

PROGRAMME HANDBOOK

MASTER OF BUSINESS ADMINISTRATION GENERAL DEGREE

JULY 2016 INTAKE

TABLE OF CONTENTS

1.	WELCOME		
	1.1 MESSAG	SE FROM THE PRINCIPAL	3
	1.2 MESSAG	SE FROM THE OFFICE OF THE DEAN	4
2.	INTRODUCTION	ON TO MANCOSA	
	2.1 BRIEF HIS	STORY OF MANCOSA	4
		MME OFFERINGS	5
	2.3 ACADEM	IC MANAGEMENT	5
3.	THE MANCO	SA VISION	6
4.	THE MANCOS	SA MISSION	6
5.	MBA PROGR	AMME STRUCTURE	
	5.1 OVERALL	PROGRAMME OBJECTIVES	7
	5.2 PROGRA		7
	5.3 MODULE	DESCRIPTIONS	8 – 14
6.	PROGRAMM	E ADMINISTRATION	
	6.1 PROGRA	MME MANAGEMENT	15
	6.2 FINANCE		
	6.2.1	FEE PAYMENT	15 – 17
	6.2.2	PAYMENT OF FEES AND OTHER DUES	18
	6.2.3	PAYMENT PLANS	18
	6.2.4	ADDITIONAL FEES/CHARGES	18
	6.2.5	REGISTRATION SPECIFIC/INCOMPLETE MODULES	18
	6.2.6	CANCELLATION OF REGISTRATION/FEE LIABILITY	19
	6.2.7	MISCELLANEOUS COSTS	19
	6.2.8	PAYMENTS	19
	6.2.9	ACCOUNT DETAILS	19
	6.2.10	FOREIGN PAYMENTS	19
	6.3 ASSESSM	IENTS	
	6.3.1	METHOD OF ASSESSMENT	20
	6.3.2	MARKING CRITERIA	20
	6.4 STUDENT	T SUPPORT	
	6.4.1	STUDENT SUPPORT DEPARTMENT	21
	6.4.2	REGIONAL OFFICES/REPRESENTATIVES	21 – 22
	6.5 ACADEM	IC SUPPORT	
	6.5.1	REGIONAL TUTOR SUPPORT (ACADEMIC FACULTY MEMBERS)	23
	6.5.2	MODULE CO-ORDINATION AND EMAIL SUPPORT	23
	6.5.3	LIBRARY SERVICES	23
	6.5.4	MODULE GUIDES	23
	6.5.5	WEBSITE/ONLINE LEARNING CENTRE	24
	6.5.6	PRESCRIBED TEXTBOOKS	25 – 26
	6.6 IT AND W	VEBSITE	27
			1

	6.7 GENERAL	
	6.7.1 AWARD OF QUALIFICATION	27
	6.7.2 GRADUATION	27
	6.7.3 FREQUENTLY USED FORMS	27
7.	WORKSHOPS	
	7.1 WORKSHOP VENUES	28
	7.2 WORKSHOP DATES	29
	7.3 WORKSHOP PROGRAMMES	30 – 33
8.	ASSIGNMENTS	
	8.1 SUBMISSION	
	8.1.1 RULES REGARDING THE SUBMISSION OF ASSIGNMENTS	34 – 47
	8.2 ASSIGNMENT AND PROJECT SUBMISSION DATES	48
	8.3 ASSIGNMENT QUESTIONS	
	- STRATEGIC MARKETING MANAGEMENT	49 – 51
	- HUMAN RESOURCE DEVELOPMENT	52 – 53
	- INFORMATION AND KNOWLEDGE MANAGEMENT	54 – 55
	- MANAGERIAL ECONOMICS	56 – 5 9
	- FINANCIAL MANAGEMENT	60 – 61
	- RESEARCH AND QUANTITATIVE METHODS	62 – 64
9.	PROJECTS	
	- OPERATIONS MANAGEMENT	65 – 66
	- STRATEGIC MANAGEMENT	67 – 72
10.	EXAMINATIONS	
	10.1 EXAMINATION DATES AND TIMES	73
	10.2 EXAMINATION VENUES	74

1. WELCOME

1.1 MESSAGE FROM THE PRINCIPAL PROF YUSUF KARODIA



Choosing a business school is certainly one of the most important decisions, made even more difficult in our changing times where the world has lost its old equilibrium without having found new values.

The frontiers of the economy are reforming and in continuous evolution and work opportunities are emerging. In this brave new world tertiary institutions can no longer limit itself to provide textbook knowledge and mere academic preparation reducing itself to an 'exam house' attaching titles and empty labels, neither can it continue to ignore the changing needs of a global employment market and the profound changes in the environment awaiting the students beyond the campuses.

MANCOSA's mission is to prepare a new breed of leaders, courageous, sincere individuals with the intellectual abilities, cross cultural versatility, practical skills and ethics needed to operate in today's business world. With programmes designed to accommodate individuals with diverse needs and lifestyles, MANCOSA supported distance education programmes are in great demand with the rigour and innovation to create reflective practitioners. Participants are immersed in an active education that will challenge their assumptions, disrupt their ordinary ways of doing business, and introduce them to new and unexpected ways of thinking. By participating, you will be prepared for the next step in your career and life, demonstrating leadership skills among your peers. Most important, you will return to your organisation with fresh ideas, new business skills, and a greater capacity for addressing the challenges your company will face.

MANCOSA programmes promote a high level of independence through innovative learning and assessment interventions. You can expect a carefully integrated mix of lectures; access to well designed self study materials and online learning resources. One key feature of MANCOSA is its use of case studies, an active learning model that teaches participants how to assess, analyse, and act upon complex business issues. Rooted in real-life experiences, the business case method develops analytical skills, sound judgement, and the leadership potential within each participant. This will equip you with cutting-edge skills that will position you to be a leader in your organisation and community.

For those who are prepared to embrace the challenges of this programme, you will find unique rewards with lasting impact for your organisation and career. We wish you well in your academic endeavours and assure you of our continued support towards realising your goals. I wish you well in your studies.



Prof YM Karodia

1.2 MESSAGE FROM THE OFFICE OF THE DEAN

Welcome to the MANCOSA Master of Business Administration (MBA) degree programme. You are about to embark upon a challenging, new journey, discovering new horizons and breaking new frontiers of knowledge. For the duration of the programme you will be exposed to highly competent academics, who will not only share with you their knowledge of the current practices necessary for a global, dynamic and turbulent environment, but who will also guide you and mentor you to enable you to develop the desired graduate attributes (knowledge, skills, attitudes and qualities), including critical-thinking and life-long learning skills. You can expect to experience high quality, innovative, cutting-edge knowledge and scientific rigour in terms of research, teaching, learning and assessment. Enjoy your journey on this road that will lead you to a higher level of knowledge, skills and abilities.

2. INTRODUCTION TO MANCOSA

2.1 BRIEF HISTORY OF MANCOSA

The Management College of Southern Africa (MANCOSA) is a private higher education institute registered in terms of the Higher Education Act (*Act 101 of 1997, as amended*). It was established in 1995 as a post-apartheid empowerment institution offering affordable and accessible management education primarily to persons previously denied access to postgraduate education. MANCOSA has 100% black ownership, i.e. it is owned entirely by previously disadvantaged individuals in the South African context. The Master of Business Administration (MBA) degree programme has been offered since 1995. Between 1995 and 2000 MANCOSA provided management programmes in association with the Buckinghamshire Chilterns University College (BCUC), a College of the University of Brunel in the United Kingdom. During this period MANCOSA was successfully quality assured by the British Quality Assurance Agency (QAA). In 2002 MANCOSA received full institutional accreditation from the Higher Education Quality Committee (HEQC), the quality assuring committee of the Council on Higher Education (CHE).

MANCOSA is one of the leading providers of international and local management programmes through supported distance education in Southern Africa. Recent developments have included the introduction of support classes which cater for those students who prefer additional support. In delivering its range of Management Education programmes to a diverse body of students from both the public and private sectors, MANCOSA has developed significant infrastructural, academic and intellectual capacity. As a leading provider of management programmes by supported distance education, MANCOSA has considerable expertise in the design and development of high quality and relevant course materials. It has developed unique teaching and learning strategies, particularly suited for transferring knowledge and skills to adult students, the majority of whom are in full-time employment. Through its active research focus, MANCOSA is also at the cutting-edge of the latest management and leadership training trends.

2.2 PROGRAMME OFFERINGS

MANCOSA programmes cover the areas of business administration, commerce, tourism management, functional management and leadership and range from certificate programmes to master's degrees.

MANCOSA offers the following accredited and registered programmes:

- 1. Higher Certificate in Business Management
- 2. Higher Certificate in Local Government and Development Management
- 3. Higher Certificate in Accounting
- 4. Higher Certificate in Supply Chain Management
- 5. Higher Certificate in Information Technology
- 6. Higher Certificate in Public Management
- 7. Higher Certificate in Human Resource Management
- 8. Higher Certificate in Project Management
- 9. Higher Certificate in Marketing
- 10. Advanced Certificate in Management Studies
- 11. Advanced Certificate in Financial Planning
- 12. Bachelor of Business Administration degree
- 13. Bachelor of Public Administration degree
- 14. Bachelor of Commerce in Human Resource Management degree
- 15. Bachelor of Commerce in Marketing Management degree
- 16. Bachelor of Commerce in Information and Technology Management degree
- 17. Bachelor of Commerce Supply Chain Management degree
- 18. Bachelor of Commerce in Financial Management degree
- 19. Bachelor of Commerce in Entrepreneurship
- 20. Bachelor of Commerce in Retail Management
- 21. Bachelor of Business Administration Honours
- 22. Bachelor of Commerce Honours in Human Resource Management
- 23. Bachelor of Commerce Honours in Marketing Management
- 24. Bachelor of Public Administration Honours
- 25. Postgraduate Diploma in Educational Management
- 26. Postgraduate Diploma in Business Management
- 27. Postgraduate Diploma in Project Management
- 28. Master of Business Administration
- 29. Master of Public Administration

2.3 ACADEMIC MANAGEMENT

DESIGNATION

Principal Academic Dean Deputy Dean

GSB Director

Postgraduate Academic Manager

NAME

Prof Y. M. Karodia Prof E. J. van Rooyen Prof K. Naidoo Dr Z. Hamid Ms T. Lachman

3. THE MANCOSA VISION

MANCOSA's vision is to be the leading distance higher education provider that is responsive to the evolving education and training needs of dynamic economies through a commitment to people, opportunity and quality.

4. THE MANCOSA MISSION

MANCOSA endeavours to respond to the changing education demands of both public and private sectors in dynamic economies through the provision of innovative education.

Pursuant to the mission MANCOSA strives to:

- 1. Grant accessible, quality and affordable distance education.
- 2. Invest and conduct innovative teaching and learning.
- 3. Promote and conduct relevant and socially responsible research.
- 4. Contribute to economic and social upliftment through responsive and relevant interventions.
- 5. Maintain service excellence.
- 6. Contribute to the transformation process of higher education.
- 7. Promote opportunity, equality and social justice irrespective of race, colour, creed and gender.
- 8. Embrace ethical practice in the delivery of all its programmes.

5. MBA PROGRAMME STRUCTURE

5.1 OVERALL PROGRAMME OBJECTIVES

A student attaining the MANCOSA Master of Business Administration Degree should be able to:

- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made.
- Display sound judgement and decision-making capabilities in business.
- Identify and evaluate the environmental forces in organisations and the inherent and potential capacities of an organisation.
- Develop business policies and strategies for organisations to meet stakeholder's requirements.
- Organise and mobilise the resources of the organisation to achieve strategic goals and targets.
- Develop a reflective mind-set that can create continuous learning and growth in self, the staff and the organisation.
- Use science and technology effectively and critically, showing ethical responsibility towards the environment and the health/well-being of others.
- Develop conceptual and applied entrepreneurial skills.
- Demonstrate the ability to apply conceptual and analytical frameworks within different organisational management conditions.
- Utilise appropriate financial management tools as an aid for decision-making purposes.
- Display ethical behaviour in a corporate management context.

5.2 PROGRAMME FOCUS

From the very outset, the MANCOSA MBA degree programme strives to maximise personal development, grow management and leadership skills and contribute to positive economic change in the countries from which students are drawn. The main focus of the programme is to ensure that students develop the ability to apply management theory in practice.

The MANCOSA MBA degree programme comprises of 8 core modules, 1 elective and a dissertation component and is spread over 18 months. On completion of all 8 coursework modules students are required to register for the elective module and dissertation component.

YEAR 1 – SEMESTER 1	YEAR 1 – SEMESTER 2	YEAR 2
(6 MONTHS)	(6 MONTHS)	(6 MONTHS)
 Strategic Marketing Management Human Resources Development Information and Knowledge Management Operations Management 	 Managerial Economics Financial Management Research and Quantitative Methods Strategic Management 	Electives: Project Management Entrepreneurship Health Care Management Leadership Supply Chain Management Environmental Management Change Management Dissertation

5.3 MODULE DESCRIPTIONS

Strategic Marketing Management

Upon completion of this module, the student should be able to:

- Identify and discuss the scope of marketing management with a broader understanding of marketing concepts in the business environment.
- Identify and critically discuss the various macro-environmental, industry and micro-environmental factors influencing and impacting marketing management.
- Identify and critically discuss the various conceptual philosophies underpinning marketing management practice.
- Critically discuss the Four P's of the marketing mix and the Four P's of modern marketing management and how companies can implement the SAVE model.
- Evaluate key competencies of an effective marketing manager.
- Understand the relationship between business strategy and marketing strategy and application of the marketing strategy in the development process.
- Understand and critically discuss the role and implementation of marketing management within emerging markets.
- Evaluate the key factors impacting marketing management within emerging markets.
- Critically discuss the role and components of a modern marketing information system (MIS).
- Critically discuss the macro-environmental forces which impact on an organisation's marketing management initiatives.
- Critically discuss the accurate measurement and forecasting of demand and establish the importance of market research with emerging markets.
- Critically discuss and apply the marketing research process.
- Analyse how multi-national companies may benefit from the marketing of goods to people at the 'bottom of the pyramid' within emerging markets.

Information and Knowledge Management

- Gain an understanding of the modern trends in information systems which are used in business today and evaluate how these systems influence strategic and organisational decision making.
- Describe the components and characteristics of an information system and establish how this impacts on organisations.
- Clarify the strategic value of information and technology.
- Explain the role of information systems in contemporary competitive business environment.
- Describe enterprise systems and the strategic and other benefits thereof to contemporary business.
- Discuss the emergence and value of knowledge management systems for business today.
- Evaluate the ways in which information systems can and are transforming organisations.
- Explain how e-Technology, Internet and Intranet technology is transforming business strategies and processes in order to gain competitive advantage.
- Interpret the major management challenges associated with the use of information systems.

Human Resources Development

Upon completion of this module, the student should be able to:

- Identify and critically discuss the HR strategy which is derived from and aligned to the organisation's objectives.
- Get an in-depth understanding of talent, culture and strategy and establish how this is aligned to the philosophy, principles and organisational objectives.
- Identify and find solutions to address people factors that can have a positive or negative effect on organisational objectives.
- Identify that human resource planning is a systematic identification and analysis of organisational capability to attain the strategic objectives.
- Understand that learning and development is the process of directing, developing, supporting, aligning and improving performance enabling the sustained achievement of organisational objectives.
- Evaluate the compensation strategy and system to offer fair levels of pay, benefits and recognition to employees.
- Understand that employee wellness is a strategy to ensure that a safe, healthy work and social environment is created and maintained.
- Understand that employee relations is that of management of individual and collective relationships in accordance with best HR practice.
- Critically analyse OD as a process to continually improve organisational effectiveness and efficiency to optimise the organisation's purpose and strategy.
- Identify that HR service delivery is the influence and partnering approach to the provision of services meeting the needs of the organisation, its managers and employees.
- Identify that HR technology is the effective utilisation of technological applications and platforms to make information accessible and accurate.
- Review the impact of HR practices and benchmark best practice through analysing, interpreting and evaluating HR data.

Strategic Management

- Critically apply the concepts of strategy, strategy development and strategic management, and demonstrate the need for and importance of competitive and comparative strategies with regards to strategic alignment.
- Explain and interpret the vision and mission statements as a basis for creating a future for an organisation.
- Analyse and interpret the results of an assessment of opportunities and threats in the external environment for a business.
- Analyse and interpret the results of an assessment of the internal environment of an organisation in terms of its resources and competitive and comparative capabilities and provide creative solutions.
- Interpret and apply the generic competitive strategies for competitive advantage.
- Defend the choice of strategy or strategies in given industry, competitive, comparative and organisation situations.
- Suggest ways to build an organisation capable of effective strategy execution and sound strategic alignment.
- Explain the importance of leadership, culture and teamwork in strategy development and its implementation.
- Link and apply enterprise performance management as being integral to the development and implementation of strategy.
- Critically understand the role of corporate governance and ethics in strategy development and implementation.

Financial Management

Upon completion of this module, the student should be able to:

- Display knowledge of the financial implications for the different types of business entities.
- Estimate a project's cash flow and business risk, and its suitability for inclusion in a firm's portfolio of investments.
- Recognise the variety of sources of finance that exist, and appreciate the implications of this for a sustainable business venture.
- Ensure optimum funds utilisation.
- Plan a sound capital structure aligned to strategy, where balance is maintained between debt and equity capital.
- Appreciate the problems of exchange-rate fluctuations and the avoidance of exchange rate risk and other factors related to risk.
- Consider the implications of valuations, acquisitions and mergers to organisations and link this to the organisations strategy.

Research and Quantitative Methods

Upon completion of this module, the student should be able to:

- Research and resolve business problems in the workplace.
- Critically apply simple statistical tools and analyses to solve business-related problems.
- Interpret and analyse business data for production, planning, forecasting and other decision-making functions in an organisation.
- Critically apply quantitative methods and techniques to other management disciplines as part of implementing and monitoring strategic objectives.
- Critically apply quantitative methods to analyse business data for production, planning, forecasting and other organisational decision-making purposes.
- Critique and employ the use of statistical hypotheses for organisational strategic planning process.
- Engage with and appropriately apply a research approach and philosophy to the organisation.
- Ensure consistency and linearity between research ideas, objectives, questions, design and methods.
- The ability to discriminate between the qualitative and quantitative approaches to research, as appropriate.
- Understand the different research design methodologies, and their respective suitability to study objectives.
- Apply a research design that is consistent with research objectives and questions.
- Critically apply available research methodologies to answer the study questions, and achieve study objectives.

Operations Management

- Understand the nature and scope of operations management functions.
- Assess the requirements for making decisions related to each part of the operations function.
- Make effective managerial decisions in order to ensure that effective utilisation of resources is achieved.
- Understand how operations management decisions can influence the overall strategic objectives of an organisation.
- Explain how effective operations strategies are developed and implemented.

Project Management (Elective)

Upon completion of this module, the student should be able to:

- Critically apply generic project management concepts and definitions in an organisational context.
- Analyse and appreciate the significance and impact of and relationship between competing constraints in a project environment.
- Demonstrate comprehensive knowledge and uses of common tools and techniques in the different stages of a project life cycle within an organisation.
- Effectively apply common project management tools and techniques, to manage project scope and time.
- Demonstrate analytical skills to identify and address potential project resource problems, and apply project tools to alleviate these problems.
- Apply leadership communication and risk management tools and techniques in a project management environment.
- Demonstrate knowledge of leadership expertise required to successfully manage and lead project teams, and to network with various project stakeholders to achieve organisational strategic objectives.
- Understand project quality concepts, and apply tools used to monitor and improve project quality at different stages of the project lifecycle.

Entrepreneurship (Elective)

- Apply steps required to research the potential for an innovative idea for the development of an existing enterprise, a new venture or a social change opportunity.
- Examine the key resources required to exploit an innovative idea or opportunity to develop an existing business, launch a new venture, or initiate a social enterprise.
- Apply the key steps required in exploiting an innovative idea or opportunity to develop an existing business, launch a new venture, or initiate a social enterprise.
- Identify and consider legal issues affecting business development, ownership and operation of commercial property.
- Address the development challenges that start-ups face.
- Build skills needed to create high-value technology companies.
- Critically analyse prospective venture capital investments.
- Apply creativity techniques at the individual and organisational level to identify and capitalize on innovative opportunities.
- Behave entrepreneurially, creating and managing new ventures in global context.
- Behave entrepreneurially to understand the entrepreneurial process, problems, and specifics of business life-cycle to understand the problems, processes and specifics of start-ups and small businesses.

Health Care Management (Elective)

Upon completion of this module, the student should be able to:

- Have a sound understanding of the terminology, facts, concepts, principles, analytical techniques and theories used in the field of healthcare management.
- Strategically apply important terminology, facts, concepts, principles, analytical techniques and theories in the healthcare industry when analysing complex factual situations.
- Effectively integrate (or synthesise) important facts, concepts, principles and theories in the field of healthcare management when developing solutions to multifaceted health care management problems in complex factual situations.
- Critically appraise the context and quality of healthcare delivery within and outside South Africa, while considering creative solutions or interventions.
- Apply epidemiological approaches to the study of patterns of the burden of disease and injury in populations.
- Critically evaluate study designs, methods and strategies for data analysis used in health-related research.
- Demonstrate an understanding and application of how medico-legal and ethical issues impact the delivery of healthcare services.
- Articulate critical issues in healthcare from the perspective of patient and practitioner.
- Assess public and global health issues and possible remedies/interventions that transcend national borders, class, race, ethnicity and culture.
- Demonstrate an in-depth understanding of the field of healthcare management and the essential competencies needed for strategic practices

Leadership (Elective)

- Reflect on personal leadership practices and cultural perspectives and recognise their impact and influence on organisational effectiveness.
- Implement and evaluate strategic practices based on various theories, models, and approaches for achieving organisational transformations.
- Analyse and evaluate the role of the strategic leader in planning and guiding the change process.
- Examine the dynamics of power and politics in organisational settings, with a focus on the interrelationships of leadership, human capital, vision, organisational culture, and privilege.
- Lead skilled facilitation of the change process including means of initiation, implementation, sustainability, evaluation, and continuous improvement.
- Develop methods and framework for building leadership capacity, coalitions and constituent support while working with resistance and conflict.
- Build a solid foundation through the integration of theory and practice in order to implement a planned change process in the organisation.

Supply Chain Management (Elective)

Upon completion of this module, the student should be able to:

- Critically analyse and strategically conceptualise the role and importance of supply chain activities.
- Understand and analyse the organisation of the supply chain with a view to provide organisational optimisation, effectiveness and efficiency.
- Attain the ability and skill to undertake high-level decision making within a strategic supply chain framework.
- Apply and monitor the use of appropriate techniques to improve supply chain performance.
- Analyse and identify strategies for the use of good customer service principles to enhance the value chain.
- Understand and apply sound inventory management principles which reduce the total cost of ownership and improve organisational profitability.
- Critique the various retail management strategies and understand the application thereof, while providing creative solutions for remedy or improvement, where needed.
- Understand and apply investment recovery practices.
- Distinguish between organisational processes and be able to integrate processes to improve supply chain performance.

Environmental Management (Elective)

Upon completion of this module, the student should be able to:

- Demonstrate competence and skill to make use of key environmental management characteristics for strategic organisational and other purposes.
- Provide explanations on the significance and the necessity for management of natural resources.
- Understand and apply environmental legislation in contemporary organisations.
- Understand Environmental Management Systems with particular reference to ISO14001.
- Differentiate between renewable and non-renewable energy within the context of environmental management within an organisation.
- Have a comprehensive knowledge on types, causes and implication of pollution in a business environment.
- Review environmental impact assessment reports and provide possible remedial action for an organisation.
- Demonstrate an understanding of the inextricable relationship between environment and economy for use in an organisational strategic context.

Change Management (Elective)

- Anticipate change by understanding planned change, what is OD, why it has emerged, and the nature of changing corporate culture, and the role of management in this process.
- Understand the OD process in the context of the basic roles and styles of the OD practitioner in overcoming resistance to change.
- Develop the skills and critical framework to cultivate excellence in individuals by the use of personal intervention skills, strategies, and interventions at an individual level.
- Critically use the specialist knowledge to develop high performance in teams by focusing on team development, inter-team interventions, and goal-setting strategies.
- Understand and use leading strategies to develop success in organisations by focusing on system-wide OD
 approaches, organisation transformation and strategic change, anticipating future challenges and
 scenarios.

Dissertation

Upon completion of the dissertation, the student should be able to:

- Apply the analytical skills and knowledge gained in the programme to a specialised research area.
- Develop critical and practical research questions.
- Master current literature in a specialised business area.
- Critically analyse and synthesise contending theoretical standpoints.
- Design, plan and execute a research study.
- Select and apply appropriate research methodologies.
- Capture, analyse and interpret business data.
- Demonstrate an understanding of the implications of theory for decision making and practice.
- Provide recommendations for business related problems aligned to leading practices in the field.

6. PROGRAMME ADMINISTRATION

6.1 PROGRAMME MANAGEMENT

The MANCOSA Management team will undertake the responsibility of administering the programme from the point of enrolment to the point of graduation. All queries associated with programme management and implementation should be directed to:

Student Support Services: sss@mancosa.co.za

For all Institutional rules and procedures, please refer to the Institutional Rule Book and Student Code of Conduct.

6.2 FINANCE

All queries relating to student accounts must be forwarded to:

Student Support Services: sss@mancosa.co.za

6.2.1 Fee Payment

- Where a student has sponsorship in respect of financial support from an employer or any other sponsoring body in respect of fees, the student must supply proof of sponsorship at enrolment.
- The student, however, is ultimately responsible for all and any payment owing to MANCOSA in the case of default by the sponsor.
- Students can pay fees in the following ways:
 - Cash at MANCOSA offices in Durban and Johannesburg
 - Pay on website with a credit card
 - Electronic Funds Transfer
 - Debit order (The Debit Order Authorisation form must be completed and sent to the Finance Department in Durban)
- Please contact the MANCOSA office if you require information on alternative payment methods.

Online Credit Card Payment Process

STEP 1

Proceed to website www.mancosa.co.za

STEP 2

Click on Online Payment, as per screen 1 below.

Screen 1:

Quick Links > Undergraduate Prospectus > MBA Prospectus > Enrolment Contract > Undergraduate Fee Schedule > MBA Fee Schedule > Undergraduate Application Form > MBA Application Form > Careers > Online Payment

STEP 3

Enter all details

Screen 2

Pay Student Fees

Your student fees can now be paid via credit card. Please complete the form below. The Student number is compulsary for existing students.

After entering your details and an amount press the proceed button, you will then be directed to a secure site and asked to enter your credit card information. Once the transaction has been completed successfully, a consultant will contact you. Thank you for your continued support.

Should you have any questions, please contact our Finance Department on +27 31 300 7200 or Email: info@mancosa.co.za

Payment For: New Student Existing Student

Student No

100000

Student Full Name

Student Details

Contact No

0313007200

Amount

1.00|

I hereby agree to Mancosa's Terms and Conditions

STEP 4

Once all details have been entered, click on **Proceed** to accept terms and conditions, as highlighted below:

Pay Student Fees

Your student fees can now be paid via credit card. Please complete the form below. The Student number is compulsary for existing students.

After entering your details and an amount press the proceed button, you will then be directed to a secure site and asked to enter your credit card information. Once the transaction has been completed successfully, a consultant will contact you. Thank you for your continued support.

Should you have any questions, please contact our Finance Department on +27 31 300 7200 or Email: info@mancosa.co.za

Payment For: New Student

Student No

Student Full Name

Student Details

Contact No

0313007200

Amount

I hereby agree to Mancosa's Terms and Conditions

PROCEED

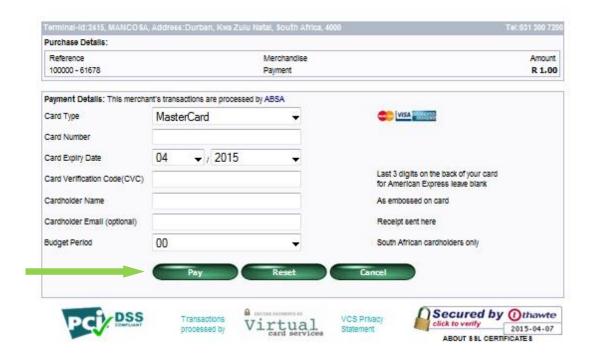
CLICK HERE

STEP 5

Ensure all card details are entered as they appear on your card on the screen below:

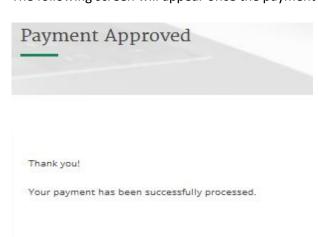
Screen 3

Click on **Pay** to finalise transaction.



Screen 4

The following screen will appear once the payment transaction has been processed successfully:



6.2.2 Payment of Fees and Other Dues

All fees and other payments owing to MANCOSA for tuition and/or services provided must be paid by the due dates as stipulated in the fee schedule. Penalties will be imposed on all overdue accounts.

In addition, if students have outstanding financial obligations, MANCOSA may:

- withhold the results of assignments and examinations,
- withhold the release of certificates,
- not allow a student to register or re-register on any MANCOSA programme

6.2.3 Payment Plans

- The payment of fees by instalment is available as long as the terms of such an arrangement are strictly adhered to.
- Students who fail to adhere to their chosen payment plan will automatically be moved to the **payment plan 3 option** and have their accounts adjusted accordingly, thereby increasing their debt to MANCOSA.
- A charge of R 1000.00 will be levied against all plan 3 payment options, if not settled in full by the due date.

6.2.4 Additional Fees/Charges

The following additional fees are levied:

Graduation fee : R 350.00 (*Subject to change at time of graduation)

➤ Assignment re-mark fee
 ∴ R 220.00 per re-mark
 ➤ Assignment re-submission fee
 ∴ R 220.00 per re-submission
 ∴ R 250.00 per re-mark
 ➤ Supplementary examination
 ∴ R 250.00 per module
 ∴ R 250.00 per module
 ∴ R 250.00 per module

➤ Graduating in absentia : R 300.00

> Transcript reprint : R 200.00 per copy

➤ Certificate reprint
 ➤ Certificate re-issue
 ➤ Student card re-issue
 ➤ Change of elective
 ∴ R 200.00
 ∴ R 100.00
 ∴ R 600.00

Replacement of lost modules : Email dispatch1@mancosa.co.za for cost per module

➤ Deferral fee : R 2 500.00

Student refund process : will in some instances attract an administration fee

Viewing of marked examination script : R250 per module

- A charge of R100.00 will be levied to cover administrative and bank charges in respect of:
 - returned cheques and/or
 - unpaid debit orders

6.2.5 Registration for Specific/Incomplete Modules

- The re-registration fee is a modular fee. Rich distance learning is an additional cost.
- After the payment of the minimum fee, the balance must be settled within a maximum of 5 consecutive months from the initial date of registration.

6.2.6 Cancellation of Registration/Fee Liability

- A student who intends cancelling his/her registration must notify MANCOSA in writing.
- The student will:
 - ➤ be liable for a **non-refundable registration** fee of R 2950.00 for distance and supported distance students and R 3500.00 for rich distance students, if the cancellation occurs within 14 days of initial registration, or
 - be liable for the **payment of full fees** if cancellation of registration occurs beyond 14 days of initial registration.
- Refunds will not be granted for a deferred registration.
- The decision of the Academic Executive Committee on recommendation of the Programme Coordinator is final and binding.

All queries in this regard must be forwarded to:

Student Support Services: sss@mancosa.co.za

6.2.7 Miscellaneous Costs

- Students requesting additional material not included in the programme fee will be charged accordingly.
- These miscellaneous costs include photocopying, postage etc.

6.2.8 Payments

- The following information must accompany all payments made to MANCOSA.
 - > full name, initials and surname
 - > student number
- Proof of payment/transfer must be faxed to Finance:

+27 31 3007298 or 086 532 5455

If all details are not accurately provided to MANCOSA, your account may not be credited.

6.2.9 Account Details

All payments should be made into ANY ONE of the following accounts:

Bank	ABSA Bank	6
Account Holder	MANCOSA (Pty) Ltd	ABSA
Branch	ABSA Corporate & Business Banking KZN	ABSA
Account Number	40-6845-6934	
Branch Code	634926	

OR

Bank	Standard Bank	
Account Holder	MANCOSA (Pty Ltd)	Standard
Branch	Overport City, Durban	QV Bank
Account Number	05 261 572 3	
Branch Code	043826	

6.2.10 Foreign Payments

- It is important to note that foreign payments take at least 5 days to reflect in the MANCOSA accounts. The onus lies with the student to ensure timeous payment of fees.
- The SWIFT CODE for international payments are as follows:
 - ABSA Bank: ABSAZAJJ
 - STANDARD Bank: SBZAZAJJ

6.3 ASSESSMENT

Assignments/Project

All queries relating to the submission of assignments and the assessment thereof must be directed to:

Student Support Services: sss@mancosa.co.za

Examinations

All queries relating to examinations must be directed to:

Student Support Services: sss@mancosa.co.za

6.3.1 Method of Assessment

- The assessment method for each module on this programme is either by:
 - (1) Assignments and examinations, or
 - (2) Projects
- Where the assessment is based on an assignment and an examination the final mark is calculated as follows:
 - (1) Assignment 50% and
 - (2) Examination 50%

To pass a module a sub-minimum of 40% is required in each form of assessment and a final combined mark of 50% is required.

Entrance to the examinations is dependent on meeting the sub-minimum requirements of the assignments for each semester.

• Where the assessment of a module is based on a project the final mark required to pass is 50%.

6.3.2 Marking Criteria

All assignments are marked according to the following criteria.

	Excellent	Demonstrates an authoritative grasp of the concepts, methodology and content appropriate to the subject discipline. Indication of originality in the application of
Α	75%+	ideas, in synthesis of material or in performance; personal insights reflecting depth
		and confidence of understanding and real critical analysis. Work is well structured
		and presented with full referencing.
		Demonstrates a sound level of understanding based on a competent grasp of
	Very Good	relevant concepts, methodology and content; displays skill in interpreting and
В	70 – 74%	analysing complex material; material well organised.
		Demonstrates a good level of understanding based on a grasp of relevant
	Good	concepts, methodology and content; display some skill in analysing complex
С	60 – 69%	material; material well organised.
		Demonstrates a coherent response to the requirements of the assessment task;
	Acceptable	clear expression of ideas; uses relevant source material; demonstrates some
D	50 – 59%	understanding of the concepts; draws relevant conclusions; appropriate
		organisation of response.
	Unacceptable	Recognisable but limited awareness of requirements of assessment task; evidence
E	40 – 49%	of some understanding; some attempt to draw relevant conclusions.
	Fail	
F	33 – 39%	Marginal grade. Unsatisfactory but showing some evidence of understanding.
	Fail	·
G	0 – 32%	Little evidence of understanding or application.

6.4 STUDENT SUPPORT

6.4.1 Student Support Department

The **Student Support Department** is the first point of contact for all administrative student queries. Every attempt will be made to deal with student queries as effectively as possible. Queries will be treated in confidence and no victimisation or discrimination of any kind will be tolerated against the complainant. Anonymous complaints against a person or persons will **NOT** be considered.

All queries in this regard must be forwarded to the Student Support Department:

Email: <u>sss@mancosa.co.za</u>
Tel: +27 31 3007200

6.4.2 Regional Offices Representatives

MANCOSA has offices/representatives situated in various regions. The details of these offices/representatives are provided below:

	MANCOSA	
CITY/COUNTRY	REPRESENTATIVE	CONTACT DETAILS
		MANCOSA Campus
South Africa	MANCOSA Staff	26 Samora Machel Street, Durban, 4000
(Durban)		Tel: +27 31 3007200
		Fax: +27 31 3007298
		Email: sss@staff.mancosa.co.za
		MANCOSA Campus (Auckland Park)
South Africa	MANCOSA Staff	1 Cedar Road, Richmond, Johannesburg, 2092
(Johannesburg)		Tel: +27 11 853 3000
		Fax: + 27 11 482 9072
		Email: Jhb@staff.mancosa.co.za
		MANCOSA Campus
South Africa	MANCOSA Staff	First floor Stadium on Main Building
(Cape Town)		99 Main Road, Claremont, 7708
		Tel: +27 21 6716576
		Fax: +27 21 6714306
		Email: CapeTown2@staff.mancosa.co.za
		MANCOSA Office, Edupark
South Africa	MANCOSA Staff	Ground Floor Block A, Edupark Campus,
(Polokwane)		Webster Street, Polokwane, 0699
		Tel: +27 15 2902896 or +27 15 2902899
		Fax: +27 15 2902841
		Email: Polokwane@staff.mancosa.co.za
		MANCOSA Office
South Africa	MANCOSA Staff	90 Vincent Road, Vincent, East London, 5201
(East London)		Tel: +27 43 7211774
		Email: mancosa.eastlondon@mancosa.co.za

	T	
		Unit 3, Ground floor in Ausspann Plaza
Namibia	MANCOSA Staff	Dr Augustino Neto Road, Windhoek
(Windhoek)		Tel: 00264 61 301354
		Fax: 00264 61 301353
		Fax-to-Email: 088629830
		Cell: 00264 81 2332469
		Email: Namibia@staff.mancosa.co.za
		MANCOSA Office, 47 Independence Avenue
Zambia	Ms M Bham	Lusaka, Zambia
(Lusaka)		Tel: 00260 211 258684
		Cell: 00260 979044454
		Email: Zambia@staff.mancosa.co.za
		MANCOSA Campus
Botswana	MANCOSA Staff	Fair Ground Mall, Next to Motor Centre
(Gaborone)		Samora Machel Drive, Plot 28502, Unit 28, Gaborone
		Tel: 00267 3914587 or 00267 3932850
		Fax: 00267 3914562
		Email: Mancosa@info.bw
Mozambique	Ms F Gani	Cell: 00258 84 635 0003
(Maputo)		Email: Mozambique@staff.mancosa.co.za
	MANCOSA Staff	Email: Zimbabwe@staff.mancosa.co.za
Zimbabwe		
(Harare)		
		Cell : 00265 888944282
Malawi	Dr WW Mkwepu	Cell: 00265 999565037
(Lilongwe)	Nakanga	Email: Malawi@staff.mancosa.co.za
		Civil Servants Lang'ata, No.67
Kenya	Prof C. Mayaka	Tel: 00254722679469
(Nairobi)		Cell: 00736355292
		Email: rubiconsult@gmail.com.
Swaziland	Mrs N Makhanya	Lot 132, City Centre, Mbhamali Street, Commercial Area, Manzini
(Manzini)		Cell: 00268 2505 6634
		Email: Swaziland@staff.mancosa.co.za
		YK Business School, Belle Terre Road, Highlands, Morc VRS,
Mauritius	Mrs T Jaumally	Mauritius, BRN: C06041230
(Highlands)		Tel: 00230 698 9000,
		Fax: 00230 698 9010
		Email: registry@ykbs.ac.mu
		Tel: 07 383 201 6364
Russia	Ms O Savostina	Email: mba@nsaem.ru

6.5 ACADEMIC SUPPORT

6.5.1 Regional Tutor Support (Academic Faculty members)

Each region has qualified academic faculty members appointed to ensure the highest standard of academic delivery to students. Their duties include:

- Delivery of the scheduled lectures
- Telephonic support
- Email support

You are required to contact the relevant tutors at times as prescribed at their lecture. The details for these tutors may be obtained at the scheduled workshops.

Note: Tutors may be changed at short notice due to unforeseen circumstances.

6.5.2 Module Co-ordination and Email Support

A Module Coordinator is appointed for each module. This module co-ordinator is a full-time MANCOSA lecturer who is available during office hours to provide academic support to students.

These faculty members also provide email support via:

Student Support Services: sss@mancosa.co.za

Note: Email is the preferred method of communication with academic faculty.

6.5.3 Library Services

Please refer to the library guide for a comprehensive list of library facilities and resources available across all the regions.

6.5.4 Module Guides

On registration, all MANCOSA students are issued with a comprehensive set of module guides, which outline the syllabus and details of content to be covered in each module for the academic year.

However, it must be noted that all study material provided must be read in conjunction with the textbooks that are prescribed for each of the modules.

6.5.5 Website/Online Learning Centre

MANCOSA's website (http://www.mancosa.co.za) offers the following services to students:

- Information on news and events
- Photo gallery
- Programme and module descriptions
- Enrolment documentation
- Online request for information and registration
- Online payment options
- Contact details (local and international)
- Link to student portal (http://www.mymancosa.com/)
- Social Feeds (Twitter and Facebook)
- Alumni portal

Online Learning Centre (Multimedia Support)

Students can access interactive learning material through the **MyMancosa portal** at http://www.mymancosa.com.

The portal amongst other features contains the following:

- Important news and announcements
- Programme and module information
- Online journal database access eg. Emerald Online, EBSCO, Google Scholar, Informing Science, Directory of Open Access Journal (DOAJ), etc
- Programme handbooks
- PowerPoint presentations
- Past year examination papers
- Workshop notes
- Exam guidelines
- Research and dissertation writing guidelines
- Exam results and assignment mark details
- Student details
- Exam schedules, assignment due dates and personalised time tables
- Buy/sell second hand textbooks

6.5.6 Prescribed textbooks

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

A list of the prescribed texts for each module is found below:

MODULE	PRESCRIBED BOOK & AUTHOR/S	ED	PUBLISHER
Strategic Management	Crafting and Executing Strategy. Creating Sustainable High Performance in South Africa Hough, J, Thompson, Arthur A. Jr., Strickland, A.J. III and Gamble JE.	2 nd	McGraw Hill
Human Resource Development	Managing Human Resource Development Meyer M. et. al. Human Resource Management: Gaining a Competitive Advantage Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M.	9 th	Lexis Nexis McGraw Hill
Strategic Marketing Management	Marketing Management Kotler, K. and Keller, K. Marketing Management. A South Africa Perspective Cant, M.C., Van Heerden, C.H. & Ngambi, H.C.	15 th	Pearson Prentice Hall
Operations Management	Operations Management. Sustainability and Supply Chain Management Heizer and Render Operations and Supply Chain Management Russel and Taylor	11 th	Pearson Prentice Hall
Information and Knowledge Management	Knowledge Management an Integrated Approach Wegner Management Information Systems Laudon K.C. and Laudon J.P.	2 nd	Pearson Prentice Hall Pearson Education: New Jersey

Financial Management	Fundamentals of Corporate Finance Firer, C, Ross, S.A; Westerfield, R.W; Jordan, B.D Managerial Finance Skae. F.O; Vigario, F.A.A	5 th	McGraw Hill Lexis Nexis
Managerial Economics	The Economy Today Schiller B.R	13 th	McGraw Hill
	Economics for South African Students Mohr, P and Associates	5 th	Van Schaik Publishers
Research and Quantitative Methods	Research Methods for Business Students Saunders, M; Lewis, P and Thornhill, A.	5 th	Prentice Hall

Note: The above prescribed readings have been provided at the time of publication of this handbook. Should an updated edition be available, students can use either version.

6.6 IT AND WEBSITE

In the event of the student experiencing difficulty accessing any of the MANCOSA electronic facilities, queries must be forwarded to the Student Support Department:

Email: sss@mancosa.co.za

Tel: +27 31 3007200

6.7 GENERAL

6.7.1 Award of Qualification

The qualification will be awarded on successful completion of all modules and the dissertation.

The student has 4 years from the time of first registration in which to complete the MBA programme. Failure to do so in the stipulated time period will result in credit being issued for modules completed.

6.7.2 Graduation

- On successful completion of all coursework required and on the settlement of all outstanding fees, a student is eligible to attend a graduation ceremony where the qualification will be conferred upon the student. In addition, the original certificate is issued to the student at the graduation ceremony.
- All students graduating are liable for a fee of R 350.00. This amount does not include the cost of the academic attire or photographs.
- A separate charge will be levied per guest.
- Students graduating in absentia will be liable for a fee of R 300.00. This includes the cost of postage/courier of certificates to the student.

6.7.3 Frequently used Forms

A list of frequently used forms can be found on www.mymancosa.com.

For detailed information on procedures related to each form, refer to the Institutional Rule Book.

7. WORKSHOPS

7.1 WORKSHOP VENUES

CITY	COUNTRY	VENUE	
		MANCOSA Campus (Auckland Park)	
Johannesburg	South Africa	1 Cedar Road, Richmond, Johannesburg, 2092	
		MANCOSA Campus	
Durban	South Africa	26 Samora Machel Street, Durban	
		UNISA (Muckleneuk Campus)	
Pretoria	South Africa	Theo Van Wyk Building, Preller Street, Pretoria	
		MANCOSA Office	
East London	South Africa	90 Vincent Road, Vincent, East London, 5201	
		MANCOSA Campus	
Cape Town	South Africa	First floor Stadium on Main Building, 99 MAIN Road, Claremont, 7708	
		Edupark Campus	
Polokwane	South Africa	Webster Street, Polokwane, 0699	
Pietermaritzburg	South Africa	To be confirmed	
		MANCOSA Office	
Windhoek	Namibia	Bachran Property Investments (BPI House), 269 Independence Avenue,	
		Mezzanine Floor, Office 27, Windhoek	
		TopFloor	
Lusaka	Zambia	Elunda 2 Building, 2nd Floor	
		Addis Abba Roundabout, Rhodes Park, Lusaka, Zambia	
		MANCOSA Campus	
Gaborone	Botswana	Fair Grounds Mall, Next to Motor Centre, Samora Machel Street,	
		Plot 28502, Unit 28, Gaborone	
		Regent Business School	
Manzini	Swaziland	Lot 132 City Centre, Mbhabha Street, Commercial Area, Manzini	
		(Near Swaziland Milling)	

Note:

- (1) Changes in the workshop schedule will be communicated to registered students in writing prior to the workshop.
- (2) Additional workshop venues may be considered at the discretion of the Dean's office.
- (3) Students are encouraged to contact us to confirm any changes in their workshop venues.

7.2 WORKSHOP DATES

CITY	COUNTRY	SEMESTER 1			SEMESTER 2		
		WORKSHOP		WORKSHOP			
		1	2	3	4	5	6
		20/21	27/28	22/23	4/5	18/19	13/14
Johannesburg	South Africa	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		13/14	27/28	15/16	11/12	25/26	13/14
Durban	South Africa	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		13/14	27/28	15/16	11/12	25/26	13/14
Pretoria	South Africa	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		20/21	27/28	22/23	4/5	18/19	13/14
East London	South Africa	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		20/21	27/28	22/23	4/5	18/19	13/14
Cape Town	South Africa	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		20/21	27/28	22/23	4/5	18/19	13/14
Polokwane	South Africa	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		20/21	27/28	22/23	4/5	18/19	13/14
Pietermaritzburg	South Africa	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		13/14	27/28	15/16	11/12	25/26	13/14
Windhoek	Namibia	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		13/14	27/28	15/16	11/12	25/26	13/14
Lusaka	Zambia	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		13/14	27/28	15/16	11/12	25/26	13/14
Gaborone	Botswana	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017
		13/14	27/28	15/16	11/12	25/26	13/14
Manzini	Swaziland	August 2016	August 2016	October 2016	February 2017	February 2017	May 2017

7.3 WORKSHOP PROGRAMMES

	DURBAN	JOHANNESBURG	CAPE TOWN		
Time	Activity/Module	Activity/Module	Activity/Module		
		SEMESTER 1			
07h30 - 08h00	A writing lat warming	WORKSHOP 1	A mining of monne		
08h00 - 10h30	Arrival at venue Orientation	Arrival at venue Orientation	Arrival at venue Orientation		
10h30 - 11h00	Break	Break	Break		
11h00 – 14h00	Strategic Marketing Management	Strategic Marketing Management	Strategic Marketing Management		
14h00 - 14h30	Break	Break	Break		
14h30 – 17h30	Human Resources Development	Human Resources Development	Human Resources Development		
		SUNDAY			
07h30 - 08h00 08h00 - 11h00	Arrival at venue	Arrival at venue Information and Knowledge	Arrival at venue Information and Knowledge		
11h00 - 12h00	Information and Knowledge Management	Management	Management		
12h00 - 12h00 12h00 - 15h00	Break Operations Management	Break Operations Management	Break Operations Management		
121100 - 131100	Operations Management	WORKSHOP 2	Operations Management		
		SATURDAY			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue		
08h00 - 12h00	Strategic Marketing Management	Strategic Marketing Management	Strategic Marketing Management		
12h00 - 13h00	Break	Break	Break		
13h00 – 17h00	Human Resources Development	Human Resources Development	Human Resources Development		
08h15 - 08h30	Arrival at vanua	SUNDAY	Arrival at vanua		
08h30 - 12h30	Arrival at venue Information and Knowledge	Arrival at venue Information and Knowledge	Arrival at venue Information and Knowledge		
12h30 – 13h00	Management	Management	Management		
13h00 - 17h00	Break Operations Management	Break Operations Management	Break Operations Management		
131100 171100	Operations Management	WORKSHOP 3	Operations Management		
		SATURDAY			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue		
08h00 – 12h00	Strategic Marketing Management	Strategic Marketing Management	Strategic Marketing Management		
12h00 - 13h00	Break	Break	Break		
13h00 – 17h00	Human Resources Development	Human Resources Development	Human Resources Development		
08h15 - 08h30	Arrival at venue	SUNDAY Arrival at venue	Arrival at venue		
08h30 - 12h30	Information and Knowledge	Information and Knowledge	Information and Knowledge		
3033	Management	Management	Management		
		SEMESTER 2			
	V	VORKSHOP 4 AND 5 SATURDAY			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue		
08h00 - 12h00	Managerial Economics	Managerial Economics	Managerial Economics		
12h00 - 13h00	Break	Break	Break		
13h00 – 17h00	Financial Management	Financial Management SUNDAY	Financial Management		
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue		
08h00 - 12h00	Research and Quantitative Methods	Research and Quantitative Methods	Research and Quantitative Methods		
12h00 - 13h00	Break	Break	Break		
13h00 – 17h00	Strategic Management	Strategic Management	Strategic Management		
WORKSHOP 6					
07h30 - 08h00	Arrival at venue	SATURDAY Arrival at venue	Arrival at venue		
08h00 - 12h00	Managerial Economics	Managerial Economics	Managerial Economics		
12h00 – 13h00	Break	Break	Break		
13h00 – 17h00	Financial Management	Financial Management	Financial Management		
07120 001 00	A main and a state of	SUNDAY	Annie - Latera		
07h30 - 08h00 08h00 - 12h00	Arrival at venue	Arrival at venue	Arrival at venue		
081100 – 121100	Research and Quantitative Methods	Research and Quantitative Methods	Research and Quantitative Methods		

	PRETORIA	EAST LONDON	POLOKWANE	PIETERMARITZBURG	
Time	Activity/Module	Activity/Module	Activity/Module	Activity/Module	
		SEMESTER 1			
07h30 - 08h00	Arrival at vanua	WORKSHOP 1	Arrival at vanua	Arrival at vanua	
08h00 - 10h30	Arrival at venue Orientation	Arrival at venue Orientation	Arrival at venue Orientation	Arrival at venue Orientation	
10h30 - 11h00	Break	Break	Break	Break	
11h00 - 14h00	Strategic Marketing	Strategic Marketing	Strategic Marketing	Strategic Marketing	
441.00	Management	Management	Management	Management	
14h00 - 14h30 14h30 - 17h30	Break	Break	Break	Break	
14030 - 17030	Human Resources Development	Human Resources Development	Human Resources Development	Human Resources Development	
	Development	SUNDAY	Bevelopment	Bevelopment	
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h00 - 11h00	Info and Knowledge	Info and Knowledge	Info and Knowledge	Info and Knowledge	
441.00 401.00	Management	Management	Management	Management	
11h00 - 12h00 12h00 - 15h00	Break Operations	Break Operations	Break Operations	Break Operations	
121100 - 151100	Management	Management	Management	Management	
	Management	WORKSHOP 2	Wanagement	Management	
		SATURDAY			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h00 - 12h00	Strategic Marketing	Strategic Marketing Management	Strategic Marketing Management	Strategic Marketing	
12h00 – 13h00	Management Break	Management Break	Management Break	Management Break	
13h00 - 17h00	Human Resources	Human Resources	Human Resources	Human Resources	
	Development	Development	Development	Development	
00k1F 00k20	A maissal at season	SUNDAY	A weight of the party	A minus of at manua	
08h15 - 08h30 08h30 - 12h30	Arrival at venue Info and Knowledge	Arrival at venue Info and Knowledge	Arrival at venue Info and Knowledge	Arrival at venue Info and Knowledge	
081130 - 121130	Management	Management	Management	Management	
12h30 - 13h00	Break	Break	Break	Break	
13h00 - 17h00	Operations	Operations	Operations	Operations	
	Management	Management	Management	Management	
		WORKSHOP 3 SATURDAY			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h00 - 12h00	Strategic Marketing	Strategic Marketing	Strategic Marketing	Strategic Marketing	
421-00 421-00	Management	Management	Management	Management	
12h00 - 13h00 13h00 - 17h00	Break Human Resources	Break Human Resources	Break Human Resources	Break Human Resources	
131100 171100	Development	Development	Development	Development	
		SUNDAY			
08h15 - 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h30 - 12h30	Info and Knowledge	Info and Knowledge	Info and Knowledge	Info and Knowledge	
	Management	Management SEMESTER 2	Management	Management	
		WORKSHOP 4 AND	5		
		SATURDAY			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h00 - 12h00 12h00 - 13h00	Managerial Economics Break	Managerial Economics Break	Managerial Economics Break	Managerial Economics Break	
13h00 - 17h00	Financial Management	Financial Management	Financial Management	Financial Management	
	. mandar management	SUNDAY	. manalal management	ariciai irianagement	
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h00 - 12h00	Research and	Research and	Research and	Research and	
12h00 - 13h00	Quantitative Methods Break	Quantitative Methods Break	Quantitative Methods Break	Quantitative Methods Break	
13h00 - 17h00	Strategic Management	Strategic Management	Strategic Management	Strategic Management	
WORKSHOP 6					
SATURDAY					
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h00 - 12h00 12h00 - 13h00	Managerial Economics Break	Managerial Economics Break	Managerial Economics Break	Managerial Economics Break	
13h00 - 17h00	Financial Management	Financial Management	Financial Management	Financial Management	
SUNDAY					
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	
08h00 - 12h00	Research and	Research and	Research and	Research and	
	Quantitative Methods	Quantitative Methods	Quantitative Methods	Quantitative Methods	

	NAMIBIA	ZAMBIA	BOTSWANA	SWAZILAND			
Time	Activity/Module	Activity/Module	Activity/Module	Activity/Module			
	SEMESTER 1						
07620 00600		ORKSHOP 1	Arrival at vanua	Arrival at vanua			
07h30 - 08h00 08h00 - 10h30	Arrival at venue Orientation	Arrival at venue Orientation	Arrival at venue Orientation	Arrival at venue Orientation			
10h30 - 11h00	Break	Break	Break	Break			
11h00 - 14h00	Strategic Marketing	Strategic Marketing	Strategic Marketing	Strategic Marketing			
441.00	Management	Management	Management	Management			
14h00 - 14h30 14h30 - 17h30	Break	Break	Break	Break			
14030 - 17030	Human Resources Development	Human Resources Development	Human Resources Development	Human Resources Development			
	Development	SUNDAY	Development	Bevelopinent			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue			
08h00 - 11h00	Info and Knowledge	Info and Knowledge	Info and Knowledge	Info and Knowledge			
441-00 421-00	Management	Management	Management	Management			
11h00 - 12h00 12h00 - 15h00	Break Operations	Break Operations	Break Operations	Break Operations			
121100 - 151100	Management	Management	Management	Management			
	Management	WORKSHOP 2	Management	Management			
		SATURDAY					
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue			
08h00 - 12h00	Strategic Marketing Management	Strategic Marketing Management	Strategic Marketing Management	Strategic Marketing Management			
12h00 - 13h00	Break	Break	Break	Break			
13h00 - 17h00	Human Resources	Human Resources	Human Resources	Human Resources			
	Development	Development	Development	Development			
08h15 - 08h30	Arrival at venue	SUNDAY Arrival at venue	Arrival at venue	Arrival at venue			
08h30 - 12h30	Info and Knowledge	Info and Knowledge	Info and Knowledge	Info and Knowledge			
	Management	Management	Management	Management			
12h30 - 13h00	Break	Break	Break	Break			
13h00 – 17h00	Operations	Operations	Operations	Operations			
	Management	Management WORKSHOP 3	Management	Management			
		SATURDAY					
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue			
08h00 - 12h00	Strategic Marketing	Strategic Marketing	Strategic Marketing	Strategic Marketing			
12h00 - 13h00	Management Break	Management Break	Management Break	Management Break			
13h00 - 17h00	Human Resources	Human Resources	Human Resources	Human Resources			
251100 271100	Development	Development	Development	Development			
		ŚUNDAY					
08h15 - 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue			
08h30 - 12h30	Info and Knowledge Management	Info and Knowledge Management	Info and Knowledge Management	Info and Knowledge Management			
	Widnagement	SEMESTER 2	Wanagement	Wanagement			
		WORKSHOP 4 AND	5				
07/ 00 00/ 00		SATURDAY					
07h30 - 08h00 08h00 - 12h00	Arrival at venue Managerial Economics	Arrival at venue Managerial Economics	Arrival at venue Managerial Economics	Arrival at venue Managerial Economics			
12h00 - 13h00	Break	Break	Break	Break			
13h00 - 17h00	Financial Management	Financial Management	Financial Management	Financial Management			
		SUNDAY		-			
07h30 - 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue			
08h00 - 12h00	Research and Quantitative Methods	Research and Quantitative Methods	Research and Quantitative Methods	Research and Quantitative Methods			
12h00 - 13h00	Break	Break	Break	Break			
13h00 - 17h00	Strategic Management	Strategic Management	Strategic Management	Strategic Management			
WORKSHOP 6							
07h30 - 08h00	Arrival at venue	SATURDAY Arrival at venue	Arrival at venue	Arrival at venue			
08h00 - 12h00	Managerial Economics	Managerial Economics	Managerial Economics	Managerial Economics			
12h00 - 13h00	Break	Break	Break	Break			
13h00 - 17h00	Financial Management	Financial Management	Financial Management	Financial Management			
SUNDAY							
07h30 - 08h00 08h00 - 12h00	Arrival at venue Research and	Arrival at venue Research and	Arrival at venue Research and	Arrival at venue Research and			
JOHOU - 121100	Quantitative Methods	Quantitative Methods	Quantitative Methods	Quantitative Methods			
L							

NOTE:

- (1) Due to unforeseen circumstances, workshop dates, venues, times and facilitators are subject to change without prior notice.
- (2) Please call our offices to confirm the schedule for your specific venue 2 days prior to the workshop.
- (3) Students are therefore reminded to carry all study material on the 1st day of the workshop.
- (4) Please read all relevant modules prior to attending workshops in order participate in the discussions.
- (5) Students are reminded that work on assignments should commence prior to the workshops.
- (6) Students are allowed and are encouraged to attend second semester workshops even if they were unsuccessful in one or more first semester modules or without having their first semester results.
- (7) While attendance at workshops is not compulsory, it is advisable that you make use of the opportunity to interact with academic faculty and fellow students.

8. ASSIGNMENTS

8.1 SUBMISSION

8.1.1 Rules regarding the submission of assignments and projects

Refer to the Institutional Rule Book for detailed information on submission of assignments.

Should you have any queries please contact:

Student Support Services: sss@mancosa.co.za

Tel: +27313007200.

Projects are subject to the same rules and methods of submission as assignments.

THE FOLLOWING IS A STEP-BY-STEP GUIDE TO UPLOADING AN ASSIGNMENT OR PROJECT

STEP 1

Log in to www.mymancosa.com

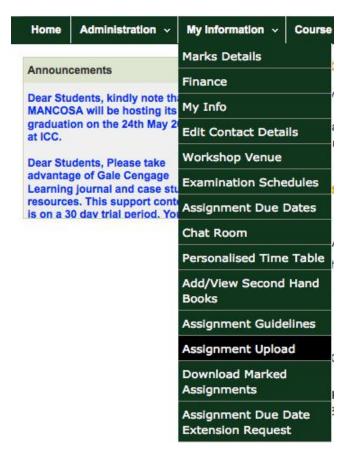
STEP 2

Login using your student number as user name and password.



Go to My Information

Click on Assignment Upload



STEP 4

You will come to an Assignment Rules page. Read all the rules, go to the bottom of the page and click on the box 'I acknowledge and accept the above rules' then click on 'Proceed to Assignment Upload'.

- 20. Assignments submitted as a late submission, re-submission or extension will not be guaranteed the 30 day turnaround period for the release of results
- 21. All marked assignments will be uploaded on the MyMancosa student portal. The onus is on the student to download the marked assignment from the MyMancosa student portal.

Should you have any queries please contact sss@mancosa.co.za or alternatively contact +273 31 300 7200.

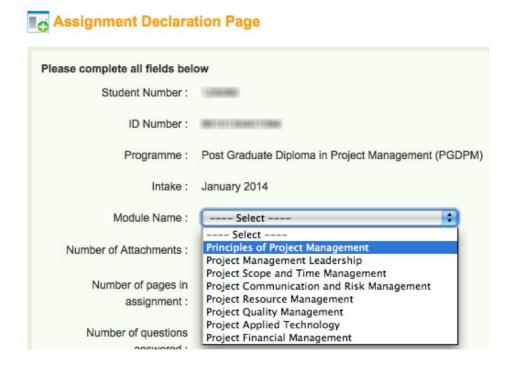
Kind regards, Student Support, MANCOSA

✓ I acknowledge and accept the above rules

Proceed to Assignment Upload

You will come to the Assignment Declaration Page

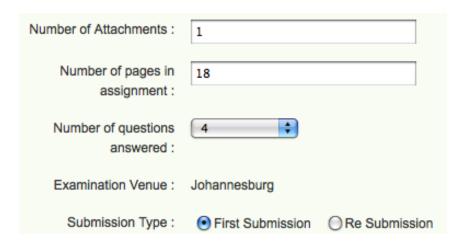
Under Module Name, select the module of the assignment you are uploading.



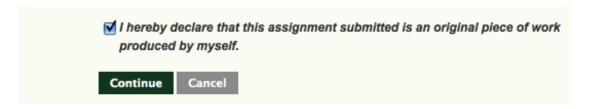
STEP 6

Enter the number of attachments you are uploading, total number of pages in your attachments and number of questions you have answered.

Then select the submission type, whether it is a first or re submission assignment



Click on the box 'I hereby declare that this assignment submitted is an original piece of work produced by myself' then click on 'Continue'.

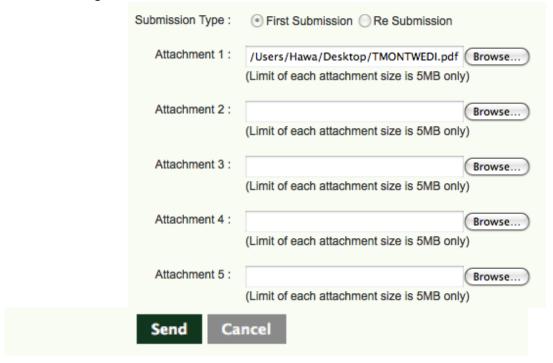


STEP 8

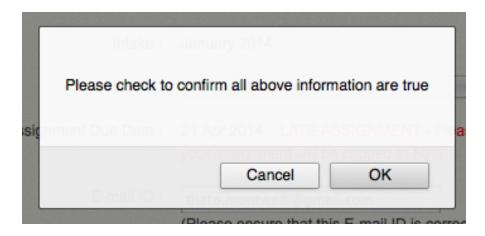
Click on 'Browse' for attachment 1 and look for your assignment and attach it. The entire assignment must be in one attachment and must include the following:

Cover page, Contents page, Body of assignment and Bibliography.

Only one assignment submission is permitted per module in a PDF format. No other formats will be accepted. There will be exceptions for the Information Technology and Quantitative modules where the different files need to be zipped and uploaded as one folder. There is a detailed explanation of how to compress a folder at the end of this guide.



A box will appear asking to confirm that all of the above information is true, click on 'OK'. Note that this is not an error message.



The assignment will now take a minute or so to upload. Once your assignment is uploaded you will receive a Thank You message.

Thank you for submitting Principles of Project Management Assignment online. Your Assignment has been submitted to the academic administration department.

Click Here to submit an another assignment.

STEPS ON HOW TO APPLY FOR AN ASSIGNMENT OR PROJECT EXTENSION ON MYMANCOSA

Step 1:

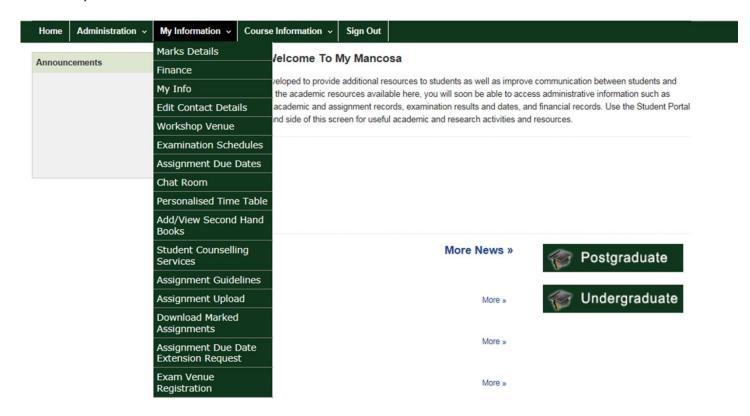
Go to www.mymancosa.com

Step 2:

Your username and password will be your student number

Step 3:

Click on My Information tab



Step 4:

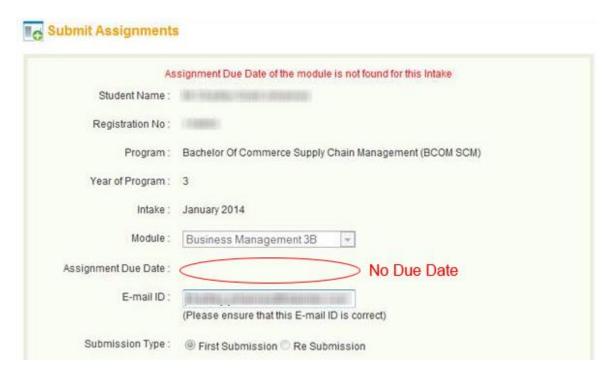
Select Assignment Due Date Extension Request

ERRORS WHEN UPLOADING ASSIGNMENTS OR PROJECTS:

<u>Please note:</u> All correspondance and error messages must be retained by the student. Failure to produce evidence of system error will lead to capping/declining of assignments.

ASSIGNMENT DUE DATE OF THE MODULE IS NOT FOUND FOR THIS INTAKE

This is a registration query, please contact our MANCOSA office to rectify this.



500 – INTERNAL SERVER ERROR

One of these three could be the result of the error message received:

- Your assignment file size is larger than 5MB,
- The assignment format is incorrect. The only formats we allow is Word (.doc, .docx), .pdf, .rtf, .txt and Zip folders.
- Your Internet speed is too slow.

500 - Internal server error.

There is a problem with the resource you are looking for, and it cannot be displayed.

MSSQL ERROR

You will receive this error if you have extra characters/symbols ("'() [] $\& * # ? \@ \% =)$ in your file name eg Ben's Project Management Assignment.pdf

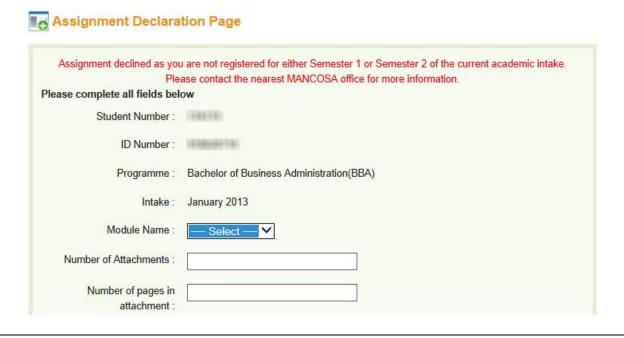
Remove the 'from the name, resave and try to upload again, your assignment will go through.

MSSQL error: Update SQL Query could not execute.

Reason: Incorrect syntax near '='

ASSIGNMENT DECLINED AS YOU ARE NOT REGISTERED FOR EITHER SEMESTER 1 OR SEMSTER 2 OF THE CURRENT ACADEMIC INTAKE.

This is a registration query, please contact our MANCOSA office to rectify this.



RE SUBMISSION OF ASSIGNMENT DECLINED DUE TO LATE RE SUBMISSION

You have exceeded the due date of your re submission so the system will decline the upload.

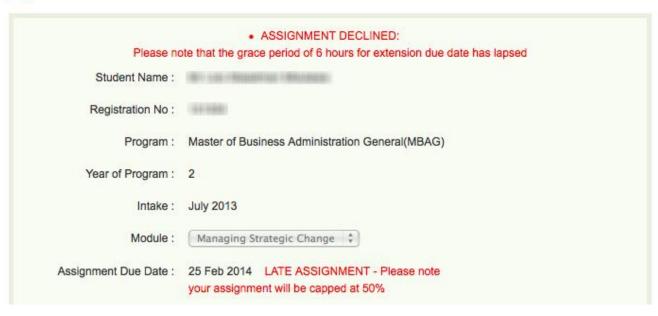




ASSIGNMENT DECLINED DUE TO LATE SUBMISSION

You have exceeded the due date of submitting your assignment so the system will decline the upload.





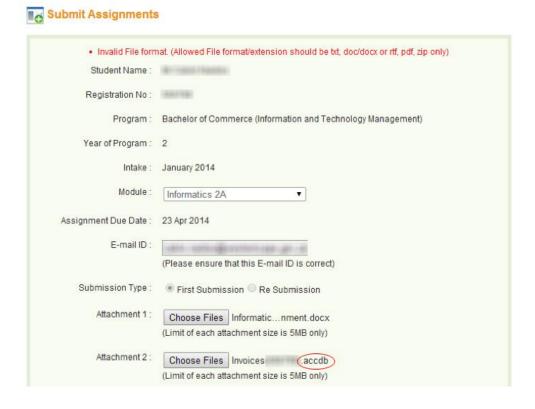
INVALID FILE FORMAT

Zip folders

This error means that one/more of your assignment attached is in the incorrect format.

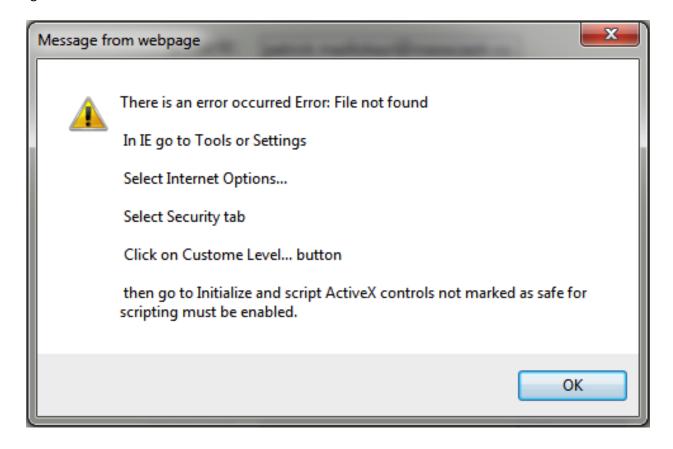
The only formats we allow to be uploaded is Word documents with the extensions .doc and/or .docx .pdf .rtf .txt and

See below for an example (Attachment 2 is not in one of the recommended formats).



MESSAGE FROM WEBPAGE

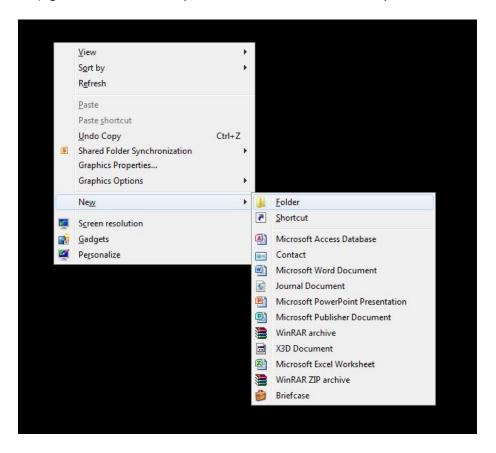
Kindly note that this is not an error message from mymancosa. This message is just the settings for the Internet (Internet Explorer) on your PC which needs to be adjusted. All you need to do is just follow the instructions given and you will be able to upload your assignment. You could also use a different browser like Firefox or Google Chrome.



HOW TO COMPRESS A FOLDER

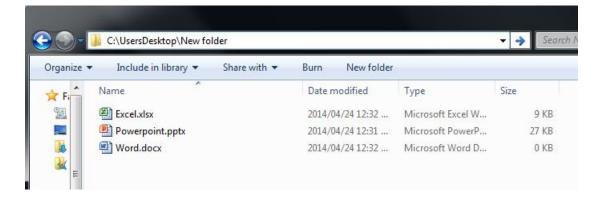
Step 1:

Create a new folder (right click on the desktop, select 'New' then click on the option 'Folder'



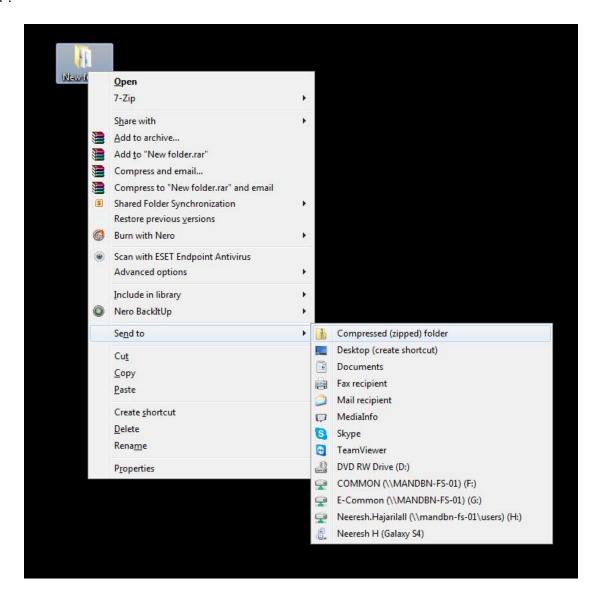
Step 2:

Add all your documents in this folder (if you have more than one document to submit).



Step 3:

Go to your desktop and right click on the folder. Select the option 'Send to' then click on 'Compressed (zipped) folder'



Step 4:

This will create another file on the desktop with the extension .zip. You can now attach this file when uploading your assignments.



8.2 ASSIGNMENT SUBMISSION DATES

	SEMESTER 1		
NO	MODULE	ASSIGNMENT DUE DATE	
1	Strategic Marketing Management	8 September 2016	
2	Human Resources Development	19 September 2016	
3	Information and Knowledge Management	28 September 2016	
	SEMESTER 2		
4	Managerial Economics	15 March 2017	
5	Financial Management	24 March 2017	
6	Research and Quantitative Methods	5 April 2017	

PROJECT SUBMISSION DATES

	SEMESTER 1				
NO	MODULE	ASSIGNMENT DUE DATE			
1	Operations Management	10 October 2016			
	SEMESTER 2				
2	Strategic Management	13 April 2017			

8.3 ASSIGNMENT QUESTIONS

ASSIGNMENT 1: STRATEGIC MARKETING MANAGEMENT

Read the article below and complete the task at hand.

(100)

Can The Harley Davidson Brand Age Gracefully?

Posted: 28 Oct 2015 10:57 AM PDT



It's always been a bumpy ride for Harley Davidson, America's largest motorcycle manufacturer. The company was almost a victim of the Great Depression and in the 1970's a wave of Japanese imports again threatened to company's existence. But since 1980, when it was taken over by a group of savvy investors who eventually took the company public, Harley Davidson has grown into one of the best run brands in the world.

The key to Harley Davidson's renaissance was to forgo an all-out war with its cheaper, more efficient Japanese competitors and embrace the retro look of earlier bikes while positioning the brand as more than a motorbike. **Harley Davidson was freedom, America and the thrill of the road**. In a world of homogeneity, Harley Davidson offered its customers the chance to rebel and take an alternative path.

The success of this strategy has been clear for all to see. Last year Harley sold more than a quarter of a million bikes and generated revenues in excess of \$6B. The company, bought for \$8m 35 years ago, is now worth \$1B.

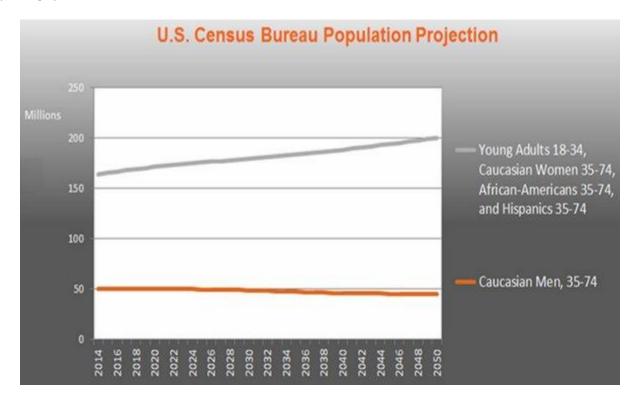
But it is not all smooth riding. Harley's third quarter results came in significantly below analysts' expectations last week and shares in the company dropped 15%. With quarterly revenues of \$1B and gross margins of 36% Harley hardly appears to be in financial trouble. But there is a specific marketing reason for the jumpy response: concern for customers.

Despite the image of a twenty-something Peter Fonda on a revolutionary quest through the American badlands and bearded warriors astride angry machines, you are more likely to find a dentist or retired accountant on a Harley Davidson these days. The positioning of the brand might be of rebellion and freedom, but that message ostensibly attracted baby boomers.

There is nothing wrong with this target segment of course. The WASP 45+ male consumer has more disposable income than any other demographic group making them interested in expensive new hobbies like riding motorbikes and price insensitive about it to boot.

Armchair branding experts might cite the dissonance between the rebellious Harley Davidson image and its middle-aged, mainstream customer base. But in my experience there is always a disparity between the image client and the actual one. Provided a brand takes money from sales to actuals and reinvests it in the image of the prototypical client all will be well. It's hard work finding a Londoner actually wearing Burberry (except in the ads) but the exceptional work of the brand's marketing team keeps its Chinese and Spanish clients entirely comfortable with an image of a brand that Brits could not live without.

The problem for Harley Davidson is not the image of the client, but rather the changes occurring with real ones. The 45+ white male demographic is not growing. America is changing and unless Harley can escape its core target into African American, Hispanic and female segments the demographic odds are stacked against its future growth. The company is putting huge stock in its "outreach customers" – those who exist in new, fast growing segments – even going to the trouble of announcing its progress in recruiting them as part of its reporting system.



Second, even among its existing customer segment trouble is brewing. There is a clear demographic sweet spot that exists between the initial mid-life crisis of the early 40's and the onset of a 60+ reticence to ride because of increasing infirmity. If Harley fails to recruit newly arrived, cashed-up 40-somethings it faces demographic disaster as its brand ages along with its increasingly geriatric customer base and eventually disappears with them into the sunset. Harley's customer base has been gradually getting older for the past fifteen years. In 1999 the average age of a rider was 43, by 2008 it had reached 48. Tellingly, the company then stopped reporting this statistic.

With each passing year Harley Davidson risks riding into a demographic cul-de-sac in which new customers associate the brand with old, white men and not the freedom of the road. Many analysts read the quarterly results last week as the first signal that Harley Davidson may be losing the rejuvenation challenge and, with it, the fundamental appeal of the brand.

That may not be a fair diagnosis. The marketing team at Harley Davidson are talented and understand the nature of the challenge ahead. The disappointment of the quarterly results was tempered with the announcement that the brand will reduce the number of bikes produced next year and increase marketing spend by 65%. That's exactly the right response to what is surely one of the great marketing challenges of 2016.

Source: Marketing Week

Task:

Based on the article above, as a marketing consultant to Harley Davidson advise management on the way forward to revitalise, grow and sustain the brand. Your report must cover the areas listed below and follow the format given.

- 1. Situation analysis: a synopsis on the current situation of the brand and the motor cycle market.
- 2. Analysis on the current positioning of the brand in the market and in consumer's minds in relation to the company's current positioning.
- 3. Current challenges facing the brand and recommended strategies.
- 4. Marketing strategy going forward using the various Ps and marketing fundamentals to address these three areas stated below:
 - a) Revitalise the brand
 - b) Grow the brand's market share
 - c) Sustain the brand
- 5. Action Plan

Format:

- 1. Title page
- 2. Table of contents
- 3. Introduction

•	THE CAME TO THE	
4.	Marketing Objective of the Report	(3)
5.	Situation analysis	(15)
6.	Harley Davidson's current positioning	(12)
7.	Current Challenges the Harley Davidson are facing and strategies to address the challenges	(15)
8.	Marketing strategy going forward	(40)
9.	Action plan	(10)

- 10. Conclusion
- 11. References

Assignment Guidelines:

- 1. The assignment content (excluding index, cover page and appendices) should not exceed FIFTEEN (15) A4 format pages, typed at 1,5 spacing, 12-character font, and 2,5 cm margins. You will be penalized for non adherence to guidelines.
- 2. Accompanying your assignment must be a bibliography consisting of all the sources that you consulted. **Use**the Harvard method of referencing. You will be penalised for incorrect referencing. Wikipedia etc is NOT
 ALLOWED
- 3. The assignment has particular FOCUS ON THE APPLICATION OF MARKETING THEORY AND PRINCIPLES WITH STRATEGIC MARKETING MANAGEMENT PERSPECTIVE. A document that can be present to the Board of Directors.
- 4. You are encouraged to think creatively, strategically, analytically, holistically and out of the box.

^{**} Note: 5 marks are for referencing, formatting, language and presentation.

ASSIGNMENT 2: HUMAN RESOURCES DEVELOPMENT

Read the following care study and answer the questions that follow

Applying the 'learning continuum' to Wipro

Wipro is one of India's leading technical services companies, ranked third behind Tata Consultancy Services (1st) and Infosys Technologies (2nd). The company's revenues have increased from US\$400 million in 1999 to US\$2.4 billion in 2006. Wipro's values are captured in the 'Wipro Promise' which focuses on respecting people, integrity, innovation and value for money. The company has identified 24 competencies including: initiative, problem-solving, innovation, inter-personal sensitivity, teamwork, flexibility, decisiveness and global thinking. The company is committed to training, which starts with induction, when new recruits, undergo training on the company's values. This commitment was demonstrated by the fact that when there was a downturn in business in 2001 and 2002 the company actually increased the training budget rather than cutting it as you would normally expect an organisation to do.

The training resources are such that up to 5000 employees a day can be trained at its training facilities in Bangalore where 120 full time specialists are available to deliver the programmes. E-learning programmes are also available. The induction of new recruits starts every two weeks for groups of 300-400 and is followed by eight to ten weeks of classroom training on various technical subjects as well as sessions to familiarize participants with various business functions. Subsequently, on-the-job training is available. The company offers two career paths: management and technical. A range of courses are available which help them to improve their performance and 'enrich their professional lives'. All employees must complete ten days of training each year and are encouraged to average 12.

A computer programme is provided to help employees plan their career paths. Much of the technical training involves certification and the company provide a team of online mentors to help answer queries and concerns. As managers progress they are required to increase their knowledge of business and general management. Week-long training modules are available to support this process. Self-improvement programmes are also available to all employees and cover such things as cross-cultural and languages training. Some sessions cover personal issues such as mental health and the work-life balance.

Wipro's strategic goals are categorised under the following headings: quality, financial, people, innovation, business development. Each business unit can choose their own sixth category. Goals are cascaded downwards and monthly progress reports are produced in each business-unit. The company uses 360 degree feedback for the performance reviews of managers, who then receive help from the HR function in compiling action plans which they communicate to their team. All employees undergo a performance appraisal which is linked to the 24 competencies and the system has been described as fair and useful by employees. As part of the strategic planning process employees are invited to make performance improvement suggestions.

Wipro works to a one-and-three-year planning cycle (by comparison Infosys Technologies works to a five-year cycle). The company has engaged in visioning exercises and managers have been encouraged to hold regular off-site meetings to think up ideas.

QUESTION 1 (25)

Consider the Human Resource Development (HRD) function that exists at Wipro. Debate whether it would be justifiable to position HRD at the end of the strategic maturity continuum.

QUESTION 2 (25)

Examine the extent to which the HRD strategy at Wipro may be considered horizontally aligned to other HR practices in the organisation and vertically to the organisation's strategic goals.

QUESTION 3 (50)

The learning organisation is regarded by many theorists and practitioners as an unattainable ideal.

- 3.1 Argue whether the fundamental HRD practices exhibited by Wipro suggest that they could be deemed a 'learning organisation'. (25)
- 3.2 Discuss what other information you would require to make a more informed decision (25)

Assignment Guidelines

- Word limit: Approximately 5000 words
- Your assignment should include a Table of Contents page.
- Text: Font: Arial or Times New Roman (12), Spacing: 1.5 lines
- All text must be justified at each margin.
- The length of your answers to each question should be in line with the mark allocation. Your answers must include any theories, charts, tables or exhibits necessary to support your analysis and recommendations. Additional research should be consulted, when answering the assignment questions.
- Ensure that the readings are not merely reproduced in the assignment without original critical comments and views. Cohesive and logical arguments reflecting original thinking is encouraged.
- You MUST use theory/literature to support your discussion/observation and opinions. Do not merely extract information from the Case Study.
- References At least 8 sources of reference (textbooks, journals, press reports, internet, etc.) must be
 included in your bibliography. Information quoted/paraphrased from sources listed in your bibliography
 must be referenced in-text. The Harvard system of referencing must be used.

Students will be penalised up to 10% for poor referencing.

• It is imperative that students proof read and edit their assignments prior to submitting them. Assignments must be free from errors and of a professional standard.

ASSIGNMENT 3: INFORMATION AND KNOWLEDGE MANAGEMENT

QUESTION 1 (25)

Read the article below and answer the question that follows:

IBM's Transformation--From Survival to Success

It is hard to watch what many companies are going through today. Automakers, the news media, entertainment industry businesses, banks and other financial institutions—they and others are being seriously challenged by market forces, technology shifts and the changing dynamics of a global economy. Some of them are fighting for their very survival.

If you go back about a quarter of a century, IBM was at the pinnacle of success. Over the previous two decades they had practically invented general-purpose computing for business; had helped put a man on the moon; researchers won Nobel Prizes. Their revenue and market share skyrocketed as customers clamoured for the latest products. By 1984 IBM were the toast of Wall Street.

Less than a decade later, they were toast. In 1993 it was posted what at the time was the biggest loss in the history of corporate America, \$8 billion. IBM had missed a number of key technology shifts. Customers who had previously said "no one ever got fired for buying IBM" were abandoning them for faster, more nimble competitors. One major business publication labelled IBM as a dinosaur. Another said their era had passed.

Finding their way back to growth and success was a difficult and painful process. But it illustrates that companies on the brink can turn things around if they do what is necessary.

Source: http://www.forbes.com/2010/07/07/ibm-transformation-lessons-leadership-managing-change.html

Technology changes on a regular basis. It would have been worthwhile for IBM to change their business objectives accordingly in order to survive in the market.

Analyse the strategic business objectives from IBM's perspective and discuss how this could have assisted IBM in implementing a successful corporate strategy.

QUESTION 2 (25)

Companies are increasingly aware of the business value that cloud computing brings and are taking steps towards transition to the cloud. A smooth transition entails a thorough understanding of the benefits as well as challenges involved. Like any new technology, the adoption of cloud computing is not free from issues.

Discuss the popular challenges of utilising cloud computing services in a business and recommend strategies to address these challenges.

QUESTION 3 (25)

COBIT (Control Objectives for Information and Related Technology) is globally accepted as being the most comprehensive framework for IT governance, organisation, as well as IT process and risk management. Critically assess the four domains that make up the COBIT framework and suggest how adopting this approach is beneficial to an organisation in governing IT effectively.

QUESTION 4 (25)

In the emerging global economy, e-commerce and e-business have increasingly become a necessary component of business strategy and a strong catalyst for economic development. Discuss the impact of the Internet on competitive forces and industry structure and postulate how IT managers can address these impacts.

Assignment Guidelines

- Word limit: Approximately 5000 words
- Your assignment should include a Table of Contents page.
- Text: Font: Arial or Times New Roman (12), Spacing: 1.5 lines
- All text must be justified at each margin.
- The length of your answers to each question should be in line with the mark allocation. Your answers must include any theories, charts, tables or exhibits necessary to support your analysis and recommendations. Additional research should be consulted, when answering the assignment questions.
- Ensure that the readings are not merely reproduced in the assignment without original critical comments and views. Cohesive and logical arguments reflecting original thinking is encouraged.
- You MUST use theory/literature to support your discussion/observation and opinions. Do not merely extract information from the Case Study.
- References At least 8 sources of reference (textbooks, journals, press reports, internet, etc.) must be
 included in your bibliography. Information quoted/paraphrased from sources listed in your bibliography
 must be referenced in-text. The Harvard system of referencing must be used.

Students will be penalised up to 10% for poor referencing.

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ASSIGNMENT 4: MANAGERIAL ECONOMICS

SECTION A (50)

Read the case study below and answer the questions that follow.

Why are some industries prone to imperfect competition? – A case study of the Cement Cartel in South Africa

Introduction

It is generally accepted in economic theory that effective competition is beneficial, as it enhances consumer welfare through competitive pricing, higher quality of products and services or a combination thereof. Furthermore, an effective competitive environment also contributes to economic growth by acting as a disciplining device on market participants and further ensures market efficiency. However, the existence of cartels in engaging in price fixing and market allocation, among other conduct, has an adverse impact on growth and efficiency. In addition, various forms of collusive conduct directly oppose consumer welfare benefits sought through healthy competition. Therefore one of the key objectives of competition authorities is the investigation and prosecution of cartel conduct and ensuring that these prosecuted firms and other non-participating firms are effectively deterred from engaging in future cartel conduct. In the Commission's 15-year existence it has found that some industries are prone to repeated collusion given their history and structural characteristics. The cement industry in South Africa that is the focus of this review is a case in point.

South African history of collusion in the cement industry

An officially sanctioned cement cartel operated in South Africa from the early 1940s, as it was exempted from competition regulation. The cartel involved the then three primary manufacturers of cement, Pretoria Portland Cement (PPC), Afrisam and Lafarge. The fourth member of the cartel, Natal Portland Cement (NPC) was owned by the three manufacturers in equal shares. A set of institutional arrangements was put in place to manage the activities of the lawful cartel. Subsequently, the Competition Board of South Africa (CBSA), predecessor to the Commission, withdrew this exemption to the cement cartel in 1996. Around May 1995, in anticipation of this termination, the cement producers agreed to divide markets among themselves. However, the four cement producers did not adhere to this agreement and a price war took place between 1996 and 1998. During this price war, all cement producers reflected poor financial results, which then prompted them to convene and discuss the stability of the cartel.

This meeting culminated in an agreement (the Port Shepstone agreement) on, among other conduct, market share allocation in line with the market share allocation under the legal cartel for the Southern African Common Union (SACU) market. Thus the "new" cartel operated in various forms from about 1998 and involved multiple contraventions of the Competition Act, including dividing the cement market in South Africa through market share allocations and indirectly fixing cement prices. Cartelists further held various meetings during the duration of the cartel, thereby ensuring its stability. Furthermore, through the Cement and Concrete Institute (C&CI'), a detailed scheme of sharing sales information was implemented in order to deal with the cartel problem of cheating.

The cartel in its various forms was eventually uncovered by the CC through the combination of a dawn raid and a corporate leniency application by PPC in 2009. Consent orders were subsequently confirmed by the Tribunal between the Commission, Afrisam and Lafarge in 2011 and 2012 respectively. The case against the last member of the cartel, NPC-Cimpor is still ongoing.

Lafarge was also implicated in most of the cartels uncovered in different jurisdictions around the world. Based on the fact that there is a clear repetition of the price fixing and market and/or customer allocation conduct

globally, it appears that the cement industry displays underlying structural features that make it prone to collusion. The key factors with reference to South Africa are examined in the section that follows.

Structural factors that aided in the formation of the "new" cartel

High barriers to entry

Economic literature advocates that high barriers to entry are one of the prerequisite structural conditions in sustaining collusive conduct. Without high entry barriers, positive profits extracted as a result of collusive conducts would generally attract entry of other firms, which would then reduce the profitability of collusive conduct (hit and run strategies are possible). The cement industry is characterised by large economies of scale, the need to access key inputs such as limestone, reasonably priced energy supply and the importance of transport infrastructure. Other factors that pose a barrier to entry in this industry include quality control technology, engineering experience, new order mining rights including a 26% BEE shareholder requirement, mining work plan as well as social planning. This is evident in that after 1934, it was only in January 2014 that South Africa experienced the first greenfield entry in the cement industry (Sephaku cement). Yet Sephaku cement obtained its first limestone mining right in the financial year ending February 2009. Thus it took Sephaku cement about five years and R5 billion after having secured limestone mining rights to commence producing cement.

Homogeneity of cement products

Economic literature further advocates that when products are fairly homogenous, the identification of the terms of coordination and monitoring is easier. Conversely, it will be difficult for firms to reach consensus on the terms of coordination if the product is heterogeneous. In addition, the cartel problem of cheating will be more difficult to detect and punish if the product of coordination is heterogeneous. This assertion is consistent with empirical evidence in that the majority of prosecuted collusive conduct cases involved homogeneous products. In the South African context, cement products are classified according to the SANS 50197 industry standard, which groups cement into one of three principal compressive strength categories, 32.5, 42.5 and 52.5 MPa. This categorisation is on the basis of the strength of that particular type of cement obtained after 28 days in a standardised mix. For instance, cement product classified as 42.5 will obtain a minimum strength of 42.5 MPa 28 days after pouring. Thus cement is a highly homogenous product in the South African context in that it can broadly classified within one of three strength categories.

Few active competitors

It is commonly accepted that when there are many firms, reaching an agreement on the terms of coordination and punishment strategies tends to be more difficult as cheating may be harder to detect. In addition, asymmetry of incentives may also arise where there are larger numbers of firms active in an industry, which may deter the likelihood of collusive conduct. However, this is not the case in the cement industry in South Africa, as there were historically only four active manufacturers and this made the terms of coordination and monitoring easier. In addition, the same firms that were active in the legally sanctioned cartel were still the only firms in operation when the "new" cartel was formed. Therefore market concentration and few active players in this industry also aided the formation of a cartel.

Conclusion

Based on the Commission's experience with the cement cartel it is evident that two key conditions that facilitate repeated collusive conduct are an easy agreement on the mechanisms for coordination based on a previous legally sanctioned cartel as well the existence of multiple structural factors that can sustain collusive conduct. The Commission always remains vigilant in industries that exhibit these characteristics even if some cartel conduct has already been uncovered and prosecuted as the propensity of firms to engage in further collusive conduct cannot be effectively dismissed.

Adapted:http://www.compcom.co.za/wp-content/uploads/2015/03/Competition-Commision-September-Newsletter.p

QUESTION 1 (25)

- 1.1 Competition legislation in many countries appears to be premised on the Structure-Conduct-Performance (SCP) paradigm. Identify any three (3) key aspects of current competition policy in SA (or a country of your choice) and discuss how these may or may not be reflective of the SCP paradigm. (15)
- 1.2 Is "Big" bad or beautiful? Use the case study to critically discuss the impact of market concentration within the cement industry in South Africa. (10)

QUESTION 2 (25)

- 2.1 Suppose that you are the MD of a new cement production company wishing to enter the South African cement industry. Identify three (3) barriers to entry that you face. What strategies would you use to facilitate market entry and thereafter ensure the long term success of the company? (15)
- 2.2 Do you think the Competition Commission is winning the battle against anti-competitive behaviour in South Africa? Support your answer by making reference to any case that has appeared before the Tribunal within the past five years.
 (10)

SECTION B (50)

QUESTION 3 (25)

3.1 A firm operating in the FMCG sector finds the following elasticities for two of its products:

Product A:

Price elasticity of demand = 2.3 Income elasticity of demand = 1.8

Product B:

Price elasticity of demand = 0.7 Cross elasticity of demand = 4.1

- 3.1.1 Discuss in detail with reference to the given elasticities, the pricing strategies you would recommend for each of these products if the goal is to increase sales revenue. Justify your suggestions. (10)
- 3.1.2 Given the current economic climate in South Africa, explain two non-price strategies you would recommend to increase sales of product A. (5)
- 3.3 Using an industry/sector of your choice, explain the concepts of economies of scale and scope. What is the role played by technology/innovation in maximising such economies and how would this impact on production decisions? (10)

QUESTION 4 (25)

In Economics, globalisation means engagement in various aspects of cross-border transactions, free international capital flows, foreign direct investment, portfolio investment, and rapid and widespread diffusion of technology (Yeh and Vaughn, 2008).

- 4.1.1 Critically discuss the impact of globalisation within a sector/industry of your choice (in South Africa or your own country). (15)
- 4.1.2 What managerial strategies could be adopted in this industry/sector to maximise the benefits (or mitigate the challenges) of globalisation? (10)

Assignment Guidelines

- Word limit: Approximately 5000 words
- Your assignment should include a Table of Contents page.
- Text: Font: Arial or Times New Roman (12), Spacing: 1.5 lines
- All text must be justified at each margin.
- The length of your answers to each question should be in line with the mark allocation. Your answers must include any theories, charts, tables or exhibits necessary to support your analysis and recommendations. Additional research should be consulted, when answering the assignment questions.
- Ensure that the readings are not merely reproduced in the assignment without original critical comments and views. Cohesive and logical arguments reflecting original thinking is encouraged.
- You MUST use theory/literature to support your discussion/observation and opinions. Do not merely extract information from the Case Study.
- References At least 8 sources of reference (textbooks, journals, press reports, internet, etc.) must be
 included in your bibliography. Information quoted/paraphrased from sources listed in your bibliography
 must be referenced in-text. The Harvard system of referencing must be used.

Students will be penalised up to 10% for poor referencing.

• It is imperative that students proof read and edit their assignments prior to submitting them. Assignments must be free from errors and of a professional standard.

ASSIGNMENT 5: FINANCIAL MANAGEMENT

QUESTION 1 (30)

Zaha Ltd has an equity beta of 1.10. The market risk premium in South Africa is expected to be 5% and the yield on government bonds is currently 7.5%. Zaha has issued bonds and its R100 par-value bond is currently trading at R94.50. The coupon rate is 8%. The maturity date is in 5 years' time and the corporate tax rate is 29%. Interest is payable annually in arrears. The company has just paid the coupon interest for the current year.

Required

- 1.1 What is Zaha's cost of equity, based on CAPM? (5)
- 1.2 What is the after-tax cost of debt? (10)
- 1.3 Zaha paid a dividend of R0.12 per share and the dividend per share is expected to grow at 7% indefinitely. The company's share price is R2.30. What is the company's cost of equity if we use the dividend growth model?

 (5)
- 1.4 What is the weighted-average cost of capital (WACC) if the target debt-equity ratio is 50%? (Use cost of equity as per CAPM) (10)

QUESTION 2 (20)

Afroflights wishes to make a takeover bid for Mayfly. Mayfly makes after-tax profits of R40 000 per year. Afroflights believes that if further money is spent on additional investments, the after-tax cash flows (ignoring the purchase consideration) could be as follows.

Year	Cash flow (net of tax)
	R
0	(100 000)
1	(80 000)
2	60 000
3	100 000
4	150 000
5	150 000

The after-tax cost of capital of Afroflights is 15% and the company expects all the investments to payback, in discounted terms, within five years.

- 2.1 What is the maximum price that the company should be willing to pay for the shares of Mayfly? (7)
- 2.2 What is the maximum price that the company should be willing to pay for the shares of Mayfly if it decides to value the business on the basis of cash flows in perpetuity, and annual cash flows from year 6 onwards are expected to be R120 000 with a sustainable growth rate of 6% per year? (8)
- 2.3 Critically discuss factors, other than financial evaluation, that an acquiring firm should consider before making an acquisition. (5)

QUESTION 3 (30)

Amandla Pty is considering an investment in new technology that will reduce operating costs through increasing energy efficiency and decreasing pollution. The new technology will cost R1 million and have a four year life, at the end of which it will have a scrap value of R100 000.

A licence fee of R104 000 is payable at the end of the first year. This licence fee will increase by 4% per year in each subsequent year.

The new technology is expected to reduce operating costs by R5.80 per unit in current price terms.

Forecast production volumes over the life of the new technology are expected to be as follows:

Year	1	2	3	4
Production (units per year)	60 000	75 000	95 000	80 000

If Amandla bought the new technology, it would finance the purchase through a four-year loan paying interest at an annual before-tax rate of 8.6% per year.

Alternatively, Amandla could lease the new technology. The company would pay four annual lease rentals of R380 000 per year, payable in advance at the start of each year. The annual lease rentals include the cost of the licence fee.

If Amandla buys the new technology it can claim tax allowance depreciation on the investment on a 25% reducing balance basis. The company pays taxation one year in arrears at an annual rate of 30%. Amandla has an after-tax weighted average cost of capital of 11% per year.

Required

- 3.1 Based on financing cash flow only, calculate and determine whether Amandla should lease or buy the new technology. (Round the discount rate and cash flows to zero decimal places) (15)
- 3.2 Using a nominal terms approach, calculate the net present value of buying the new technology and advise whether Amandla should undertake the proposed investment. (15)

QUESTION 4 (20)

- 4.1 Explain how cash shortages can restrict the investment opportunities of a business.
- 4.2 Distinguish between 'hard' and 'soft' capital rationing. What are the causes of hard capital rationing and what strategies can you apply to circumvent their negative impact? Explain why a company may deliberately choose to restrict its capital expenditure. (12)

Assignment guidelines

- 1. Start each solution on a new page.
- 2. A spreadsheet (eg. Microsoft Excel) may be used only for the purposes of setting up tables, drawing of graphs and so forth. All solutions must be clearly shown through the use of appropriate formulae and substitution.
- 3. Solutions generated by software packages will not be marked.
- 4. No marks will be awarded if only the final answers are given. All relevant working must be shown.
- 5. The assignment must be typed using text font Arial or Times New Roman (size 11pt, 1½ lines spacing).
- 6. It is not necessary to provide references or a bibliography. Simply number each solution according to the numbering in assignment handbook. **NOTE:** This instruction applies ONLY to this module and NOT to the other modules.

(8)

ASSIGNMENT 6: RESEARCH AND QUANTITATIVE METHODS

You are required to develop a research proposal for the purposes of planning a project to solve a significant, business related problem or issue. You are required to identify a **BUSINESS RELATED** problem worth researching and gather systematic evidence to solve the problem utilising the following steps inherent to the principles of research.

Your proposal should have the following headings:

1. Research Title (2)

Must be concise, summative

2. Introduction (2)

- The Introduction should be short and concise (about one paragraph).
- Present basic information about the proposal itself, and what the reader can expect.
- The introduction does not include quotations by other authors.

3. Background to the problem

(2)

- The background and introduction must set the stage for the problem to be researched. This is not a lengthy section and should not exceed a page.
- The background should start with a concise overview of the research. Emphasize the importance of the proposed research. In addition, this section should attempt to convey experts' views on the problem/opportunity under investigation.
- It should provide a background to the problem/challenge that the organisation is faced with, and the context within which the research problem is situated.
- There should be a logical flow from the background into the problem statement. There should be consistency and re-iteration with regards to the variables that are being investigated

4. Problem Statement (3)

- Keep the following in mind when writing your research problem:
 - The general context of the problem area should be emphasized.
 - Key concepts and ideas current in the area should be highlighted.
 - o Briefly note some of the underlying assumptions in the research area.
 - Describe what needs to be solved and identify the most significant issues that require exploration.
 - If the study is Quantitative it is imperative that the independent and dependent variables are identified.

5. Aim of the study (2)

- The aim of the study refers to the desired outcomes, or the general intentions of the research, which 'paint a picture' of your study. It should emphasize what is to be accomplished and reflect the aspirations and expectations of the research topic.
- Your aim must be clear, unambiguous and concise and indicate what you intend to achieve with the
 research regarding the research problem/ opportunity. The aim should consist of three parts: What is
 being studied, how it is being studied and why it is being studied. Once again, the aim needs to flow
 logically from the problem statement.
- This usually starts with: "The aim of this study is......"

6. Research Objectives

(3)

- The objectives of the study refers to the steps you are going to take in order to achieve the aim of your study. Simply put, the objectives use specific statements which define measurable outcomes (refer to the SMART principle) Objectives are stated as brief statements, one sentence each.
- Remember, Research Aims and Objectives should:
 - o Be concise and brief.
 - Be interrelated; the aim is what you want to achieve, and the objective describes how you are going to achieve that aim.

7. Research Questions

(3)

Convert your objectives into direct questions.

8. Significance of Study

(2)

(25)

• It is important to establish and convey to the reader to whom this research would be beneficial to i.e. your company; your business associates; or members of a grouping; or a particular region? Will it be academically important? Will it contribute to knowledge?

9. Literature Review

- It must become evident from the section that you have read widely.
- Make sure that the literature that you do consult and write about in your research, is relevant to your research problem.
- You are also advised to take care with in-text references.
- Do not copy material from other authors/sources without acknowledging from where you have got the information, and this applies especially when you make a statement of fact.
- Prove that the dissertation will not merely duplicate past or current research.
- 8-10 pages of relevant literature must be presented.
- Current literature must be cited (not older than 5 years; except in the case of original authors or textbooks, or if it is thoroughly justified).

10. Research Design

(8)

- In this section the researcher must identify the philosophical approach underpinning the research and provide a rationale for the chosen approach.
- There are two approaches to research, i.e. Qualitative and Quantitative. The choice of methodology must be motivated.
- For a quantitative study, specify the type of research design you will use (e.g., experimental, quasi-experimental, correlational, cross sectional, longitudinal).
- For a qualitative study, begin by specifying the type of research design (e.g. phenomenological, action research, and so forth).

11. Research Methodology

(25)

Must outline:

- Sampling methodology
 - Define the population
 - Type of sampling technique used (probability/non-probability)
 - Sample size
- Data collection technique
- Data analysis

12. Ethical Considerations (8)

- A discussion on the following aspects should be considered:
 - Ensuring participants have given informed consent;
 - Ensuring no harm comes to participants;
 - Ensuring confidentiality and anonymity; and
 - o Ensuring that permission is obtained.
- When discussing the ethical considerations, it is important that you state how these considerations will be maintained in the current study.

13. Proposed timetable

(2)

- State exactly when the research process will begin and when it will end.
- Ideally, the proposed timetable should be drafted with your dissertation supervisor as he/she will need to provide feedback on each individual chapter.
- Approval from the research department generally takes 2-3 weeks. This period must be considered when drafting the proposed timetable.

14. Bibliography (5)

- The Harvard system of referencing must be strictly adhered to.
- A correctly drafted bibliography is a minimum requirement for acceptance of the research proposal.
- Please ensure that all sources cited within the text are included in the bibliography.
- Sources must be cited in alphabetical order. As a general rule, do not number or bullet sources in the bibliography.
- MANCOSA requires that all students use the HARVARD SYSTEM of referencing.
- Please consult with the Referencing chapter in your Study Guide in this regard.
- The Harvard Referencing Generator is a useful referencing tool. You can access it online: http://www.harvardgenerator.com

15. Research Instrument (8)

- Attach your research instrument/interview schedule
- Make sure its theoretically relevant
- Ensure that you have consulted the Study Guide in developing the instrument

ASSIGNMENT GUIDELINES

- Your assignment (excluding table of contents, cover page, diagrams, and appendices) must not exceed 3000 words.
- Your assignment must include a Table of Contents page as well as an assignment cover page.
- Text font: Arial or Times New Roman (size 12), line spacing: 1½ lines.
- All text must be justified at each margin.
- Page Margins and page numbering: It is important to number your pages correctly. The initial pages should be numbered in roman numerals. Page 1 begins at the introduction.
- The standardization for page margins is 1.5 from the left and right of the page.
- Line spacing: The required line spacing for the proposal is 1.5
- Font style: Use either Arial or Times New Roman, Font size 12
- Headings: Headings should be numbered in the following manner:
 - o Main headings should be in caps and bold.
 - There are no periods after the last number used.
 - Headings such as TABLE OF CONTENTS, ABSTRACT or ABBREVIATIONS are not numbered.
- Attachments:
 - Research Instrument

PROJECT 1: OPERATIONS MANAGEMENT

This assessment has two parts; part one is project based and part two is scenario-based. Present your responses in a report drafted in word.

Using an organisation of your choice, evaluate the organisation's supply chain and quality management areas, using the framework below; also provide a brief overview of the organisation being studied and why it was chosen.

PART 1
Using an organisation of your choice:

(67)

Broad area of focus	Specific area of focus	Mark allocation
Supply Chain	Introduction	2
	Outline the supply chain of an organisation, preferably your	3
	organisation or part of it, by focusing on how	
	Physical distribution is handled ;and	6
	How materials management is handled.	4
	How IT is used to supply chain management.	2
	Outline how the supply chain can be improved.	15
	Summary	2

NOTE. DO NOT BE TEMPTED TO ANSWER THESE QUESTIONS USING COMMON SENSE.

Broad area of focus	Broad area of focus Specific area of focus			
Quality Management	Quality Management • Introduction			
	Discuss the costs of quality as they apply in your chosen	3		
	organisation.			
	 Discuss how quality problems are diagnosed? 	2		
	 Does the organisation have a formal quality system? 	1		
	Discuss whether it is appropriate.	3		
	Outline how the quality system can be improved.	20		
	Summary.	2		

NOTE. DO NOT BE TEMPTED TO ANSWER THESE QUESTIONS USING COMMON SENSE.

You are required to demonstrate achievement through understanding and application of theory, tools and techniques covered in lectures and material presented in the module plus extra readings.

All your work must be clearly referenced using the Harvard referencing system.

NOTE THAT LEARNING HAS TO TAKE PLACE. SIMPLY COPYING COMPANY DOCUMENTS WILL NOT BE ACCEPTABLE.

This assessment should be no more than 40 pages.

Adapted from:

 $\frac{\text{https://books.google.co.za/books?id=jhBHbloX3dEC\&pg=PA294\&lpg=PA294\&dq=Production+and+operations+manage}{\text{ment+case+study+cha,+6,7,8,9,10\&source=bl\&ots=EBeaEdte0eo\&sig=sq92pbJ5W82HloGhZwfkvkklDAk\&hl=en\&sa=X\&ved=0CCoQ6AEwAmoVChMl2fCgyu6jxwlVSbIUCh2 WwhQ#v=onepage&q&f=false.}$

PART 2 (33)

Part two (2) requires an analysis of the scenarios below. Place your answers at the end of the report you generated for part one.

Scenario 1 (11)

The following data is set up for trend analysis:

Year X	Pupils' Enrolment Y
1	36
2	33
3	40
4	41
5	40
6	55
7	60
8	54
9	58
10	61

- 1.1 Suggest the model you will use to determine the fit between the data and determine if the model fits the data. (9)
- 1.2 What other methods can you use to determine the accuracy of the model? (2)

Scenario 2 (11)

Spar wants to categorise its 8 major items using ABC analysis. As manager of Spar, you are required to conduct an ABC analysis, clearly stating your assumptions and actions for each category.

Items	1	2	3	4	5	6	7	8
Annual	300	700	30	800	50	220	160	800
Usage								
(units)								
Unit	15	25	10	25	14	50	35	15
Cost								
(Rs.)								

Note: all workings to 2 decimal places

Scenario 3 (11)

Compare and contrast the role and activities of operations management within **THREE** different sectors, based on each particular sector's characteristics and desired outcomes. Consider the following sectors: manufacturing, services and construction.

PROJECT 2: STRATEGIC MANAGEMENT

Read the case study below and answer the questions that follow.

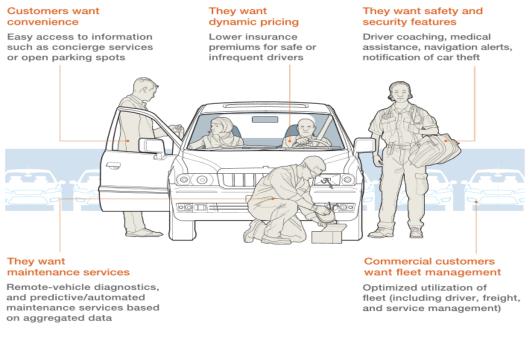
Shifting gears: Insurers adjust for connected-car ecosystems

Insurance companies seek to deliver enhanced products and services by investing in new technologies and partnering with others in the smart-car environment.

When it comes to connected cars, what was once considered to be the stuff of science fiction is now reality. Many cars are equipped with sophisticated sensors that can monitor not only miles driven, location, and routes used but also a person's driving behaviour as well as vehicle data such as oil temperature, brake wear, and tire pressure. This technology is enabling a host of new applications that are meeting customer demand for convenience, safety, and security features; advanced vehicle maintenance; and better fleet management

(Exhibit 1)

The connected car, equipped with sophisticated sensors, offers a growing number of new applications.



McKinsey&Company

As the number of applications grows, a strong ecosystem is forming around the connected car, involving a range of participants—among them automakers, insurance companies, telecommunications firms, sensor and chip manufacturers, and digital-platform giants like Amazon and Uber, as well as academic institutions and standards-making bodies. The rise of this ecosystem is changing the competitive landscape for all participants, especially for companies in the insurance industry. Insurers face digital disruption in a number of areas. Their analytics capabilities, for instance, may be displaced by predictive-modelling or machine-learning technologies. And their traditional data sets, which contain risk profiles based on claims history, may be losing value given the growing availability of real-time data streaming from connected cars.

How must these businesses adapt their technology infrastructures, architectures, and strategies for a world of connected vehicles—and what are the implications of those changes for CIOs and internal IT departments? Our study of global insurance companies suggests that some are unlocking new sources of profit from the connected-car ecosystem. They are acknowledging the network effects that are taking hold in their industry and, on their own and in partnership with other ecosystem participants, they are investing in new technologies and IT-management strategies—specifically, incorporating mobile sensors and analytics into their products and services, enlarging the customer data pool, digitizing customer interfaces, and building up internal digital knowhow and capabilities. As a result, they are finding new ways to deliver innovative products and services and to enhance customers' experiences, and they are forging a path for long-term growth. In this article, we consider the technology investments and IT-management approaches that are most critical for insurers to seize the opportunities presented by connected cars.

Finding opportunities in connectivity

Connected-car technologies are being adopted quickly; according to research by the automotive consultancy Secured By Design (SBD), they are expected to become standard in automobiles by 2020, at the latest.

Some insurers were among the early adopters of emerging connectivity tools and business models. Progressive, for instance, in 2008 launched Snapshot, a usage-based-insurance program that offers consumers discounts of up to 30 present, depending on when and how well they drive. More than three million people have signed up for the service, enabling the company to collect a trove of driving data from onboard diagnostics devices installed in customers' vehicles. Such information, when combined with other data, can be used to assess personal or regional risks—for example, identifying a high frequency of accidents at a particular location for a specific time of day and during certain weather conditions.

Some insurers are already using or beginning to experiment with telematics—devices that can collect data from vehicles and drivers and transmit them across wide-area networks. These data can be used to influence driving behaviours, or increase claims-processing efficiency and lower insurers' losses by, for example, enabling better detection of fraudulent claims. Using these data, companies can develop dynamic risk profiles that can have a direct impact on insurance premiums (for example, offering lower premiums for lower risk) and, hence, on insurers' revenues. The data can also enable improved customer segmentation and marketing campaigns—allowing insurers to offer relevant products to young drivers, for instance.

As these technologies gain traction, traditional insurers face disruption from other participants in the connected-car ecosystem, in the areas of customer interaction, analytics, and network and service management (Exhibit 2). Turned on their head, however, those disruptions also present significant opportunities for insurers. The potential for new services expands far beyond the traditional insurance business. A company could, for example, advise consumers on the best time to sell their cars, offer coaching on how people could adjust their driving behaviour to save fuel or to increase safety, locate the nearest and cheapest gas station, or predict maintenance needs. Allstate, for example, offers driver assistance in case of emergency or breakdown, and other firms provide gamification software for improving a person's driving skills. Expanding their offerings in these ways will enable insurers to shift from pure insurance products (with perhaps one customer touchpoint per year) to insurance—service hybrids (with almost daily touchpoints). Through more regular touchpoints, an insurer could increase its consumer engagement and strengthen customer loyalty.

Exhibit 2

Insurers face disruption—and potential opportunities—in three critical areas.

Customer interaction

Disruption: Some ecosystem players—ie, OEMs,¹ telecoms, and digital players—may offer innovative customer experiences, becoming primary points of contact for risk prevention and insurance.

Network and service management

Disruption: Classic network-management approaches may be displaced by peer-to-peer approaches made possible because of the Internet.

Analytics

Disruption: Existing data pools and analytics capabilities may lose value given real-time data streaming from connected cars and the rise of predictive modeling or machine learning.



Opportunity: Ecosystem partners can help insurers build hybrid product or service offerings that may strengthen customer relationships via frequent interactions.

Opportunity: Ecosystem partners can help insurers develop new services—for instance, smart-parking applications or advanced remote-maintenance services.

Opportunity: Ecosystem partners may support insurers with access to big data, data-mining technologies, and advancedanalytics methodologies.

¹Original-equipment manufacturers.

McKinsey&Company | Source: McKinsey analysis

To realize these benefits, insurers are now beginning to actively collaborate with others in the ecosystem. Instead of designing and launching products and services based on existing internal offerings and capabilities, they are looking critically at their portfolios (and those of competitors) to decide whether to make or buy new products and services or to establish new partnerships. Of course, a critical factor in these discussions and decisions is insurers' existing and projected technology capabilities.

Addressing the technology imperatives

To successfully participate in the connected-car ecosystem, insurers will need to continue to make significant investments in information technology. In our research, we identified four critical areas that CIOs, C-suite executives, and IT professionals at large insurance firms (and at other companies seeking to capitalize on connected-business opportunities) will need to focus on: incorporating mobile sensors and analytics in products and services, enlarging the customer data pool, digitizing customer interfaces, and building up internal digital know-how and capabilities.

Investing in mobile sensors and analytics

Companies will need to incorporate three technological building blocks into their IT infrastructures and digital strategies.

Mobile sensors can take the form of smartphones that directly collect and transmit car data, retrofitted devices such as dongles that are installed in vehicles professionally or by drivers to capture data and transmit them through a SIM card or smartphone, or other devices with built-in sensors that can collect vehicle information and transmit it through a SIM card or smartphone. The insurer's choice of sensor and transmission technology depends on the level of data quality and reliability required. The use of smartphones may be economical, but this approach can limit insurers' ability to deploy certain applications—an accurate assessment of driving behaviour, for instance. To get access to higher-quality and more reliable data—such as those used in the payhow-you-drive programs offered by multiple insurers—companies may need to invest in more costly retrofitted devices or engage in formal partnerships with automakers. The expense of such devices is a factor, but the cost of sensors is rapidly decreasing.

Analytical tools are computing platforms that incorporate sensor data, geographic information, context data (such as traffic and weather conditions), and the appropriate business rules to analyse that information. Platforms should be configured so that insurers can easily and seamlessly integrate standardized data from new sources (including third parties), which can then be combined with other information such as legacy insurance data. Such platforms must be flexible and scalable, with the potential to link to various applications and analytic capabilities, including scoring models and segmentation, driver identification, and risk projections based on variations in route.

Customer interfaces include web portals and apps for retail and business customers as well as interfaces to third-party databases and applications. Relative to the other two building-block technologies, interfaces are not expensive, but they are critical to the customer experience and thus should emphasize user-friendliness and features that directly enhance customer interactions. There is no one-size-fits-all approach, and insurers can opt for an open or closed platform. We expect that open systems will most likely take hold, however, because central telematics technologies like OBD-II ports are already standardized, and regulation in the industry is trending toward support of open systems with customers owning their driving and vehicle data.

Enlarging the customer data pool

Through active participation in the connected-car ecosystem, insurers can build on their current customer base, distribution power, and stock of personal data related to motor-insurance contracts. Most insurers already possess a lot of historic claims data, but these data likely will not have been collected, categorized, and stored in a way that would make them immediately useful for developing or supporting connected products and services. Insurers will therefore want to build up their own connected-driver databases—a course of action that could put them in direct competition with automakers, digital players, and other companies in the ecosystem. In the short term, insurers will need to secure access to connected-driver data through their own sensor technologies (for example, smartphones or retrofitted devices) or through partnering with automakers to access data from manufacturer-installed devices. Over the medium term, insurers must prepare for an era in which installed devices from car manufacturers will dominate the market. At that point, insurers will possibly have already achieved such a strong position in the market that car manufacturers will see the potential benefits of partnering with them. For example, insurers could be regarded as the trusted data owners, or they could offer attractive value-added services such as providing customers with information on risky street locations based on the frequency of accidents.

Digitizing customer interactions

Insurers have typically had limited points of interaction with customers. Moreover, those interactions are generally disagreeable because they often deal with contract negotiations, claims management, and other potentially contentious processes. Participating in the connected-car ecosystem opens up opportunities to increase and improve the tenor of those interactions, helping insurers become trusted partners to their customers. Insurers could assist in the supply and installation of dongles and other stand-alone devices required to connect vehicles to wide-area networks, for instance, or deliver other physical services. As insurers increase the number and frequency of their customer touchpoints, they should consider different ways to digitize those interactions to collect valuable information from them (in compliance with consumer-privacy regulations and standards). Smartphone apps, for example, provide a natural mechanism for insurers to interact with customers and to gather important information that will make it easier to share the most relevant offers, products, and services with customers. In this way, insurers can increase customer loyalty and reduce churn. Additionally, insurers will need to carefully decide when to invest in direct customer interactions and when to use intermediaries. For instance, insurers may provide assistance services, such as towing and remote maintenance, that are delivered by partners but coordinated internally.

Building up internal know-how and capabilities

Competing in the connected-car ecosystem may require capabilities in areas that have not typically been needed in the insurance industry—for example, product development, data analytics, machine learning, and supply-chain management. Companies must decide on the critical layers of technology that should be developed in-house (analytics capabilities, for instance) and the core skills and assets that are unlikely to become commoditized anytime soon (such as product development and network management). One in-house capability that will become increasingly important for insurers is the ability to work in cross-functional, agile teams.

These teams will typically include actuaries with the skills to calculate scoring, data scientists with big data expertise, market-management experts to understand customer demand, operations experts to provide services, and product developers with platform experience in different applications. In addition, IT will increasingly need to work with different business units to identify new market opportunities. Not only will cross-functional collaboration be necessary, but external collaboration with partners and suppliers will become increasingly important. Many of these collaborations will span not just companies but also industry borders. In those instances where insurers and other ecosystem players are competitors in connected-car services but traditional partners in other lines of business, a commitment to "competition" may be required—managing relationships that are alternately cooperative and competitive.

The connected-car ecosystem is fast becoming a reality with the continual release of new applications. Indeed, innovations in the field seem limited only by the imagination of the businesses involved. Take, for example, how additional data provided by a connected-car device could be used to understand the force of an accident, leading to better medical diagnoses and treatments of those injured. Such novel applications will help open up new sources of profitability even as existing revenue streams are being redistributed. For insurers, that means moving fast to build the right IT assets and capabilities. After all, in any fast-changing market, it's typically better to play the role of the innovative disruptor rather than the company being disrupted.

QUESTION 1 (50)

Companies can test and launch digital products and services faster, and at lower cost, by integrating their product development and IT operations, as a management consultant of this company develop an enterprise Strategic framework for this company.

Guidelines:

External analysis: (20)

- Macro external trends and global codes
- Environmental strategy analysis
- Industry and Market Dynamics
- Competitor Dynamics
- Customer Dynamics

Internal Analysis (30)

- Aspects relevant to Resource strengths and weakness detail analysis
- SBU performance trends

QUESTION 2 (50)

To accommodate the development and support of smart devices, companies will need to update existing IT architectures and operating models. Evaluate and propose a future Strategic Architecture for this organisation.

- Future Strategic Architecture for SBU positioning and stance
- SBU Strategic Planning focus-areas and plan.

The evaluation criteria for the above assignments are inter alia the following:

- Logical strategic storyline.
- Appropriate application of the concepts, tools and processes associated with strategic management.
- Students are encouraged to carry out their own research in Global insurance companies and the impact of Information Technology in their respective ecosystems.

10. EXAMINATIONS

10.1 EXAMINATION DATES AND TIMES

NO	MODULE	EXAMINATI	ON DATE	DAY	TIME
		SEMESTI	ER 1		
1	Strategic Marketing Management	FINAL SUPPLEMENTARY	8 November 2016 9 January 2017	Tuesday Monday	14h00 – 17h00 14h00 – 17h00
2	Human Resources Development	FINAL SUPPLEMENTARY	10 November 2016 10 January 2017	Thursday Tuesday	14h00 – 17h00 14h00 – 17h00
3	Information and Knowledge Management	FINAL	12 November 2016 11 January 2017	Saturday Wednesday	14h00 – 17h00 14h00 – 17h00
		SEMEST	ER 2		
4	Managerial Economics	FINAL SUPPLEMENTARY	30 May 2017 10 July 2017	Tuesday Monday	09h00 – 12h00 09h00 – 12h00
5	Financial Management	FINAL	1 June 2017 11 July 2017	Thursday Tuesday	09h00 – 12h00 09h00 – 12h00
6	Research and Quantitative Methods	FINAL SUPPLEMENTARY	3 June 2017 12 July 2017	Saturday Wednesday	09h00 – 12h00 09h00 – 12h00

10.2 EXAMINATION VENUES

All students are required to register at one examination venue as per the table below two months prior to the commencement of the examination. Any changes to the registered examination venue must be completed one month prior to the examination sitting.

The examination venues listed below are provisional. All examination venues will be confirmed in writing via the examination guidelines which are issued at least 1 month prior to an examination session. The confirmed venues will be available on the **MyMancosa portal**.

	venues will be available on the MyMancosa portal.				
EXAMINATIO	N CENTRE				
CITY	COUNTRY	VENUE	ADDRESS		
Johannesburg	South Africa	TBC	TBC		
Durban	South Africa	Mancosa Campus	26 Samora Machel Street, Durban		
Pretoria	South Africa	TBC	TBC		
East London	South Africa	Mancosa Office	90 Vincent Road, Vincent, East London		
Cape Town	South Africa	Mancosa Office	First Floor, Stadium on Main building, 99 Main Road, Claremont		
Polokwane	South Africa	Edupark	Webster Street, Polokwane		
Bloemfontein	South Africa	Bohmer Secondary School	Walter Sisulu Road, Universitas		
Nelspruit	South Africa	SAVF	35 Murray Street, Nelspruit		
Mafikeng	South Africa	Molopo Executive Country Lodge	Corner Nelson Mandela Drive and North Street		
Kimberley	South Africa	Hotel Savoy	19 De Beers Road, Kimberley 8301		
Port Elizabeth	South Africa	Kwantu Towers	8 th Floor, Vuyisile Mini Square		
Mthatha	South Africa	Hotel Savoy and Conference Centre	912 Nelson Mandela Dr, Mthatha, 5148		
Richards Bay	South Africa	Bayshore Inn	4 The Gully (off Hibberd drive), Meerensee Richards Bay, 3901		
Pietermaritzburg	South Africa	Ascot Wedding & Conference Centre	210 Woodhouse Road, Scotsville, PMB		
Windhoek	Namibia	Mancosa Office	Unit 3, Ground floor Ausspann Plaza, Dr Augustino Neto Road, Windhoek		
Lusaka	Zambia	Mancosa Office	47 Independence Avenue, Civic Centre Area, Lusaka, Zambia		
Gaborone	Botswana	Mancosa Campus	Unit 28, Plot 28502, Fair Grounds Mall, Next to Motor Centre, Samora Machel Street, Gaborone		
Manzini	Swaziland	Regent Business School	Lot 132, City Centre, Mbhabha Street, Commercial Area (Near Swazi Milling)		
Maputo	Mozambique	Instituto Superior de Relacoes Internacionais (ISRI)	Edifico Jat V – Rua dos Desportistas no 883, 2 nd Floor		
Harare	Zimbabwe	Tel One Centre for Learning	Corner Samora Machel West and Hampden Street, Belvedere, Harare		
Lilongwe	Malawi	Bridgeview Hotel	Kamuzu Procession Road, Lilongwe (old town, behind the Game Complex		
Blantyre	Malawi	MPC Conference Centre	Kasungu Conference Centre, Blantyre 8		
Nairobi	Kenya	AMREF International Training Centre	Along Langlata Road, Opposite Wilson Airport		
Maseru	Lesotho	Examinations Council of Lesotho	50 Constitution Road, Maseru		
Juba	South Sudan	Regency Hotel	Juba, South Sudan		
Reduit	Mauritius	Mauritius Examinations Syndicate	Reduit, Mauritius		