

# **Tutorial Letter 101/3/2025**

## **Strategic Planning III** **MNG3701**

**Semesters 1 and 2**

**Department of Business Management**

This tutorial letter contains important information about your module.

Note: This is a fully online module. It is, therefore, only available on myUnisa.

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## 1. INTRODUCTION

Dear Student,

We are excited to welcome you to the Strategic Planning III module! This module is a capstone module in many of the undergraduate qualifications. As an exit level module, we recognise that you are close to completing your qualification and we encourage you to keep up the hard work.

Unisa is a comprehensive open distance e-learning (CODeL) higher education institution. Our comprehensive curricula encapsulate a range of offerings, from strictly vocational to strictly academic certificates, diplomas, and degrees. Unisa's "openness" and its distance eLearning character result in many students who may not previously have had an opportunity to enrol in higher education registering at the University. Our CODeL character implies that our programmes are carefully planned and structured to ensure success for students, ranging from the under-prepared but with potential to those who are sufficiently prepared.

Teaching and learning in a CODeL context involve multiple modes of delivery, ranging from blended to fully online learning. As a default position, all post-graduate programmes are offered fully online with no printed study materials, while undergraduate programmes are offered using a blended mode of delivery where printed study materials are augmented with online teaching and learning via the learner management system, myUnisa. In some instances, undergraduate programmes are offered fully online as well.

Furthermore, our programmes are aligned with the vision, mission, and values of the University. Unisa's commitment to serving humanity and shaping futures – combined with a clear appreciation of our location on the African continent – means that Unisa's graduates have distinctive graduate qualities, which include:

- being independent, resilient, responsible and caring citizens able to fulfil and serve in multiple roles in their immediate and future local, national and global communities
- having a critical understanding of their location on the African continent and taking account of its histories, challenges and potential in relation to globally diverse contexts
- the ability to critically analyse and evaluate the credibility and usefulness of information and data from multiple sources in a globalised world with ever-increasing information and data flows and competing worldviews
- how to apply their discipline-specific knowledges competently, ethically and creatively to solve real-life problems
- an awareness of their own learning and developmental needs and future potential

**MNG3701 is a fully online module.**

We use myUnisa as our virtual campus. This is an online system that is used to administer, document and deliver educational material to you and support engagement with you. Look out for information from your lecturer as well as other Unisa platforms to determine how to access the virtual myUnisa module site. Information on the tools that will be available to engage with your lecturer and fellow students to support your learning will also be communicated via various platforms.

You are encouraged to log into the module site on myUnisa regularly (that is, at least twice per week).

Within the broader context of Strategic Management, this module will present you with the theoretical foundations of Strategic Planning. The contemporary business environment is recognised by constant change and uncertainty. In this module, we expose you to the fundamental principles of strategic planning which ultimately aims for organisations to survive, sustain and thrive amidst the changes in the complex business environment. The practices of strategic planning are applicable in the private and public sector as well as non-profit organisations. We trust that you will gain valuable theoretical knowledge and thereby have the understanding to practice strategic management within real organisations.

As this is a third-year module, we will incorporate contemporary strategic management content by using the latest resources in your study material. In addition, you will be introduced to case studies in your formative assessments (assignments) and the same will apply with your summative assessment (examination).

It is important to note that Strategic Management consists of two modules: Strategic Planning (MNG3701) and Strategy Implementation and Control (MNG3702). This module, MNG3701, precedes MNG3702, which means that MNG3702 builds on this module. Strategic Planning focuses on all the issues involved in strategy formulation; on the other hand, Strategy Implementation and Control involves the execution of the strategic plan as well as effective strategy evaluation and control.

This tutorial letter is the first tutorial letter for MNG3701 and its primary objective is to do the following:

- Introduce you to the learning outcomes as outlined in Section 2.2 that you need to master by the end of the semester.
- Provide information on the programme and our approach to this module.
- Provide information on the requisite learning materials and tutorial matter.
- Inform you about your lecturers and their contact information.

Because this is a fully online module, you will need to use myUnisa to study and complete the learning activities for this module. Visit the website for MNG3701 on myUnisa frequently. This also means that **you will not receive any printed material**. Depending on your registration period, the websites for your module are MNG3701-25-S1 or MNG3701-25-S2 for the first and second semesters, respectively.

Important note: **before you schedule a meeting or pick up the telephone**, first consult **this tutorial letter (TL101)**. Chances are that the answer you are looking for is already contained in this tutorial letter! Should you still have a query, you are most welcome to contact us for assistance. Most importantly, should you have any academic queries, do not hesitate to contact us or your e-tutors and we will work together to clarify your understanding of MNG3701.

Owing to the nature of this module, you can read about the module and find your study material online. Go to the website at <https://my.unisa.ac.za> and log in using your student number and password. Click on "myModules" at the top of the web page and then on "Sites" in the top right corner. In the new window, click on the grey star icon next to the modules you want displayed on your navigation bar. Close the window in the top right corner. Then select the option "Reload to see your updated favourite sites". Now go to your navigation bar and click on the module you want to open.

We wish you every success with your studies!

## 2. PURPOSE AND OUTCOMES

### 2.1. Purpose

Students who have completed this module successfully will be able to conceptualise and explain relevant components of strategic planning as part of the strategic management process. You will be able to evaluate the strategic direction of an organisation and recommend suitable business-level strategies based on thorough internal and external environmental analyses. The module content is also presented in the context of responsible management practices.

### 2.2. Outcomes

For this module, you will have to master several outcomes:

**Specific outcome 1:** Contextualise responsible management within the business management discipline.

**Specific outcome 2:** Conceptualise strategic management within the broader business management discipline.

**Specific outcome 3:** Justify the value of responsible management when setting strategic direction for an organisation.

**Specific outcome 4:** Conduct an environmental analysis in relation to the strategic direction of the organisation.

**Specific outcome 5:** Recommend a suitable business level strategy for a business organisation based on a given scenario.

### 3. CURRICULUM TRANSFORMATION

Unisa has implemented a transformation charter that places curriculum transformation high on the teaching and learning agenda. Curriculum transformation includes student-centred scholarship, the pedagogical renewal of teaching and assessment practices, the scholarship of teaching and learning, and the infusion of African epistemologies and philosophies. All of these are being phased in at both programme and module levels. As a result of this, you will notice a marked change in the teaching and learning strategy implemented by Unisa, together with the way in which the content is conceptualised in your modules. We encourage you to embrace these changes during your studies at Unisa, responsively and within the framework of transformation.

### 4. LECTURER(S) AND CONTACT DETAILS

#### 4.1. Lecturer(s)

The module is presented by a team comprising academic staff, postgraduate student assistants and e-tutors.

Content-related questions can be directed to:

<b>Ms Shirley Rambau</b> <b>Postgraduate Assistant</b> Telephone: +2712 484 1337 E-mail: <a href="mailto:rambasp@unisa.ac.za">rambasp@unisa.ac.za</a>	<b>Ms Melba Mawila Lecturer</b> Telephone: +2712 429 4198 E-mail: mawilmh@unisa.ac.za
<b>Dr Habofanwe Koloba</b> <b>Senior Lecturer</b> E-mail: kolobha@unisa.ac.za	<b>Ms Malente Modungwa</b> <b>Lecturer</b> E-mail: modunmm@unisa.ac.za

Note that module or content-related queries of an academic nature should be directed to your e-tutor first; if you do not get the desired outcome, you may contact one of us. Typically, these queries may include questions about the content of assignments, difficult concepts that you struggle to grasp, examination questions, discussion and general information regarding the syllabus of the module. Please have your study material at hand when you contact us. All queries sent via e-mail must include your student number and the module code (MNG3701) in the subject line.

Administrative queries, such as questions about examination timetables or study fees, should be addressed to the relevant administrative section. Consult the brochure *Study @ Unisa* in this regard. Always have your student number at hand when you call the University.

Also note that, in line with the requirements of the Protection of Personal Information Act 4 of 2013, only student queries sent from a myLife e-mail will be addressed.

## 4.2. Department

You can contact the Department of Business Management as follows:

Telephone number: +2712 429 4220

E-mail: [busman@unisa.ac.za](mailto:busman@unisa.ac.za)

## 4.3. University

To contact the University, follow the instructions in the brochure *Study @ Unisa*. Remember to have your student number available whenever you contact the University.

Contact addresses of the various administrative departments appear on the Unisa website: <http://www.unisa.ac.za/sites/corporate/default/Contact-us/Student-enquiries>.

**Please include your student number in all correspondence.**

# 5. RESOURCES

## 5.1. Prescribed book(s)

Assignments and examinations are based on the prescribed textbook. You will not be able to complete the assignments or study for the examination without the following prescribed textbook:

Venter, P & Botha, T (eds). 2022. *Practicing strategy – a Southern African context*. 3rd edition. Cape Town: Juta.

## 5.2. Recommended book(s)

Students can request additional reading material online, via the library catalogue. This could be any book on strategic management.

## 5.3. Electronic reserves (e-reserves)

E-reserves can be downloaded from the library catalogue. More information is available at <http://libguides.unisa.ac.za/request/request>.

Search for E-reserves at <http://oasis.unisa.ac.za/search/r>.

E-reserves can be downloaded from the library webpage, option “Find E-reserves”.

## 5.4. Library services and resources

The Unisa Library offers a range of information services and resources and has made numerous library guides available at <http://libguides.unisa.ac.za>.



**Recommended guides:**

- For brief information on the library, go to <https://www.unisa.ac.za/library/libatglance>.
- For more detailed library information, go to <http://www.unisa.ac.za/sites/corporate/default/Library>.
- For Frequently Asked Questions, go to <https://www.unisa.ac.za/sites/corporate/default/Library/Frequently-Asked-Questions>.
- For research support and services such as the Personal Librarian service and the Information Search Librarian's Literature Search Request (on your research topic) service, go to <http://www.unisa.ac.za/sites/corporate/default/Library/Library-services/Research-support>.
- For library training for undergraduate students, go to <https://www.unisa.ac.za/sites/corporate/default/Library/Library-services/Training>.
- For Lending Services, go to <https://www.unisa.ac.za/sites/corporate/default/Library/Library-services/Lending-services>.
- For Services for Postgraduate students, go to <https://www.unisa.ac.za/sites/corporate/default/Library/Services-for-Postgraduates>.
- For Support and Services for students with disabilities, go to <https://www.unisa.ac.za/sites/corporate/default/Library/Services-for-students-with-special-needs>.
- For Library Technology Support, go to <https://libguides.unisa.ac.za/techsupport>.
- For information on finding and using library resources and tools, go to [http://libguides.unisa.ac.za/Research\\_skills](http://libguides.unisa.ac.za/Research_skills).
- For an A–Z list of library databases, go to <https://libguides.unisa.ac.za/az.php>.

**Important contact information:**

- Technical problems encountered in accessing library online services: [Lib-help@unisa.ac.za](mailto:Lib-help@unisa.ac.za)
- General library-related queries: [Library-enquiries@unisa.ac.za](mailto:Library-enquiries@unisa.ac.za)
- Queries related to library fines and payments: [Library-fines@unisa.ac.za](mailto:Library-fines@unisa.ac.za)
- Interlibrary loan service for postgraduate students: [libr-ill@unisa.ac.za](mailto:libr-ill@unisa.ac.za)
- Literature Search Service: [Lib-search@unisa.ac.za](mailto:Lib-search@unisa.ac.za)
- Social media channels: Facebook: UnisaLibrary and X Twitter: @UnisaLibrary

To view the Library orientation video – please click here: [Unisa Library and Information Services Video 1\\_1\(2\).mp4](#)

## 6. STUDENT SUPPORT SERVICES

The *Study @ Unisa* brochure is available on myUnisa at [www.unisa.ac.za/brochures/studies](http://www.unisa.ac.za/brochures/studies). This brochure contains important information and guidelines for successful studies through Unisa.

If you need assistance concerning the myModules system, you are welcome to use the following contact details:

- Toll-free landline: 0800 00 1870 (Select option 07 for myModules)
- E-mail: [mymodule22@unisa.ac.za](mailto:mymodule22@unisa.ac.za) or [myUnisaHelp@unisa.ac.za](mailto:myUnisaHelp@unisa.ac.za)

You can access and view short videos on topics such as how to view your calendar, how to access module content, how to view announcements for modules, how to submit assessments and how to participate in forum activities by visiting <https://dtls-qa.unisa.ac.za/course/view.php?id=32130>.

Registered Unisa students receive a free myLife e-mail account. Important information, notices and updates are sent exclusively to this account.

Please claim your e-mail account immediately after registering at Unisa by following this link: <https://www.unisa.ac.za/static/myunisa/Content/Announcements/Documents/Claim-myUnisa-myLife-Nov-2017.pdf> Note that it can take up to 24 hours for your account to be activated after you have claimed it.

Your myLife account is the **only** e-mail account recognised by Unisa for official correspondence between you and the University and it will remain your official primary e-mail address on record at Unisa.

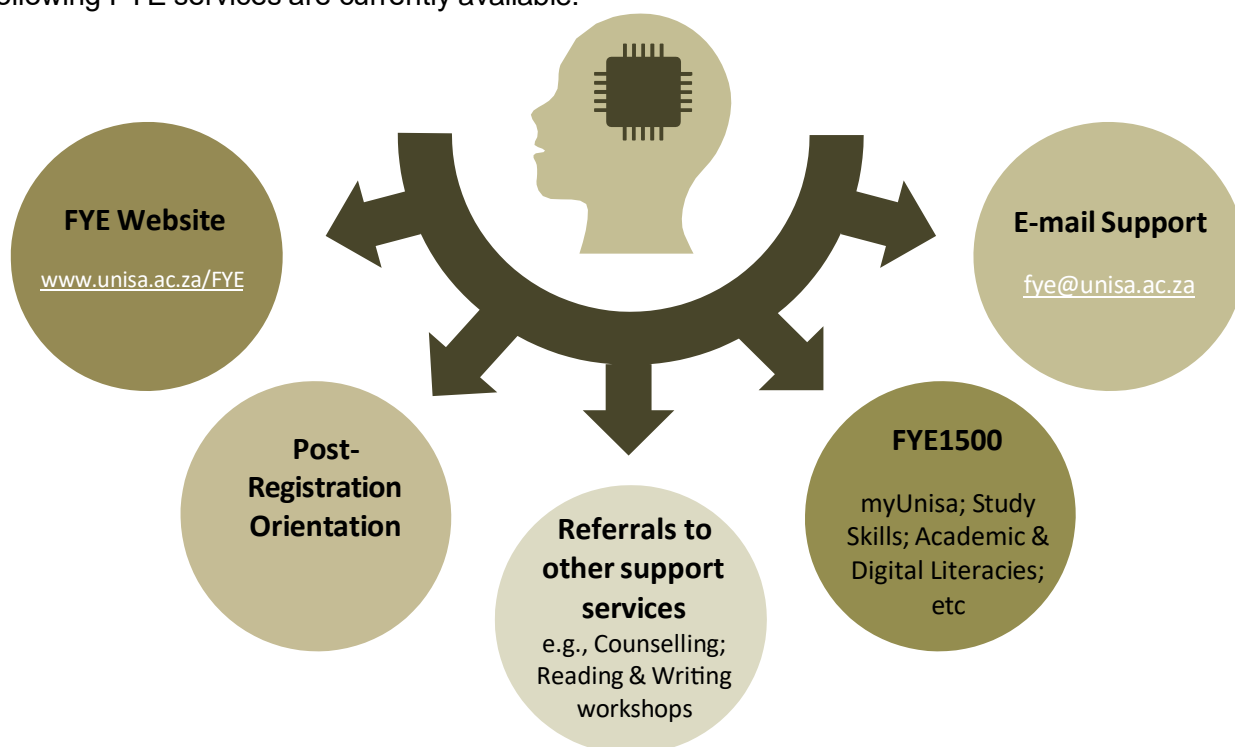
You remain responsible for the management of this e-mail account.

### 6.1. The Unisa First-Year Experience Programme

Many students find the transition from school education to tertiary education stressful and this is often true for students enrolling at Unisa for the first time. Unisa is a dedicated open distance and e-learning institution and is very different from face-to-face/contact institutions. It is a mega university and all its programmes are offered through either blended learning or fully online learning. For these reasons, we offer first-time students additional/extended support to help them navigate the Unisa teaching and learning journey seamlessly and with little difficulty and few barriers.

Unisa's First-Year Experience (FYE) Programme has been specially designed to provide you with prompt and helpful information about the services that the institution offers.

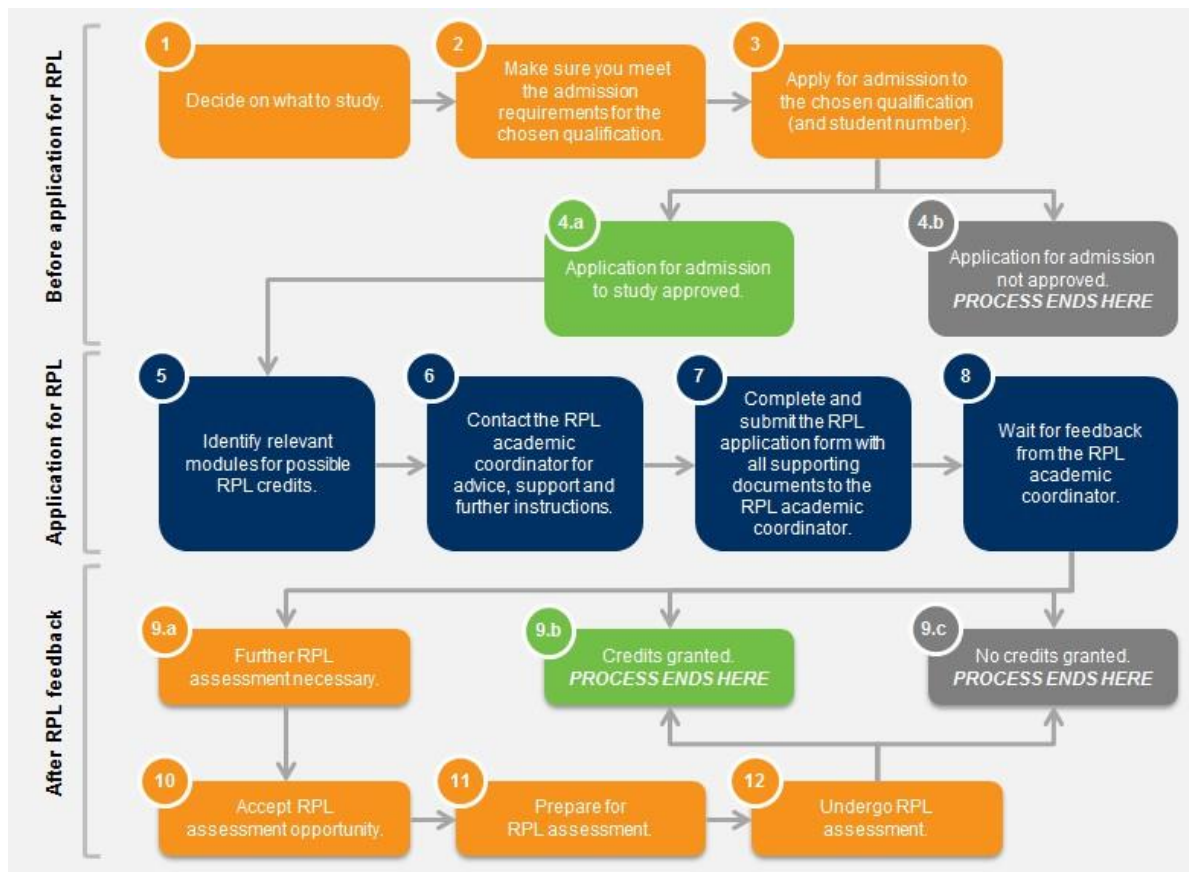
The following FYE services are currently available:



💡 To ensure that you do not miss out on important academic and support communication from the SRU, please check your myLife inbox regularly.

## 6.2. Using Recognition of Prior Learning (RPL) to apply for module credit within a qualification.

Now that you are a registered student, you are advised to familiarise yourself with the learning outcomes of the module or modules you have chosen. If you have been exposed to those learning outcomes for three years or more – either through work experience or other involvement – you can apply to be exempted from completing assignments and writing examinations. As part of your application for this exemption, you will be required to compile a portfolio of evidence substantiating how your experience is equivalent to the learning outcomes. The diagram below shows the steps involved in obtaining recognition of prior learning (RPL) for module credit. For more information on the process, RPL fees, and the contact details of your college RPL coordinator, visit the Unisa website: [www.unisa.ac.za/rpl](http://www.unisa.ac.za/rpl).



## 7. STUDY PLAN

We strongly recommend that you set a study programme for yourself for this semester and allocate sufficient time to work through the study guide, study and read the relevant sections of the prescribed books, incorporate additional material if necessary, do the assignments and prepare for the examination. Below is a proposed study plan for this module for the semester; please try not to deviate from it. Our experience in this and other modules suggests that the time allocated for this module should be enough for any diligent student to cover their work as scheduled.

Orientation and personal study plan Download study material Obtain prescribed material	Week 1
Schedule study time and plan for formative assessments	Week 2
Lesson 1	Week 3
Lesson 2	Week 4
Lesson 3	Week 5
Lesson 4	Week 6
Lesson 5	Week 7
Lesson 6	Week 8
Revision	Week 9
Revision	Week 10
Prepare for the summative assessment	Week 11
Summative assessment	Week 12

## 8. HOW TO STUDY ONLINE

### 8.1. What does it mean to study fully online?

As a student enrolled for an exit-level module, you are already familiar with the demands of distance education and self-study. This module is offered fully online and this requires you to master a few additional skills early on. A stable internet connection is important as well as computer skills to navigate the various platforms for online learning. This module also uses e-tutors to offer support for learning.

The study material is only available online, with no printed copies supplied.

## 9. ASSESSMENT

The below assessment criteria aim to test your knowledge and application.

### 9.1. Assessment criteria

**Specific outcome 1: Contextualise responsible management within the business management discipline.**

**Assessment criteria:**

1. Explain the evolution of management thought.
2. Distinguish between traditional and contemporary management thought.
3. Differentiate between responsible competitiveness and irresponsible competitiveness.
4. Discuss the different stakeholders who have an impact on the organisation, with specific reference to their expectations of the organisation.
5. Explain the relationship between responsible management and strategic management.

**Specific outcome 2: Conceptualise strategic management within the broader business management discipline.**

**Assessment criteria:**

1. Explain what strategic management is, with specific reference to the components of the strategic management process.
2. Explain the role of strategic management in realising the desired outcomes of the organisation.
3. Distinguish between the different levels of strategy in an organisation.
4. Critically compare the process perspective on strategic management with the strategy-as-practice perspective.
5. Explain the meaning of strategic success.

**Specific outcome 3: Justify the value of responsible management when setting strategic direction for an organisation.**

**Assessment criteria:**

1. Explain the role of strategic direction in strategic management.
2. Identify and explain the components of strategic direction setting.
3. Distinguish between a vision statement and a mission statement.
4. Appraise the vision and mission statement of an organisation to determine whether it is well formulated.
5. Explain the characteristics of well-formulated strategic goals.
6. Appraise the strategic goals of an organisation to determine whether they demonstrate the characteristics of well-formulated strategic goals.

**Specific outcome 4: Conduct an environmental analysis in relation to the strategic direction of the organisation.**

**Assessment criteria:**

1. Explain the purpose of environmental analysis in strategic management.
2. Explain the different environments in which business organisations operate.
3. Use a suitable model to analyse the macro-environment, task environment (industry) and internal environment of a business organisation and recommend strategic actions that the organisation can take in order to reach its strategic objectives.
4. Discuss the challenges business organisations face when doing business in Africa and recommend actions they can take to overcome these challenges.

**Specific outcome 5: Recommend a suitable business level strategy for a business organisation based on a given scenario.**

**Assessment criteria:**

1. Differentiate between the different business level strategies that business organisations can use to achieve their strategic goals.
2. Critically evaluate the business level strategic choice of a specific business organisation.

## **9.2. Assessment plan**

The aim of the assignments is to encourage you to study the prescribed textbook and study guide, to read and re-read certain sections in them and to think about the tutorial matter in terms of its practical application. With these remarks in mind, the assignment questions may sometimes be difficult, and some may even seem ambiguous. The idea is not to trick you or catch you out, but to encourage you to think critically about strategic planning. We also do not want you to merely copy and paste content from the prescribed material in response to assignment questions. Rather, we want you to prove your understanding of the course concepts by applying the theory using examples and case studies.

- To complete this module, you will be required to submit TWO assessments.
- All information about when and where to submit your assessments will be made available to you via the myModules site for your module.
- Due dates for assessments as well as the actual assessments are available on the myModules site for this module. Please note that the assignments for the first semester differ from those for the second semester. It is your responsibility to ensure that you submit the correct assignment for your semester of enrolment. If you submit an assignment for the wrong semester of enrolment, it will not be marked, and you will not be awarded any marks for it.
- To gain admission to the examination, you will be required to submit Assignment 01, regardless of whether you have submitted Assignment 02.
- The assignment weighting for the module is 30%.
- You will receive examination information via the myModules sites. Please watch out for announcements on how examinations for the modules for which you are registered will be conducted.
- The examination will count 70% towards the final module mark.
- Your final mark for this module will be calculated as follows:
  - The semester mark will contribute 30% to your final mark for the module, while your examination mark will contribute 70%.
  - Irrespective of the semester mark you receive, you must obtain a subminimum of 40% in the examination. You will therefore not pass the module if your examination mark is less than 40%.

### 9.3. Assessment/assignment due dates

- No assessment/assignment **due dates** are included in this tutorial letter.
- Assessment/assignment due dates will be made available to you on the myUnisa landing page for this module. We envisage that the due dates will be available to you upon registration.
- Please start working on your assessments as soon as you register for the module.
- Log on to the myUnisa site for this module to obtain more information on the due dates for the submission of the assessments/assignments.

### 9.4. Submission of assessments/assignments

- Unisa, as a comprehensive open distance e-learning institution (**CODEL**), is moving towards becoming an online institution. You will see, therefore, that all your study material, assessments and engagements with your lecturer and fellow students will take place online. To facilitate this, we use myUnisa as our virtual campus.
- The myUnisa virtual campus offers students access to the **myModules** site, where learning material is available online and where assessments should be completed. Together, myUnisa and myModules form an online system that is used to administer, document and deliver educational material to students and support engagement between those students and Unisa's academics.
- The myUnisa platform can be accessed via <https://my.unisa.ac.za>. Click on the myModules 2025 button to access the online sites for the modules that you are registered for.



- The University undertakes to communicate clearly and as frequently as is necessary to ensure that you obtain the greatest benefit from your use of the myModules learning management system. Please access the **Announcements** on your myModules site regularly, as this is where your lecturer will post important information to be shared with you.
- When you access your myModules site for the module/s you are registered for, you will see a welcome message posted by your lecturer. Below the welcome message you will see the assessment shells for the assessments that you need to complete. Some assessments may be multiple choice, some may be tests and others may be written assessments/assignments, while some may be forum discussions and so on. All assessments must be completed on the assessment shells available on the respective module platforms.
- To complete quiz assessments, please log on to the module site where you need to complete the assessment. Click on the relevant assessment shell (Assessment 1, Assessment 2, etc). There will be a date, telling you when the assessment will open for you. When the assessment is open, access the quiz online and complete it within the time available to you. Quiz assessment questions are not included in this tutorial letter (Tutorial Letter 101) and are made available online only. You must therefore access and complete the quiz online where it has been created.
- It is not advisable to use a cellphone to complete quizzes and you should please use a desktop computer, tablet or laptop for this task. Students who use cellphones find it difficult to navigate the **Online Assessment** tool on the small screen and often struggle to navigate between questions and successfully complete the quizzes. In addition, cellphones are more vulnerable to dropped internet connections than other devices. **If at all possible, please do not use a cellphone for this assessment type.**
- For written assessments/assignments, please note the due date by which your work must be submitted. Ensure that you follow the guidelines given by your lecturer to complete the assessment/assignment. Click on the submission button on the relevant assessment shell on myModules. You will then be able to upload your written assessment to the myModules site for the modules that you are registered for. Before you finalise the upload, double-check that you have selected the correct file for uploading. Remember, no marks can be allocated for incorrectly submitted assessments/assignments.

#### **9.4.1 Types of assignments and descriptions**

All assignments are defined as either optional, mandatory, compulsory or elective.

- **Elective assignments**
  - If not submitted, the student gets no mark for this item.
  - The best of the required submissions will count.
- **Mandatory assignments**
  - If not submitted, the student gets no mark for this item.
- **Optional assignments**
  - You are encouraged to do optional assignments to benefit your learning.

**I. Elective assignments**

- a. The student is given a choice of which assignments within an identified group to submit and only the best result/s, the number of which is specified in advance, will contribute towards the year mark.
- b. Elective assignments must be grouped into an elective group.
- c. For the student to select which assignment to submit, the elective assignments must be grouped together. For such an elective group, relevant information (such as how many of the assignments must be submitted and how many of the assignment marks should be combined into the year mark) will be supplied to you.
- d. The selection criteria define how marks received for assignments in an elective group are to be combined into the year mark. Three different criteria may be used for calculating the year mark:
  - The best mark should be used, or
  - if the student submits fewer than the required number of assignments per group, or no assignment in a group, a mark of 0% will be used.
  - 0% is awarded to all non-submitted or unmarked assessments. The best mark is then calculated from all the qualifying items submitted.

**II. Mandatory assessments/assignments**

- a. Mandatory assessments/assignments contribute to the year mark.
- b. If a student fails to submit a mandatory assignment, no mark is awarded and the year mark is calculated accordingly. The student will therefore forfeit the marks attached to such an assignment when the final mark for the module is calculated.

**III. Optional assessment assignments** – You are encouraged to do optional assessments/assignments to benefit your learning.

**Note: All MNG3701 assignments are mandatory.**

- a) This means that each assignment contributes to the year mark.
- b) If a student fails to submit a mandatory assignment, no mark is awarded and the year mark is calculated accordingly. The student will therefore forfeit the marks attached to this assignment when the final mark for the module is calculated.

**9.5. The assessments/assignments**

As indicated in Section 9.2, you need to complete TWO assessments for this module. As stated in Section 9.2 above, the assignments for the first semester differ from those for the second semester. It is your responsibility to ensure that you submit the correct assignment for your semester of enrolment. If you submit an assignment for the wrong semester of enrolment, it will not be marked, and you will not be awarded any marks for it.

### 9.5.1 Assignment guidelines

Here are some guidelines that may assist you with written assignments:

- Always provide a heading for your assignment and a table of contents on the first page.
- Use headings and subheadings and number them.
- Start your answer with an introduction, briefly explaining your approach and the contents of the answer.
- You should have only one introduction and one conclusion for the entire assignment. Include a conclusion with a short summary in which you repeat the main points of your discussion and draw a conclusion.
- Use in-text references correctly.
- Use the Harvard Referencing Method in your assignments to refer to sources you have consulted. If you do not include in-text references and a bibliography, you will be guilty of plagiarism.
- Include a bibliography at the end of your assignment. A bibliography is an alphabetical list of all the references (books, articles, journals, internet sources, etc) cited in your assignment. The bibliography must be compiled according to the Harvard Referencing Method. You will be penalised in the assignments if you do not include a bibliography.
- When you use the internet, you need to provide the details of the websites. In the bibliography, indicate the name of the author (if available), the full name of the website, the web address and the date on which you accessed the site. The date is important because information on the internet changes continuously.
- Your work should be of a high technical standard.
- The page limit is a maximum of ten pages (2 500 words, 12-point font size, 1.5 line spacing) for each assignment. This excludes the cover page, table of contents and bibliography.
- The cover page of your assignment must clearly indicate your student number, the module code, the assignment number and the unique assignment number.
- The way in which you present your assignments clearly reflects your character. Do not submit untidy and badly presented assignments. Be proud of the work you present.
- Assignments should be typed if possible. If you cannot type your assignment, you must ensure that your handwriting is legible.
- The presentation of the assignment and adherence to the format requirements will contribute five marks towards your assignment mark.
- The body of an assignment is composed of a discussion under several headings and subheadings. These headings should relate to the question numbers. Each of these headings is numbered, as indicated in the following table.

**HEADING****TABLE OF CONTENTS****1. INTRODUCTION****2. SELECT AN APPROPRIATE HEADING (question 1)**

2.1. Subheading (an aspect of the topic mentioned in heading 1)

2.2. Subheading (another aspect)

2.3. Subheading (another aspect)

**3. SELECT AN APPROPRIATE HEADING (question 2)**

3.1. Subheading (aspect of the topic in 3)

3.2. Subheading (another aspect of the topic in 3)

**4. SELECT ANOTHER APPROPRIATE HEADING (question 3)**

(Continue in this way until the topic has been fully discussed.)

**5. SUMMARY/CONCLUSION****6. BIBLIOGRAPHY****The body of your assignment**

- Your answers should reflect your ability to approach a problem in a structured, analytical way. Apply the theories and concepts of strategic management to the assignment problem in a coherent way.
- Discussions of theory should be concise and to the point: use words economically – in other words, say as much as possible, but as concisely as possible.
- Develop a style of writing in which sentences and paragraphs logically follow one another.
- Arguments should follow a logical pattern and be substantiated with suitable references or facts. Conclusions should not be based on intuition. Vague generalisations and half-truths should be avoided in your assignments.
- Note that the assignment questions will not require you to merely rewrite the material in the prescribed textbook. In all cases, you will be required to show your insight into the topic. As such, we will not allocate marks for copying and pasting content.
- Make sure you understand the questions in the assignment. If you copy from the prescribed textbook or any other sources without referencing it, you could be penalised.
- Arranging your thoughts in such a way that the points follow one another logically is an art. Make sure that what you have to say under a specific heading relates to the subject of that heading.

**IMPORTANT**

*Please ensure that your assignments reach us on or before the due date. Do not e-mail your assignments to the lecturer. Do not telephone the lecturer with requests to be admitted to the examination if you have not submitted the assignment or if you submitted it later than the due date.*

*NO excuses will be accepted.*

*You will receive feedback on Assignments 01 and 02 in Tutorial Letters 201 and 202, respectively.*

*Remember to keep a copy of your assignment before you submit the original.*

**9.5.2 Comments and feedback on assignments**

All assignments are marked, and constructive and ample feedback is provided. Feedback on Assignments 01 and 02 will be provided in Tutorial Letters 201 and 202, respectively.

As soon as you receive the comments, please check your answers. The assignments and the comments on them are a vital part of your learning and should help you to be better prepared for the next assignment and the examination.

**9.5.3 The assessment process**

This module has been structured in such a way that you will be able to assess your own progress and mastery of all the stated outcomes. To assess your mastery of the outcomes, you will obviously have to complete the two assignments. Once you have done this, we will give you feedback through marker comments for the compulsory questions in each of your assignments.

Note: At this early stage of your learning experience, we need to sound a warning. Not doing the assignments and simply memorising the contents of the textbook or the answers provided in Tutorial Letters 201 and 202 could mean that you will fail the examination.

**9.5.4 Assignment due dates**

- There are no assignment due dates included in this tutorial letter.
- Assignment due dates will be made available to you on the landing page of myUnisa for this module. We envisage that the due dates will be available to you upon registration.
- Please start working on your assignments as soon as you register for the module.
- Log on to the myUnisa site for this module to obtain more information on the due dates for the submission of the assignments.

## 9.6 Other assessment methods

There are no other assessment methods apart from the two assignments and the examination.

## 9.7 The examination

Examination information and details on the format of the examination will be made available to you online via the myUnisa site. Look out for information that will be shared with you by your lecturer and e-tutors (where relevant) as well as for communication from the University.

The examination for this module will be an open book examination. This means that we will be assessing your understanding of the course concepts through your application of the theory to the examination case studies, like our expectations in the assignments.

### 9.7.1 Invigilation/proctoring

Since 2020, Unisa has been conducting all its assessments online. Given the stringent requirements imposed by professional bodies as well as increased solicitation of Unisa's students by third parties to unlawfully assist them with the completion of assignments and examinations, the University is obliged to assure the integrity of its assessment integrity by using various proctoring tools: Turnitin, Moodle Proctoring, The Invigilator app and IRIS. These tools authenticate the student's identity and flag suspicious behaviour to assure the credibility of their responses during assessments. The description below is for your benefit as you may encounter any or all of these in your registered modules:

**Turnitin** is plagiarism software that facilitates checks for originality in students' submissions against internal and external sources. Turnitin assists in identifying academic fraud and ghost writing. Students are expected to submit **typed** responses when using the Turnitin software.

The **Moodle Proctoring tool** is facial recognition software that authenticates students' identities during their quiz assessments. This tool requires access to a student's **mobile or laptop camera**. Students must ensure that their cameras are activated in their browser settings prior to starting their assessments.

The **Invigilator** is a mobile application-based service that verifies the identity of an assessment participant. The Invigilator app detects student dishonesty-by-proxy and ensures that the assessment participant is the student registered for the module concerned. This invigilation tool requires students to download the app from the Google Play Store (Android devices), the Huawei App Gallery (Huawei devices) or the Apple App Store (Apple devices) on their **camera-enabled** mobile devices prior to their assessment.

The **IRIS Invigilation** software verifies the identity of a student during assessment and provides for both manual and automated facial verification. It can record and review a student's assessment session and it flags suspicious behaviour by the student for review by an academic administrator. The IRIS software requires installation on students' **webcam-enabled laptop devices**.

Students who are identified and flagged for suspicious or dishonest behaviour arising from the invigilation and proctoring reports will be referred to the disciplinary office for formal proceedings.

**Please note:**

Students must refer to their module assessment information on their myModule sites to determine which proctoring or invigilation tool will be used for their formative and summative assessments.

## **10. ACADEMIC DISHONESTY**

### **10.1 Plagiarism**

Plagiarism is the act of taking the words, ideas and thoughts of others and presenting them as your own. It is a form of theft. Plagiarism includes the following forms of academic dishonesty:

- Copying and pasting from any source without acknowledging that source.
- Not including references or deliberately inserting incorrect bibliographic information.
- Paraphrasing without acknowledging the source of the information.

### **10.2 Cheating**

Cheating includes, but is not limited to, the following:

- Completing assessments on behalf of another student, copying the work of another student during an assessment, or allowing another student to copy your work.
- Using social media (e.g. WhatsApp, Telegram) or other platforms to disseminate assessment information.
- Submitting corrupt or irrelevant files. (This matter is addressed in the examination guidelines.)
- Buying completed answers from so-called “tutors” or internet sites (contract cheating).
- The use of AI to generate text is not allowed.

**For more information about plagiarism, follow the link below:**

<https://www.unisa.ac.za/sites/myunisa/default/Study-@-Unisa/Student-values-and-rules>

## 11. STUDENTS LIVING WITH DISABILITIES

The Advocacy and Resource Centre for Students with Disabilities (ARCSWiD) provides an opportunity for staff to interact with first-time and returning students with disabilities.

If you are a student with a disability and would like additional support, or if you need additional time for assignments/assessments, you are invited to contact Dr Habofanwe Koloba, e-mail [kolobha@unisa.ac.za](mailto:kolobha@unisa.ac.za) to discuss the assistance that you need.

## 12. IN CLOSING

Do not hesitate to contact us by e-mail if you are experiencing problems with the content of this tutorial letter or with any academic aspect of the module.

We wish you a fascinating and satisfying journey through the learning material and trust that you will complete the module successfully.

Kind regards

MNG3701 Lecturers