REGENT Business School

Master of Business Administration

Year 1

January 2020

Academic and Assessment Calendar

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1. MESSAGE FROM THE PROGRAMME COORDINATOR

Dear Student

I am delighted to welcome you to REGENT Business School (RBS). It gives me great pleasure in addressing you as the Programme Coordinator for the Master of Business Administration. We are very excited that you have joined our team and we hope that your studies bring you much enjoyment, enthusiasm and most importantly a fruitful academic learning experience.

The Master of Business Administration Degree (MBA) is the world‘s best known and most widely recognised management education qualification being viewed as a prerequisite to most top management positions. It provides the most comprehensive mix of modules in the field of management. Accounting and Finance, Strategic Marketing and Managerial Economics are three of the several modules that will be encountered over this twenty month Degree. The MBA also comprises a research and dissertation component.

We are pleased that you are registered, and on behalf of REGENT Business School, the Management, Staff and we wish you the very best throughout your studies. We look forward to getting to know you better in the months ahead. We wish you much success as you fulfill your academic goals and as you learn more about yourself and your place in the world.

Best wishes

Osman Seedat
MBA Programme Coordinator

2. PURPOSE OF ACADEMIC AND ASSESSMENT CALENDAR

The objective of the academic and assessment calendar is to clearly define the rollout for the academic year ahead, and assist the student in grasping the assessment terminology and requirements. Students will find the programme structure inclusive of the module outlines, timeframes and other important deliverables.

The calendar contains all the formative assessments that need to be completed and submitted, together with the summative assessment dates.

The assessment and academic calendar is a supplementary booklet, and it is imperative that it be referenced in conjunction with the General Handbook for the academic year.

3. CONTACT INFORMATION

3.1 RBS OFFICES

REGENT Business School offers its academic programme via the distance learning mode of delivery. All administration of academic programmes are conducted out of REGENT Business School's Head office in Durban. The Johannesburg office provides administrative support services and helps facilitate communication between the Head Office and students.

The contact details of the offices are as follows:

Durban	Johannesburg
Physical Address: 35 Samora Machel (Aliwal) Street Durban, 4001, South Africa **Postal Address:** PO Box 10686 Marine Parade, 4056, South Africa **Telephone:** +27 31 3044626 or +27 31 826 7300 **Fax:** +27 31 3047303	**Physical Address:** 2nd Floor Sunnyside Centre, 13 Frost Avenue, Sunnyside, Auckland Park, Johannesburg, 2092 **Postal Address:** PO Box 291353 Melville Johannesburg, 2109, South Africa **Telephone:** +27 11 4821404 **Fax:** +27 11 4825299
WEBSITE: http://www.regent.ac.za **Email:** studentsupport@regent.ac.za	

4. STUDENT SUPPORT SERVICES: STUDENT INFORMATION DESK (SID)

Student centric education is one of the major policy objectives of REGENT Business School. In pursuance of this policy, the institution established a dedicated office to deal with student enquiries called the **Student Information Desk** (**SID**). SID is managed by a team which is committed to the principle of excellence in service delivery.

Perhaps, more importantly, SID gives intrinsic meaning and credence to the institution's motto – "*Taking The Distance Out Of Distance Learning"***.** The team at SID ensures that the many challenges and problems experienced by learners at a distance are dealt with efficiently.

Furthermore, in an effort to coordinate all student queries and ensure timeous and appropriate feedback; a specially designed system has been developed with the following focus:

- Formalise all queries and generate reference numbers for future communication.
- To coordinate communication between students and different divisions of the Business School.
- To follow-up on each query and bring it to a closure.
- To identify student challenges and strategise support with a view to mitigating challenges.

The consultants of the Student Information Desk (SID) will be able to provide you with information that you require.

Once again on behalf of the management and support team, REGENT Business School would like to confirm its commitment to students to ensure that you have a rewarding and fulfilling study experience.

We wish you everything of the best with your studies. Please feel free to contact the support staff of RBS.

We are committed towards your success

studentsupport@regent.ac.za

5. PROGRAMME STRUCTURE

Master of Business Administration Year 1	
SEMESTER ONE MODULES (EXAMINATIONS IN SEMESTER 1)	**SEMESTER TWO MODULES (EXAMINATIONS IN SEMESTER 2)**
• Accounting and Finance	• Operations and Supply Chain Management
• Strategic and Change Management	• Information and Knowledge Management
• Governance and Sustainability	• Global Political Economy
• Leadership and Human Capital Development	• Strategic Marketing
	• Managerial Economics

6. WORKSHOPS

RBS will conduct workshop sessions for each module in each semester; however the workshops are held in regions where there are viable student numbers per module. The workshops are held on weekends. Whilst it is not compulsory to attend these workshops, all students are encouraged to attend the workshops at the nearest available workshop venue. In addition to obtaining additional insight regarding the modules, students have the opportunity of meeting and interacting with other students and academics.

6.1 WORKSHOP VENUES

COUNTRY	CITY	VENUE
South Africa	**Durban**	**REGENT Business School** 35 Samora Machel (Aliwal) Street, Durban
South Africa	**Johannesburg**	**Regent Business School** 13 Frost Avenue, Sunnyside Auckland Park Johannesburg
South Africa	**East London**	**REGENT Business School** 6 - 8 Donald Road Vincent East London
South Africa	**Cape Town**	**REGENT Business School** 9 Hemlock Street;1st Floor Newlands Cape Town
Swaziland	**Manzini**	**Lot 132 City Centre, Manzini, Swaziland** Mbhabha Street Commercial Area, Manzini – Near Swaziland Milling
Namibia	**Ongwediva**	**University of Namibia** Oshakati Campus Eliander Mwatale Street Oshakati Namibia

Namibia	**Windhoek**	**Dr Augustino Netto Drive** Unit 3 Ausspann Plaza Office Park Ground Floor Windhoek Namibia

- Workshops will be **held** at the venues above **depending on student enrolment.**
- In addition, workshops could be held at venues not mentioned above depending on student enrolment,
- Workshop programmes may be adjusted on the day of the workshop.
  Students should carry all study material to each workshop.

6.2 WORKSHOP MODULES

Workshops will be conducted on the following dates:

SEMESTER ONE: JANUARY – JUNE 2020	WORKSHOP SEMESTER ONE START DATE
• Accounting and Finance • Strategic and Change Management • Governance and Sustainability • Leadership and Human Capital Development	**29 February / 1 March 2020**
SEMESTER TWO: JULY – DECEMBER 2020	**WORKSHOP SEMESTER TWO START DATE**
• Operations and Supply Chain Management • Information and Knowledge Management • Global Political Economy • Strategic Marketing • Managerial Economics	**22/23 August 2020**

Special Note: *Elective workshops may be conducted subject to sufficient student numbers.

A DETAILED WORKSHOP SCHEDULE WILL BE UPLOADED TO THE STUDENT PORTAL

7. PROGRAMME ASSESSMENT

- Each student is required to **submit one assignment (formative)** and **write one formal examination (summative)** for each module. Both assessments are compulsory.
- The final mark is computed as a weighted average of 50% from the formative component and 50% of the summative component.

- A student is required to obtain a final mark of at least 50% and a sub-minimum of at least 40% for both formative and summative component to pass a module.

- ***Refer to the General Handbook section, for details pertaining to REGENT Business School 's Assessment Policy***

8. FORMATIVE ASSESSMENT (ASSIGNMENTS)

8.1 ASSIGNMENT SUBMISSION GUIDELINES

The submission of assignments is compulsory. Students who do not submit an assignment for a module may be refused entry to the examination in that module. There is normally one assignment per module. The dates indicated in the assignment submission schedule are the **final due** dates. Students will be penalised if they submit assignments after the final submission date. **Hand written** assignments will not be accepted.

Ensure that an assignment cover page is attached to your assignment before submitting. Please print your own assignment cover page. Assignments that do not have an assignment cover page will not be processed for assessment. A sample copy is attached at the back of this academic and assessments calendar.

8.2 Mode of Submission: Upload via "myRegent" Portal

- Assignments must be submitted on or before the assignment due date indicated in the assignment schedule.

- Assignments must be submitted by upload via the "myregent" online portal.

- Ensure that you upload your assignment using a laptop or computer. Uploading of assignments via a mobile device or tablet is not supported.

- Assignments must be submitted as a single **PDF** file.

- Students are required to contact REGENT Business School should you experience challenges in uploading on or prior the due date.

- A student who achieves a mark of less than 60% will have another attempt at improving his/her grade by means of a re-submission.
- All resubmitted assignments are capped at a maximum mark of 60% in the event of the student achieving a mark that is higher than 60%.
- Please refer to **the student portal** for a guide on uploading the assignments.

It is imperative that the General Handbook be further referenced on the assignment rules and guidelines for submission of assignments.

9. PRESCRIBED/RECOMMENDED READINGS

Based on the publication of new editions as well as ongoing curriculum review and development, the prescribed/recommended lists of textbooks are subject to review and/or change on a regular basis. The latest edition of each book should be used.

MODULE	PRESCRIBED BOOKS (P) and RECOMMENDED READINGS (R)
Global Political Economy	Ravenhill, J. Global Political Economy 4th edition. **(P)**
Governance and Sustainability	Wixley, T. and Everingham, G. (2010) Corporate Governance. Third edition. SiberInk **(P)**
Leadership and Human Capital Development	Nel and Werner (2014). Human Resource Management. 9th Edition. South Africa, Oxford University Press.**(P)**
Accounting and Finance	Fundamentals of Corporate Finance 5th South African Edition (2012) by Firer, C.; Ross, S.; Westerfield, R.W. and Jordan, B.D. - McGraw-Hill. **(P)** Accounting for Non-Accounting Students - 8th Edition (2010) by Dyson, J.R. - Prentice Hall. **(R)**
Operations and Supply Chain	Heizer,J. and Render,B. (2016). Operations Management. (11th Edition). New Jersey: Prentice Hall. **(P)**

Management	Schroeder,G. (2011). Operations Management. (Contempory Concepts and Cases. USA: McGraw Hill. **(R)** Stevenson J. (2011). Production Operations Management. International Edition. USA: McGraw Hill **(R)**
Information and Knowledge Management	Laudon K.C. and Laudon J.P. (2016) Management Information Systems Managing the Digital Firm. 14th Edition. Boston: Pearson. **(P)** Marakas, G.M. and O'Brien, J.A. (2013). Introduction to Information systems. 16th Edition. New York: McGraw-Hill. **(R)**
MODULE	**PRESCRIBED BOOKS (P) and RECOMMENDED READINGS (R)**
Strategic and Change Management	**Title:** Crafting and Executing Strategy – Concepts and Cases. 15th Edition. **Author/s:** Thompson, Arthur A. Jr., Strickland, A.J. III and Gamble JE. **Publisher:** Boston: Irwin McGraw – Hill.
Managerial Economics	**Title:** Economics: Global and Southern African Perspectives **Author/s:** Parkin, M. **Publisher:** Pearson: South Africa **(P)** **Title:** Managerial Economics **Author/s:** Froeb, L.M.; Mc Cain, B.T; Shor, M., Word, M.R **Publisher:** Cengage Learning, USA **(R)** **Title:** Understanding Macroeconomics. **Author/s:** Mohr, P. **Publisher:** Van Schaik. Cape Town. **(R)**
Strategic Marketing	**Title:** Marketing Management. **Author/s:** Kotler, P. & Keller, K.L. **Publisher:** Essex: Pearson Education**. (P)** **Title:** Marketing Management. A South African Perspective. **Author/s:** Cant, M.C., Van Heerden, C.H. & Ngambi, H.C.. **Publisher:** Cape Town: Juta. **(R)**

All prescribed textbooks may be purchased from Shesha Books or any other accredited bookseller. You can contact Shesha Books on +27 31 3322702 or email sales@sheshabooks.co.za for further details.

10. ASSIGNMENT SCHEDULE

MODULE	ASSIGNMENT SUBMISSION DATE
SEMESTER ONE	
Leadership and Human Capital Development	20 March 2020
Strategic and Change Management	03 April 2020
Accounting and Finance	17 April 2020
Governance and Sustainability	30 April 2020
SEMESTER TWO	
Managerial Economics	31 August 2020
Strategic Marketing	10 September 2020
Information and Knowledge Management	21 September 2020
Operations and Supply Chain Management	30 September 2020
Global Political Economy	08 October 2020

11 ASSIGNMENT QUESTIONS: SEMESTER ONE (JANUARY - JUNE 2020)

11.1.1 ACCOUNTING AND FINANCE [100]

QUESTION ONE [20]

REQUIRED

Study the information provided below and answer the following questions:

1.1 Calculate the Payback Period of Machine Ati (answer expressed in years, months and days). (3)

1.2 Use the Net Present Value technique to determine the machine that should be selected by the Nika Limited. (7)

1.3 Calculate the Accounting Rate of Return of Machine Ati (answer expressed to two decimal places). (5)

INFORMATION

Nika Limited has the choice of purchasing one of two machines viz. Machine Ati or Machine Ude. Both machines have a five-year life. The annual revenues from each machine are estimated at R 2 000 000.

Machine Ati costs R4 500 000. Its annual cash operating costs are estimated at

R680 000. **Machine Ati** is not expected to have a scrap value.

Machine Ude costs R4 500 000. Its annual cash operating costs are estimated at

R700 000. The scrap value of this machine is estimated to be R200 000.

Depreciation amounts to R900 000 per year for Machine Ati and R860 000 for Machine Ude. The cost of capital may be assumed to be **14%**.

REQUIRED

1.4 Calculate the project's Internal Rate of Return (IRR). (Round off your answer to two decimal places. (5)

INFORMATION

The owner of Ongwedi Enterprises was approached by a local dealer in air conditioning units. The dealer proposed replacing the old cooling system of Ongwedi Enterprises with a modern, more efficient system. The cost of the new system was quoted at R300 000, but it would save R62 000 per year in electricity costs. The estimated life of the new system is 10 years, with no salvage value expected. All capital projects are required to earn at least the firm's cost of capital, which is **12%**.

QUESTION TWO [20]

REQUIRED

2.1 Study the information given below and advise Noda Enterprises whether they should accept the special order or not. Motivate your answer with the relevant calculations. (5)

INFORMATION

Noda Enterprises manufactures and sells study guides for learners at schools. The selling price of each study guide is R120. The company's current output is 6 000 units per month, which represents 75% of the company's production capacity of 8 000 units. The Gauteng Department of Education offered to buy 2 000 study guides as a special order at R70 each to provide to indigent learners. Fixed costs for the month amount to R210 000 and variable costs amount to R366 000.

REQUIRED

2.2 Use the information given below to prepare the production budget for January, February and March 2020. (9)

INFORMATION

Hibe Limited's sales forecast for the first four months of 2020 indicates the following in respect of Product L:

Month	Units
January	40 000

February	50 000
March	55 000
April	62 000

The company's policy is to maintain an inventory at the end of each month equal to 30% of the next month's sales.

2.3 Explain THREE (3) advantages of budgets to business entities. (6)

QUESTION THREE [20]

REQUIRED
Use the information given below to answer the following questions independently:

3.1 How many units must be sold in order to break even (4)

3.2 Calculate the margin of safety as a percentage. (4)

3.3 Determine the sales quantity required in order to achieve the company's profit objective of R1 800 000. (4)

3.4 Calculate the total Contribution Margin and Net Profit/Loss, if the sales volume is 5% less than expected. (4)

3.5 Suppose the marketing manager proposes that the selling price be increased to R198 per unit. Calculate the amount by which fixed costs must decrease in order to achieve the company's profit objective of R1 800 000, if 50 000 units are sold. (4)

INFORMATION

Agta Enterprises manufactures a product that sells for R180 each. The company presently produces and sells 50 000 units per year. Unit variable manufacturing and selling expenses are R90 and R18 respectively. Annual fixed costs are R2 200 000 for manufacturing overheads and

R1 040 000 for selling and administrative activities.

QUESTION FOUR **[20]**

REQUIRED:

Calculate and comment on the following ratios (where applicable round off answers to two decimal places):

4.1.1 Gross margin (3)

4.1.2 Current ratio (3)

4.1.3 Acid-test ratio (4)

4.1.4 Debtors collection period (3)

4.1.5 Inventory turnover (4)

4.1.6 Return on assets (3)

INFORMATION:

Caht Enterprises

Extract from the Statement of Comprehensive Income for the year ended 31 March 2019

	R
Sales (all credit)	610 000
Gross profit	390 000
Operating profit	170 000
Interest expense	17 000
Profit before tax	153 000
Net profit after tax	110 000

Extract of the Statement of Financial Position as at 31 March 2019

	R	**R**
Assets		
Non –current assets		700 000
Current assets		340 000
Inventory	70 000	
Debtors	150 000	
Bank	120 000	
		1 040 000

Equity and Liabilities		
Owners' equity		600 000
Non-current liabilities		300 000
Current liabilities		140 000
		1 040 000

QUESTION FIVE **[20]**

REQUIRED

In light of the information provided below, answer the following questions:

5.1 Explain how the preparation of a statement of cash flows could assist in cash management. (10)

5.2 Suggest FIVE (5) strategies that may be used to reduce the duration of cash conversion cycles. (10)

INFORMATION

Business analysts report that poor management is the main reason for business failure. Poor cash management is probably the most frequent stumbling block for entrepreneurs. Understanding the basic concepts of cash flow will help one plan for the unforeseen eventualities that nearly every business faces. It is also important for entrepreneurs to keep the duration of their cash conversion cycles as low as possible.

END OF ACCOUNTING AND FINANCE ASSIGNMENT

11.1.2 STRATEGIC AND CHANGE MANAGEMENT [100]

QUESTION ONE **[60]**

Read the following article and answer the questions that follow

Can SA's new challenger banks knock out the 'big four'?

For two decades, SA's banking sector has remained largely the same. The advent of Capitec, in 2001, showed that customers were desperate for something different. Now, three new banks — all backed by powerful SA business personalities — are opening their digital doors, offering something entirely different. So what can they offer that's new, and how much of a threat is this for the 'big four' banks?

28 MARCH 2019 STEPHEN CRANSTON

Financial services used to change slowly. Twenty years after Douw Steyn launched the direct-to-consumer insurer Auto & General in 1985, insurance was still largely sold through brokers, and index funds still accounted for a tiny portion of investment assets.

Banking changed even more slowly. More than 25 years after the launch of the internet, most banks still distribute a large portion of their products through a branch network. These branches will still be perfectly recognisable to anyone visiting SA for the first time in 30 years. None of the big banks will rock the boat; they want to protect their collective income. That era has come to an end. In the past few months, three new banks have launched with a leaner, cheaper business model that will change the face of SA banking — Discovery Bank, TymeBank and Bank Zero.

It's been a long time coming. After Saambou and Fidelity Bank collapsed in the early 2000s, the SA Reserve Bank was for a long time reluctant to let new banks open. But these three new banks are backed by formidable business personalities with deep pockets.

Discovery Bank is part of the wider group run by CEO Adrian Gore, which began as a health-care company in 1993. Discovery boasts Remgro associate Rand Merchant Investments (RMI) as its anchor shareholder.

Tyme Bank is controlled by African Rainbow Capital (ARC), an investment company controlled by the eclectic Ubuntu-Botho group headed by Patrice Motsepe. As the Forbes rich list has it, Motsepe is one of the 1,000 wealthiest individuals in the world, with a fortune of $2.4bn. Before it was bought by Motsepe's company, TymeBank was owned by the Commonwealth Bank of Australia (CBA), one of the world's top 10 retail banks.

As for Bank Zero, the most entrepreneurially based of the three, it shows how far the Reserve Bank has come that it got the green light. Bank Zero is run by a maverick group of former FNB executives, most of them with strong technology backgrounds, with a few family and friends as shareholders. The chair and figurehead is the former FNB boss Michael Jordaan, based in Stellenbosch.

Somewhat ironically, Jordaan is Motsepe’s partner in the data-only telecom network Rain. The Bank Zero CEO, Yatin Narsai (former head of FNB retail), runs the business day-to-day from Bryanston.

Discussing the rationale for the bank in an interview with the *FM*, Narsai says SA ranks among the five countries with the highest bank fees in the world. "This is intolerable in such an unequal society, but then the rest of the bottom five were similarly unequal countries in Latin America," he says.

No-one can ignore the competitive threat of cheap banking. Narsai says he personally will save R2 000 a month from his personal and business accounts, when Bank Zero goes live and he can move accounts. "Low fees will become the new normal and I hope that penalty fees will disappear altogether," he says.

The question, however, is what the existing big four banks — FNB, Standard Bank, Absa and Nedbank — will do to counter the threat. "The big banks ignored Capitec in the early 2000s," says Louis Chetty, head of financials at Stanlib, "and lost considerable market share. I am sure they will not make the same mistake again."

Capitec has more than 10-million customers, who will have been enticed, in part, by the much lower cost of banking. And yet the big four still have 83% of all bank deposits in the country and 92% of all mortgages, which shows how concentrated the market still is.

Harry Botha, a banks analyst at Avior Capital, says it could take three to five years for the challenger banks to make material inroads into the large banks’ earnings.

Discovery, TymeBank and Bank Zero are pursuing a branchless model, with their apps being their shop window. This means SA isn’t far behind the rest of the world: the first app-only current account in the UK was introduced by Starling Bank just two years ago. Perhaps if the Reserve Bank had been more open-minded, SA could have beaten them to the punch.

But, globally, this is the trend. No-one should have been surprised by Standard Bank's announcement two weeks ago that it was closing up to 15% of its branch network — or 91 branches. Botha says Standard's natural market share has fallen thanks to the success of Capitec and FNB, in different parts of its client base.

Standard Bank CEO Sim Tshabalala called it "realigning the retail and business banking model to the changing needs of customers". And, of course, the convenience of digital banking makes so much more sense than travelling to a branch and queuing.

BANK CHARGES COMPARED

	Tyme Bank	Absa: Transact account	FNB: Easy account	Standard Bank: Access account	Capitec	Nedbank: Pay-as-you-use	Discovery
Cost per month	Free	R5.30	R5.75	R5.60	R5	R5.50	R5
Cost per withdrawal at own ATM	Free at Pick n Pay and Boxer stores	R6.50	R1.90 per R100 (Free at Checkers, Shoprite, Pick n Pay and Boxer stores	R1.85 per R100	R6 per R1,000 (R1 at Pick n Pay, Shoprite, Checkers and Boxer Stores	R7	N/A - has no ATMs
Cash withdrawal at external ATM	R8 per R1,000	R7.50 + R1.50 per R100	R9 + R1.90 per R100	R9 + R1.85 per R100	R8 per R100	R8 + R2.00 per R100	R8 per R1,000
External debit order	R2	R3.80	R3.75	R5.50	Free	R5.50	R3.75
Cash deposit at ATM	R4 only at Pick n Pay Boxer stores	R4.50 + R1.50 per R100	R0.95 per R100	R1.65 per R100	R1 per R100	R1 per R100	R1 per R100
Payment to another bank	R2	R2.50	R3.75	R1.65 per R100	R1 online R6 in branch	R2.20	R2.20
SMS notification	Free	R0.60	R0.40	R1.25	R0.40	R1.10	R1.10

Bank Zero, yet to be launched, has not disclosed its fees

Source: Business Insider

TymeBank chair Coen Jonker tells the *FM*: "The banks have done their best to protect their legacy income streams for years, and the transactional fees on simply taking money in and out of accounts is the hardest to justify. As new banks we won't have that legacy to defend."

The big four banks have long operated as if they were an informal cartel. Even the one entrant in the past 20 years to grow to large-bank status, Capitec, has adopted a traditional branch-based distribution model.

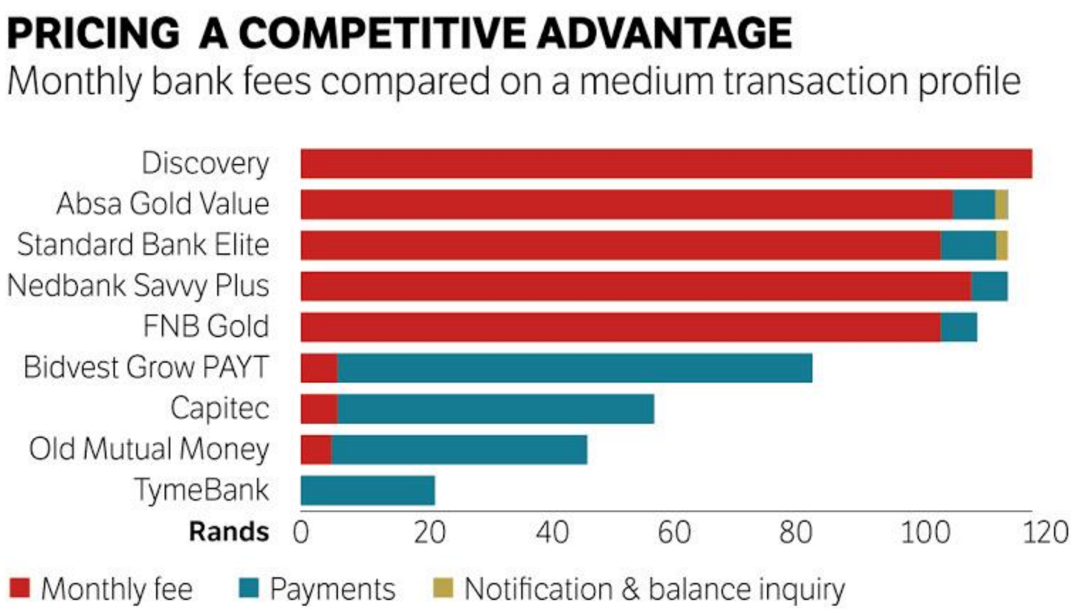
Only Investec has operated without branches — but to a narrow spectrum of high net worth clients. To see what sort of riches are up for grabs, consider Capitec's trajectory. In its first year on the JSE in 2002, Capitec made revenue of R270m, with just a smattering of clients. By August 2018, it was clocking up R9.3bn in operating income with its 10.5-million customers. Its share price has reacted accordingly: R10 000 invested in the bank at the beginning would now be worth R7.2m.

Fees were a big part of this success. Capitec has a nominal monthly fee of R5, with R1 charged for each digital transaction. Cash withdrawals are more expensive at R6 for the first R1 000 at a Capitec ATM, or a flat R1.60 at till points of retailers like Pick n Pay or Shoprite. As many of Capitec's transactional clients earn interest of 5% on their deposits, they often get more money coming in than they pay in fees.

These new banks would appear, in part, to be targeting that market. However, Chetty says clients who have a loan with Capitec are unlikely to move their transactional accounts to the new banks in a hurry. "Banking will never be free," says Capitec CEO Gerrie Fourie in an interview with the *FM*. "Even at Capitec, we have a high fixed-cost base."

Interestingly, Capitec is the only bank that is actually increasing its branch footprint, even though 2.2-million clients have migrated to the app and 4-million to the USSD (SMS-based) transactional platform.

At the moment, Capitec has 840 branches, though many are smaller than those of the big banks. The branches have proven invaluable as the predominant sales point for the half-a-million Sanlam funeral policies sold through Capitec over the past year.



Avior's Botha says SA is still a long way from a zero-fee banking regime, even among the new entrants. But fixed monthly fees and charges for electronic transactions could come to an end sooner rather than later.

Discovery Bank will charge both sets of fees — at least for now.

Gore says banks operate on three legs: fees, interest and rewards. Some banks (like Capitec and the other newcomers) will offer competitive fees and attractive interest rates on accounts but no rewards programme; while the large banks pay little or no interest on current accounts but have decent rewards programmes.

Gore says Discovery will not attempt to beat the market on fees, for a combined current account and credit card.

Discovery Bank's lower-income clients (those earning less than R300,000 a year) will pay between R149 and R186 a month in fees; middle-income customers will pay between R213 and R240; and higher-income clients will pay between R275 and R440. For a pure transactional account the fee will be R60 to R120, but as Discovery has no ATMs, cash withdrawal fees will be higher.

But if it won't compete on fees, Discovery Bank will be second to none with its Vitality Money rewards programme, and the sophisticated way in which it encourages the right financial behaviour.

Discovery Bank will match Capitec's 5% interest rate on positive current account, and add an extra 1.5% for those in the top tier of the Vitality programme.

The three new banks are not just aiming for the tech-savvy. TymeBank's former parent, CBA, has a larger market cap than the entire SA banking sector, though it took a softly-softly approach to the new bank. Even before Tyme was registered, it offered money transfer services from Pick n Pay.

Though Tyme doesn't have any of its own branches, it will have 750 points of sale through Pick n Pay and Boxer stores. This gives it reach into the main urban areas, as well as the rural areas where few banking services are typically available. Boxer customers are more likely to be unbanked, so could prove the most fertile hunting ground for Tyme.

Most transactions are free if carried out at Pick n Pay or Boxer, and cost only R2 if done elsewhere, and the bank pays up to 10% interest on positive balances. TymeBank has such low costs because it is cloud-based and highly scalable, and has minimised the bells and whistles. Incredibly, there are just 125 staff keeping the bank running. Clients can join through the TymeBank website, but by far the most popular recruitment tool has been self-service kiosks, which provide a new card within five minutes.

CEO Sandile Shabalala says the bank will start offering loans next year. It plans to offer keener lending rates because, like Capitec, it will be able to cross-subsidise its transaction and deposit books from its loan income. The tipping point for Tyme, at which it becomes profitable, is 2-million customers and 700,000 loans.

It is almost an accident that Motsepe's ARC took full control of the bank after CBA pulled out suddenly to retreat to its home market and cut exposure to emerging markets.

Johan van Zyl, the co-CEO of ARC (and chair of Sanlam) says he was pleased CBA was the controlling shareholder while the bank was being registered because it is a bureaucratic, by-the-book organisation with huge experience of banking regulation.

"We would like to bring in an equity partner as we prefer to hold minority positions in companies, not the 73% we currently hold, but it is not an imperative," he says.

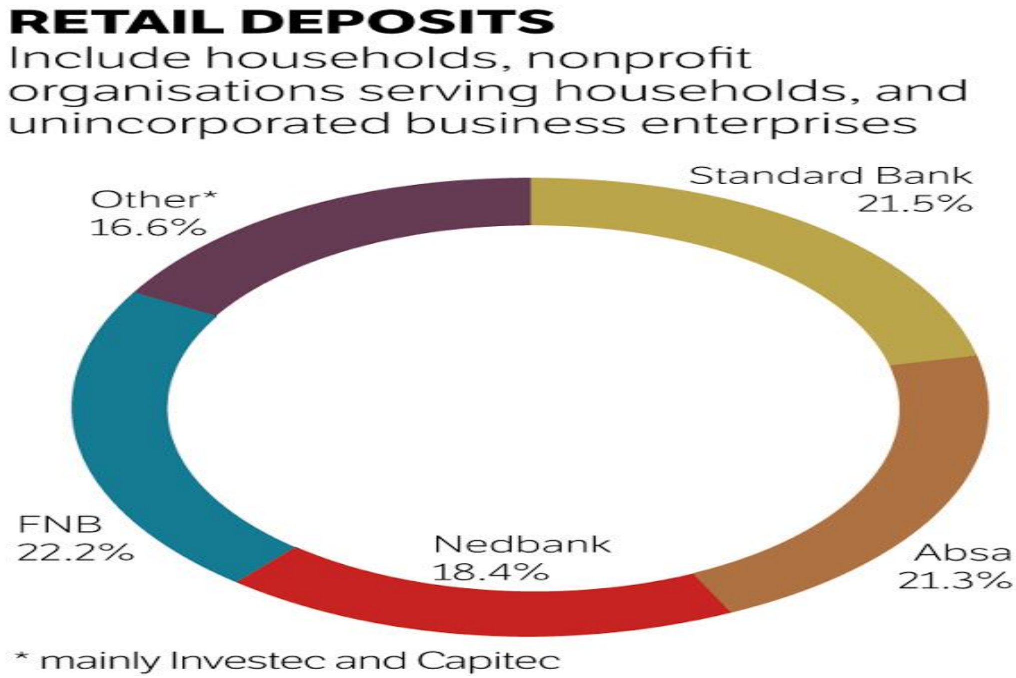
Van Zyl says the Reserve Bank does not want TymeBank to become a Sanlam group company as it wants to keep banks and insurers as separate as possible. TymeBank, he says, will ride the wave away from cash transactions to digital payments.

"We expect the amount of cash in the system to be cut back by two-thirds over the next three years. Increasingly shareholders in the Ubuntu-Botho group find carrying cash dangerous. We were able to issue 1-million cards to members of the Zion Christian Church to facilitate cashless transactions," he says.

For now though, Pick n Pay stores are more than happy to offer excess cash to TymeBank customers at no charge. The retailer's deputy CEO, Richard van Rensburg, says Capitec also recommends its customers draw money at Pick n Pay tills because it is far cheaper than using an ATM. And a central feature of TymeBank is its access to the information gathered by Pick n Pay on the 11-million members of its Smart Shopper programme, which provides rewards points on all purchases, not just at Pick n Pay. And unlike Discovery, that benefit is not confined to healthy foods. In a much less judgmental way, all purchases qualify.

You might have expected Pick n Pay to have cold feet after the failure of its Go Banking venture with Nedbank in the mid-2000s. But Van Rensburg argues that Go Banking offered similar services to Nedbank, whereas TymeBank has developed products exclusively for digital clients. He says he would not try to set up a bank as a subsidiary of a retailer again, but an alliance between a retailer and a bank makes sense.

Pick n Pay CEO Richard Brasher is also the founder of Tesco Bank, which is owned by the UK's largest supermarket chain.



Motsepe and his team are facing some other strong personalities over at Bank Zero. Jordaan may just be the nonexecutive chair of Bank Zero, but with his deep knowledge of new technologies, the market seems confident that his bank will be impressive from the start.

Narsai, as head of FNB retail, is even more deeply entrenched in IT than Jordaan. "I am impressed that TymeBank has signed up 120,000 customers in a few months," he says. "[It shows] there is pent-up demand for a good-value, no-frills bank account. But we will be offering considerably more sophisticated functionality."

Other FNB renegades at Bank Zero are chief risk officer Lezanne Human (who also moonlights as the informal head of public affairs), and co-founder and CFO Liné Wiid. Bank Zero, as a mutual bank, will focus on deposits and transactional banking and will not offer loans for the foreseeable future.

"The intention is to keep capital as lean as possible, and considerable capital is needed to roll out loans," says Narsai. It will also focus on the business banking market, where margins are still chunky.

Narsai promises a "creative" solution for clients who might go modestly into the red. But he also hopes to nurture a savings culture through attractive interest rates. Initially, the team had planned to focus on high-margin areas, particularly remittances from neighbouring countries, but they soon realised they had the capability to launch a full-service bank.

Jordaan tells the *FM* that Bank Zero, launching in the second half of 2019, will make money through the interest it charges, fees on third-party transactions and commissions on prepaid products such as airtime. "But with our low break-even you can expect lots of zeros where other banks charge fees," says Jordaan.

Mark Elliott, president of Mastercard Southern Africa, says he is working with Bank Zero to develop a new kind of card that can deliver better security, which is appropriate for today's increasingly mobile and digital customers.

Bank Zero also keeps costs down by using the cloud, but the heart of the business will be its IBM LinuxOne enterprise server, which uses (free) open-source software. Perhaps Bank Zero's most serious competitor, at least in the small to medium business sector, could be Mercantile, once it is revitalised under Capitec's ownership.

Narsai says most banks opt for off-the-shelf IT systems, where both the risk and capital requirements are significant. Bank IT managers naturally gravitate towards packages conforming to past norms, which tend to create a "me too" starting point.

"We have preferred to build our platform to clearly defined bank specifications. We are very comfortable doing this with our deep expertise. And we can design from the ground up for today's issues such as regulation and cybercrime," he says.

Capitec's Fourie warns, however, that while new fintech technology providers might be adding value, they fall short on two issues — handling volume and maintaining security. It'll be interesting to see how Bank Zero navigates this.

For Jordaan, it's a natural evolution. Now living in Stellenbosch, he became CEO of FNB when he was just 36, creating an institution that grabbed plaudits as "the world's most innovative bank" in 2012.

He says he thrived in the entrepreneurial FirstRand culture fostered by the three founders — GT Ferreira, Laurie Dippenaar and Paul Harris — who embraced start-up ventures such as Discovery and Outsurance. This inspired him to become a backer of small business.

Jordaan left FNB in 2013, because he says 10 years of commuting from Stellenbosch to Johannesburg was enough. There was no love lost between him and Discovery (another FirstRand subsidiary at the time), which he called the enfant terrible of the group and a disrupter, in the days when that was still a swear word.

Jordaan says all the Bank Zero shareholders are active as executives or active directors, with skin in the game.

"Without a big corporate shareholder, we can take a much longer-term view," he says. "We have a cohesive strategy to bring significant customer benefits without the pressure to produce short-term profits."

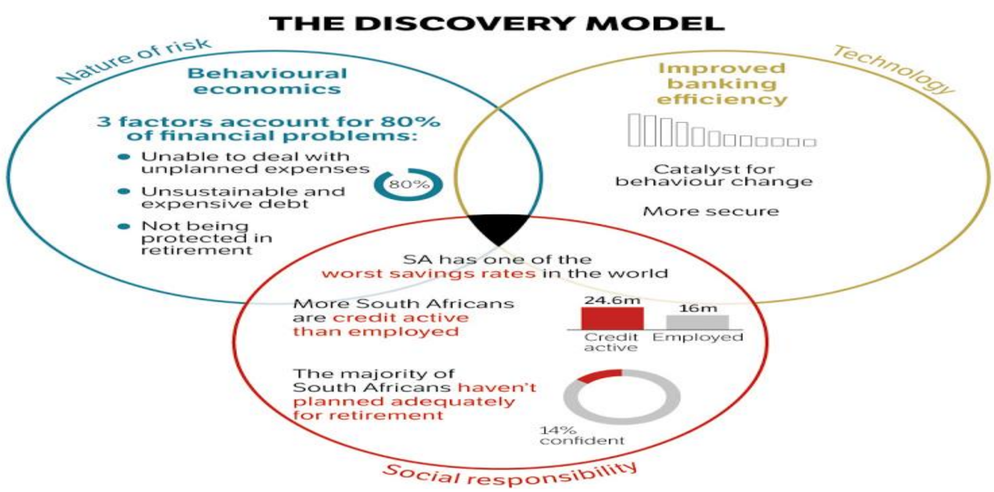
Mutual banks might have a bad name after the collapse of VBS last year under a mountain of fraud, but one of the benefits of the structure is that it allows customers to become shareholders.

If Bank Zero's model is simple, Discovery Bank's is the opposite.

The launch included a 70-page "thought leadership" document with chapters on such warm and fuzzy notions as "shared value", "behaviour change" and "people-centric" design. Still, Discovery Bank's CEO, Barry Hore, promises that the app will be simple to use, once clients get used to it. "It is multifunctional, a bank branch in the palm of the hand," he says.

Interesting features of its model include Discovery Pay, which allows clients to pay any other client without needing to register the person as a beneficiary. Pharmacy co-payments can also be automatically deducted from the bank account.

To date FNB has been the leading bank for innovative features, such as registering as a customer using a selfie from your phone. But Hore says the Discovery platform will ensure that bank customers never need to visit a branch, even to open an account, and from day one cardless capabilities such as Samsung Pay, Garmin Pay and FitBit Pay will be available.



The Discovery Bank app went live this week, and the first stage is to migrate former clients of Discovery Card (which was backed by the FNB platform) into the bank. It will necessarily be a slow process to avoid anything going wrong. But by June, the first 10,000 clients are expected to be onboard.

Discovery's advantage is that unlike the other two new banks, it is already a household brand. It also has a good chance of capturing the majority of its credit card clients (bought back from FNB) and a sizeable slice of its medical aid and insurance clients. Already, the group's Vitality programme has cult status among some, and if you believe their marketing, physically fit people are less likely to be financially irresponsible. And the ability to cross-sell was an important reason for setting up the bank in the first place.For those who are on the main Vitality Health programme (Discovery medical aid members or life policyholders), and who hold a Discovery bank account, there will be plenty of benefits. For example, those on the higher Vitality status can get free membership at Virgin Active or Planet Fitness gyms, while the discounts for flights on Kulula can be up to 75%. There are also cash-back rewards for healthy food at Woolworths and Pick n Pay.

Hore insists you don’t have to be a gym bunny to get a good deal from the bank — people with no other Discovery product still get a 25% discount on fuel and healthy food. But these are the frills. Discovery has not yet revealed how it plans to recoup the considerable start-up costs. It has spent close to R4.5bn between developing the bank systems (which, like those of Standard Bank, are based on SAP products) and buying back the Discovery credit card from FNB. Gore says Discovery could not opt for a simpler cloud-based solution, as Tyme Bank has done, because its system needs to accommodate the complex links between the bank and its Vitality programme and the company’s health, life, investment and insurance businesses.

This suggests it will take longer for Gore’s bank to make a profit than either of its more nimble competitors, Bank Zero and TymeBank, and the marketing spend will be higher. Discovery estimates it could take five years to turn profitable. Gore says the bank has been built from the ground up with the latest technology and features — including the most advanced fingerprint and facial recognition systems — as well as the ability to add accounts with a few clicks. But he is pinning much hope on the behavioural approach and rewards system, which he believes is the differentiator.

Gore challenges the view, expressed by FirstRand CEO Alan Pullinger recently, that SA’s banks already use a behavioural approach to assess the quality of their clients when it comes to risk. "We don’t agree," says Gore. Most banks reward clients for taking out more products, which specifically increases their debt and credit levels, he says. This means there are now 8-million more credit-active consumers than employed people — a big risk to society.

"We don’t push products, but encourage [customers] to follow key behaviour to secure financial health. They get the tools to help them through the Vitality Money programme," he says. Still, it’s clear that Discovery Bank won’t be matching the costs of TymeBank and Bank Zero item-for-item, at least for the average client. Instead, its sales proposition is to help clients achieve financial health and then reward them. Hore says it will set personalised goals based on an individual’s circumstances, and will have a wider product range on day one than its rivals. Discovery will offer credit, transactional products and savings products.

The bank will also offer dynamic interest rates. This means that its best customers (not necessarily its richest), could pay 6% below the market rate for debt and earn 2% more for savings. Hore says Discovery’s "shared value" approach is not meant to punish those who don’t achieve perfection, but rather to nudge people to make better choices.

If the bank takes off as Gore expects, there is plenty of scope to export this model too. While Gore says the bank will start as a purely SA venture, he isn’t ruling out exporting a banking version of the Vitality Shared Value model at a later point.

Discovery Bank might be branchless, but it will have a handful of hi-tech walk-in centres. It will rely heavily on its network of agents and brokers to push clients towards the bank.

This network of brokers and agents is something that TymeBank and Bank Zero don’t have. While Bank Zero is entirely app based, Tyme at least enjoys some advertising through its black and yellow machines at Pick n Pay stores, and has started flighting prime-time TV adverts to lure clients. Chetty says Bank Zero needs to develop a brand and requires a professional marketing campaign to do it. None of the team has marketing experience except for Jordaan, and that won’t be enough to build a brand — even with his Steve Jobs-style charisma.

While there’s electricity in the air in the banking sector for the first time in years, it won’t be a one-way bet. There is, after all, the cautionary tale of SA’s first digital bank, 20Twenty, which launched in 2001 using Saambou as the backbone. 20Twenty never got to critical mass, with just 40,000 clients, and closed in 2006.

But the fact that TymeBank already has 120,000 clients is evidence that perhaps the time is now right. Narsai says that while 20Twenty had a huge marketing budget and a limited range of products, the architecture was quite primitive by today’s standards and the benefit from lower fees was limited.

WHAT IT MEANS

Three new banks are set to change the face of SA banking with a leaner, cheaper business model

Back then, there were fewer smartphones (it was the age of BlackBerry) and the environment wasn’t inherently as friendly for digital products as it is today. 20Twenty, for example, operated largely through a call centre, and the customer experience was often indifferent.

Though price alone might not be enough to propel the new banks into profit, they are launching at a time of considerable unhappiness over bank fees. It is easier than ever, through apps, to compare fees. Until now, none of the large banks has been prepared to jeopardise their lucrative income stream from transactional fees with a price war. But now they will have no choice.

Says Botha: "The big banks will cut fees, but only gradually — they need to cut costs first before they can afford to do so. "At least, in most cases, the big four banks still own the relationship with the customer and can persuade them to stay. Botha says they can be expected to increase their credit spreads on loans to make up for the lost fee income. Capitec is likely to be the least affected, says Chetty, given that it already has a competitive current account with low fees.

This means it will be the big four who will bear the brunt of the industry disruption. Already they're scrambling, introducing innovations like joining up with just a selfie. But they may have left it too late to ride the tsunami of change.

https://www.businesslive.co.za/fm/features/cover-story/2019-03-28-can-sas-new-challenger-banks-knock-out-the-big-four/

Questions:

1.1 Undertake a SWOT analysis of a challenger bank and a traditional 'big four' bank. (16)

1.2 "The big four banks have long operated as if they were an informal cartel".

Do you agree with this view? Justify your answer. (6)

1.3 Evaluate the business model of the challenger banks mentioned in the article. (12)

1.4 Critically discuss the 'entry' strategies of the challenger banks. (9)

1.5 "it will be the big four who will bear the brunt of the industry disruption".

About this view:

1.5.1 Discuss, with reasons, the strategies the 'big four' banks should adopt. (8)

1.5.2 Discuss the elements of change management that the 'big four' banks should undertake to counter the threat of the challenger banks. (9)

QUESTION TWO **[20]**

A strategy is a course of action to which valuable resources will be committed. The future of the organisation may be altered because of it; survival may be at risk. Strategy is implemented through the organisational architecture of an organisation.

With reference to this:

2.1 Discuss the reasons why strategy is crucial to an organisation and explain why strategic intent may be regarded as the first indispensable step in the strategic management process (8)

2.2 Discuss the relationship between organisational structure, control systems, incentives and culture regarding the implementation of strategy. (12)

QUESTION THREE **[20]**

“Corporate social responsibility is a hard-edged business decision. Not because it is a nice thing to do or because people are forcing us to do it…. Because it is good for our business”

(Niall Fitzgerald – Deputy Chairman of Thomson Reuters and former CEO of Unilever)

With reference to the above, critically discuss the business case for corporate social responsibility (CSR) and environmentally sustainable business practices.

END OF STRATEGIC AND CHANGE MANAGEMENT ASSIGNMENT

11.1.3 GOVERNANCE AND SUSTAINABILITY [100]

Answer all questions. Each topic must be thoroughly researched and presented in a scientific manner. Use the Harvard method of referencing.

QUESTION ONE [40]

Please read the case study and answer the questions that follow.

SOUTHWEST AIRLINES HIRES SERVICE-MINDED, FUN-LOVING INDIVIDUALS

Southwest Airlines began flying with just four planes in 1971 and has grown to employ more than 52,000. Based on the U.S. Department of Transportation's most recent data, Southwest Airlines is the nation's largest carrier in terms of originating domestic passengers boarded. The company has been profitable for 43 consecutive years, and its legendary culture is one of its greatest assets. Founder Herb Kelleher is credited with instilling the idea that happy employees create happy customers, and profitability follows.

With core values of a "Warrior Spirit," "Servant's Heart" and "Fun-LUVing Attitude," Southwest asks employees to embody hard work, perseverance, proactive customer service and light-hearted fun in everything they do. Managers are encouraged to hire for attitude and train for skill.

"Obviously, certain positions require specific skill sets, says Julie Weber, Vice President People at Southwest Airlines. "We're not going to hire a pilot who has a great attitude but can't fly a plane! But, if it comes down to two equally qualified candidates, the one with Southwest values will receive the offer. And, more importantly, when we're faced with a qualified candidate who doesn't have the right values, we won't make an offer – no matter how long the job has gone unfilled."

Southwest's culture of service thrives on appreciation, recognition, and celebration. The company works to appreciate every employee through local and companywide culture committees. Southwest employees take time to recognise each other through formal and informal ways, including internal awards and programs, such as the Winning Spirit Award. The company has several prestigious corporate awards employees can be nominated to receive, like the President's Award, and recognises service through milestone anniversary celebrations.

Celebrating is something that Southwest is known for—the company history is full of fun and creative events, and employees enjoy annual companywide celebrations such as Spirit Parties, Chili Cookoff, and Southwest Rallies. On top of company-sponsored events, employees enjoy participating in locally-hosted celebrations and recognition for life events and milestones.

Because of this employee-focused culture, Southwest employees are often featured in the airline's in-flight magazine – "SOUTHWEST". In a recent article, DeAnte Green, Ramp Agent Supervisor, was featured as Star of the Month.

When DeAnte Green joined Southwest from AirTran Airways four years ago, he fervently adopted the Company's Culture. A beloved Leader, DeAnte says he learned how to treat people from his grandfather. Whether it is bringing in doughnuts or ensuring his Employees have the resources they need, DeAnte lives the Southwest Way. On and off the clock, DeAnte feels called to serve and recently donated to his hometown of Flint, Michigan, to join the city during its water crisis. DeAnte exemplifies Southwest's rally cry: one Team, all Heart.

Source: http://blog.indeed.com/2016/09/21/build-great-organizational-culture/. Accessed on 9 January 2019. Adapted for academic purposes.

1.1 In the above article, the culture at Southwest Airlines is described as legendary and one of its greatest assets. Taking the cue from Southwest Airlines, explain how one goes about developing a positive corporate culture. In so doing, elaborate on who do you think is responsible for driving the corporate culture of an organisation. (12)

1.2 Discuss the elements of corporate culture and highlight those elements that best define the practices at Southwest Airlines. (18)

1.3 In promoting a set of core values, managers at Southwest Airlines are encouraged to "hire for attitude and train for skill". With the aid of suitable examples, describe this invisible, yet remarkable concept known as 'core values' and explain its impact in the success at Southwest Airlines. (10)

QUESTION TWO **[30]**

Analyse and discuss the different approaches that have characterised stakeholder theory and thereafter document a suitable strategy that can be used to identify and map stakeholders.

QUESTION THREE **[30]**

Utilitarianism is a moral doctrine prompting actions that produce the greatest possible balance of good over bad for everyone affected by such actions.

Comprehensively discuss 'utilitarianism' as a moral doctrine that underpins ethical values and then, with the aid of a suitable example, illustrate how this theory can be applied in practice.

END OF GOVERNANCE AND SUSTAINABILITY ASSIGNMENT

11.1.4 LEADERSHIP AND HUMAN CAPITAL DEVELOPMENT [100]

QUESTION ONE [50]

Read the following article and answer the questions that follow

Is This The Answer To Diversity And Inclusion?

The focus this past year on women's issues at work has triggered even more interest in diversity and inclusion (D&I) training efforts in the office. Many organisations have ramped up their efforts to improve the work situation for women, minorities and all employees, but the increased effort and training time doesn't seem to be translating into progress. Columbia Business School professor Hitendra Wadhwa and his colleagues at the Institute for Personal Leadership (IPL) think they know why.

The Problem with Current D&I Initiatives

Not only do traditional diversity programmemes not work, but recent research shows that they can even have a negative effect on diversity outcomes. That is, they may actually lead to less diversity within the organisation. If that's not bad enough, the training may even reinforce stereotypes about a particular race or gender. Recent efforts to ramp up sexual harassment training has run into a similar barrier, and there is little evidence that harassment prevention training is effective either.

According to Wadhwa, the reason these traditional training methods don't work is that D&I training is unlike any other type of training in the workplace. Teaching employees about D&I is not like teaching them how to make a powerful presentation, how to market a product effectively or how to produce and distribute widgets more efficiently. Instead, D&I training touches on individuals' core beliefs. "D&I is deeply personal," Wadhwa says. "It goes really deep into the core of who you are, how you were raised, dinnertime conversations with your family, things that happened to you at school. These dynamics have shaped your beliefs about humanity, whether some groups are superior or inferior, who gets it and who doesn't, who is trustworthy and who is not."

Basically, when the message to employees is "you're broken and need to be fixed," they may become resentful, and hold on to their beliefs even more strongly. Employees may nod and feign agreement during the training session, but if the message disagrees with their deep-rooted views of the world, they'll revert to doing what they think is right when the trainer is gone. Fortunately, Wadhwa offers solutions to get employees more invested in D&I initiatives.

This Isn't About Helping the Organisation, It's About Helping Yourself

Because the issues surrounding diversity and inclusion are so personal, Wadhwa believes individuals won't be motivated to change because of a human resources initiative or because the organisation says it's a good idea. Therefore, the first step in training should be to convince managers and employees that this training is about helping them reach their own greatest potential at work.

Trainers need to tap into employees' desire to be successful in their careers. It's in the best interest of employees to eliminate their biases, because those biases may be holding them back from getting the best performance from themselves and others. Wadhwa believes every employee should be encouraged to practice what he calls personal leadership. What's personal leadership? It's all about bringing out the best in yourself, the best in others and the best in all situations. Personal leadership is particularly relevant to D&I. He asks, "How can you bring out the best in a situation if you're not inclusive? The research shows that inclusion yields diverse points of view, which leads to better solutions. How can you get the best out of others if you are going to stereotype them? And limit and confine your views of their potential?"

In training, employees should be asked to reflect on their own biases. They should be encouraged to recognize how human it is to categorize people. We all have notions of how women typically behave and how men typically behave, but we also need to remember that bias isn't just about gender and race. Bias is everywhere.

After employees realize the prevalence of bias, they should consider how this categorization of people has impacted them. Have others been biased against them? Have they been biased against others? And what was the impact? Employees need to realize not only how prevalent their biases are, but how their biases can hold them back—both at work and in their personal life. D&I failures impact everyone. It is only after employees are given this motivation to change their behavior, because of how it may limit them that they become more open to change.

Focus On An Inner View Instead Of An Outer View

Once they are motivated to learn, employees can be taught strategies for reducing bias. But learning how to eliminate bias is not easy. Many of our biases are unconsciously triggered, making them particularly tricky to eliminate. Some say the solution is to train employees to treat everyone the same regardless of race or gender or any other categorical differences. Others suggest the answer lies in recognizing differences between groups and therefore treating people differently. Wadhwa says neither is completely correct.

Instead, he believes that we should do both. First, we can recognize that as human beings we are all more similar than we are different, and we should focus on our similarities—on our shared humanity. Second, we should strive to understand each individual for who they are. Instead of characterizing individuals by gender or race or other external characteristics, we should focus on the individual's distinctive characteristics—their background, their feelings, what's happening in their life right now. Look at their facial expressions, their eyes, and the energy they bring. Wadhwa suggests we all need to "focus more, be curious, be open, be 100% present, look within the individual not just at the individual."

Focusing on our shared humanity and on each individual's uniqueness takes effort, but Wadhwa argues the reward is enhanced leadership skills and a better performance from your team.

Don't Wait For The Draining Of The Swamp, Become A Lotus

One final problem with current D&I initiatives is that their scope is too large. They're trying to fix the whole world. "It's a messy world out there, and leaders feel like they need to come in and drain the swamp," Wadhwa argues. Instead, he suggests that these initiatives should focus on encouraging individual employees to become a lotus (a flower that blooms in the middle of muddy conditions).

Metaphorically speaking, when individuals take personal responsibility to try to limit their own biases and help others address their biases, they become a lotus in the swamp. They recognize the biases that are out there and develop strategies for how to best deal with them—even in an imperfect world. They set an example, inspire others, and the number of lotuses multiplies. Thus, one key aspect of D&I training should be to inspire change, one individual at a time.

Organisations spend about $8 billion per year on D&I training with little to show for their efforts. The swamp seems muddier than ever. It seems it's time to start cultivating some lotuses.

(Source: https://www.forbes.com/sites/kimelsesser/2019/01/28/is-this-the-answer-to-diversity-and-inclusion/#139d487b523f)

Questions

1.1. "Inclusion yields diverse points of view." Evaluate the distinction between diversity and inclusion. (10)

1.2. “In training, employees should be asked to reflect on their own biases.” In light of this, propose a training initiative/method that would be best suited to diversity and inclusion. (10)

1.3. Consider the following in relation to the role of leaders in fostering effective change within the organisation: “It’s a messy world out there, and leaders feel like they need to come in and drain the swamp”. (10)

1.4. Explain how diversity and inclusion may be addressed at a talent planning and recruitment level. (10)

1.5. “The focus this past year on women’s issues at work has triggered even more interest in diversity and inclusion (D&I) training efforts in the office.” Elaborate on the psychological perspective of the above. (10)

QUESTION TWO **[30]**

Read the following article and answer the questions that follow

This is why your employees are leaving

As another resignation letter is slid across your desk, you can’t help but wonder if this is becoming an epidemic. Employees leave; people move on. This is an aspect of business that managers should anticipate. People have their own lives outside of the walls of your building, and sometimes those lives will pull them in multiple directions, leading them away.

Yet if workers seem to be moving on in their droves, you may begin to wonder if there’s something amiss. Why are people leaving?

They are underpaid

Though it should probably be self-evident, if an employee isn’t being compensated fairly, they will eventually move on. If salary isn’t reviewed regularly, the employee will eventually become dissatisfied with their compensation.

Moreover, if you know deep down that your employee's skills are worth more than they are asking for, you should adjust their compensation. A contributing factor to gender and ethnic pay gaps can sometimes be that employees from marginalised communities are more likely to lowball during negotiations.

Sitting idly by and availing of skills at below-market prices is a ticking time bomb. In the age of Glassdoor and increased calls for salary transparency, it's only a matter of time before employees find out. Either you should correct remuneration or provide other rewards in lieu of payment.

They are unmotivated

Frederick Herzberg was an American psychologist hailed as one of the most influential thinkers in business management. He is most well known for his Two Factor Theory, which breaks down the facets of working life that contribute to an enriching working experience in terms of 'hygiene' and 'motivation'. Things that create hygiene don't provide any real motivation, but their absence will quickly demotivate employees. A fair salary and good conditions are among them. These factors are essential to keeping employees satisfied, but that alone won't be enough.

As Herzberg puts it in a 1973 interview with the BBC: "I'm a human being. I want to do something. I just don't want to avoid pain my entire life. I want to show what I can do. I want to, in the sense psychologically, grow. I want to end my life by saying not that I vegetated, but I am more than I was before, and that can only be measured in what you've done."

We spend more of our lives at work than we do anywhere else, so the sense of purpose that is needed for a happy human existence is needed in the world of work, too. Even if a workplace is comfortable, it won't necessarily present opportunities for an employee to express their true potential.

Do your employees have opportunities to achieve? What do they actually get to do? Have they been given learning opportunities? Have you helped them achieve any of their personal goals?

Your employees won't necessarily quit immediately if the answer to the above questions is no. But they definitely won't give you their all, and they'll probably be quick to take a new opportunity when it arises.

(Source: https://www.siliconrepublic.com/advice/why-employees-leave-retention)

Questions:

2.1. "If an employee isn't being compensated fairly, they will eventually move on." Critically discuss whether you agree or disagree with the above statement. (15)

2.2. "We spend more of our lives at work than we do anywhere else, so the sense of purpose that is needed for a happy human existence is needed in the world of work, too."

With the aid of relevant theories, evaluate the above statement. (15)

QUESTION THREE **[20]**

Before we hit that reboot button on our performance management programmes, let's get absolutely clear on what performance management actually is… and why we should be doing it. As diverse as organisations are (and as diverse as their PM solutions should be) it is helpful to anchor our thinking with a basic framework.

In my experience, every high performing organisation is ultimately using its performance management programme to:

1. develop people's skills and capabilities
2. reward all employees equitably
3. drive overall organisational performance

In light of the above provide a comprehensive discussion on the objectives of performance management programmes.

END OF LEADERSHIP AND HUMAN CAPITAL DEVELOPMENT ASSIGNMENT

12. ASSIGNMENT QUESTIONS: SEMESTER TWO (JULY – DECEMBER 2020)

12.1.1 STRATEGIC MARKETING [100]

QUESTION ONE [30]

Read the following case study and answer the questions that follow:

Note: In order to answer the questions that follow you are required to conduct research.

Winning Emerging Market Consumers

Western Europe, Japan and the United States have been the engines powering the world's economy since World War II. That is no longer the case. Emerging and developing economies, on a purchasing parity basis, now total 44 percent of the world's economy, and in the last decade, emerging nations were responsible for two-thirds of the world's economic growth. The consumer base in these economies already measures in the hundreds of millions, is young and is growing three times as rapidly as in the developed world. As recent events have demonstrated, what happens in these economies affects us all. Given these trends, multinational corporations face profound changes in the economic landscape. Over the next 10 to 15 years, most of the total world growth in consumption of consumer goods will likely be concentrated in the largest of the developing economies. In that time span, these strategic emerging markets will grow to be comparable in aggregate size to the Group of Seven leading industrial nations (the United States, Japan, Britain, France, Germany, Canada and Italy). The future scale and growth of global consumer businesses is dependent on their success in building strong positions in these new, challenging markets.

There are a handful of consumer goods companies that have already demonstrated the potential contained within the big, emerging markets. Companies such as Unilever, Coca- Cola, Gillette, Nestlé and Colgate- Palmolive all now capture one-third or more of their revenue from these markets, with profitability equal to, or higher than, what they achieve in developed economies. For example, the Coca-Cola Company now derives 37 percent of its revenue from Latin America, Africa and Asia, and these markets contribute a stunning 49 percent of its operating profits. Similarly, the Colgate-Palmolive

Company receives 45 percent of its revenue from these same markets and nearly half of its operating income.

These pioneers have been committed to the emerging world for several generations, establishing leadership positions and brands in nearly every important emerging market. Today, in countries such as Thailand, Argentina and Indonesia, these players are identified more often as local enterprises than as foreign multinationals by their consumers. Unilever, for instance, controls nearly half of the Indian detergent market; Nestlé, 80 percent of the Chinese coffee market, and Colgate-Palmolive, 75 percent of the Brazilian toothpaste market.

Emerging market leaders are poised to ride the growth of these economies for years to come. Coca-Cola, for example, is growing at 30 percent per year in China, and its business there is fast approaching 10 percent of its total United States volume. Nevertheless, per capita consumption in China remains only about 2 percent of that in the United States, pointing to one of the reasons that Wall Street has pushed Coca-Cola's stock price to 45 times its earnings.

The success enjoyed by these pioneers, however, is not the norm. The largest group of multinationals has followed a flag-planting strategy: transplanting existing "first-world" products with minimal investment into a wide variety of new markets, without achieving significant market share in any of them. While multinationals are quick to cite the extent of their worldwide footprint, the global portfolio of most multinationals remains dominated by United States and Western European economies. The emerging markets combined in the portfolio of flag-planters are typically limited to less than 10 percent of their worldwide sales. Given their timid positions and weak understandings of these countries, the returns of those who have followed the "flag-planting" route are generally poor.

While there is a natural tendency for multinationals to build upon what made them successful in their core markets in Western Europe and the United States, it is this practice that routinely gets them into trouble. In reality, consumer goods companies cannot export their business models, products and marketing formulas wholesale from their core developed markets and expect them to work in places such as India, Turkey or Mexico. Emerging markets differ in their governmental policies, regulations and macroeconomic behaviors; in the structure of their consumer markets, distribution systems and competitive sets; in the needs and behaviors of their consumers.

Even the most experienced are not immune from making this mistake, as Coca-Cola recently found in India. When Coca-Cola went back into the market in 1993, it invested heavily behind the Coke brand, using its typical global positioning, and watched its market leadership slip to Pepsi. Recognizing its mistake, Coke re-emphasized a popular local cola brand (Thums Up) and refocused its Coke brand advertising to be more relevant to the local Indian consumer.

Adapted from: https://www.strategy-business.com/article/16583?gko=6e610

1.1 With the use of relevant research and examples from the case study discuss the importance of emerging market in contrast to traditional established markets.

(10)

1.2 Traditional marketing strategies are not always successful in emerging markets as evidenced from the examples provided in the case study.
With regards to the above statement and with relevant research, discuss whether the 4 P marketing model (Product, Price, Place and Promotion) is still relevant compared to the 4 A marketing model (Affordability, Accessibility, Acceptability and Awareness).

QUESTION TWO **[20]**

The Holistic Marketing Concept is driving organisations‘ approaches to marketing in the twenty-first century. The concept recognises the scope and complexities of marketing activities and acknowledges that a broad integrated perspective is necessary.

With regards to the above information discuss the necessity of organisations adopting a holistic marketing concept and the role of internal and integrated marketing initiatives in achieving a holistic marketing campaign in order to remain competitive.

QUESTION THREE

[30]

Connecting with customers is critical to the success of marketing management. It involves a focus on creating long term loyalty relationships with customers, the analysis of consumer markets and business markets, as well as the identification of market segments and targets. With regards to the above information discuss how organisations can connect with customers in order to build long term relationships, value, satisfaction and loyalty.

QUESTION FOUR **[20]**

4.1 Discuss the underlying reasons that could lead to new product failure (10)

4.2 Discuss the concepts of Globalisation and reverse innovation (10)

12.1.2 GLOBAL POLITICAL ECONOMY [100]

QUESTION ONE [55]

Read the following extract and answer the questions that follow:

Chimera: The hegemonic transition to China

The hegemonic transition from the UK to the US was peaceful and promised normative continuity. The hegemonic transition to China will be conflictual and accompanied by a shift in the normative paradigm.

On Feb. 17, 1941, Henry Luce published his essay, “The American Century,” in Life Magazine. He meant, of course, the 20th century, during which the US established the basis for its international leadership in all areas, and called on the government to end its isolationism, assume leadership and get involved in the war to defeat fascism. Now, 80 years later, the US is drifting into a new isolationism.

On Oct. 18, 2017, Xi Jinping gave a keynote speech at the 19th Congress of the Chinese Communist Party in which he announced that 2049, the 100th birthday of the People’s Republic, would be the year in which China would assume global leadership. The country would then occupy the position that it had maintained as the Middle Kingdom over many centuries and only lost in the mid- 19th century, when it was opened up to trade by means of “unequal treaties” and divided into spheres of interest. According to Xi, the “Chinese century” will begin in 30 years, once his country’s peaceful rise is complete, or perhaps even earlier, as many of the prognoses involving China have become reality ahead of time. Leadership requires an ascent phase and hegemonic transition, which can take place gradually and cooperatively, or abruptly and violently in an all-or-nothing conflict.

When comparing the way the US and China rose, major differences in their originating conditions come to the fore, as do striking parallels in the courses of their respective ascents.

The rise of the US occurred between its war of liberation from its colonizing power, the British Empire, and the Spanish-American War (1898), a contest for the remnants of the Spanish Empire. At that time, the US had long since overtaken its “mother country” economically, as the 1893 World’s Fair in Chicago had demonstrated. The war with Spain also showed that the US was becoming a military power.

China's rise began at the end of the 1920s and was interrupted only by the Japanese occupation and its civil war, which also had anti-colonial aspects. It gained momentum once the country began opening up in 1978 during the Deng Xiaoping era, and with the announcement of the Belt and Road Initiative in 2015, it was regarded as complete.

If one takes the view that the US replaced the UK as the world's leading power, and that China will replace the US, the first parallels become clear. The UK's actual challenger was Germany, while America's actual challenger was the Soviet Union. Both failed; Germany in two world wars, the Soviet Union in the Cold War. The US was the country that came off best in those scenarios, and now it's China, as their respective isolationism enabled each to evade the costs of an all-out hegemonic fight.

The first debate on British decline began in the 1890s, as German industry was starting to overtake that of the British Empire. The first debate on American decline began in the 1970s, when the US found itself exposed to cut-throat competition from Japan. The hegemonic transition to the US took place during the two World Wars, although the War Revenue Act of 1917 and the Lend-Lease Act of 1941 provided the UK with funds for wars that the country could no longer raise on its own. China is currently helping finance US military spending through its purchase of US government bonds.

What these histories also have in common is that the rise of each country was accompanied by policies of protectionism, isolationism and neutrality. In the 19th century, the US kept out of European conflicts and pursued a protectionist policy, arguing that it had to separate itself from its "mother country" through political as well as economic independence.

The Chinese analog to Hamilton's Report on Manufactures (1791) – a plea for US self-sufficiency through increased manufacturing – was Mao's slogan of being "independent and trusting in our own strength." It reduced China's economic relations with the West to a minimum and, with its break with the Soviet Union in 1960, the country turned against its former close socialist ally.

China's Three Worlds Theory (1974) formulated its version of the Monroe Doctrine, one directed against the two prevailing superpowers that also called for a position of leadership for developing countries. The frequent debates between isolationists and internationalists that have taken place in the US since President George Washington's farewell address have been echoed in China by a debate between the “yellow” (oriented towards the land) and “blue” (oriented towards the sea) factions, which has a long tradition in China.

Its neutrality was also the reason why the US was able to dispense with an expensive military apparatus. Its army consisted mainly of the US Cavalry, whose main task was to secure the expansion of the frontier to the west. The Chinese People’s Liberation Army consisted mainly of an infantry that was large in number but trained only for guerrilla warfare. Its primary purpose was to keep the country’s own population in check, as it did during the Cultural Revolution and Beijing Spring.

So what were the differences? The southern US states, with their plantations, operated within the classic international division of raw materials from manufactured goods. China, although a semi-colony, operated within this division only in a rudimentary sense. The country’s size meant that it always had a natural domestic orientation not unlike the one that still characterizes the US.

A second difference was and is factor endowment. Since its expansion westwards, the US has had plenty of fertile land but too few people to use it. The consequence was immigration and the mechanization of agriculture at an early stage.

China had plenty of people but not enough land for the size of its population. The consequence was intensive rice cultivation in paddies, which relied on manual labour to terrace and irrigate the fields and work them like small gardens.

Another consequence was the emigration of many Chinese to Southeast Asia, where they now constitute sizeable minorities.

In the US, the main focus was increasing the productivity of labour, a principle that, after the end of the land rush, was transferred to industry in the northeast in the form of Taylorism and Fordism – two systems aimed at increasing efficiency in manufacturing. In China, the focus was increasing the productivity of the land, and, as industrialization gained momentum, the labour-intensive industries.

The Monroe Doctrine of 1823 proved that US isolationism was not entirely fundamental to the country’s character. Americans did want to keep out of European conflicts, but still felt that the Western Hemisphere should belong to the Americans alone. European powers were driven out of North America by means of purchases, war, agreements and contracts during the westward expansion, which was legitimized by Manifest Destiny and the myth of the frontier; it was also felt that the Europeans should exit South America.

Chinese isolationism was pursued just as selectively. One need only think of the expeditions of Admiral Zheng He's fleet in the South China Sea and the exploration of the Indian Ocean in the early years of the Ming dynasty. The People's Republic also asserted Qing dynasty conquests in the west and north (Xinjiang, Inner Mongolia and Tibet) and claimed the entire South China Sea as part of the province of Guangdong and Taiwan as Chinese territory.

The "sugar islands," those "jewels" of Europe's colonial powers, were in the Caribbean. The Spanish fleet gathered there to transport silver from Mexico and Peru to Seville and to defend itself from pirates. The South China Sea was secure water for Chinese junks sailing among the Philippine and Indonesian islands and through the Straits of Malacca to India, where Chinese immigrants established their Chinatowns and transnational family businesses. These tended to concentrate on trade and finance, as the rest of the economy was often closed to them.

The era of advanced industrialization reveals more parallels. The breakthrough in the north-eastern US occurred after the Civil War to protect high tariffs, but it was also a conflict between the free-trade interests of the southern states and the protectionism of the north, which wanted to shield its nascent industry from European competition and supply the growing market in the Midwest. Until 1917, military spending was also minimal, at 0.5 percent of overall domestic product.

The diplomatic service was in a similar position, as the US was more or less acting as a free rider. The British Empire secured the global public assets of economic stability and military security, as it had the greatest interests and the necessary resources to do so. Since the imposition of free trade, another asset included the gold standard guaranteed by the Bank of England and London as the centre of global finance.

Even during the Long Depression (1873–1896), which was triggered by the cut-throat competition of US agriculture and industry in the new chemical and electronics industries, when the US imposed the highly protectionist McKinley Tariff (1890), Britain adhered to free trade, gave up its agriculture and paved the way for its decline. Its fleet enabled it to guarantee the principle of the freedom of the seas and intervene anywhere in the world, which was highly beneficial to the US, especially in Asia.

China took a similar tack after 1949. Industrialization in the Mao era, with its emphasis on heavy industry, was protected by radical isolationism. The difference, however, was that it lacked a generation of capitalist Carnegies, Rockefellers and Fords and stuck to its long tradition of bureaucracy.

The country's late opening has not changed much about the model of a bureaucratic developing state. Elements of the market economy are instrumentalized and foreign capital in the form of joint ventures is welcome, as it ensures a transfer of technology. Control remains with the Chinese partner, while ultimate control – not only in state-owned enterprises – remains with the party secretary. The opening up of China was a welcome development in the US, which was led to believe in the myth of a limitless Chinese market and the illusion of being able to play the Chinese off against the Soviet Union.

Another parallel is that the US initially tolerated China as a free-rider, just as Britain had tolerated the US as a free-rider by securing a liberal global economic system on its own. China exploited liberalism for its own export campaign while limiting access to its markets. Chinese tankers and container ships made use of the freedom of the seas that the US has guaranteed, while China itself made no contribution to global security.

At the height of the Chinese- Soviet conflict in 1968, China even received a signal that it was under the protection of the US nuclear umbrella. China's military spending was only about 0.5 percent of its domestic product at the time.

Only during Theodore Roosevelt's presidency did the US upgrade its navy and pursue the same imperialist policy as the great European powers had. Once its continental expansion reached the west coast of North America, the new frontier then extended to the Asian coast on the other side of the Pacific, with the seizure of Hawaii, Midway, Wake, Guam and other islands – a chain of stops spanning the "American Lake" between Asia and the New World.

The Europeans and Americans were involved in opening up China after 1842, especially through the British Concession in Shanghai. In 1853, Commodore Perry's Black Ships alone secured the opening up of Japan. Spain sold the Philippines to the

US in 1898 and the islands then had to be defended in a costly guerrilla war legitimized as “White Man’s Burden.”

When the Europeans divided China up among themselves, US Secretary of State John Hay reacted with the Open Door Note in the expectation that the US, as the most competitive power, would prevail on the Chinese market. However, the “open door” proved no barrier to subsequent involvement in the suppression of the Boxer Rebellion.

The second expansion was in the Caribbean, which was to be cleared of Europeans. Cuba, Haiti, the Dominican Republic, Puerto Rico, the Virgin Islands as well as Honduras and Nicaragua on the Isthmus were occupied, annexed or controlled. The real trophy after the intervention in Colombia, which led to the province of Panama being separated from the country, was the leasing of the Canal Zone by the US for 99 years, once the French and the British had been bought out and ousted. The Panama Canal became an intra-American waterway between the continents’ east and west coasts.

China is now playing neo-imperialist catch-up. After the take-off, four decades of 10-percent growth, it is no longer satisfied with just exports and foreign investments but is launching a geopolitical campaign that involves high levels of military spending, as was the case for the US in the past. Its campaign has included land-grabs in Africa, accessing the waters of the Nile and outsourcing industrial parks, as wages are rising, even in China.

China’s chief trajectory is, as always, towards the south. The South China Sea has become Chinese territorial water, while its islands have been transformed into airfields and new ports have been built in Kyaukpyu (Myanmar), Hambantota (Sri Lanka) and Gwadar (Pakistan). The Chinese are also building up the island of Male, which is under threat from rising sea levels, have established a first naval base in Djibouti and, as the final link in the chain, have wholly or partly purchased the ports of Piraeus and Venice. Meanwhile, the Indian Ocean has become the “Chinese Lake.” China is building a fleet of aircraft carriers to enable it to secure sea routes through to the Persian Gulf and Red Sea. Their future land route will run through Pakistan, Central Asia, Iran and Turkey to Europe. The stationing of troops in these areas to protect Chinese investments has already been announced.

China is becoming more active as it realizes that its time as a free rider is coming to an end and as President Donald Trump continues to destabilize the liberal world order and the US is no longer willing to ensure international security on its own. Yet, Chinese expansion is not accompanied by any missionary activity. There is no "Yellow Man's Burden" compelling the Chinese to impose their idea of civilization on the wider world. Just as China refuses to tolerate any interference in its internal affairs, it neither involves itself in the internal affairs of its partners in Asia and Africa nor insists on humanitarian conditions in its infrastructure projects. This makes it attractive to autocrats the world over, especially as it demonstrates that industrialization can also be carried out on authoritarian and bureaucratic terms.

The hegemonic transition from the British Empire to the US was peaceful and promised normative continuity. The hegemonic transition to China will be conflictual and accompanied by a shift in the normative paradigm. Yet a "peaceful rise" is but a chimera – the Chinese century promises to be more than a mere continuation of the American century.

(Source: http://www.german-times.com/chimera-the-hegemonic-transition-to-china/)

1.1 "The hegemonic transition to China will be conflictual and accompanied by a shift in the normative paradigm".
In light of the above article, critically evaluate this statement and discuss the extent to which China can assume the role of a hegemony in the near future. (10)

1.2 Discuss the impact that China would have on the rest of the world economies as a hegemonic leader (15)

1.3 Differentiate between Mercantilist and Liberalist theories, critically analysing the extent of these IPE theories adopted by China. (15)

1.4 A recent news article stated that "the much talked about trade war between the US and China is one component of a broader confrontation between the two largest economies in the world'. Discuss the possible reasons for the imposition of trade barriers between China and the US, and the impact this can have on the South African economy (15)

QUESTION TWO **[15]**

Read the following extract and answer the questions that follow:

South African investors are sending more money overseas than ever before

New research from US research and analytics group, Real Capital Analytics (RCA), shows how South African-based investors are putting more money in foreign markets than ever before – with outbound investment four times larger than money coming into the country in 2018.

According to the group, "the gulf between investment activity in South Africa and overseas spending by South African investors has never been greater", with the trend likely to continue in 2019.

"On the back of weaker-than-expected domestic economic growth in the first quarter of 2019, it's likely that investors will continue to explore overseas exposure," it said.

International activity overtook domestic investment in 2016 and since then the gap between overseas and domestic spending has widened significantly, the group's data showed.

Meanwhile, domestic acquisition volume fell more than 50% between 2017 and 2018 as listed entities pulled back and became net sellers.

"Institutional investors, meanwhile, have remained net acquirers and international players have stayed away. Spending by cross-border investors in South Africa remains negligible — typically less than 5% of annual investment activity," it said.

South African-based investors sent about $4.9 billion overseas in 2018 (roughly R68.5 billion).

60% of the money was invested in retail, and close to 20% into each of the office and industrial sectors.

"All the cross-border investment for the year took place in Europe, with 30% focused on Poland and 17% into the UK," RCA said.

JSE-listed property groups were the biggest buyers, with RCA noting that Redefine, Vukile and NEPI Rockcastle topped the list.

The largest deal was the purchase of a Spanish retail asset portfolio by Vukile Property Fund for R7.66 billion from Unibail-Rodamco.

The largest single asset deal was the acquisition of the Riverbank House property in London for R7.4 billion by Oxygen Asset Management, on behalf of South Africa's Zeno Capital. This was also one of the biggest transactions in UK capital in 2018, RCA said.

Investment drive

These levels of capital outflow highlight the challenges faced by president Cyril Ramaphosa and the South African government in its drive to draw investment back into the country.

On the back of his election as president of the country, Ramaphosa has pushed an investment drive looking to draw $100 billion (R1.4 trillion) into the country over five years.

On the political front, the president is facing friction from the Public Protector, whose findings that Ramaphosa lied to Parliament and violated the constitution is chipping away at his public image of being anti-corruption and spur political uncertainty.

On the economic front, South Africa is creaking under the pressure of creeping economic growth (projected at between 0.6% and 1.0% in 2019), along-side crumbling state institutions which increasingly need government intervention.

This includes the likes of Eskom – currently South Africa's biggest liability – which could easily eat away half of Ramaphosa's investment target just to break even – while South African Airways, the SABC, Denel, Sanral and many others wait in the wings.

"Given slowing transaction activity and the shrinking economy, cap rates may rise and present a buying opportunity. Investors will be reassured if the government can fulfil its objective of boosting economic growth while consolidating the country's fiscal position.

"For now though, the capital flows are outbound," RCA said.

(Source: https://businesstech.co.za/news/finance/330461/south-african-investors-are-sending-more-money-overseas-than-ever-before/)

In light of the above article, explain what consequences such investment outflows can have on the South African economy, and discuss how South Africa can overcome this situation and attract foreign investment. (20)

QUESTION THREE **[25]**

Read the following extract and answer the questions that follow:

West African 'single currency' dream gives economists nightmares

For decades it was a dream of West African finance ministers: ushering in a regional single currency to boost trade and growth. But some economists say plans to launch "the eco" remain unrealistic and potentially disastrous for the region's economies.

Almost 30 years since the goal was first sketched out, the Economic Community of West African States, better known as ECOWAS, will meet in Abuja on Saturday to accelerate plans for what they see as an African version of the euro, the European Union's single currency that was forged out of national units over two decades ago.

The African 15-nation bloc had previously committed to creating a common currency, which supporters argue would significantly boost cross border trade in West Africa, by 2020.

ECOWAS leaders have already acknowledged that target date is unlikely to be met but have vowed to push on, while accepting there are numerous stumbling blocks, including a mega-country-sized one: Nigeria.

"It is difficult to see Nigeria agree to being in a monetary union if it is not the boss," said economist Ndongo Samba Sylla from the Rosa Luxemburg Foundation in Dakar. "It (the currency) would be launched into a void," he argued.

Nigeria, whose oil-dependent economy accounts for two-thirds of the region's GDP, would likely dominate a future monetary zone and has so far been sceptical about its benefits.

Economists compare the "Nigeria factor" to Germany's dominance in the eurozone, questioning whether sometimes disparate economies with varying levels of debt and deficits can successfully share the same currency.

The multi-year eurozone debt crisis, many argue, was proof that single currencies -- when badly implemented -- can have a catastrophic economic impact.

"(A single currency) seems a little bit premature considering that Nigeria hasn't even signed up for regional integration in ECOWAS," said Andrew S. Nevin, chief economist at PwC West Africa.

He argued that a West African single currency should not necessarily be the top priority.

"You should first improve the implementation of existing ECOWAS trading agreements, then improve the physical infrastructure," Nevin said.

"The third more pressing issue would be the ability to trade in every country's native currency, without using a third currency like euro or dollars."

ECOWAS was set up in 1975 and is today comprised of Benin, Burkina Faso, Cape Verde, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo -- representing a total population of around 385 million inhabitants.

Eight ECOWAS countries (Benin, Burkina Faso, Guinea-Bissau, Ivory Coast, Mali, Niger, Senegal and Togo) jointly use the CFA franc.

They are moored to the single European currency and are gathered in an organisation called the West African Monetary Union, or WAMU.

But the seven other ECOWAS countries have their own currencies, none of them freely convertible.

Bunching them all together under "the eco", many economists argue, could be a step too far.

Former senior economist at the International Monetary Fund (IMF) Abdourahmane Sarr believes West African leaders must face up to a number of choices -- including officially postponing the 2020 launch date.

The eco, as currently envisaged, "would have the same congenital disadvantages as the euro," Sarr said, who now heads the financial development think tank CEFDEL in Dakar.

At Saturday's summit, ECOWAS leaders will examine preparatory work adopted earlier this month including consensus on the name "eco", preferred over "afri" and "kola".

They will also discuss the "criteria of convergence" -- not one ECOWAS country has consistently met the economic goals for the currency.

"To me what's more important than a possible single currency is that there is an ability to trade between countries in their native currency," said Nevin.

(Source: https://www.france24.com/en/20190628-west-african-single-currency-dream-gives-economists-nightmares)

3.1 Critically evaluate whether a single currency would be potentially disastrous for the West African economies. (10)

3.2 In light of the above article, highlight the benefits of regional integration for the African countries. (15)

END OF GLOBAL POLITICAL ECONOMY ASSIGNMENT

12.1.3 INFORMATION AND KNOWLEDGE MANAGEMENT [100]

QUESTION ONE

Read the following case study and answer the questions that follow:

Ideas and trends converge from time to time in a way that suggests the possible shape of the future. Sometimes I think I can comprehend what they may mean. But other times I know I need help. This is one of those times.

Just two decades ago, we didn't have Google and other information sources; storage constraints would not have permitted Google to provide everyday access to the "world's information." If we had had the information, we couldn't have accessed it effectively anyway. Email systems were not widely available, let alone mobile devices with capacity to access the data. Now the capacity to store and access information through cloud computing is so great that we are entering a post-Google era in which new organizations like Factual (founded by a former Google employee) have set as their goal that of providing access to all of the world's facts. Presumably this means data such as the location of every factory in the world, data that has not already been massaged and spun. Some facts have to be acquired and organized. Other facts are generated by so-called digital sensors operating worldwide in industrial equipment, autos, and the like. By linking the sensors, an "industrial Internet" can be created.

These trends appear to have "opportunity" written all over them, particularly for those who are training now for jobs in data analytics. In addition to less wasteful marketing efforts (we should be able to know, for example, "which half" of advertising is effective, thereby making an old marketing saw obsolete), they should produce more effective business strategies and inject added certainty into the appraisal of opportunities for new business startups. Furthermore, analytics (not the data) should be a source of continuing competitive advantage. In his new book, Charles Duhigg describes how the retailer Target uses data on consumption patterns to discern and address promotions to pregnant customers, perhaps even before they've announced their pregnancy to friends (and Target competitors). This is particularly important because pregnancy is one of those life events associated with significant shifts in consumption habits.

A problem is that the shortage of experts in data analytics (some call them "data whisperers") is so acute that it may be years before a sufficient supply can be trained. The McKinsey Global Institute estimates that up to 190,000 are needed now in the US, along with 1.5 million managers capable of using their work. The shortage appears to be growing along with the potential for competitive advantage associated with data analytics.

This all raises many questions. Will the age of big data eliminate most or all uncertainty from business decisions for those most able to make effective use of "all the facts in the world?" Will it fuel the next "gold rush" for talent in a quest for competitive advantage? Will analytics, as well as the supply of analytics-savvy managers, so badly lag "big data" that it will only lead to confusion and misguided decisions? Or is this just the latest management fad? How, if at all, should this affect education for management? What do you think?

Source: https://hbswk.hbs.edu/item/how-will-the-age-of-big-data-affect-management

QUESTION ONE **[40]**

1.1 With the use of relevant research and examples from the article discuss the impact of technology such as cloud computing on providing access to data and knowledge. (10)

1.2 Using facts and examples from the article together with relevant research, assess the importance of training and employing data analysts with regards to knowledge management. (10)

1.3 Discuss how enterprise content management systems can alleviate information silos in an organisation. (10)

1.4 In relation to the article, discuss the role of knowledge workers in terms of organising and collecting knowledge. (10)

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QUESTION TWO **[20]**

There is no one single information system that will satisfy all of the needs of an organisation. At first glance, it can be difficult to comprehend all the different systems in a business, and even more difficult to understand how they relate to one another.

With regards to the above information, discuss the role, concept and purpose of each of the different information systems that serve different management groups.

QUESTION THREE **[20]**

3.1 Assess the impact of information systems on an organisations resistance to change. (10)

3.2 Examine the five moral dimensions with regards to information systems. (10)

QUESTION FOUR **[20]**

As technology advances and there are new types of hardware and software available, it becomes more critical for the firm to focus on the services that a firm can provide to its customers, suppliers, employees and business partners.

With regards to the above information, critically discuss the evolution of IT infrastructure and its impact on organizational performance.

END OF INFORMATION AND KNOWLEDGE MANAGEMENT ASSIGNMENT

12.1.4 OPERATIONS AND SUPPLY CHAIN MANAGEMENT [100]

Read the following case study and answer the questions that follow:

Walmart: Operations Management 10 Decisions, Productivity

A Walmart store in Clinton, Maryland. Walmart successfully applies and addresses the 10 decision areas of operations management for productivity.

Walmart's operations management covers a variety of approaches that are focused on managing the supply chain and inventory, as well as sales performance. The company's success is partly based on effective performance in operations management. Specifically, Walmart's management covers all of the 10 decision areas of operations management. These decision areas pertain to the issues and concerns that managers face on a daily basis. Walmart's application of the 10 decisions of operations management reflects managers' prioritization of business objectives. In turn, this prioritization shows the strategic significance of the different decision areas of operations management in Walmart's business.

The decisions of operations management are effectively applied in Walmart's business through a combination of approaches that emphasize supply chain management, inventory management, and sales and marketing.

Walmart: Operations Management 10 Decision Areas

1. Design of Goods and Services. This decision area of operations management involves the strategic characterization of products. In the case of Walmart, this decision area covers goods and services. As a retailer, the company offers retail service. However, Walmart also has its own brands of goods, such as Great Value and Sam's Choice. The company's operations management addresses the design of retail service by emphasizing the variables of efficiency and cost-effectiveness. Walmart is known for low costs because of its cost leadership generic strategy. To fulfill this strategy, the firm focuses on maximum efficiency of its retail service personnel. To address the design of goods in this decision area of operations management, Walmart also emphasizes minimal production costs, especially for the Great Value brand. For example, the firm's goods are designed in such a way that they are easy to mass-produce.

2. Quality Management. This decision area of operations management is applied at Walmart through three tiers of quality standards. The lower tier specifies minimum quality expectations of the majority of customers. Walmart keeps this lower tier for most of its brands, such as Great Value. The middle tier specifies market average quality for low-cost retailers. This tier is applied for the performance of Walmart employees, especially sales personnel. The upper tier specifies quality levels that exceed market averages. This tier is applied to only a minority of Walmart's outputs, such as goods under the Sam's Choice brand. The firm addresses the decision area of operations management for quality management through this three-tier approach that ensures suitable quality in different areas of Walmart's organization.

3. Process and Capacity Design. Walmart addresses this decision area of operations management through behavioral analysis, forecasting, and continuous monitoring. Behavioral analysis of customers and employees, such as in the stores, serves as basis for Walmart's process and capacity design of store processes and capacity, personnel and equipment. Forecasting is the basis for the firm's ever-changing capacity design for human resources. Walmart's HR process and capacity design evolves as the business grows. Also, to satisfy concerns in this decision area of operations management, the company uses continuous monitoring. Continuous monitoring of store capacities informs Walmart's corporate managers to keep or change current designs.

4. Location Strategy. This decision area of operations management emphasizes efficiency of movement of materials, human resources and business information throughout the organization. In this regard, Walmart's location strategy includes stores located in or near urban centers. The company's aim is to maximize market reach. Materials and goods are made available to the company's target consumers through strategic warehouse locations. To address the business information aspect in this decision area of operations management, Walmart uses the Internet. The company has a comprehensive set of online information systems for real-time reports and monitoring. Thus, Walmart’s main concern in this decision area is on the location of stores and related facilities.

5. Layout Design and Strategy. To address this decision area of operations management, Walmart uses shoppers’ behaviors for the layout design of its stores. The layout design of individual stores is based on consumer behavioral analysis and corporate standards. For example, Walmart’s placement of some goods in certain areas of its stores, such as near the entrance/exit, is based on this behavioral analysis of shoppers. On the other hand, the layout design and strategy for the company’s warehouses are based on the need to rapidly move goods across the supply chain to the stores. Walmart’s warehouses have adequate space allocation for the company’s trucks, suppliers’ trucks, and goods. With efficiency, cost-effectiveness, and cost-minimization, the firm satisfies needs in this decision area of operations management.

Determining Productivity at Walmart

Part of the goals of Walmart’s operations management is to maximize productivity to support the minimization of costs under the cost leadership generic strategy. There are various quantitative and qualitative criteria or measures of productivity that pertain to human resources and related internal business processes. The most notable of these productivity measures/criteria at Walmart are:

1. Revenues per sales unit
2. Stockout rate
3. Duration of order filling

The revenues per sales unit refers to the sales revenues per store, average sales revenues per store, and sales revenues per sales team. Walmart is interested in maximizing revenues per sales unit. The stockout rate is the frequency of stockout, which is the condition where inventories for certain products are already empty or inadequate. Walmart’s objective is to minimize the stockout rate. The duration of order filling is the amount of time consumed to fill inventory requests at the stores. Walmart’s objective is to minimize the duration of order filling. The satisfaction of these objectives contributes to the company's performance in operations management.

Source:http://panmore.com/walmart-operations-management-10-decisions-areas-productivity-case-study-analysisb

QUESTION ONE [50]

1.1 Using relevant examples from the case study, discuss how Walmart effectively managed the design of its goods and services. (10)

1.2 Discuss the factors that could influence Walmarts market opportunities with regards to the design of goods and services. (10)

1.3 With regards to Walmarts quality management processes, discuss how benchmarking could assist Walmart in maintaining its three tier quality management system. (15)

1.4 Discuss the concept of "Productivity and the effectiveness of the tools Walmart utilises to determine productivity in its stores. (15)

QUESTION TWO [25]

2.1 Assess the impact of motivation and incentive systems on job design with regards to increasing productivity. (15)

2.2 Discuss the problems and the solutions offered by adopting effective supply chain management mechanisms. (10)

QUESTION THREE [25]

3.1 Evaluate the effectiveness of tactics used to improve supply chain performance. (15)

3.2 Discuss the demand scheduling strategies available when conducting aggregate scheduling. (10)

END OF OPERATIONS AND SUPPLY CHAIN ASSIGNMENT

12.1.5 MANAGERIAL ECONOMICS [100]

QUESTION ONE [30]

Read the extract below and answer the questions that follow:

Ford to add 1,200 jobs in South Africa from August

Ford Motor Company of Southern Africa (FMCSA) will employ 1,200 new employees from August 2019 to meet the growing international and local demand for the New Ranger, Ranger Raptor and Everest models.

Ford said that these additions will bring the company's total employment in South Africa to approximately 5,500 employees.

At the same time, it will significantly bolster supplier companies by adding around 10,000 jobs in this sector.

"The R3 billion investment in our South African plants, announced in 2017, is now coming to fruition with the addition of a third shift to increase our production output," says Ockert Berry, vice president operations, Ford Middle East and Africa.

"The investment enabled extensive reworks at the Silverton Assembly Plant to expand our production capacity from 124,000 vehicles per year to 168,000 units, which is 58,000 vehicles more than our original capacity when the current Ranger programme commenced in 2011," Berry said.

"The third shift will allow us to ramp up our production from the current 506 vehicles assembled per day to a peak of 720 units to satisfy the strong demand from customers in South Africa, as well as for our crucial exports to 148 markets around the world," Berry states.

Kicking off at the beginning of August, the Silverton Assembly Plant will run around the clock using a three-shift pattern from Monday to Thursday, with the additional Friday third shift available to address any potential shortfalls in the production schedule.

"In addition to the job opportunities created for hourly employees, the new shift makes provision for 104 skilled artisans and technicians who have been appointed as permanent employees, thus adding to the skills set of our staff complement in Silverton," Berry said.

Growth in South Africa

Approximately two-thirds of Ford's local production is exported to 148 global markets, with the balance sold in South Africa and Sub-Saharan African countries.

The Ranger leads the light commercial vehicle (LCV) sector exports, with the locally-built model consistently ranked as the top-selling pickup in Europe.

As demand for the New Ranger and the Ranger Raptor continues to grow in Europe, Ford began exporting vehicles through Port Elizabeth in April this year – a strategic move to address the high level of congestion at the Durban Harbour's Roll On Roll Off (RORO) Terminal, which is the country's primary import and export hub.

The multi-port strategy makes effective use of Transnet's rail infrastructure to transport vehicles from the Silverton plant to the Port Elizabeth vehicle terminal. Approximately 1,000 Rangers are being exported via this new route each month, which has improved the efficiency and delivery timeframes to European markets.

Port Elizabeth is also home to Ford's Struandale Engine Plant which supports two global diesel engine programmes.

Production commenced at the end of last year of the new-generation 2.0-litre Bi-Turbo and Single Turbo engines that are used in selected Ranger and Everest models, with an installed capacity of 120,000 engines per year – all of which are supplied to the Silverton Assembly Plant.

Additionally, the Struandale plant continues machining component sets, comprising the cylinder head, block and crankshaft, for the existing 2.2 and 3.2-litre Duratorq TDCi engine.

Following the recent investment and expansion, installed capacity climbed to its highest-ever figure of 280,000 sets per year to support export markets in Thailand and Argentina, as well as local engine assembly.

Besides supplying fully assembled engines to Silverton for installation in the Ranger and Everest, the local plant also ships engines to North America, China and several customer plants in Europe with a production capacity of up to 130,000 units per year.

(Source: https://businesstech.co.za/news/business/329831/ford-to-add-1200-jobs-in-south-africa-from-august/)

1.1 Considering the aforementioned article, evaluate the impact that the above-mentioned steps taken by Ford will have on some major economic indicators.(15)

1.2 Discuss the consequences of Ford's decision on the trade levels of South Africa. (15)

QUESTION TWO [35]

'Monopolies strangling economy' - Ramaphosa

Having only four major banks in SA is hampering the country's economic growth.

This is according to President Cyril Ramaphosa who yesterday bemoaned monopolies in various sectors such as banking. Addressing a conference looking at 25 years of democracy at the University of Johannesburg, the president said very little has been done to end white people's monopoly over important sectors of the economy.

"The economy of our country is not open enough and it so happens that it is only open to certain insiders who are white.

"The IMF long ago, with the World Bank, analysed our economy and said that one of the key problems with our economy in South Africa is the dominance of monopolies.

"That they have a stranglehold on the economy of our country and that was what was designed in the past and it was so designed that it ensured that there were a few insiders and it so happened that the insiders were white controllers of the economy and that has continued right until today."

Ramaphosa said one such sector was banking. As it stands, there are four major banks - Absa, FNB, Nedbank and Standard Bank - servicing the country's needs from bonds, day-to-day banking and loans.

"You look at the banking sector, you've got only four banks that dominate the economy of our country - the major ones that is - [servicing] the 57-million population ..."

He said that this was detrimental to the economy as it is meant to shut out new players from participating in the sector.

People find it difficult, he said, to finance their businesses because of the limited option.

"With only four banks, your entry or your access to capital becomes very constrained. If you want to go and start a company, you move from one bank to the other and by the time you get to the third one they've all said no. Where else do you go?

"We therefore need to open this economy and broaden the landscape so that black players can also come in and have access to capital, they must have access to market, they must have access to distribution channels, they must have access to the shelves in the retail shops as well."

Ramaphosa said his government would now pay a lot of attention to township businesses as one way of ending the dominant rule of monopoly. He promised that business people in the townships would be assisted financially to get up and running.

(Source: https://www.sowetanlive.co.za/news/south-africa/2019-07-24-monopolies-strangling-economy-ramaphosa/)

2.1 "Monopolies strangling economy". With the aid of a diagram, explain the economic theory that supports this statement. (15)

2.2 "Ramaphosa said his government would now pay a lot of attention to township businesses as one way of ending the dominant rule of monopoly". Highlight the advantages of such a decision for the South African economy. (10)

2.3 The market structure of the banking sector, comprising four major banks, could also be classified as an oligopoly. Explain the extent to which collusion is possible among these four banks in south Africa. (10)

QUESTION THREE [35]

Why investing in high-flying Kumba may not be a good idea

Kumba Iron Ore has been good to its stakeholders. Generous in fact. For the six months to June 2019, the company reported an increase in headline earnings by 239% to R10.1-billion and declared an interim cash dividend of R9.9-billion or R30.79 per share. This represents a payout ratio of 98% of headline earnings, above its target range of 50% to 75% of headline earnings.

But, as Business Maverick reported recently, the translation of higher profits and cash-flow expectations into booming share prices does not necessarily signify a renewal of confidence in the South African mining industry.

It all comes down to price. The price of the key steelmaking commodity has soared through 2019, recently setting a five-year high. And it has been good to producers across the world, including South Africa's sole producer, and its holding company – local and London-listed Anglo American.

The price has been supported by international supply under pressure after a devastating dam collapse in Brazil in January significantly curtailed the production of the world's biggest iron ore producer, Vale, and a tropical cyclone hit Western Australia shortly after, disrupting production for both Rio Tinto and BHP Billiton.

Kumba had to deal with unplanned maintenance at Sishen, which cut into production volumes. The company reported that total tonnes mined decreased marginally by 2% to 138Mt, while production volumes reduced by 11% to 201.1 Mt for the period under review.

The bumper price for iron ore was further fuelled by a property boom in China, the world's largest consumer of the commodity. So says Paul Whitburn, director and portfolio manager at Rozendal Partners in Cape Town

(Source: https://www.dailymaverick.co.za/article/2019-07-24-why-investing-in-high-flying-kumba-may-not-be-a-good-idea/)

3.1 Explain, with the aid of a diagram, how the change in demand and supply levels would lead to higher prices, as stated in the article. (15)

3.2 Discuss the benefits for the South African economy if the South African mining industry did well and gained confidence. (10)

3.3 Identify and explain the type of price control that the government can impose on the mining industry, highlighting the impact that this would have on market demand and supply levels. (10)

END OF MANAGERIAL ECONOMICS ASSIGNMENT

13. SUMMATIVE ASSESSMENT (EXAMINATIONS)

13.1 EXAMINATION VENUES

REGION	EXAMINATION VENUE
KWAZULU NATAL	**REGENT Business School** 35 Samora Machel Street (Aliwal Street)
KWAZULU NATAL (Newcastle)	**The Edu Centre** Qualita's, Off Sutherland Street
KWAZULU NATAL (Pietermaritzburg)	**Suite 2 Maritzburg Arch** 39/45 Chief Albert Luthuli Street. (Entrance through Greyling Street across Waltons)
GAUTENG (Johannesburg)	**REGENT Business School** 13 Frost Avenue, Sunnyside Auckland Park
GAUTENG (Pretoria)	**Mancosa Office** 68 Oak Avenue, Highveld, Techno Park Centurion
EASTERN CAPE (Port Elizabeth)	**Mancosa Office** 3^{rd} Floor, Greyville House Corner of Ring and Cape Road, Greencare's
EASTERN CAPE (East London)	**REGENT Business School** 6 - 8 Donald Road Vincent
EASTERN CAPE (Mthatha)	**Trinset** Zamukulugisa Industrial Site, Amendu Road, Sidwadwa View
EASTERN CAPE (Queenstown)	**TBA**

REGION	EXAMINATION VENUE
WESTERN CAPE (Cape Town)	**REGENT Business School** 9 Hemlock Street 1st Floor Newlands
MPUMALANGA (Nelspruit)	**SAVF SOCIAL WORK OFFICES** No 35 Murray Street Corner Murray and Britz Street (opposite Frieso Centrum)
LIMPOPO (Polokwane)	**Edupark** **Edupark Avenue off Dorp Street (Edupark Administration Office)** A Block – Ground Floor Momapati room Opposite New Peter, Mokaba Stadium (1st Floor)
SWAZILAND (Manzini)	**REGENT Business School** Lot 132 City Centre Mbhabha Street Commercial Area Manzini- Near Swaziland Milling
NAMIBIA (Windhoek)	**Doctor Augustino Neto Drive** Ground Floor Ausspann Plaza Office Park, Unit 3
NAMIBIA (Ongwediva)	**University of Namibia** Oshakati Campus Eliander Mwatale Street Oshakati
NAMIBIA (Walvis Bay)	**THE LEARNING HUB** 60 Circumferential Avenue Walvis Bay

13.2 EXAMINATION DATES

MODULES	FINAL EXAMINATION	SUPPLEMENTARY/ AEGROTAT EXAMINATION
SEMESTER ONE		
LEADERSHIP AND HUMAN CAPITAL DEVELOPMENT	22 June 2020 09h00 – 12h00	21 July 2020 13h30 – 16h30
GOVERNANCE AND SUSTAINABILITY	17 June 2020 09h00 – 12h00	21 July 2020 09h00 – 12h00
ACCOUNTING AND FINANCE	23 June 2020 09h00 – 12h00	23 July 2020 09h00 – 12h00
STRATEGIC AND CHANGE MANAGEMENT	19 June 2020 09h00 – 12h00	22 July 2020 09h00 – 12h00
SEMESTER TWO		
MANAGERIAL ECONOMICS	09 November 2020 13h30 – 16h30	14 January 2021 13h30 – 16h30
STRATEGIC MARKETING	10 November 2020 13h30 – 16h30	11 January 2021 09h00 – 12h00
INFORMATION AND KNOWLEDGE MANAGEMENT	12 November 2020 13h30 – 17h30	13 January 2021 09h00 – 13h00
OPERATIONS AND SUPPLY CHAIN MANAGEMENT	12 November 2020 13h30 – 17h30	13 January 2021 09h00 – 13h00
GLOBAL POLITICAL ECONOMY	13 November 2020 09h00 – 12h00	11 January 2021 13h30 – 16h30

Appendix A: ASSIGNMENT COVER SHEET

REGENT BUSINESS SCHOOL
HONORIS UNITED UNIVERSITIES

Programme	
Module Name	
Assignment Number	
Surname	
First Name/S	
Student Number	
Date Submitted	
Postal Address	
E-MAIL ***myregent email address***	**………………………...@myregent.ac.za**
E-Mail ***(alternate email address)***	
Contact Numbers	**Cell :**
	Home :
	Work :
Alternate contact :	
Name:	
Relationship:	
Contact number:	

I ____________________________ ID/Passport No.__________________________hereby confirm that the assignment submitted herein is my own original work.

Date: _______________________

FOR OFFICE USE ONLY

Marks per question (Q)

Q1	**Q2**	**Q3**	**Q4**	**Q5**	**Q6**	**Q7**	**Q8**	**Q9**	**Q10**