:45 – 12:55 09:05 – 10:15	Tu07 + Tu08 Th03 + Th04	04 00 03 05 00 03
EBFV301	Mondays	17:05 – 18:15	Mo15 + Mo16	35 00 04
EBFV311	Fridays Fridays	11:45 – 12:55 14:25 – 15:35	Fr07 + Fr08 Fr11 + Fr12	06 -01 17 05 00 05
EBFV302	Fridays	08:20 – 10:15	Fr02+Fr03+Fr04	35 00 14
EBFV312	Wednesdays Fridays	09:05 – 10:15 10:25 – 11:35	We03 + We04 Fr05 + Fr06	35 00 15 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, South Africa: Prudentia.

Module EBMV122

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

Module EBF1001

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

Module EBMV202

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

Module EBMV231

Wiid, J. & Diggins, C. 2015. *Marketing research*. 3rd edition. Cape Town, South Africa: Juta.

Module EBMV212

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

Module EBFV201 and EBFV222

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L., Palframan, J. & Rabenowitz, P. 2021. *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. 12th 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*. 4th edition. Lansdowne, South Africa: Juta.

Module EBFV212

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

THIRD YEAR**Module EBMV301**

Besley, S., Brigham, E.F. & Sibindi, A.B. 2015. *Corporate Finance: A South African Perspective*. 1st edition. Hampshire, United Kingdom: Cengage Learning.

Module EBMV302

Louw, L. & Venter, P. Eds. 2019. *Strategic Management: Towards Sustainable Strategies in Southern Africa*. 4th edition. Cape Town, South Africa: Oxford Press.

Module EBMV341

Wirtz, J. & Lovelock, C. 2018. *Essentials of Services Marketing*. 3rd 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*. 6th edition. Cape Town, South Africa: Red & Yellow.

Module EBMV322 and EBMV312

Doole, I., Lowe, R. & Kenyon, A.J. 2019. *International marketing strategy: Analysis, development and implementation*. 8th edition. Hampshire, England: Cengage Learning.

Module EBFV301, EBFV311 and EBFV302

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L. & Rabenowitz, P. 2021. *South African financial planning handbook*. Butterworth, South Africa: LexisNexis.

Module EBFV312

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L. & Rabenowitz, P. 2021. *South African financial planning handbook*. Butterworth, South Africa: 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.

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
Management Dynamics
California Management Review
Financial Analysts Journal
Financial Management
Fortune

Acta Commercii
Business Horizons
Engineering Economist
Financial Executive
Financial Planner: FPI
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. 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.

11 CLASS ATTENDANCE/ONLINE 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 Prospectus 2021, 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 2021). Since the lockdown in March 2020, lectures have moved to be online via MS Teams and Moodle. Therefore, it is the student's responsibility to ensure that the online lectures are viewed/attended to. Class activities, such as the submission of assessments, are still compulsory.
- (ii) Opportunities are provided for students to participate in various types of assessments, such as assignments, quizzes, tutorials, semester tests and end-of-module assessments. 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 2021).
- (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 assessment dates are known well in advance as the dates are provided in the study guides of the modules. All the assessments for each of the modules, as indicated in section (viii), are compulsory for all students.

- (v) Illness during assessments

Should a student be ill during **any** of the scheduled assessment, such a **student needs to submit (within three days of 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 Prospectus 2021 Rule G1.6).

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 on due dates due to reasons such as load shedding should be submitted to the lecturer within 24 hours with sufficient proof of such issues. If the student experiences poor reception or connectivity, the student should inform the lecturer prior to the assessment of such possible issues.

12 CALCULATION OF FINAL MARKS

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

- First year modules

EB121

Semester tests	weight	60
Quizzes	weight	10
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EB122

Semester tests	weight	60
Quizzes	weight	10
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EBMV122

Semester tests	weight	30
Assignment	weight	20
Tutorials	weight	10
EMA	weight	<u>40</u>
FINAL MARK		<u>100</u>

EBF1001

Semester tests	weight	30
Assignment	weight	20
Tutorials	weight	20
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

- Second year modules

EBMV201

Semester tests	weight	30
Quizzes	weight	20
Assignment	weight	10
EMA	weight	<u>40</u>
FINAL MARKS		<u>100</u>

EBMV202

Semester tests	weight	30
Quizzes	weight	20
Assignment	weight	10
EMA	weight	<u>40</u>
FINAL MARK		<u>100</u>

EBMV231

Semester tests	weight	20
Quizzes	weight	20
Assignments	weight	24
Marketing research proposal	weight	10
Research proposal presentation	weight	6
Marketing research report	weight	<u>20</u>
FINAL MARK		<u>100</u>

EBMV212

Semester tests	weight	40
Quizzes	weight	15
Assignment	weight	10
Class test	weight	5
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EBFV201

Semester tests	weight	40
Assignment	weight	15
Tutorials	weight	15
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EBFV211

Semester tests	weight	40
Assignment	weight	15
Tutorials	weight	15
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EBFV202

Semester test	weight	20
Quizzes	weight	40
Assignment	weight	20
Presentation	weight	10
Case study	weight	<u>10</u>
FINAL MARK		<u>100</u>

EBFV222

The type of assessments and weightings will be provided in the study guide of the module.

EBFV242

Semester tests	weight	40
Assignment	weight	15
Tutorials	weight	15
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

- Third year modules

EBMV301

Semester tests	weight	30
Assignments	weight	20
Tutorials	weight	10
EMA	weight	<u>40</u>
FINAL MARK		<u>100</u>

EBMV302

Semester tests	weight	30
Quizzes	weight	10
Assignment	weight	20
EMA	weight	<u>40</u>
FINAL MARK		<u>100</u>

EBMV341

Semester tests	weight	40
Assignments	weight	20
EMA	weight	<u>40</u>
FINAL MARK		<u>100</u>

EBMV332

Quizzes	weight	30
Assignment	weight	30
EMA	weight	<u>40</u>
FINAL MARK		<u>100</u>

EBMV322

Semester tests	weight	20
Tutorials	weight	20
Assignment	weight	30
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EBMV312 (Term 3 module)

Semester test	weight	40
Assignment	weight	20
EMA	weight	<u>40</u>
FINAL MARK		<u>100</u>

EBFV301

Semester tests	weight	30
Quizzes	weight	15
Assignment	weight	25
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EBFV312

Semester tests	weight	30
Quizzes	weight	15
Assignment	weight	25
EMA	weight	<u>30</u>
FINAL MARK		<u>100</u>

EBFV311

The type of assessments and weightings will be provided in the study guide of the module.

EBFV302

Semester tests	weight	35
Assignment	weight	15
EMA	weight	<u>50</u>
FINAL MARK		<u>100</u>

The lecturers concerned will explain the calculation of final marks for all modules.

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.

Repeat students' marks from previous years may not be transferred. No DP is required for entrance to the EMA assessments and there is no subminimum mark associated with the EMA in order to pass the modules. For all undergraduate

modules, each assessment completed/submitted will count towards your final mark. A final mark of 50% is required to pass the modules.

All assessment dates are announced beforehand, and it is your duty to take note of such arrangements, particularly the dates.

13 **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 2021.

MODULE CODE	PREREQUISITES AND REMARKS
EBMV201, EBMV202, EBMV302, EBFV202	Must have passed EB122
MODULE CODE	PREREQUISITES AND REMARKS
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

14 **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

EBMV122 – Entrepreneurship

Credit value 10 – NQF level 5

- 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

- 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

EBMV231 – Marketing Research

Credit value 14 – NQF level 6

- 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

- 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 corporate finance
 - An overview of corporate finance
- Essential concepts in corporate finance
 - Analysis of financial statements
 - The financial environment: markets, institutions and investment banking

- Time value of money
- Valuation – financial assets
 - The cost of money (interest rates)
 - Bonds (debt) – characteristics and valuation
 - Shares (equity) – characteristics and valuation
 - Risk and rates of return
- Valuation – real assets (capital budgeting)
 - Capital budgeting techniques
 - Project cash flows and risk
- Cost of capital and capital structure concepts
 - The cost of capital
 - Capital structure
 - Distribution of retained earnings: Dividends and share repurchases
- Working capital management
 - Working capital policy
 - Managing short-term assets
 - Managing short-term liabilities (financing)
- Strategic planning and financing decisions
 - Financial planning and control

EBMV302 – General and Strategic Management

Credit value 24 – NQF level 7

- 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

- 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

- 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
 - 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, 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

- 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

15 HONOURS IN BUSINESS MANAGEMENT

Refer to the Nelson Mandela University Prospectus 2021 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, a virtual admission interview (e.g. using MS Teams or Zoom) may also be scheduled.
- The Honours programme consists of five modules and a treatise of approximately 30 A4 pages on an approved topic. The modules are assessed by means of continuous assessment.
- 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 2021:

- (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, EBMH411, 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>EBMH411</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

16 HONOURS PRESCRIBED BOOKS**Module EBMG402**

Bodie, Z., Kane, A. & Marcus, A.J. 2018. *Investments*. 11th 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*. 2nd International edition. London, England: 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, South Africa: Juta.

Module EBMN410

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

Module EBMR420

No prescribed textbook.

Module EBMX401

No prescribed textbook.

17 **HONOURS SYLLABI – BUSINESS MANAGEMENT HONOURS**

The programme consists of five lectured modules as well as a treatise on an approved topic (EBML410). For the 2021 academic year, the treatise will be in the form of a mini treatise due to the shortened academic year.

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
EBMH411	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*

Classes and assessments for all Business Management Honours modules will be done via MS Teams and Moodle. The module EBMR420 are fully online and is self-paced. With regards to EBML410, the students will complete mini treatises on an approved topic. The EBML410 Moodle site contains all information on how to complete these mini treatises. As all modules make use of Moodle, ensure that you obtain the required log in detail for the various Moodle sites.

Assessment of the modules

All Business Management Honours modules are continuous assessment modules, therefore, all candidates will be subjected to continuous assessment throughout the semester (EBMG402, EBMH411, EBMI402, EBMJ402, EMBR420 and EBMX401) or year (EBML410 and EBMN410). The weights of the various continuous assessments done for each module throughout the semester or year are indicated in the study guides of the various Business Management Honours modules.

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

EBMH411 – Advanced Strategic Management

Credit value 20 – NQF level 8

- 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 Marketing Management

Credit value 20 – NQF level 8

- 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

- 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

EBMN410 – Entrepreneurship and Small Business Management

Credit value 20 – NQF level 8

- The nature and importance of entrepreneurship and the development of entrepreneurial skills
- Entrepreneurial mind set
- Entrepreneurial thought and action
- Entrepreneurial fit
- New venture ideas and opportunity recognition and screening
- Design thinking
- Design Thinking and rocket pitch
- Assessing feasibility and viability: Timmons and Sarasvathy models and processes
- Family businesses
- Corporate entrepreneurship
- Social entrepreneurship
- Resource requirements and the what, whether and why of the business plan
- The business plan (cash flows)
- The business plan (financial statements)
- Entrepreneurial finance and obtaining risk and debt capital
- Statutory requirements and start-up issues
- Intellectual property and patents

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 context of corporate citizenship
 - Introduction to corporate citizenship
 - Sustainable development and climate change
 - Evolution of corporate citizenship
 - Rational of corporate citizenship
- How to be a good corporate citizen
 - Responsible leadership
 - Risk management in corporate governance
 - Strategic management and competitive advantage
 - Stakeholder engagement
 - Management of ethics
- Implementing corporate citizenship
 - Sustainable procurement and supply chain management
 - Operations and logistics management
 - The human resource function and corporate citizenship
 - Marketing management
 - Financial management

18 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 during one academic year. Two modules are offered in the first semester and two modules in the second semester. All the modules are offered 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:

Botha, M., Rossini, L., Geach, W., Goodall, B., Du Preez, L. & Rabenowitz, P. 2021. *South African financial planning handbook*. Butterworth, South Africa: LexisNexis.

A recommended textbook is:

Meyer, E.G. 2020/2021. Notes on estate and financial plans: Meyer on case studies.
(Available by online order from Mr Meyer)

DATES	MODULE	VENUE
Between March and July	EBFD401	Online via MS Teams and Moodle
Between March and July	EBFD411	Online via MS Teams and Moodle
Between August and November	EBFD402	Online via MS Teams and Moodle
Between August and November	EBFD412	Online via MS Teams and Moodle

READING PRIOR TO ONLINE CLASSES

Some chapters are duplicated as there is a cross-over of work in between the modules.

MODULE	CHAPTERS COVERED IN PRESCRIBED TEXTBOOK
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 chapter 42

Weightings of assessments for EBFD401, EBFD4011, EBFD402, EBFD412

Semester tests	weight	9
Assignments	weight	21
Exam	weight	<u>70</u>
FINAL MARK		<u>100</u>

The dates for assignment submissions and tests (semester tests and exam dates) will be communicated in due course. **However, all four modules' final assessment (the four exams) will take place towards the end of the academic year.**