

CTI Bachelor of Commerce

Module Descriptions 2015



Bachelor of Commerce

(3 years full-time)

Year 1 - Semester 1

Marketing 1A

Module description

Marketing is a critical business activity, which bridges the functions of product development and sales, by attracting customers and communicating product value to customers. Marketing 1A is an introductory module that familiarises the student with the fundamental concepts, key principles, activities and strategies involved in marketing. The module equips the student with an understanding of the individual elements in the marketing mix – i.e. product, price, place (marketing channels, distribution and logistics) and promotion – which form the basis of the marketing effort.

The student is also introduced to the processes of environmental analysis at micro and macro level, segmentation in different markets, as well as targeting and positioning for a particular product or service. The module is concluded with an investigation into the application of the marketing mix in different markets, including consumer markets, business markets and international markets. On successful completion of this module, the student should understand the concept and process of marketing; be able to apply the concepts of segmentation, targeting and positioning; understand the individual elements of the extended marketing mix and be able to use the marketing mix in different contexts.

Accounting 1A

Module description

Accounting, which is one of the oldest professions in the business world, involves the collection, classification and manipulation of financial data for organisations and/or individuals. Accounting 1A addresses two broad themes – the sources of finance for a business and finance as a resource in the business environment. The student is equipped with a broad understanding of the range of financial sources that are available to a business and with the knowledge of evaluating these financial resources. The implications of finance as a resource are explored, so as to familiarise the student with the analysis of the costs of different financial sources, the assessment of the information needs of different decision-makers, the importance of financial planning and the impact of finance on financial statements.

On successful completion of this module, the student should be able to identify the sources of finance available to a business; assess the implications of different sources of finance; evaluate appropriate sources of finance for a business project; analyse the costs of different sources of finance; explain the importance of financial planning; assess the information needs of different decision-makers and explain the impact of finance on financial statements.

Human Resource Management 1A

Module description

All organisations need committed staff to achieve their aims and objectives and, therefore, human resources (people) are regarded as one of the crucial resources in any organisation. In order to achieve their full potential and to perform well, employees (human resources) should be selected, trained and motivated. In other words, human resources need to be managed properly. Human resource management – which has come to be recognised as an integral part of management – can be regarded as a comprehensive set of managerial practices and activities concerned with developing and maintaining a qualified workforce (i.e. qualified human resources) in ways that support organisational objectives and contribute to organisational effectiveness. Organisations with effective human resource management policies, processes and practices usually have committed, skilled employees, who make meaningful contributions to organisational success. In the competitive business context, this is a significant contribution to maintaining a competitive advantage.

Human Resource Management 1A provides an introduction to the concepts and practices of human resource management. After distinguishing between personnel administration and human resource management and assessing the function of human resource management, the role and responsibilities of line managers in human resource management is explained. The process of human resource planning and the stages and process of recruitment and selection of suitable employees, are also explored.

On successful completion of this module, the student should understand the difference between personnel management and human resource management; be able to assess the function of human resource management in contributing to organisational purposes; be able to evaluate the role and responsibilities of line managers in human resource management and understand the stages and processes involved in human resource planning (HRP), employee recruitment and employee selection.

Economics 1A

Module description

Economics is essentially the study of the principles and theories involved in the creation and distribution of wealth, scarcity of resources and the allocation of resources in households, businesses and the economy. The subject field of Economics can be sub-divided into two distinct areas of study – Microeconomics and Macroeconomics – and in this module, the student is introduced to Microeconomics. The subject field of Microeconomics focuses on the key concepts of supply and demand and the way in which individual businesses decide on issues such as production, costs, prices, fluctuating demand and competition.

After introducing the student to the background and basic concepts involved in Economics, the module familiarises the student with the market for goods and services, the cost and profit structure of businesses and the determinants of and shifts in supply and demand. This followed by a discussion on the choices that people have and the decisions that they make. Price mechanisms and the implications of price elasticity for business output and revenue are also explored. Types of economic systems e.g. based on the market mechanism or state ownership of production facilities and resources follow as well as the types of markets, such as perfect competition, monopolistic competition, oligopoly and monopoly.

The module is concluded with an analysis of the behaviour of business organisations in their markets, which includes the nature of the labour and capital markets, the impact of externalities on business operations, decisions and profits, the use of production factors in the transformation of inputs to productive outputs. The role of entrepreneurship as a factor of production is also analysed. Key economic issues such as marginal cost and marginal benefits are also explained in the context of individual and business decisions.

On successful completion of this module, the student should understand the background to Economics and the basic concepts involved in the subject field of Economics, as well as the significance of economics to any organisation; the theoretical foundations of supply and demand; price determination and its effect on the total revenue of an organisation and behaviour of organisations in their market environment.

Public Relations and Communications

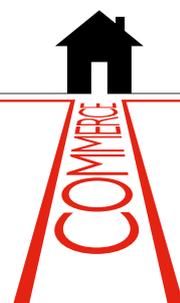
Module description

Public relations can be regarded as the practice of managing the flow of information that is required for the effective communication between a company or organisation and its stakeholders (i.e. employees, investors, partners, shareholders and publics). Public relations plays an important role in the managing of the relationships between the organisations and its publics. It is a senior management responsibility and a day-to-day task of staff members and is a planned and sustained process.

The module in Public Relations and Communications is designed to develop the student's understanding of the interaction between information, knowledge and communications. It also clarifies the link between public relations, marketing, integrated communications strategy and information management.

Apart from the role of information and knowledge in organisational decision-making and communication, the module assesses information and knowledge types and needs and explores the use of information technology (IT) systems as a management tool in collecting, storing, accessing and disseminating information and knowledge. The student is also familiarised with strategies of improving communication processes and expanding personal networking.

On successful completion of this module, the student should understand how to assess organisational information and knowledge needs related to decision-making; be able to design strategies to increase personal networking in order to widen involvement in the decision-making process; be able to report on existing communication processes and design and implement improvements, so as to ensure greater integration of communication systems in an organisation and be able to improve organisational systems relating to the collection, formatting, storage, and dissemination of information and knowledge.



Business Management 1A

Module description

In order to create and maintain a competitive edge in the modern business world, organisations and companies have to deal with numerous challenges, including intense competition, digital information and communication technologies and the globalisation of the marketplace. It is crucial for management to monitor day-to-day operations constantly, so as to ensure immediate action and solutions in order to survive and thrive in a particular market.

As an introduction to the subject field of Business Management, this module focuses on the functional areas of business and governance, as well as the history and development of management and the nature of management functions, in the context of the modern business environment. The student is introduced to the different types of organisations and businesses, the organisational purposes and responsibilities of business, the functional areas of business, forms of ownership, the regulatory environment of business, as well as the competencies, roles and levels involved in management.

On successful completion of this module, the student should understand the nature, types and organisational purposes of different types of organisations, businesses and enterprises; the difference between corporations and small business; the nature, theory, practice and essential functions of management; the competencies, roles and levels of line and staff managers in an organisation; the difference between the major functional areas of business (i.e. production, services, finance, marketing and human resource management); the regulatory environment and the concepts of good governance and compliance and the contemporary issues of sustainability and the ecological environment and their impact on management and business.

Year 1 - Semester 2

Organisational Behaviour

Module description

The interaction between employees (people) and organisations is influenced by a number of factors, which are the focus area of the study field of Organisational Behaviour. This module in Organisational Behaviour focuses on the development of knowledge of and skills in foreseeing how individuals and groups are likely to behave in the organisational context, which should develop the student's understanding of the behaviour of people within organisations and of the significance that organisational design has on shaping that behaviour.

Apart from individual behaviour and group dynamics in the organisational context, this module also explores the nature of the organisation itself. The student is introduced to different types of organisations, organisational culture and different organisational structures, which are key factors in the motivation of the workforce at all levels of the organisation. The links between the structure and culture of organisations are indicated and the way in which these interact and influence the behaviour of the workforce. The nature of management and leadership in the organisational context is also investigated.

On successful completion of this module, the student should be able to discuss the major factors that influence individual behaviour at work; explain the nature of groups and group behaviour in organisations; discuss the mechanisms for developing effective teamwork in organisations; contrast different organisational structure and culture; explain the way in which the relationship between organisational structure and culture can impact on business performance; compare the effectiveness of different leadership styles in organisations; evaluate different management approaches; compare the application of different motivational theories in the workplace and evaluate the usefulness of a motivation theory for managers.

Marketing 1B

Module description

In Marketing 1B, the focus shifts from the fundamental concepts, key principles, activities and strategies involved in marketing – which have been explored in Marketing 1A – to the process of marketing planning. Effective planning is essential for any marketing activity, so as to ensure that an organisation realises its marketing objectives.

Marketing 1B introduces the student to the factors in the internal and external environment that can influence marketing planning, as well as the different ways of auditing (e.g. the SWOT analysis, PEST analysis and STEEPLE analysis), which enable the marketer to build up a picture of the marketplace. Students will also gain an understanding of the main barriers to marketing planning, the effects of these barriers and ways in which these can be avoided or overcome. The ethical issues in marketing are important in terms of how an organisation and its products are perceived by customers and employees and can affect the overall methods and ultimate success of the organisation. The effects of ethical marketing issues on organisations are investigated, as well as the ways in which organisations deal with these issues when developing marketing plans.

On successful completion of this module, the student should be able to conduct marketing audits; understand the main barriers to marketing planning and the interventions that can be applied to overcome these barriers; be able to design a marketing plan for a product or a service that is realistic in terms of objectives and resources and effective in terms of the current situation in the marketplace; and understand the ethical issues involved in marketing planning, as well as the effects of consumer ethics on marketing planning.

Accounting 1B

Module description

In Accounting 1B, the focus is shifted from sources of finance to financial information and the use of financial information in management decision-making processes, such as planning and budgeting.

In order to gain an understanding of the application of financial information in decision-making, students are familiarised with the analysis and monitoring of cash and other budgets and with the calculation of unit costs, payback period, accounting rate of return and discounted cash flow. The student is also introduced to books of prime entry, accounts and ledgers, trial balance, basic formats, structure and purpose of main financial statements, distinctions between different types of business, liquidity, efficiency and investment.

On successful completion of this module, the student should be able to analyse budgets and make appropriate financial decisions based on financial information; explain the calculation of unit costs; making pricing decisions using relevant information; assess the viability of a project using investment appraisal techniques; discuss the main financial statements; compare appropriate formats of financial statements for different types of business and interpret financial statements using appropriate internal and external ratios.

Economics 1B

Module description

Economics 1A focused on Microeconomics, whereas the focus in Economics 1B is on Macroeconomics, which involves the broader context of the national economy and related matters, such as economic development, gross domestic product (GDP), fiscal and monetary policy, the role of government in the national economy, economic growth factors and global economic issues. The main themes covered in Economics 1B are: the measures available to judge the performance of a national economy, macroeconomic tools that measure the impact on an economy, policy measures that authorities use to achieve economic growth and development and the significance of global factors that shape national business activities.

The student will be given an overview of the current state of the economy in South Africa and an understanding of the national income figures, particularly GDP. The importance of the monetary sector in a national economy and the impact of fiscal and monetary policy on the economy are assessed. The ultimate goal of achieving economic growth and the mechanisms involved in economic development are investigated. Grounds for restricting international trade are discussed, as well as the importance of a country's balance of payments. The module is concluded by an investigation of the value of exports and imports, foreign exchange, the role of government in international trade, the concept of national wealth, the meaning of an open economy and the global factors that impact on the economic performance and national business in a country.

On successful completion of this module, the student should understand the measures available to assess the performance of an economy; appreciate the functioning of macro-economic tools (e.g. the gross domestic product (GDP), the Keynesian model, the multiplier effect, interest rates and the transmission mechanisms) and their impact on an economy; understand policy measures that are available to authorities to achieve economic growth and development (e.g. fiscal and monetary policies, contractionary and expansionary policies); and understand the significance of global factors that shape national business activities.

Business Management 1B

Module description

The focus area of Business Management 1B is business ethics and corporate social responsibility (CSR). Business ethics can be regarded as moral principles that guide the way a business behaves. Business ethics requires organisations to embrace corporate social responsibility and to act ethically in all the dimensions of business such as production, accounting, marketing and human resource management. Although it may be relatively easy to identify unethical business practices, such as the use of child labour, there are more complex issues to judge in areas such as bribery and corruption. CSR involves the process by means of which businesses play their role as a responsible corporate citizen in society. CSR activities are justified by the reality that they are important to and even expected by the public. They are easily monitored; they help organisations hire and retain the people they want from the community and they contribute to business success. Although business ethics and CSR are linked in most organisations, most CSR activities do not guarantee ethical behaviour by organisations and/or their managers. The module also looks at the issue of sustainability and corporate compliance.

Apart from making the students aware of the ethical perspectives in business, the module aims at teaching them how to view business objectives and practices from an ethical perspective and to recognise the tension that exists between business and environmentally sound practices and responsibilities. The module also looks into international policies and agreements and examines current legislation and practices in South Africa from the perspectives of pollution, product safety, safety in the workplace and environmental impact.

On successful completion of this module, the student should be able to define business ethics and identify basic ethical perspectives; explore contemporary ethical issues; explore the meaning of values, principles, beliefs, morals, as well as their impact on behaviour; explain ethics in business functions such as marketing, promotion, advertising, public relations and information technology (IT); explain supply chain, product and service ethics; discuss employment and workplace ethics; explore ethics and climate change; discuss South African legislation and practices; discuss the risks of environmental degradation and pollution issues; explore the meaning, nature and business implications of CSR and explain the meaning and business implications of sustainability.

Human Resource Management 1B

Module description

Once suitable employees have been recruited, selected and appointed, they should be motivated and rewarded, in order to retain them. Human Resource Management 1A focuses on the recruitment and selection of employee, whereas the main themes in Human Resource Management 1B are the motivation and reward of employees and the mechanisms involved in the cessation of employment.

The major motivation theories are explored, after which the link between motivation and reward is explained. The process of job evaluation and other factors that determine reward are evaluated and the effectiveness of different reward systems is discussed. The student is also introduced to different methods that organisations use to monitor employee performance. The module is concluded with the processes and the regulatory framework involved in employee cessation arrangement. The reasons for cessation of employment with an organisation are set out and the essential employment exit procedures are explored.

On successful completion of this module, the student should be able to evaluate the process of job evaluation and other factors that influence financial reward(s); assess the link between motivation and reward; assess the effectiveness of reward systems in different context; examine the methods that organisations apply to monitor employee performance; identify the major reasons for cessation of employment; describe the employment exit procedures used by organisations and consider the impact of the legal and regulatory framework on employment cessation arrangements.

Year 2 - Semester 1

Marketing 2A

Module description

Marketing 2A focuses on sales planning and operations. Selling – which is the final, logical step in the marketing process – is a key element in a successful business. This module introduces the students to the theory of selling and sales planning and gives the opportunity to put their personal selling skills into practice. Personal selling is a valuable skill that is transferable to several different situations in which students may find themselves as they move into the labour market.

Because marketing and sales are two closely related business functions, the module starts with an overview of the way in which personal selling fits into the overall marketing strategy of a business. Students are also familiarised with the main stages of the selling process and, once they are confident about the selling process, students will investigate the role and objectives of sales management. The module also investigates buyer behaviour in both the consumer market and the business market and explores selling opportunities in the global environment, as well as the use of exhibitions and trade fairs as selling opportunities.

On successful completion of this module, the student should be able to explain the way in which personal selling supports the promotion mix; analyse the role of sales teams in the marketing strategy; compare buyer behaviour and the decision-making process in different situations; prepare and conduct a sales presentation for a particular product or service; investigate opportunities for selling internationally and for using exhibitions or trade fairs; explain the development sales strategies in line with corporate objectives; explain the importance of recruitment and selection procedures; evaluate the role of motivation, remuneration and training in sales management; explain the way in which sales management organises sales activity and control sales output; and explain the use of databases in effective sales management.

Business Management 2A

Module description

The focus area of Business Management 2A is project management. Project management can be regarded as the body of knowledge that deals with the principles, techniques and tools used in the planning, controlling, monitoring and review of projects. The module familiarises the student with the nature of a project, the way in which a project fits into the business and/or organisational and the role of a project manager.

The main purpose of the module is to provide the student with an understanding of and the skills involved in project management as well as the principles, methodologies, tools and techniques. Students will develop the skills needed to plan the activities required to conduct a project, including the way in which to set up a project, how to control and execute a project and how to perform project reviews.

On successful completion of this module, the student should be able to describe the background and principles of project management; appraise the viability of projects; develop success and failure criteria for a project; explain the key elements involved in terminating projects; manage the human resources involved in a projects; apply the major project processes, techniques and procedures, including project scheduling techniques, estimating techniques, cost control techniques, performance measurement techniques and project change control procedures.



Accounting 2A

Module description

Accounting 2A focuses on current and future cost information and provides the student with an understanding of the way in which cost information is used in budgeting and forecasting in the management of a business. The module familiarises the student with the way in which cost data is collected, compiled and examined and then processed into useful information for management. The module looks into different costing and budgetary systems, the causes of resulting variances, the planning and control and preparation of forecasts and budgets, as well as the way in which forecasts and budgets are compared to actual business results. The student is introduced to different types of costs; materials, overheads, direct and indirect, fixed, variable and semi-variable, and job costing, batch costing, process costing, contract costing, service costing, absorption and marginal costing, traditional overhead absorption and activity-based costing, cost plus pricing, market pricing, and target costing.

The student is also introduced to the various dimensions of budgeting; manual, budgets as planning, coordinating, motivation and control devices, limiting and/or key factors in budgeting, master, subsidiary and functional budgets, cash budgets, the preparation of sales budgets, debtors' budgets, creditors' budgets, raw materials and finished goods budgets, incremental, zero-based, fixed and flexible budgets, creative budgets and the different ways of spending to budget.

On successful completion of the module, the student should be able to classify different types of cost; use different costing methods and calculate costs using appropriate techniques; analyse cost data by means of relevant techniques; prepare and analyse routine cost reports; use performance indicators to identify potential improvements to reduce costs and enhance value and quality; explain the nature and purpose of the budgeting process; select appropriate budgeting methods for the organisation and its needs; prepare budgets according to the chosen method; calculate variances; prepare an operating statement reconciling budgeting and actual results and report findings to management in accordance to identified responsibility centres.

Human Resource Management 2A

Module description

Human Resource Management 2A has a legal focus and aims at providing the student with an understanding of aspects of the law of contract and tort and the skills to apply them – particularly in a business environment.

The module introduces the law of contract, with a particular emphasis on the formation and operation of business contracts. The module provides case law examples and the student is encouraged to explore the practical application of business contracts, which include offer, acceptance, intention, consideration and capacity. Students will also be familiarised with the consideration for liability of contract, the nature of obligations on both sides of the contract and the availability of remedies when a contract is not fulfilled in accordance with its terms. Additionally, the module will enable the student to distinguish between the law of tort and the law of contract and to examine the issues of liability in negligence relating to business.

On successful completion of this module, the student should be able to explain the importance of the essential elements required for the formation of a valid contract; discuss the impact of different types of contract; analyse terms in contracts with reference to their meaning and effect; apply the elements of contract in given business scenarios; apply the law on terms in different contracts; evaluate the effect of different terms in given contracts; contrast liability in tort with contractual liability; explain the nature of liability in negligence; explain the way in which a business can be vicariously liable; apply the elements of the tort of negligence and defences in different business situations and apply the elements of vicarious liability in given business situations.

Year 2 - Semester 2

Marketing 2B

Module description

In the modern business world, in which people are encouraged to be innovative and enterprising, the number of small business enterprises has increased dramatically. The small business sector provides employment and career opportunities, which may appeal to students who are not attracted to a career in large organisations and/or companies.

Marketing 2B gives the student the opportunity to focus on the processes involved in developing and expanding a small business and reviewing and improving the performance of a small business including through change management. The knowledge and skills resulting from the study of Marketing 2B should enable the student to investigate the performance of a selected small business enterprise; propose changes to improve management and business performance; revise business objectives and business plans to incorporate proposed changes and examine the impact of change management on small business operations.

On successful completion of this module, the student should be able to produce a profile for a selected small business, identifying its strengths and weaknesses; conduct an analysis of the business by using comparative measures of performance; analyse the ways in which existing performance could be maintained and strengthened; recommend appropriate actions to overcome the identified weaknesses in the business and new areas in which the business could be expanded; produce an assessment of existing business objectives and plans; revise business plans to incorporate appropriate changes; prepare an action plan to implement the changes; report on the impact of the proposed changes on the business and its personnel; plan the way in which changes will be managed in the business and monitor improvements in the performance of the business over a given timescale.

Business Management 2B

Module description

The focus area in Business Management 2B is business decision-making. Decision-making in the business environment requires the effective use of information and this module examines the sources and techniques (tools) involved in the collection, creation and presentation of meaningful information in business decision-making. Statistical methods forms key part of the analysis of information. The module also investigates research methodology and different information systems that are currently used at all levels in organisations to aid decision-making.

Information and communication technology (ICT) is used a great deal of the work involved in business decision-making and, therefore, the module requires an appreciation and use of suitable ICT software. Students will use spread sheets and other software for the preparation of information and the analysis of data. Spread sheets will be used in the manipulation of numbers and the application of results.

On successful completion of this module, the student should be able to create a plan for the collection of primary and secondary data; present the survey methodology and sampling frame used; design a questionnaire for a given business problem; summarise data for decision-making by using representative values; analyse results to draw valid conclusions; analyse data using measures of dispersion; explain the way in which quartiles, percentiles and the correlation coefficient are used to draw useful conclusions; produce graphs by means of spread sheets and draw valid conclusions based on the information derived; create trend lines in spread sheet graphs to assist in forecasting for specified business information; prepare a business presentation with suitable software and techniques to disseminate information; produce a formal business report; use relevant information processing tools; prepare a project plan for an activity to determine the critical path and use financial tools for decision-making.

Accounting 2B

Module description

The aim of Accounting 2B is to develop the student's understanding and skills in the management of financial systems (business accounting systems) and auditing – particularly in the conduct and reporting of audits. After introducing the fundamental concepts in the area of study, the module explores the evaluation of the accounting systems of a business, using manual and computerised records.

The module also investigates the analysis of management control systems of a business and the evaluation of the effectiveness of such systems; particularly in terms of controls and safeguards against error and fraud. The module develops the students' audit skills, which should enable them to contribute to the planning and performance of an audit and the preparation of the audit report.

On successful completion of this module, the student should be able to assess the importance and meaning of the fundamental accounting concepts; explain the purpose and use of the different accounting records; evaluate the factors that influence the nature and structure of accounting systems; identify the different components of business risk; analyse the control systems in place in a business; evaluate the risk of fraud within a business and suggest methods for detection; plan an audit with reference to scope, materiality and risk; identify and use appropriate audit tests; record the audit process in an appropriate manner; prepare and draft an audit report and draft suitable management letters in relation to a statutory audit.

Human Resource Management 2B

Module description

Human Resource Management 2B focuses on the development of human resources (employees). Training and development affect all employees and it is appropriate at every organisational level. Therefore, it is important for students to understand that all employees should be encouraged to develop their knowledge and skills to achieve their potential, so as to enable the organisation to meet its strategic objectives. As one of the central functions of human resource management, human resources development contributes to the overall success of an organisation, by providing learning, training and development opportunities to improve individual, team and organisational performance. The module familiarises the student with the planning and design of training and development efforts in organisations, the way in which people learn and different training methods and initiatives.

Learning is a complex process and this module explores the major learning theories and their contribution to the training process and the process of transferring knowledge to the workplace. The module also examines the way in which training and development programmes are planned, designed and managed. Students are familiarised with the ways of identifying training needs across an organisation (i.e. the training needs analysis) and designing relevant ways of assessing (measuring) the impact of employee training on performance. The module is concluded with an investigation into government-led skills development initiatives.

On successful completion of this module, the student should be able to compare different learning styles; assess the contribution of learning styles and learning theories when planning and designing a learning event; explain the role of the learning curve and the importance of transferring learning to the workplace; compare employee training needs at different levels in an organisation; assess the advantages and disadvantages of training methods used in an organisation; use a systematic approach to plan a training event; prepare and conduct a training event evaluation and review the success of the evaluation methods used; explain the role of government in training, development and lifelong learning; explain the way in which the competency movement has impacted on the public and private sectors and assess the way in which contemporary government training initiatives contribute to human resources development in an organisation.

Year 3 - Semester 1

Marketing 3A

Module description

Marketing 3A introduces the student to the concept of Internet and digital marketing, also referred to as online marketing, which involves advertising and marketing activities that use the Internet to drive direct sales via e-commerce. Typically, activities relating to Internet marketing and online advertising are used together with traditional types of advertising such as radio, television, newspapers and magazines. In order to be successful in the competitive world of the digital marketplace, digital marketing requires a dynamic approach and such an approach, in turn, requires constant innovation of available technologies, as well as the development of competitive strategies to maintain and increase a company's return on investment (ROI). Digital marketing can be broken down into more specialised areas such as World Wide Web marketing (WWW marketing) such as the use of websites, e-mail marketing and social-media marketing (i.e. marketing efforts via social networking sites such as Facebook and Twitter) and the use of digital technology such as billboards, in-store proximity marketing using Bluetooth, close circuit television and mobile devices.

This module covers digital marketing in depth, so as to give the student a thorough understanding of digital marketing in the real world and the skills to design an Internet and digital marketing plan. The module examines the scope of e-business and the models that can be followed when conducting e-business. It also gives students the ontology of the Internet and business requirements for website design, as well as an understanding of the design and operation of a digital customer-relationship management system. The general approach is that of developing an integrated marketing communications (IMC) strategy.

On successful completion of this module, the student should be able to identify the elements involved in digital marketing; discuss the marketing mix in the context of Internet marketing; examine Internet marketing tools; understand e-marketing in the services sector; explain the way in which marketing communications occur via the Internet; discuss the concept of online public relations; design a digital media campaign; discuss the risks and responsibilities of using the Internet for promotions and public relations; distinguish between the different economic sectors (e.g. retail, trader services, finance and consultancy) and between the different types of e-commerce; understand the consumers and buyers targeted by a marketing plan; conduct an online market analysis and conduct market research; and explain the concept of marketing ethics in the digital (online) environment.

Business Management 3A

Module description

The two major focus areas in Business Management 3A are operations management in a typical manufacturing enterprise and the management of business logistics from a supply chain perspective. Supply-chain management (SCM) is an essential element in the operational efficiency of modern business – on national as well as international (global) level. Operations and supply chain management play a role in customer satisfaction and company success. This module provides the student with an understanding of operations and logistics in the business environment and prepares them for employment and supervisory positions in operations and supply-chain management.

Operations management refers to the process by means of which a company or an organisation converts raw materials, labour and capital into a final product or service. Irrespective of the operation, management is required to plan and to make decisions to establish work schedules for employees, forecast demand for products and services, improve and maintain quality, ensure adequate inventory, transport and store products and materials and order materials and parts. All of these require operational decisions that can be made by using the managerial techniques and applying the information conveyed in this module. The management of operations needs to be integrated with that of other business functions such as finances, marketing, human resource management (HRM) and information technology (IT). The interrelationships between operations management and other business functions is a key success factor in business enterprises.

Supply chain management involves the active management of material, information flow and activities in a supply chain activities in a supply chain to provide the highest degree of customer satisfaction, at the lowest possible cost, and to achieve a sustainable competitive advantage. Managing the supply chain of a business enterprise is also an important support function in pursuit of the successful implementation of the business model and business plans.

On successful completion of this module, the student should be able to identify the interrelationship between the business processes and operational functions in the supply chain of an enterprise; describe the relation between operations, supply chain management and organisational strategies; explain the methodology involved in mapping processes to organisational goals and objectives; design and implement systems to monitor and control the operations plan, quality and capacity standards; define supply chain management in relation to sourcing processes and procurement; describe the logistics of a business enterprise; explain the management of inventory and production throughout the supply chain and describe information management systems and logistics network design.

Research Methodology

Module description

As a final year graduate in Business Management, the student is ready to be introduced to the concept, process and methodology of research. The major responsibility of a university is to produce and disseminate (distribute) new knowledge, which is generated (created) through research. The main aim of the module is to develop the student's skills of independent enquiry and critical analysis by undertaking a sustained research investigation of direct relevance to their degree programme and professional development.

The module allows students to comprehend the simple beginnings of research design, through research problem formulation, to data analysis and reporting of research results. The module is designed to enable students to become confident in the use of research methods and techniques. It addresses the elements that make up formal research, which include the research problem, the research proposal, a variety of research methodologies, planning, conducting the actual research and presenting the research findings.

On successful completion of this module, the student should be able to describe the main stages and steps involved in the research process; describe the similarities and differences between scientific, academic, business and management research; distinguish between the quantitative and qualitative approaches to research; formulate a research problem; undertake a critical review of key literature sources; select the appropriate approach and methodology to investigate the research problem; explain the importance of ethical considerations in the research process; describe, choose and implement the most commonly used sample designs; distinguish between primary and secondary data; identify the relevant data collection procedures and select applicable data collection instruments; describe a number of different qualitative and quantitative data analysis techniques; illustrate distributions and relationships using suitable graphs; interpret and analyse the result of the research project; compile a research proposal; use an appropriate format and media to present the outcomes of the research to an audience and make recommendations and justify areas for further consideration.

Human Resource Management 3A

Module description

Human Resource Management 3A focuses on employee relations, previously known as industrial relations. Employee relations are generally recognised as the relations between an employer and a collective workforce, typically through a recognised trade union, and controlled by labour legislation and regulations. The success of a business often relies on its relationships with its employees and the aim of the module is to introduce the student to the importance of healthy employee relations for business success and the impact of changes affecting employee relations. The module also looks at the typical employment contract and the role of unions and organised labour in general in collective bargaining and in representing the interests of employees. The role of employer's organisations is also explored.

The module investigates the way in which cooperation between employers and employees results in the development of healthy working relations against a changing background. The module also explores different types of industrial bargaining and potential conflict, as well as dispute resolution procedures used in resolving industrial conflict. The relationship between an employer and employee is largely controlled by labour legislation (employment legislation) and, in this module, the student will examine how this legislation and regulations are applied in organisations.

On successful completion of this module, the student should be able to explain the unitary and pluralistic frames of reference; explain the role of the main players in employee relations; assess the way in which changes in trade unionism affect employee relations; explain the procedures that an organisation should follow when dealing with different types of industrial conflict; explain the key features of employee relations in a selected conflict situation; evaluate the effectiveness of procedures used in a selected conflict situation; explain the role of negotiation in collective bargaining; assess the impact of negotiation strategy for a given situation; compare methods used to gain employee participation and involvement in the decision-making process in organisations and assess the impact of human resource management in employee relations.



Year 3 - Semester 2

Business Management 3B

Module description

The focus area in Business Management 3B is business strategy, which can be defined as a long term action plan that a company or an organisation designs to achieve a particular goal or a set of desired goals and to strengthen the performance of an enterprise. The business strategy defines the way(s) in which a business should be conducted, so as to achieve its desired goals. The major objective of this module is to give the student the knowledge and understanding of the way in which a business unit can strategically organise and plan for desired future outcomes, in order to be successful.

The module draws the students' existing knowledge of the basic tools of business analysis (such as PEST and STEEPLE analysis) and introduces them to further analysis tools that are required for the strategic planning process. The significance of stakeholder analysis is explained and the student is familiarised with the environmental and organisational audit, which is conducted to analyse the internal and external environment in which a business operates.

Students learn how to apply strategic positioning techniques to the analysis of a given organisation and how to prepare a strategic plan, based on the analyses that have been conducted. The module also addresses the evaluation of possible alternative strategies (e.g. substantive growth, limited growth and retrenchment strategies) and the selection of the most appropriate future strategy for a given situation. The roles and responsibilities involved in strategy implementation are compared and the resource requirements for the implementation of a new strategy are evaluated, after which the student should be able to propose targets and timescales for strategy implementation and to monitor strategy implementation in a given organisation. The module is concluded with the introduction of international business as an extension of understanding and applying corporate strategy.

On successful completion of this module, the student should understand different levels and types of strategies and their interrelationships; be able to apply advanced tools to enhance strategy implementation; be able to monitor systems and organisational performance and design corrective systems and plans; understand the global business environment; understand foreign direct investment (FDI) and international business strategy and understand the nature of emerging economies.

Marketing 3B

Module description

The focus area in Marketing 3B is global marketing and integrated marketing communications (IMC), which include advertising and promotion. Globalisation and the increase in international business, including bilateral trade and foreign direct investment, require a thorough understanding of marketing in the global arena. This module introduces key elements of such international business and links those to global marketing. The effective use of marketing tools, such as Public Relations, advertising and promotion is a fundamental requirement for any business that intends to succeed in the modern business world, particularly in global business. As they progress through the module, students will build their understanding of this operating environment to the point at which they can actually plan an integrated global marketing strategy (including an integrated communications strategy) for a particular product or business.

On successful completion of this module, the student should be able to explain the interrelationship between marketing, public relations, advertising and the integrated communications strategy of a company, as well as the role of advertising in an integrated promotional strategy; describe global business; evaluate the marketing mix and branding the way it is used strategically to strengthen a business or a product, locally and globally; design and plan the integration of promotional techniques into the marketing and promotion strategy for a business or product; evaluate contemporary practices in international business and marketing; discuss cross-cultural issues in marketing and advertising and promotions in the international arena.

Financial Management

Module description

The Financial Management module builds on the material studied in accounting, financial, cost and management accounting, as well as business decision making where statistical methods were also studied. This plays an important role in business enterprises. Managers need to understand and apply the methods used to monitor everyday operations and analyse information about business performance. Modern business enterprises use financial management in forecasting and anticipating revenue, sales, supply chain quantities and to support operations with budgeting and cashflow. Managers also do financial analysis, calculate simple and compound interest, depreciation and costs and price.

To be able to do these accurately, algebraic and statistical calculations are performed, information is gathered and graphs drawn. Excel and other software programs are also used.

On successful completion of the module, the student should be able to work comfortably with numbers, fractions, percentages and algebra in a business context; develop a familiarity with information expressed in terms of numbers and number-related expressions and have an understanding of the application of algebra graphs to analyse financial scenarios and solve financial decision-making problems.

Human Resource Management 3B

Module description

Human Resource Management 3B explores strategic human resource management and global issues in human resource management (HRM). Global business and the demands of managing organisations in an era of intense competition among nations and businesses contribute towards the complexity of HRM and the importance of planning to have effective and human resources. Because of changes in the workplace, some of which can as yet not be anticipated, strategic HRM must adopt an enquiring approach to be able to understand the causes of workplace change, the role of managers and their impact on the way managers manage people.

HRM from a strategic perspective goes beyond the routine recruitment, development and rewarding of staff. Strategic HRM requires managers to view staff as a key part of the organisation's competitive advantage, and to plan and manage staff members in close alignment with organisational strategy. This is equally valid in the case where succession planning for the CEO starts and for the recruitment and training of key technicians, researchers and marketers. The module focuses on this and the implications for HR practitioners and line managers. The changing structures of organisations are also analysed.

The module also explores global HRM challenges, cross-cultural matters for businesses with international business, leading change, the major trends in human resource management that are explored in the module include: the knowledge economy, stakeholder power, labour mobility, telecommuting and the virtual office, the growth of multinational companies and the impact of globalisation on HRM practices. Contemporary issues in the South African labour and employment environment – such as labour market flexibility and concerns, the impact of “grey labour” and extra-legal employment and the changing face of the employment relationship – are also analysed.

On successful completion of this module, the student should be able to explore HRM trends that occur in the modern workplace; explain the virtual organisation and organisational learning; understand the alignment of HRM to strategy; describe the processes of change that may follow strategy adjustments as well as overcoming resistance to change; identify contemporary issues in the South African labour and employment environment; analyse labour market flexibility issues and concerns; evaluate the impact of “grey labour” and extra-legal employment; discuss the changing face of the employment relationship; evaluate 21st century challenges in strategy.