

## The Chartall Business College Bachelor of Business Administration

### Year 1

Subject code	Subject name	Credits	NQF level	Compulsory / optional	Description
COM	Communication for Business	12	NQF 5	Compulsory	<b>Purpose:</b> To develop effective communication for business through advanced English business writing skills, personal mastery skills with a view to develop and build personal relationships and manage conflict.
MKT	Principles of marketing	12	NQF 5	Compulsory	<b>Purpose:</b> To introduce students to the basics of marketing, marketing environments, product development and marketing channels.
MAN	Principles of management	12	NQF 5	Compulsory	<b>Purpose:</b> To introduce the student to the basics of business management. The student will learn the business management process, concepts of strategic management, leadership, the impact of the macro economic environment on business and various other business management concepts.  <b>NOTE:</b> Finance, marketing and Human Resources functions will not be covered in detail as these will be offered as full modules elsewhere in the degree.
HRM	Principles & practices in human resources management	12	NQF 5	Compulsory	<b>Purpose:</b> Examines theories and explores the dynamic relationship between strategy, people, technology, and processes that drive organisations. Includes key concepts like legislation, recruitment

					selection, compensation, motivation and job satisfaction.
FIN	Financial accounting	12	NQF 5	Compulsory	<b>Purpose:</b> Understand basics of accounting and accounting principles, the accounting cycle, financial statements emphasis on transactional process and building confidence in the practice.
EMO	Emotional intelligence	12	NQF 5	Compulsory	<b>Purpose:</b> Develop emotional intelligence (EI) as a skill. The subject aims to show students that EI can make the difference between highly effective and average professional contributor. It focuses on things like science between the brain and emotion, personal mastery and EQ vs IQ.
INO	Principles & practices of innovation	12	NQF 6	Compulsory	<b>Purpose:</b> This subject helps students investigate various understandings and processes of innovation, including design thinking and systemic business practice. The subject builds understanding of leadership strategies that foster creativity and innovation within an organisation.
BPM 1	Business process management 1	12	NQF 5	Compulsory	<b>Purpose:</b> This subject is an introduction to business process management. It aims to build an understanding of tools, techniques and systems necessary to define, visualize, measure, control, report and improve processes with the goal to meet customer requirements profitability.
PRO	Project management	12	NQF 5	Compulsory	<b>Purpose:</b> The purpose of this subject is to provide students with the knowledge and understanding of project management principles, techniques and administration so that they are able to scope, plan, implement and manage small projects in the workplace.

ITM	Administration & management of IT systems	12	NQF 6	Compulsory	<p><b>Purpose:</b> The purpose of this subject is to provide students with detail knowledge and understanding of information systems so that they have the skills to administer “Information Systems” in the workplace. Includes concepts such as hardware, software, basic database systems and networking. It also explores trends in e-business, emerging technologies and their impact on the administration process and the organization as whole.</p>
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## Year 2: NQF 6

Subject code	Subject name	Credits	NQF level	Compulsory / optional	Prerequisite if applicable
ETH	Ethics and compliance	12	NQF 6	Compulsory	<b>Purpose:</b> The subject aims to build an understanding of the importance of business ethics and compliance with sector legislation and regulations. It recognizes that different culture and value systems have a different view of ethical practice and it attempts to guide the student to the point of always adhering to ethical practices.
EBS	E-business	12	NQF 6	Compulsory	<b>Purpose:</b> E-Business is an interdisciplinary topic encompassing both business and technology. The subject aims to give students an insight of this rapidly changing mode of doing business. It will examine commonly used and emerging technologies as well as discuss the organisational impacts and management implications of moving into e-business.
CST	Management & cost accounting	12	NQF 6	Compulsory	FIN 1 is a prerequisite for CST 2  <b>Purpose:</b> The subject conveys a foundational knowledge of management accounting practice within the context of relevant theory. It situates management accounting in its social and organizational context, examining costing, decision-making, planning and control and performance measurement.
PSY	Organisational psychology	12	NQF 6	Compulsory	<b>Purpose:</b> This subject will give the student a board understanding of Human and group behaviour to better manage relationships and change in the workplace.
BPM 2	Business process management 2	12	NQF 6	Compulsory	BPM 1 is a prerequisite for enrolment in BPM 2

					<p><b>Purpose:</b> This subject builds on the introduction to business process management covered in year 1. It aims to build a more practical awareness of the tools, techniques and systems necessary to define, visualize, measure, control, report, and improve business processes with the goal to meet customer requirements profitably. This subject provides a more practical approach to learning and application of the skills.</p>
ERP	Enterprise resource planning	12	NQF 6	Compulsory	<p>PRO 1 is a prerequisite for ERP 2</p> <p><b>Purpose:</b> This subject presents students with a generic approach to enterprise resources planning systems and their interrelationships. It covers the re-design of business processes, change in organisational structure and effective management strategies that help organisations with competitiveness, responsiveness, productivity and global impact.</p>
ORM	Operational risk management	12	NQF 6	Compulsory	<p>PRO 1 is a prerequisite for ORM 2</p> <p><b>Purpose:</b> Covers key concepts and issues involved in effective risk and uncertainty management in a clear and accessible way, providing a comprehensive discussion of risk management processed set firmly in the context of operational management. It covers the necessary methodologies and techniques that are applicable to all kinds and sizes of operations.</p>
LAW	Commercial law	12	NQF 6	Compulsory	<p><b>Purpose:</b> This subjects covers general principles of commercial law and includes topics like contract law, labour law, competition law, banking and solvency. It also includes an outline of the South African legal system and science of law.</p>

NET	Management and administration of social networks	12	NQF 6	Compulsory	ITM 1 is a prerequisite for NET 2  <b>Purpose:</b> Provides a broad understanding of social network concepts and how they apply in the business world. Strategy, culture metrics, policies roles and responsibilities related to making social media work for business.
STA	Research methodology & statistics	12	NQF 6	Compulsory	Students who did not do maths at matric level will be required to attend a basic maths bridging course prior to enrolment for STA 2  <b>Purpose:</b> This subject introduces students to the process of research and to develop their skills and ability to judge the validity of findings by defining a research question and learning the processes and techniques of gathering and measuring data with an emphasis on interpretation and evaluation of research findings.

## Year 3: NQF 7

Students are required to select a minimum of 72 elective credits from the range on offer. These can either be from a single category or they can be from various categories. Regardless of the elective stream selected, the research project is compulsory

Subject code	Subject name	Credits	NQF level	Compulsory / optional	Prerequisite if applicable
RES	Research project	48	NQF 7	Compulsory	STA 2 is a prerequisite for RES 3
<b>Property electives</b>					
PPL	Principles of property legislation	12	NQF 7	Compulsory if all electives are taken from the property grouping	
VAL	Property valuations	24	NQF 7	optional	PMF 3 is a prerequisite for VAL 3
PMF	Property mathematics and finance	24	NQF 7	optional	
RPA	Residential property administration	12	NQF 7	Students must take either RPA 3 or CPA 3 if all electives are taken from the property grouping	
CPA	Commercial property administration	12	NQF 7		
FMA	Facilities management and administration	24	NQF 7	optional	
HRP	Human resources provisioning	12	NQF 7	optional	
SBM	Small business management	12	NQF 7	optional	

Financial services & banking electives					
FSL	Financial services legislation	12	NQF 7	Compulsory if all electives are taken from the financial services grouping	
RBS	Retail banking	24	NQF 7	Students must take either RBS 3 or RFS 3 if all electives are taken from the property grouping	
RFS	Retail financial services	24	NQF 7		
MCS	Marketing channels and sales	12	NQF 7	optional	
PMA	Product portfolio management & administration	24	NQF 7	optional	
CCM	Credit risk and capital management	24	NQF 7	optional	
HRP	Human resources provisioning	12	NQF 7	optional	
SBM	Small business management	12	NQF 7	optional	



Employee wellness electives				NQF 7	
OSH	Occupational health & hygiene	12	NQF 7	Compulsory if all electives are taken from the employee wellness grouping	
PPE	Principles and practice of employee wellness	24	NQF 7	optional	
CCH	Coaching for good health behaviours	24	NQF 7	optional	
ENV	Environmental health	12	NQF 7	optional	
PWD	Management of disability in the workplace	24	NQF 7	optional	
HRP	Human resources provisioning	12	NQF 7	optional	
SBM	Small business management	12	NQF 7	optional	
Total credits in year 3		120			
Total NQF 7 credits in year 3			120		



## Year 1

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
COM	<p><b>Communication for business</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbooks and notes:</p> <p>Cleary et.al. Business Communication: A hands-on approach. Juta. ISBN: 9780702197970</p> <p>P. Merrier. Business communication (3<sup>rd</sup> Ed). Thomson South-Western. <b>ISBN:</b> 9780538728843</p> <p>KO Locker, SK. Business Communication (6<sup>th</sup> Ed) (2006). McGraw-Hill/Irwin. ISBN: 10: 0071106944</p> <p>Chartall Business College notes: Body language basics.</p> <p>Chartall Business College notes: Personal productivity and mastery.</p>	<p>Effective communication is important in business. This module aims to develop advanced English business writing skills so that administrators are able to communicate effectively to avoid unnecessary misunderstanding. The module also aims to build personal mastery, conflict management skills and an awareness of body language.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dr Eddie Brown (MEd, BEd, BA)</li> <li>• Dr. Jason le Grange (DPhil, MA, BA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <p><b>Business writing</b></p> <ul style="list-style-type: none"> <li>• Use textual features and conventions specific to texts;</li> <li>• Identify the intended audience for communication;</li> <li>• Identify the purpose of the text;</li> <li>• Select the appropriate text type, format and layout for the purpose;</li> <li>• Organise and structure a technical text appropriately;</li> <li>• Use appropriate grammar conventions;</li> <li>• Draft and edit a technical / academic text;</li> <li>• Present the same information in different ways;</li> <li>• Use correct referencing for academic writing;</li> <li>• Understand and avoid plagiarism;</li> </ul> <p><b>Personal Mastery</b></p> <ul style="list-style-type: none"> <li>• Discover personal values and beliefs and connect them to specific actions;</li> <li>• Create a vision and action plan for work and personal life;</li> <li>• Observe own behaviour, thoughts and beliefs and adjust them to the situation;</li> <li>• Determine how own thoughts create personal reality;</li> <li>• Examine personal choices and decisions and the impact of quality of life;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	Chartall Business College notes: Conflict resolution.		<ul style="list-style-type: none"> <li>• Connect self-confidence to internal values and beliefs rather than external incidents;</li> <li>• Select and apply new patterns of behaviour, attitudes and actions;</li> <li>• Build effective relationships;</li> </ul> <p><b>Conflict</b></p> <ul style="list-style-type: none"> <li>• Define conflict;</li> <li>• Identify assumptions of conflict;</li> <li>• Explain the escalation of disagreement into conflict;</li> <li>• Recognise the five styles of conflict resolution and the benefits and pitfalls of each style;</li> <li>• Understand your preferred style of conflict resolution;</li> <li>• Apply the six steps to collaborative conflict resolution;</li> <li>• Apply techniques to managing emotions during conflict;</li> <li>• Discuss the effect that power has on conflict resolution;</li> <li>• Implement a strategy for continuous conflict management;</li> </ul> <p><b>Body language</b></p> <ul style="list-style-type: none"> <li>• Understand the basics of body language and non-verbal communication;</li> <li>• Take into account the non-verbal messages that are broadcast during interactions with others;</li> <li>• Evaluate own body language in given situations;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
MKT	<p><b>Principles of marketing</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbooks:</p> <p>J Strydom. Principles of Marketing: Introduction to Marketing (2011). Juta. ISBN: 780702178108</p> <p>C. Lamb, C. Hair, J. McDaniel, C. Boshoff, C. Terblanche, N. Elliott. Marketing (2010). OUP. ISBN: 9780195993134</p> <p>D. Lee. Marketing Manual: Everything You Need to Know About Marketing, Sales and Customer Care (2007).ISBN: 10: 0955068118</p> <p>Chartall Business College notes. Marketing basics.</p>	<p>The purpose of this module is to provide the student with an introduction to marketing and an understanding as to the implementation of marketing mix strategies.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• John Arnesen (BCom, Hon, CMSA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the relationship between marketing and the marketing environment;</li> <li>• Understand and explain key marketing concepts such as: marketing communication strategy, marketing mix, consumer behaviour and decision-making, information for marketing decision-making, marketing research, segmenting and targeting markets;</li> <li>• Develop an awareness of the importance of product life cycles, developing and managing products, marketing channels and the role of intermediaries;</li> <li>• Discuss the use of MIS in successful marketing campaigns;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
MAN	<p><b>Principles of management</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbooks:</p> <p>B. Erasmus, J. Strydom, S. Rudansky-Kloppers. Introduction to Business Management (9<sup>th</sup> ed) (2011). Oxford University Press. SBN: 9780199059829</p> <p>Chartall Business College notes. Middle manager</p> <p>S. Quinn. Management basics. Free Boon book. ISBN: 978-87-7681-717-6</p>	<p>Although the students are primarily reading towards a BBA degree, they need to understand the basics of management – both so that they can apply the skills and principles in the management of projects and staff and so that they can administer management activities in the workplace. This module covers the world of business and management and focuses on the typical steps in the management process.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dr Jason le Grange (DPhil, MA, BA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the nature of planning for efficient business administration;</li> <li>• Describe the planning process to achieve organisational goals;</li> <li>• Differentiate between strategies to achieve specific goals;</li> <li>• Explain the concept of organising and organisational structure;</li> <li>• Discuss the fundamental principles of organising;</li> <li>• Provide an overview of the leadership function;</li> <li>• Discuss the elements and characteristics of an effective control system;</li> <li>• Demonstrate an understanding of the business world and business management and administration;</li> <li>• Discuss the factor of entrepreneurship;</li> <li>• Describe the process to follow when establishing a business,</li> <li>• Show an understanding of the wider business environment and the factors that impact it (PESTLE and SWOT);</li> <li>• Discuss the basics of corporate social responsibility in SA and globally;</li> <li>• Explain the role of the various business functions (and core vs non-core roles);</li> <li>• List and discuss the steps in the typical management process and distinguish this from the roles of the administrator and leader;</li> </ul> <p><b>NOTE:</b> Finance, marketing and Human Resources functions will not be covered in detail as these will</p>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
		<ul style="list-style-type: none"> <li>Dr Michele Serfontein (PhD)</li> </ul>	be offered as full modules elsewhere in the degree.
Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
HRM	<p><b>Principles and Practice of Human Resources</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbook:</p> <p>Andries Du Plessis; Pieter S. Nel &amp; Amanda Werner. Human resources management (8ed). ISBN: 9780195997613</p> <p>Additional free BoonBooks (will be provided):</p> <ul style="list-style-type: none"> <li>HR Administration Skills</li> <li>Assessment Centres</li> <li>Counselling Skills - Managing People Problems at Work</li> <li>Critical Touch Points of Recruitment</li> <li>Dealing with Chronic Mondayitis - How to Reduce Duvet Days and Increase Attendance...</li> <li>Dealing with Conflict and Complaints</li> </ul>	<p>Effective human resource management is a key strategic function in successful organisations. This module examines theories and explores the dynamic relationship between strategy, people, technology, and processes that drive organisations. Key topic areas include: HR related legislation, recruitment and development of staff, motivation, job satisfaction, performance management, fair compensation and other ethical issues.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>1 x assignment (30%)</li> <li>1 x test (20%)</li> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (10%)</li> <li>Workplace and practical learning (15%)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Explain the purpose of the HRM function;</li> <li>Demonstrate an understanding of employment law impacting on employment relations ;</li> <li>Explain the purpose of employment equity and diversity management</li> <li>Demonstrate an understanding of job analysis systems and practices and organisational design;</li> <li>Discuss the role of the HR department in workforce planning and recruitment ;</li> <li>Explain the process for recruitment, selection and induction;</li> <li>Demonstrate and understanding of compensation management and practices;</li> <li>Explain the importance of health and safety management ;</li> <li>Discuss the basics of staff motivation and the role of leadership and management;</li> <li>Explain the concepts of groups vs teams in various workplace settings;</li> <li>Demonstrate and understanding of the training and development legislation and practices in SA;</li> <li>Show an understanding of the legal framework for labour relations and employment relations;</li> <li>Explain the need for performance management; Discuss the basics of change management ;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	<ul style="list-style-type: none"> <li>• Delegation and Empowerment - Giving people the chance to excel</li> <li>• Disability discrimination in the workplace - An employer's guide</li> <li>• Employers Guide to Family Friendly Flexibility</li> <li>• Employer's guide to Recruitment - How to Get the Right Man (or Woman) for the Job</li> <li>• From Reactive to Proactive - High Impact Strategic HR</li> <li>• Generational challenges in the workplace</li> <li>• Getting Redundancy Right - How to Reduce the Risk of Unfair Dismissal Claims</li> <li>• How to Employ Your First Employee - The Ten Most Important Steps</li> <li>• How To Sack Employees - Without Being Taken To Tribunal</li> <li>• HR2025 – Human Resource Management in the Future - Book 1 – Work, People and HR in 2025</li> <li>• Internal Communication Management - Individual and Organizational Outcomes</li> <li>• Introducing: The Business of Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dr Karen Deller (DLitt: HRM, MA: HRM, BA Hon, BA)</li> <li>• Mike Shearing (MBA)</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss the role of HR in overall business strategy;</li> <li>• Demonstrate an understanding of typical human resources information systems ;</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	<ul style="list-style-type: none"> <li>• Investigation Skills for Managers</li> <li>• Managing Diversity</li> <li>• Managing the Human Resource in the 21st century</li>   <li>• Maximizing People Potential - A coaching perspective for leaders and managers</li> <li>• Recruitment and Selection - Hiring the people you want</li> <li>• Running Effective Appraisals</li> <li>• Supervisory Skills</li> <li>• Tackling Workplace Investigations</li> <li>• The Myths and Realities of Teamwork</li> <li>• The Seven Deadly Sins of Employment - How to Avoid the Most Common Mistakes Made By Employers</li> <li>• Training Skills - How to improve the skills and performance of your employees</li> <li>• Transforming People Management - Lessons Learnt and Predictions of Future Success</li> <li>• Understanding Personality Types - Managing people through their personality traits</li> </ul>		

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	<ul style="list-style-type: none"> <li>• What do HR People do? - Understanding Organisations</li> <li>• Working with Humans</li> </ul>		



Module Code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
FIN	<p><b>Financial accounting</b></p> <p><b>NOTE:</b> There are no specific entry level requirements for this module, but students who do not have accounting or maths at grade 12 will be offered extra tutorials if the need arises.</p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbook: M Cloete &amp; F Marimuthu, Basic Accounting for Non-Accountants. Van Schaik. ISBN: 9780627027222 J Maritz, Accounting 1A Textbook (2012). Cape Town: EDGE Learning Media. J Maritz, Accounting 1A. [CD-ROM](2012). Cape Town: EDGE Learning Media. J Maritz, Accounting 1A Workbook. (2012). Cape Town: EDGE Learning Media. ISBN: 9781920420819 Chartall Business College notes. Basic Bookkeeping</p>	<p>An understanding of accounting and accounting principles is important in any administration role. This module has no prerequisite and it assumes no prior knowledge of accounting or accounting principles. The emphasis is on transactional processing and building confidence to use accounting terminology correctly. The module will also include an introduction to an accounting software package such as PASTEL.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 3 x tests (50%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Pam Townsend (MEd)</li> <li>• Kristen Arnesen (BCom, BCom Hon, CA SA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the purpose of accounting;</li> <li>• Identify the main users of accounting;</li> <li>• Explain the differences between financial accounting, cost and management accounting;</li> <li>• Classify items as assets, liabilities or owner's equity;</li> <li>• Show different effects of transactions on the accounting equation;</li> <li>• Describe the accounting cycle and calculate cost of sales;</li> <li>• Prepare basic financial statements using both the periodic and perpetual methods of stock evaluation;</li> <li>• Discuss the impact of GAAP on financial management;</li> <li>• Draft a simple income statement and balance sheet for a company;</li> <li>• Calculate selected liquidity, efficiency and profitability ratios and interpret the results of these ratios;</li> <li>• Describe the general principles of control over cash;</li> <li>• Compare cash journals with the bank statement;</li> <li>• Prepare an adjusted bank account in the general ledger and bank reconciliation statement;</li> <li>• Discuss the background of VAT;</li> <li>• Calculate VAT, mark-ups on cost price and on selling price (inclusive and exclusive of VAT);</li> </ul>

Module Code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>• Classify costs into the correct categories;</li> <li>• Demonstrate an understanding of a master budget and draft operational, flexible and cash budgets;</li> <li>• Calculate and interpret sales price variances and sales quantity variances;</li> <li>• Understand the practicalities of a particular accounting software package;</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
EMO	<p><b>Emotional Intelligence</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbook:</p> <p>Chartall Business College notes (2011). Emotional Intelligence.</p> <p>Daniel P. Goleman. Working with Emotional Intelligence (1998). ISBN: 9780553104622</p> <p>Recommended additional textbook: Daniel P. Goleman. Emotional intelligence (10<sup>th</sup> Ed). ISBN: 9780553383713</p> <p>MTD Training. Emotional Intelligence. Free Boonbooks. ISBN: 978-87-7681-600-1</p> <p>C. Jonas. Emotional Intelligence Secrets. Free Boonbooks. ISBN: 978-87-403-0400-8</p>	<p>The purpose of this module is to assist students to understand and develop emotional intelligence. It's well understood that emotional intelligence (EI), or social intelligence (the ability to bring out the best in ourselves and others) is a crucial part of a manager or administrator's repertoire. This module aims to show students that EI can make the difference between a highly effective and an average professional contributor. Throughout the module the skills of EI will be developed. This is a highly practical module with much self-analysis to build personal insight.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 3 x assignments (50%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dr Karen Deller (DLitt: HRM, MA: HRM, BA Hon, BA)</li> <li>• Ian Rheeder (MSc, CMSA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the three models of EQ (<i>ability model</i>, the <i>trait model</i> and the <i>mixed model</i>);</li> <li>• Discuss the EQ vs IQ debate;</li> <li>• Explain what EI is and how it is important at work;</li> <li>• Understand how emotions happen: the science between brain and emotion;</li> <li>• Be able to recognise high or low EQ in the real world;</li> <li>• Understand the model of EQ</li> <li>• Demonstrate a practical understanding and mastery of the skills of EI (including tools to regulate your emotions);</li> <li>• Explain the importance of verbal communication and non-verbal communication in relationships;</li> <li>• Discuss social management principles;</li> <li>• Demonstrate a practical understanding of skills to understand and gain control of your emotions;</li> <li>• Demonstrate a practical understanding and mastery of the importance of EI at work;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
INO	<p><b>Principles and practice of innovation</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 6 Compulsory core module</p> <p>Prescribed readings:</p> <p>Chartall Business College notes. Critical thinking.</p> <p>T. Brown (2008). Design thinking. <i>Harvard Business Review</i>, 86(6), pp.84–92, 9p.</p> <p>B. Iver &amp; TH. Davenpart, (2008). Reverse engineering Google’s innovation machine. <i>Harvard Business Review</i>, 86(4), pp.58–68.</p> <p>G Bartlett (2001). Systemic thinking - a simple thinking technique for gaining systemic focus. <i>The International</i></p>	<p>This module aims to help student investigate various understandings and processes of innovation, including design thinking and systemic business practice. The module hopes to build an understanding of the concepts around leadership conducive to an innovation-driven organisation so that students can see opportunities for innovation around them.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x test (20%)</li> <li>• 1 x assignment (30%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Henriette van Twisk (MA: Adult Learning)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Discuss the requirements for innovation and creativity;</li> <li>• Evaluate, select and apply ways to spark more creativity in work teams;</li> <li>• Explain design thinking in context of successful social, economic and commercial solutions;</li> <li>• Analyse the relationship between leadership, culture and systemic thinking.</li> <li>• Demonstrate a basic systems thinking process;</li> <li>• Analyse how specific leadership and management strategies foster creativity and innovation within organisations;</li> <li>• Assess economic, financial and social drivers of innovation;</li> <li>• Assess how change in leadership can strategically drive an innovation culture in an organisation;</li> <li>• Assess barriers and enablers for innovation by exploring innovation in organisations;</li> <li>• Debate innovation as a driver of sustainability;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	<p><i>Conference on Thinking "Breakthroughs 2001."</i> January 2001. Auckland, New Zealand. [online]. Available at: <a href="http://www.talentmanager.pt/download/SystemicThinking.pdf">http://www.talentmanager.pt/download/SystemicThinking.pdf</a> [13 December 2012].</p> <p>ME Smith &amp; J Kinard, (2001). Systemic thinking or a quick fix: a managerial dilemma. <i>Supervision</i>, 62(7), p3, 4p. (Available from Ebscohost).</p> <p>TM Amabile &amp; M Khair. (2008). Creativity and the role of the leader. <i>Harvard Business Review</i>, 86(10), pp.101-109.</p> <p>W. Berger, (2009). Glimmer – how design can transform your business. London: Random House.</p> <p>M Bruton, (2009). <i>Great South African inventions</i>. Cambridge: Cambridge University Press.</p> <p>J Collins (2009). How the mighty fall – and why some companies never give in. New York, (NY): Harper Collins.</p>		<ul style="list-style-type: none"> <li>Identify and apply the steps of the process of innovation to a given scenario</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	<p>G Hamel, (2000). <i>Leading the revolution</i>. Boston, (MA): Harvard Business School Press.</p> <p>T Lockwood &amp; T Walton, (2008). <i>Building design strategy – Using design to achieve key business objectives</i>. New York, (NY): Allworth Press.</p> <p>Adair, J. 2007. <i>Leadership for innovation: how to organise team creativity and harvest ideas</i>. London: Kogan, pp 5–28, pp.53–62.</p> <p>Moore, GA. 2004. Darwin and the demon: Innovation within established enterprises. <i>Harvard Business Review</i>, 82(7–8), pp.86–92.</p> <p>Note: readings subject to change to accommodate new research</p>		



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
BPO 1	<p><b>Business process management 1</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbook:</p> <p>M. Pycraft, H. Singh, K. Phihlela, N Slack, S. Chambers &amp; Johnston Operations Management: Global and Southern African Perspectives (2<sup>nd</sup> Ed) (2011) Pearson. ISBN: 9781770255630</p> <p>J Jeston &amp; J Nelis. Business process Management. Taylor &amp; Francis – Routledge. ISBN: 9780415641760</p>	<p>This module is an introduction to business process management. It aims to build an understanding of the tools, techniques and systems necessary to define, visualise, measure, control, report and improve processes with the goal to meet customer requirements profitably.</p> <p>Note this module is a prerequisite for Business process management 2.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x test (20%)</li> <li>• 1 x assignment (30%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• John Arnesen (BCom, Hon, CMSA)</li> <li>• Carin Stoltz-Urban (MA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Explain what is meant by business process management and operations management;</li> <li>• Discuss the strategic roles and objectives of operations management;</li> <li>• Understand the need for an operations strategy;</li> <li>• Discuss the basics of process design;</li> <li>• Discuss the process to follow when designing products and services;</li> <li>• Show an understanding of supply network design;</li> <li>• Show an understand of the importance of layout and flow;</li> <li>• Explain the fundamentals of process technology;</li> <li>• Show an understanding of job design and work flow management;</li> <li>• Discuss the importance of planning and control;</li> <li>• Explain the importance of good capacity planning and control;</li> <li>• Debate the balance between inventory planning and control and customer satisfaction;</li> <li>• Discuss the process for effective supply chain planning and control;</li> <li>• Explain the concept and practice of lean operations and JIT.</li> </ul> <p>Note that ERP and project management will not be covered in detail in this module as they will be</p>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			covered in stand alone modules later on in the degree.

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
PRO	<p><b>Project management</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 5 Compulsory core module</p> <p>Textbook: Rory Burke. Project management: Techniques (college edition) ISBN: 9780958273343</p> <p>O. Passenheim. Project management. Free Boonbooks. ISBN: 978-87-7681-487-8</p> <p>C. Petersen. Practical guide to Project management. Free Boonbooks. ISBN: 978-87-403-0524-1</p> <p>S. Moffat. MS Project 2003. Free Boonbooks. ISBN: ISBN: 978-87-403-0041-3</p>	<p>The purpose of this module is to provide students with the knowledge and understanding of project management and administration so that they are able to scope, plan, implement and manage small projects in the workplace.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 2 x assignments (30%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Lesley Rider (BSc Hon, PMP)</li> <li>• Shirley Lloyd (Phd)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Define key project management terms;</li> <li>• Draw and discuss the typical project lifecycle;</li> <li>• Conduct a basic project feasibility study;</li> <li>• Discuss the cycle for project planning and control;</li> <li>• Design a basic Scope of Work for a project;</li> <li>• Compile a basic WBS and Gantt chart for a project;</li> <li>• Compile a basic procurement schedule;</li> <li>• Conduct a simple resource planning activity for a project;</li> <li>• Compile basic project accounts;</li> <li>• Explain and implement basic quality management;</li> <li>• Discuss possible project risks and their management;</li> <li>• Explain the basic requirements for project communications;</li> <li>• Discuss a simple project organisation structure;</li> <li>• Demonstrate a basic understanding of project management computing systems.</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
ITM	<p><b>Administration and Management of IT Systems</b></p> <p><b>NOTE:</b> Students who are not computer literate will be required to complete an EUC course to familiarize themselves with basic computer terminology and software packages.</p> <p><b>Credits:</b> 12 <b>Year:</b> 1 <b>Level:</b> 6 Compulsory core module</p> <p>Textbook: Elizabeth Hardcastle. Business Information Systems (free Boonbook). ISBN: 978-87-7681-463-2</p> <p>Vladlena Benson &amp; Kate Davis. Business Information management (free Boonbook). ISBN: 978-87-7681-4137</p>	<p>The purpose of this module is to provide students with detailed knowledge and understanding of information systems so that they have the skills to administer IS in the workplace. Further, the module examines the trends in e-business, commonly used and emerging technologies as well as the organisational impacts and management / administration implications of moving into e-business. A number of specific applications are reviewed through case studies.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 2 x assignments (50%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Oliver Boyers (BSc CompSc, Hon)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Explain what is meant by “Information Systems” and other key concepts;</li> <li>• Identify key business information systems and their uses;</li> <li>• Demonstrate an in-depth understanding of the key hardware devices on typical company network;</li> <li>• Evaluate selected software applications that business may use;</li> <li>• Demonstrate how a basic database system works;</li> <li>• Discuss storage and hosting options for data;</li> <li>• Debate the importance of concepts such as: backing up, staff training and accuracy and privacy settings;</li> <li>• Explain the basics of networking;</li> <li>• Evaluate the Internet and World-Wide Web as business enablers;</li> <li>• Understand and evaluate the typical business process for acquiring and/or developing information systems;</li> <li>• Explain the need for Information Systems security;</li> <li>• Discuss ways to ensure that a company’s IT system supports its business objectives;</li> <li>• Understand and debate the drivers behind e-business;</li> <li>• Explore trends in IT (such as cloud based storage, SEOs, social media, etc.)</li> </ul>

## Year 2:

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
ETH	<p><b>Ethics &amp; Compliance</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6 Compulsory core module</p> <p>Textbook: T. Fox. Lessons Learned on Compliance and Ethics (2012) Canada: Russell Books Ltd. ISBN: 9789810713478</p> <p>Prescribed reading: Articles on Regulatory Compliance, Including: Compliance Week, Compliance Cost, Outbound Content Compliance, Compliance Training, Compliance and Ethics Program, Chief Compliance Officer, Compliance Intelligence, Food Sampling. Hephaestus Books (2011) ISBN: 10: 1243318899</p>	<p>This module aims to build an understanding of the importance of business ethics and compliance with sector legislation and regulations. It recognises that different culture and value systems have a different view of ethical practice and it attempts to guide the student to the point of always adhering to ethical practices.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 2 x assignments (50%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Kevin Boyers (BCom, Hon, CA SA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Describe the techniques of moral reasoning and argumentation that are needed to analyse moral issues in business;</li> <li>• Debate different view of ethics (different cultures, values, religious groups, etc.);</li> <li>• Analyse the presuppositions of business—both moral presuppositions and the presuppositions from a moral point of view;</li> <li>• Evaluate individual actions in economic and business transactions within a variety of moral frameworks;</li> <li>• Apply general ethical principles to particular cases or practices in business;</li> <li>• Critically evaluate the comparative morality of various different types of economic systems;</li> <li>• Identify and describe morally praiseworthy and exemplary actions of either individuals in business or particular firms;</li> <li>• Identify and describe morally reprehensible actions of either individuals in business or particular firms;</li> <li>• Discuss the current and pressing moral issues in business from workers’ rights to legitimate computer usage at work;</li> <li>• Debate the ethical issues inherent in the rapid changes in business, including information technology and environmental degradation;</li> <li>• Evaluate the need for industry codes of conduct;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>Debate the compliance requirements of various industry segments in SA and the world;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
EBS	<p><b>E-business</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6 Compulsory core module</p> <p>Textbook:</p> <p>G. Schneider. E-business (10<sup>th</sup> ed). Cengage Learning. ISBN: 9781133526841</p> <p>Selected readings on trends in e-business</p>	<p>E-Business is an interdisciplinary topic encompassing both business and technology. The module aims to give students an insight of this rapidly changing mode of doing business. It will examine commonly used and emerging technologies as well as discuss the organisational impacts and management implications of moving into e-business. A number of specific applications will be reviewed through case studies.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>2 x assignments (50%)</li> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (10%)</li> <li>Workplace and practical learning (15%)</li> <li>Independent self-study (65%)</li> </ul> <p>Lecturers:</p>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Discuss the emergence of e-commerce and e-business;</li> <li>Debate the value of the Internet for business management;</li> <li>Discuss and illustrate the infrastructure for e-commerce with reference to the impact of URLs and DNS, WWW and the languages that support it;</li> <li>Evaluate internet-based risks and the implications for an e-business model;</li> <li>Evaluate different e-payment models and their security systems;</li> <li>Evaluate the use of e-billing systems in e-commerce;</li> <li>Analyse a typical business to consumer e-commerce and consider limitations and potential;</li> <li>Analyse the size of the online consumer market in various business sectors;</li> <li>Evaluate different cybermediary models and explain their role in business to consumer businesses;</li> <li>Describe and apply (where possible) the steps involved in establishing an online store;</li> </ul>

		<ul style="list-style-type: none"> <li>Oliver Boyers (BSc CompSc, Hon)</li> </ul>	<ul style="list-style-type: none"> <li>Describe the online marketing environment and analyse how traditional marketing principles are used to market online;</li> <li>Create a website for a specific business;</li> </ul>
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Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
CST	<p><b>Management and cost accounting</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6 Compulsory core module</p> <p>Note: Financial accounting is a prerequisite for management and cost accounting.</p> <p>Textbook:</p> <p>C Gowthorpe. Management Accounting: Practice and Theory. Cengage Learning EMEA. ISBN: 9781844802043</p> <p>L.M. Walther &amp; C. Skousen. Introduction to managerial cost accounting. Free Boonbook. ISBN: 978-87-7681-585-1</p> <p>L.M. Walther &amp; C. Skousen. Managerial and cost accounting.</p>	<p>This module aims to convey a foundational knowledge of management accounting practice within the context of relevant theory. It situates management accounting in its social and organisational context, before examining costing, decision-making, planning and control and performance measurement. The financial accounting module is a prerequisite for this management and cost accounting module.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>3 x tests (50%)</li> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (10%)</li> <li>Workplace and practical learning (15%)</li> <li>Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>Astrid Armatas (BCom, PGD)</li> <li>Kristen Arnesen (BCom, Hon, CA SA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Discuss the basic purpose of cost accounting and management accounting;</li> <li>Explain the purpose of budgeting a strategic business tool;</li> <li>Understand the various ways to approach budget compilation;</li> <li>Create a budget for a case scenario or real world business unit;</li> <li>Discuss the components of cost ( product and services costing);</li> <li>Understand the various cost components;</li> <li>Discuss Financial Statement issues that are unique to manufacturers (schedule of raw Materials, schedule of work in process, schedule of cost of goods manufactured, schedule of cost of goods sold, the Income Statement, reviewing cost of flow concepts for a manufacturer)</li> <li>Discuss and apply the basics of cost behaviour (nature of costs, variable costs, fixed costs, economies of scale, etc.)</li> <li>Discuss and apply the process for cost behaviour analysis (mixed costs, high-low method, method of least squares, etc.</li> <li>Discuss the concepts of break-even and target income;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	<p>Free Boonbook. ISBN: 978-87-7681-491-5</p> <p>L.M. Walther &amp; C. Skousen. Cost analysis. Free Boonbook. ISBN: 978-87-7681-586-8</p> <p>L.M. Walther &amp; C.Skousen. Process and activity based costing. Free Boonbook. ISBN: 978-87-7681-588-2</p>		<ul style="list-style-type: none"> <li>• Calculate break-even calculations,</li> <li>• Discuss and apply the principles of job costing</li> <li>• Compare selected information Systems for the Job Costing environment;</li> <li>• Explain how to track job cost in the Corporate Ledger;</li> <li>• Discuss trends that affect costing (e.g. global competition, Kaizen, Lean Manufacturing, Just in Time Inventory, Total Quality Management, Six Sigma);</li> <li>• Discuss and apply the principles of Process Costing;</li> <li>• Discuss and apply the principles of Activity-Based Costing;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
PSY	<p><b>Organisational psychology</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6 Compulsory core module</p> <p>Textbook:</p> <p>S.P. Robbins, A. Odendaal &amp; G. Roodt. Organisational behavior: Global and Southern African perspective. (2<sup>nd</sup> ed). Pearson Education ISBN: 9781770259461</p> <p>C. L. Cooper, L. Holdsworth, S. Johnson. Organisation behavior. (2<sup>nd</sup> ed). For dummies. ISBN: 9781119977919</p>	<p>The objective of the module is to provide students with a broad understanding of human and group behaviour so that they can better manage relationships and change in the workplace.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x test (20%)</li> <li>• 1 x assignment (30%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (10%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (65%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dr Karen Deller (BA, BA Hon (industrial psychology, MA, Dlitt HRM)</li> <li>• Barry Horsburgh (BSoSc, Hon)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Debate various theories that aim to explain organisational behaviour;</li> <li>• Analyse the basics of psychology and human behaviour in the workplace;</li> <li>• Evaluate the role of the individual in the workplace (value, attitudes, personality, intelligence, motivation, etc.)</li> <li>• Analyse the role of the group in the workplace (group behaviour, work teams, trust, politics, conflict, leadership, negotiation);</li> <li>• Debate the role of the organisational systems on individual and group processes (work flow, job design, HR policies, culture)</li> <li>• Discuss organisational dynamics (change and stress management);</li> <li>• Analyse organisational behaviour research and draw conclusions for own workplace and behaviour;</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
BPM 2	<p><b>Business process management 2</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6</p> <p>Compulsory core module</p> <p>Note: Business process management 1 is a prerequisite for business process management 2.</p> <p>Textbook: M. Pycraft, H. Singh, K. Pihlela, N Slack, S. Chambers &amp; Johnston Operations Management: Global and Southern African Perspectives (2<sup>nd</sup> Ed) (2011) Pearson. ISBN: 9781770255630</p> <p>J Jeston &amp; J Nelis. Business process management. Taylor &amp; Francis – Routledge. ISBN: 9780415641760</p>	<p>This module builds on the introduction to business process management that was taught in year one. It aims to build a more practical awareness of the tools, techniques and systems necessary to define, visualise, measure, control, report and improve business processes with the goal to meet customer requirements profitably. It achieves some of this through syndicate group work which explores a business process scenario and requires students to compile a BPM strategy, plan and eventual report.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x test (20%)</li> <li>• 1 x assignment (30%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• John Arnesen (BCom, Hon, CMSA)</li> <li>• Carin Stoltz-Urban (MA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Assess the practicability of various tools, techniques and systems used in business process management;</li> <li>• Evaluate what is meant by the TQM approach and debate how best to apply it in given situations;</li> <li>• Evaluate key trends in BPM and assess their viability for given situations;</li> <li>• Analyse the project planning, control and quality management processes within a given scenario;</li> <li>• Apply the principles and practice of BPM to a practical case study as part of a syndicate group;</li> <li>• Compile a BPM strategy, plan and report as part of a syndicate group for a practical case study.</li> </ul> <p>Note that ERP and project management will not be covered in detail in this module as it will be covered in a stand alone module later on.</p> <p>Note: BPM 1 is a prerequisite for enrolment in BPM 2</p>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
ERP	<p><b>Enterprise Resource planning Systems (ERP)</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6</p> <p>Compulsory core module</p> <p>Textbook: M. Sumner. Enterprise resource planning. Prentice Hall. ISBN: 9780131403437</p> <p>L Sneller. Guide to ERP: benefits, implementation and trends. Free Boonbook. ISBN: 978-87-403-0729-0</p>	<p>This module presents students with a generic approach to enterprise resource planning systems and their interrelationships. It aims to cover all functional areas of this new type of management challenge. Further, it covers the re-design of business processes, changes in organisational structure, and effective management strategies that will help assure competitiveness, responsiveness, productivity, and global impact for many organisations in the years ahead.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x test (20%)</li> <li>• 1 x assignment (30%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Oliver Boyers (BSc CompSc, Hon)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Discuss the main characteristics of ERP;</li> <li>• Assess the basics of an ERP system (features, benefits, challenges);</li> <li>• Debate the history and various best practices of ERP;</li> <li>• List and discuss the key role players in the ERP market place;</li> <li>• Debate the logic behind the typical ERP architecture (physical, mainframe, client server, browser);</li> <li>• Describe the broad principles of an ERP implementation;</li> <li>• Describe the phases in the ERP life cycle;</li> <li>• Explain how to go about the pre-selection of suppliers, implementation partners and application service providers</li> <li>• Debate the sourcing of ERP (turn-key or do-it-yourself);</li> <li>• Discuss what is meant by the functional fit analysis approach to ERP;</li> <li>• Describe the process and methodology for risk analysis prior to ERP implementation;</li> <li>• Discuss the basis of a cost benefit analysis for ERP systems;</li> <li>• Describe a typical process for ERP implementation (planning, design, implementation and monitoring);</li> <li>• Debate new trends in ERP (e.g. open source software, corporate governance, internal control, data integration, data integrity, organisational culture);</li> <li>• Evaluate the role of ERP in shared services;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>Evaluate common ERP systems;</li> <li>Debate and critique the role of ERP in business;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
ORM	<p><b>Operational risk management</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6 Compulsory core module</p> <p>Note: Project management is a prerequisite for operational risk management.</p> <p>Textbook</p> <p><b>J. Young.</b> Risk management: The practical application of a qualitative approach. VAN SCHAIK ISBN: 9780627026225</p> <p>CB Chapman &amp; SC Ward. Project Risk Management : Processes, Techniques and Insights" (2<sup>nd</sup> ed) (2003) ISBN: 10-470-85355-</p> <p>R.W. Vivian, A.C. Valsamakis, Prof. G.S. du Toit, Risk management: :</p>	<p>This module sets out the key issues and concepts involved in effective risk and uncertainty management in a clear and accessible way, providing a comprehensive discussion of risk management processes set firmly in the context of operational management. .It aims to give students the necessary methodologies and techniques that are applicable to all kinds and all sizes of operations.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>1 x test (20%)</li> <li>1 x assignment (30%)</li> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (30%)</li> <li>Workplace and practical learning (15%)</li> <li>Independent self-study (45%)</li> </ul> <p>Lecturers:</p>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Discuss the concept of risk and risk management;</li> <li>Identify potential risks facing various industry sectors;</li> <li>Debate the case for planned and organised risk management processes;</li> <li>Discuss various generic risk management processes;</li> <li>Demonstrate how to go about identifying risks;</li> <li>Compile a risk matrix;</li> <li>Discuss factors of risk in project management;</li> <li>Discuss an ideal process for effective and efficient risk management.</li> <li>Discuss how best to create a risk aware culture;</li> <li>Analyse a given situation and apply a risk management process;</li> </ul> <p>Note that project management techniques will not be discussed in great depth as there is a separate module dedicated to this subject, which is also a prerequisite for this module.</p>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	Managing enterprise risk (4 <sup>th</sup> Ed) Pearson Education. ISBN: 9780796231185  A Osborne. Risk management made easy. Free Boonbooks. ISBN: 978-87-7681-984-2	<ul style="list-style-type: none"> <li>Dr Michele Serfontein (Phd)</li> </ul>	

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
LAW	<b>Commercial law</b>  <b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6  Compulsory core module  Textbook:  Havenga et al. Business Law General Principles of Commercial Law. (7 <sup>th</sup> Ed) (2010) Juta. ISBN: 9780702185144	This module aims provide non-law students with a succinct exposition to the general principles of commercial law.  Assessment Instruments: <ul style="list-style-type: none"> <li>3 x tests (50%)</li> <li>Examination (50%) – exam must be              passed with at least 50% to pass the              module</li> </ul> Training methodology <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with              online coaching (30%)</li> <li>Workplace and practical learning              (15%)</li> <li>Independent self-study (45%)</li> </ul> Lecturers: <ul style="list-style-type: none"> <li>Kerry McMaster (BProc)</li> </ul>	Upon completion of the module the student will be able to: <ul style="list-style-type: none"> <li>Show an understanding of the South African              legal system and the science of law;</li> <li>Understand and be able to apply the general              principles of the law of contract in a              multitude of business settings and scenarios              (including: sale, lease, insurance, credit              agreements)</li> <li>Understand and be able to apply the general              principles of the labour law;</li> <li>Understand and be able to apply the general              principles of intellectual property law and              franchising law;</li> <li>Understand the law of agency;</li> <li>Explain the law governing forms of business              enterprise;</li> <li>Discuss the basics of the law of competition;</li> <li>Discuss the basics of banking law and              legislation dealing with various paying              instruments and other methods of payment;</li> <li>Explain the principles of laws governing              trusts;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>• Understand and be able to apply the general principles of the law of insolvency;</li> <li>• Explain the principles of the laws of administration of estates;</li> <li>• Discuss other key SA legislation (e.g. Consumer protection, POPI, National Credit Act, etc.)</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
NET	<p><b>Management &amp; administration of social networks</b></p> <p>Credits: 12 Year: 2 Level: 6 Compulsory core module</p> <p>Note: the module "Administration and management of IT systems" is a prerequisite for this module.</p> <p>Textbook:</p> <p>R. Wollan, N Smith &amp; C Zhou (eds). The social media management handbook. ISBN: ISBN-13: 978-0470651247</p> <p>AC. Kadushin. Understanding Social Networks: Theories, Concepts, and Findings (e-book). Oxford University Press ISBN: 9780199920815</p>	<p>Despite the swift spread of social network concepts and their applications in the business world, there is little training for those who have to administer these social systems. This module aims to help students to understand social networks and the big ideas that underlie the social network phenomenon.</p> <p>This practical module covers the strategy, culture, metrics, policies, roles and responsibilities related to making social media work for your business.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 2 x assignment (50%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Oliver Boyers (BSc CompSc, Hon)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Show an understanding of the breadth and diversity of social networks;</li> <li>• Discuss some of the sociological theories supporting the rise of the social networking phenomenon;</li> <li>• Debate some of the challenges that businesses have when considering open social networks;</li> <li>• Identify and evaluate some of the business uses for social networks;</li> <li>• Discuss basic networking concepts;</li> <li>• Compile a corporate Social Media Strategy;</li> <li>• Debate how best to manage both the power and business risks of social media;</li> <li>• Discuss various ways to measure social media ROI;</li> <li>• Explain the critical aspects of making social media a vital part of the marketing and sales process (including: using social media to listen to the voice of the customer, integrating social CRM insights into the customer analytics function, leveraging social media to drive product development, marketing and selling to social communities);</li> <li>• Debate the potential for customer service and support with social media;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	<p>Additional readings:</p> <p>Accenture. Social CRM: The New Frontier of Marketing, Sales and Service.  <a href="http://www.accenture.com/SiteCollectionDocuments/PDF/SocialCRMResearch.pdf">http://www.accenture.com/SiteCollectionDocuments/PDF/SocialCRMResearch.pdf</a></p>		<ul style="list-style-type: none"> <li>• Explore leading practices for leveraging the power of social media to provide better service to customers (including: integrating social media into the traditional customer service organization, dealing with complaints and negative sentiments, etc.);</li> <li>• Analyse the “digital” side of social media (including: creating and implementing a social media technology platform, determining the role of mobile devices in an organisation's social media activities, revamping the IT organisation to develop and maintain social media applications, etc.)</li> <li>• Assess the people- and organisation-related impacts of engaging with social channels (including: culture traits, employee incentives and training, new roles and responsibilities, social media policies, etc.)</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
STA	<p><b>Research methodology &amp; statistics</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 2 <b>Level:</b> 6</p> <p>Compulsory core module</p> <p>Note: students who did not pass maths at grade 12 level will be required to attend a maths bridging course prior to enrolling on this module.</p> <p>Textbook: Chris Welman. Research methodology. (3<sup>rd</sup> ed). <b>ISBN:</b> 9780195789010</p> <p>S. Greener. Business research methods. Free Boonbook. ISBN: 978-87-7681-421-2</p> <p>M. Fernadez. Statistics for business and economics. Free Boonbook. ISBN: 978-87-7681-481-6</p>	<p>The purpose of this module is to introduce students to the process of research and to develop in them an ability to judge the validity of findings by defining a research question and learning the processes and techniques of gathering and measuring data, with emphasis on interpretation and evaluation of research findings. Emphasis is placed on theoretical bases, procedures, and ethical considerations. Skills are developed in application of techniques as well as in interpretation and criticism of studies in business.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x test (20%)</li> <li>• 1 x assignment (30%)</li> <li>• Formal research proposal (50%)</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dr. Ronel Blom (Phd)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Define basic research terminology and concepts – with a focus on quantitative research;</li> <li>• Identify types of research and understand which research methodology to use in each instance;</li> <li>• Identify the aims of research in given a scenario;</li> <li>• State the research topic and define the research problem for a given scenario;</li> <li>• Conduct a thorough literature review – planning, conducting, referencing;</li> <li>• Apply correct research designs to given situations (including: population and sampling types, types of quantitative research designs, methods to analyse data);</li> <li>• Use the appropriate data-collecting methods and measuring instruments for a given situation in quantitative research ;</li> <li>• Describe the essential features of a valid qualitative research design;</li> <li>• Explore and apply various data analysis techniques;</li> <li>• Write a formal research proposal.</li> </ul>

## Year 3

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
RES	<p><b>Research project</b></p> <p><b>Credits:</b> 48 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Compulsory core module</p> <p>Note: the research methodology module is a prerequisite for this module.</p> <p>Textbook: Chris Welman. Research methodology. (3<sup>rd</sup> ed). Southern Africa: Oxford University Press. <b>ISBN:</b> 9780195789010</p> <p>A. Bryman. 2012. Social research methods. (4th ed). New York: Oxford University Press. ISBN:9780199588053</p> <p>Other reading determined by student's research topic</p>	<p>The purpose of this module is to provide students with an opportunity to practically conduct research, in accordance with their research proposal, in a real life or simulated workplace.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• Research proposal (15%)</li> <li>• Research report (75%)</li> <li>• Presentation (10%)</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lecture (10%)</li> <li>• One-on-one coaching – either face to face or on-line (40%)</li> <li>• Independent self-study (50%)</li> </ul> <p>Workplace supervisor led, with a faculty head in charge as overall supervisor</p> <p>Academic supervision:</p> <ul style="list-style-type: none"> <li>• Mark Peters (MBA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Collect data in the workplace;</li> <li>• Conduct valid data analysis of data collected;</li> <li>• Demonstrate the ability to conduct primary and secondary research;</li> <li>• Interpret data using acceptable data analysis methodologies;</li> <li>• Write a research report;</li> <li>• Display competence in the use of a standard style of documentation and referencing;</li> <li>• Use a range of resources, including tools for online research and primary research;</li> <li>• Deliver a research presentation to management and academic supervisor;</li> </ul>

## Electives:

All students must complete the research project (48 credits). They must then select at least an additional 72 credits from the choice of elective modules.

## Property electives

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
PPL	<p><b>Principles of property legislation</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module (students must select one of the three elective streams, if they select property then this module is compulsory and they must select an additional 60 credits from the property elective stream)</p> <p>Textbook:</p> <p>H Mostert, A. Pope. The Principles of the Law of Property in South Africa (2010). OUP: South Africa. ISBN: 9780195984040</p> <p>C. Pretorius. Law of contract in SA (2<sup>nd</sup> Ed). (2013). ISBN:9780195996470</p> <p>e-book. Basic Principles of Business Law (2nd ed) (2010). Lexis Nexis. ISBN: 9780409114263</p>	<p>The purpose of this module is to equip property-focused students with insights into the unique complexities of property law and general contract law. The module will also explore local and international laws affecting property. The module will also cover a basic review of the law of contract as it relates to property transactions.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Zoks Schwellnus</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Show an integrated conceptual understanding of the principles of property law and terminology;</li> <li>• Apply the theory of the law of contract to various types of property transactions;</li> <li>• Debate the source of SA law as it relates to property matters;</li> <li>• List and debate the various Acts and regulations that deal with property issues in SA;</li> <li>• Analyse the gambit of property law;</li> <li>• Discuss the essential features of property and things: definitions and classification</li> <li>• Assess the rights of various stakeholders in property matters;</li> <li>• Discuss the principles and forms of property ownership;</li> <li>• Assess the limitations on ownership, acquisition of ownership, and protection of ownership;</li> <li>• Describe and evaluate the principles in law for specific forms of rights in property (Servitudes and restrictive conditions, minerals and water rights, etc.)</li> </ul>

	South African Law Reports. Lexis Nexis on-line. ISBN: 9780409010688	<ul style="list-style-type: none"> <li>• Discuss legislation surrounding property brokers, the management of trusts and sales / letting of property</li> </ul>
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Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
VAL 3	<p><b>Property valuations</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit (The property mathematics module is a prerequisite for this property valuations module.)</p> <p>Textbook:</p> <p>Appraising Residential Properties (4th ed). (2007). Appraisal Institute. ISBN 978-0922154920</p> <p>T. Collins and V. Ghyoot (Eds) An Introduction to Commercial Property Finance, Development and Investment (2012). UNISA Press. ISBN: 978-1-86888-611-1</p>	<p>The purpose of this module is to build an understanding of the process and practice for the appraisal of residential and commercial properties. The module aims to build a practical understanding of the full valuation cycle from the basics of property inspection to preparation of the final appraisal report.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Herman Louw (BCom, PGD, CRS)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the basics of property valuations and methods;</li> <li>• Debate the concept of property ownership and value;</li> <li>• Debate the valuation process;</li> <li>• Analyse the principles of property economics;</li> <li>• Describe and discuss the process to follow when doing a property valuation (scoping, market conditions in the area, considering the neighbourhood and local market, describing the site, describing the building, evaluating the building construction and layout);</li> <li>• Evaluate the basis for highest and best use;</li> <li>• Describe and demonstrate how to conduct a land or site valuation;</li> <li>• Describe and apply various cost approaches in valuations to given scenarios (cost approach, cost estimating, estimating depreciation);</li> <li>• Apply the fundamentals of property valuation theory to the valuation of various types and categories of property;</li> <li>• Relate knowledge of basic building construction, building contracts and the construction process to the valuation of property in general (residential and commercial) ;</li> </ul>

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Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
PMF	<p><b>Property mathematics and finance</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit (This module is a prerequisite for the Property valuations module.)</p> <p>Textbook:</p> <p>T. Collins and V. Ghyoot (Eds) An Introduction to Commercial Property Finance, Development and Investment (2012). UNISA Press. ISBN: 978-1-86888-611-1</p>	<p>The purpose of this module is to build an understanding of the financial side of property ownership and financing. The module deals with financial instruments and financial decision making for property purchasing. The use of a financial calculator is also taught so that students can use it for various property and interest related calculations.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Ben Heunes (MA)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <p>Overview of property finance:</p> <ul style="list-style-type: none"> <li>• Review the characteristics of different property types (Residential property, Commercial property, Industrial property, Specialised property, Agricultural property) and debate the consequences of this for financial decisions;</li> <li>• Review the key features of property in SA (Movable and immovable property, Ownership, Public legal circumscription, Private legal circumscription, Limited real rights) Discuss the basics of property as an investment</li> <li>• Discuss and evaluate various commercial/residential property finance strategies;</li> <li>• Explain the concept of risk assessment from the financiers perspective;</li> <li>• Discuss commercial property finance in broad terms to show an integrated and conceptual understanding;</li> <li>• Explain the impact of liquidity and gearing;</li> <li>• Debate and evaluate the risk factors that must be borne in mind when investing in property;</li> <li>• Explain the basics of credit in property finance;</li> <li>• Discuss sureties, covenants and cessions to back finance arrangements;</li> <li>• List and compare various instruments or products of finance and evaluate the applicability of each for a given scenario;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>•</li> <li>• Debate the potential impact of interest rates and other pricing mechanisms on property financing;</li> <li>• List and compare various sources of finance (Commercial banks, Participation bond schemes, Insurance companies and pension funds, Money market instruments and derivatives, caps, floors, ceilings, collars and fixed rate loans, structured debt versus structured finance)</li> <li>• Discuss equity finance and JVs;</li> <li>• Explain the role of property syndications in property investments;</li> <li>• Discuss the role of the listed property sector in the wider SA and international economy;</li> <li>• Discuss the basics of property economics (including supply, demand, property cycle, etc.);</li> <li>• Evaluate some of the factors that affect property values;</li> </ul> <p>Property mathematics:</p> <ul style="list-style-type: none"> <li>• Use a financial calculator;</li> <li>• Explain and apply the concept of time value of money;</li> <li>• Perform and interpret the following simple and compound interest calculations on single amounts/lump sums, annuities/annuities due/ escalating annuities, perpetuities, and mixed/multiple cash flows, using applicable formulae, interest factor tables, a financial calculator,</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<p>and Excel, and apply it to appropriate situations:</p> <ul style="list-style-type: none"> <li>○ Number of periods (N);</li> <li>○ Interest rate per year (I/Y);</li> <li>○ Present value (PV);</li> <li>○ Payment (PMT); and</li> <li>○ Future value (FV).</li> </ul> <ul style="list-style-type: none"> <li>• Distinguish between discrete and continuous compounding and apply appropriately;</li> <li>• Understand the difference and convert between effective interest rates and the various nominal interest rates (NACA, NACS, NACQ, NACM, NACD, etc.) and apply correctly in appropriate situations;</li> <li>• Perform amortisation and draw up amortisation tables;</li> <li>• Apply the principles of net present value (NPV) and internal rate of return (IRR) to cash flow streams.</li> </ul> <p>Property finance</p> <ul style="list-style-type: none"> <li>• Understand the basics of financial analysis and ratios;</li> <li>• Conduct a detailed financial statement analysis to ascertain the viability of a property investment (including ratio analysis)</li> <li>• Discuss the basics of property taxation</li> <li>• Market analysis : practical examples</li> </ul> <p>Putting it all together - the property investment process</p>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>• Apply the principles for a sound investment decision making;</li> <li>• Follow the process for the analysis of needs when investing in property;</li> <li>• Conduct a property financing feasibility analysis;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
RPA	<p><b>Residential property administration &amp; practice</b> Credits: 12 Year: 3 Level: 7</p> <p>Elective credit (Note that student <u>cannot</u> select both the modules: "Commercial property administration &amp; practice" and "Residential property administration &amp; practice" – only one of the two modules may be selected due to overlap.)</p> <p>Textbook:</p> <p>R.C. Kyle, M. S. Spodek, &amp; F.M. Baird, (Editors). Property Management (9th Ed). Dearborn Real Estate publishers. ISBN: 9781427747907</p>	<p>The purpose of this module is to build an understanding of the practice of commercial property administration. Students will be exposed to residential property transactions and various specialised housing transactions. The module will also cover the basics of owner and tenant management, marketing and general office administration.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate the concept of Professional Property Management as a profession;</li> <li>• Apply the basics of property management economics (including: the general business economy, the real estate economy, market analysis, property analysis, analysis of the owners objectives);</li> <li>• Evaluate the need for good owner relations (including: nature of the relationship and the management contract and maintaining good relationships);</li> <li>• Explain the principles of marketing of residential real estate (including methods, activities, administration of the campaigns, etc.);</li> <li>• Assess and apply the legalities surrounding leases (including provisions of a valid lease, the lease contract, types of lease payments, lease formats, important clauses);</li> <li>• Display competence in lease negotiations (including qualifying a tenant and negotiating terms);</li> </ul>

	<p>M. Patellis, D. Kuperberg B. Dershowitz. Residential Property Management: Principals and Practices Hardcover (2003) ISBN-13: 978-0867185737</p>	<p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Jo-Anne Strydom (HDipEd, CRS)</li> <li>• Herman Louw (BCom, PGD, CRS)</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the importance of good tenant relations (including rent collection, rent renewal, termination, termination in court, rights of the tenant and landlord)</li> <li>• Discuss the basics of maintenance and construction (basic maintenance procedures, property manager and personnel, maintenance management, contracting, etc.);</li> <li>• Design a process to set up and manage the property office and staff (staffing, recruitment, administration systems, commissions, management);</li> <li>• Understand the basics of residential property (types, market analysis, managing the buyer and seller, managing any apartment staff)</li> <li>• Understand the legal nuances of specialised housing (cooperatives, sectional title, shareblock, budgets and managements fees, levies, subsidised housing, housing for the elderly);</li> <li>• Evaluate the underlying risk and environmental issues with property transactions (including risk management, insurance, types of insurance, allocation of costs of risk management, environmental legislation, common hazardous substances, managing hazards)</li> </ul>
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Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
CPA	<p><b>Commercial property administration &amp; practice</b>  <b>Credits:</b> 12  <b>Year:</b> 3  <b>Level:</b> 7</p> <p>Elective credit (Note that student <u>cannot</u> select both the modules: "Commercial property administration &amp; practice" and "Residential property administration &amp; practice" – only one of the two modules may be selected due to overlap.)</p> <p>T. Collins, V. Ghyoot (eds). An Introduction to Commercial Property Finance, Development and Investment: Development and investment. Unisa Press ISBN: 9781868886111</p> <p>R.C. Kyle, M. S. Spodek, &amp; F.M. Baird, (Editors). Property Management (9th Ed). Dearborn Real Estate publishers. ISBN: 9781427747907</p> <p>E.S. Smith. Commercial real estate: Smart marketing practices (2002)</p>	<p>The purpose of this module is to build an understanding of the practice of commercial property administration. Students will be exposed to office, retail and industrial property transactions. The module will also cover the basics of owner and tenant management, marketing and general office administration. .</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Kieron van Rooyen (BA, Hon)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate the concept of Professional Property Management as a profession;</li> <li>• Apply the essentials of property management economics (including: the general business economy, the real estate economy, market analysis, property analysis, analysis of the owners objectives)</li> <li>• Debate the need for good owner relations (including: nature of the relationship and the management contract and maintaining good relationships)</li> <li>• Explain the principles of marketing of commercial real estate (including methods, activities, administration of the campaigns, etc.)</li> <li>• Assess and apply the legalities surrounding leases (including provisions of a valid lease, the lease contract, types of lease payments, lease formats, important clauses)</li> <li>• Display competence in lease negotiations (including qualifying a tenant and negotiating terms)</li> <li>• Understand the importance of good tenant relations (including rent collection, rent renewal, termination, termination in court, rights of the tenant and landlord)</li> <li>• Explain the basics of maintenance and construction (basic maintenance procedures, property manager and personnel, maintenance management, contracting, etc.)</li> <li>• Explain how to go about setting up and managing the property office and staff (staffing,</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<p>recruitment, administration systems, commissions, management)</p> <ul style="list-style-type: none"> <li>• Understand the basics of office property(including market analyses, property analysis, marketing office space, qualifying tenants, negotiations and the lease, maintenance, administration and accounting)</li> <li>• Discuss the essential features of retail property (including classification of shopping centres, leasing retail property, maintenance, administration and financial reporting)</li> <li>• Discuss the essential features of industrial property (the industrial real estate market, marketing industrial space, qualifying industrial tenants, maintenance and security)</li> <li>• Debate the underlying risk and environmental issues with property transactions (including risk management, insurance, types of insurance, allocation of costs of risk management, environmental legislation, common hazardous substances, managing hazards)</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
FMA	<p><b>Facilities management &amp; administration</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit</p> <p>Textbook:</p> <p>Facilities management: The Dynamics of Excellence (3<sup>rd</sup> Ed). John Wiley &amp; Sons. ISBN: 9780470673973</p> <p>F. Booty (Ed). Facilities management handbook. BUTTERWORTH-HEINEMANN. ISBN: 9780750689779</p> <p>T. Collins and V. Ghyoot (Eds) An Introduction to Commercial Property Finance, Development and Investment (2012). UNISA Press. ISBN: 978-1-86888-611-1</p>	<p>The purpose of this module is to expose students to the principles and practice of facilities management for commercial properties.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Kieron van Rooyen (BA, Hon)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Discuss broadly what is meant by facilities management (FM) and other key FM terms;</li> <li>• Describe a generic FM model;</li> <li>• Compare and evaluate at least two FM systems / models;</li> <li>• Discuss the role of the facilities manager;</li> <li>• Evaluate the importance of FM and its value to organisations;</li> <li>• Describe key elements of building structure and design;</li> <li>• Explore the impact of physical building characteristics on facilities management;</li> <li>• Describe key aspects of building services;</li> <li>• Describe the key elements of Property Management and leases;</li> <li>• Discuss the role of space management and the workspace;</li> <li>• Debate some of the practical aspects of space planning;</li> <li>• Discuss the requirements for re-location / move management;</li> <li>• Understand the key elements of energy and environmental management;</li> <li>• Develop and implement maintenance management programmes for a given scenario;</li> <li>• Discuss the principles of commissioning and managing contract services;</li> <li>• Describe how to approach tendering and letting contracts;</li> <li>• Explain how to deliver a customer centric FM service</li> <li>• Explain how to measure customer requirements and satisfaction levels;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>Discuss the key Health &amp; Safety responsibilities for FM's;</li> </ul>

## Financial services electives

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
FSL	<p><b>Financial services legislation</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit (students must select one of the three elective streams, if they select financial services then this module is compulsory and they must select an additional 60 credits from the financial services elective stream)</p> <p>Textbook: Moorcroft &amp; Raath. Banking Law and Practice (2009). LexisNexis</p>	<p>This module covers the basics of banking law and insurance law, as well as a review of the basics of law of contract in South Africa as it applies to the financial services sector. The purpose of the module is to provide students with a full understanding of case law, legislation and common law principles as they relate to financial services. The module covers topics such as the Banking Association, the Code of Banking Practice, the Banking Enquiry, the Uniform Customs and Practice, the Compliance function, client acceptance, money laundering, the contractual relationship between bank and client, delictual liability, electronic banking, the National Credit Act, and the National Payment System.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>1 x assignment (30%)</li> <li>1 x test (20%)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Discuss the broad financial services sector, role players and regulators;</li> <li>Discuss the process of the registration of banks and auditing of banks;</li> <li>Debate the dictates of the Companies Act for banks;</li> <li>Debate the requirements for foreign banks in SA;</li> <li>Discuss the corporate governance of banks;</li> <li>Evaluate the role and successes of banks in preventing money-laundering;</li> <li>Discuss various policies in relation to banking (client-acceptance policy, compliance policy);</li> <li>Evaluate the role of the Banking Association of South Africa and related matters;</li> <li>Debate the premises underpinning the contractual relationship between banks and their clients;</li> <li>Interpret contracts and other banking documents;</li> </ul>

	<p>South Africa. ISBN: 080BANKLAWSYS</p> <p>C. Pretorius. Law of contract in SA (2<sup>nd</sup> Ed). (2013). ISBN:9780195996470</p> <p>e-book. Basic Principles of Business Law (2nd ed) (2010). Lexis Nexis. ISBN: 9780409114263</p> <p>South African Law Reports. Lexis Nexis on-line. ISBN: 9780409010688</p>	<ul style="list-style-type: none"> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (30%)</li> <li>Workplace and practical learning (15%)</li> <li>Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>Andre Nel (BCom Hon)</li> </ul>	<ul style="list-style-type: none"> <li>Show an in-depth understanding of contractual liability, delictual liability, etc. and be able to apply this understanding in given scenarios;</li> <li>Reflect on the rise of electronic banking in SA and the legislation that governs it</li> <li>Debate the role of the Reserve Bank, Mutual banks, Co-ops, micro lenders, and other non-bank 'banks' in SA;</li> <li>Explain the basics of the National Credit Act and evaluate the impact of this on the banking sector;</li> <li>Discuss the concepts of prescription, enrichment, estoppel, etc. in relation to banking;</li> <li>Discuss issues of security in banking;</li> <li>Discuss the National Payment System, Bills of Exchange and processes;</li> <li>Discuss aspects of criminal law and proceedings as they may apply to banking;</li> <li>Debate the principles and purpose of the Consumer Protection Act</li> </ul>
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Module Code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
RBS	<p><b>Retail banking</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit</p> <p>Textbook:</p> <p>K. Pond. Retail banking (3<sup>rd</sup> ed.) (2014) Global Professional Publishing;. ISBN- 9781906403980</p> <p>P.S. Rose. Bank management and financial services. (9<sup>th</sup> ed) McGraw-Hill Europe <b>ISBN:</b> 9780071326421</p> <p>H. Croxford, F. Abramson, A. Jablonowski. The art of better retail banking: Supportable Predictions on the Future of Retail Banking (2005). Free e-book. ISBN: 0-470-01320-6</p> <p>AP Faure. Banking: an introduction. Free Boonbook. ISBN: 978-87-403-0596-8</p>	<p>The purpose of this module is to introduce students to the basics of retail banking and explore how it differs from other types of banking. The key focus will be on how students can better manage bank processes and administration in order to deliver lean and consistent outcomes in a highly competitive sector. Subjects such as payment methods, fund transfers, collecting and paying banks and the principles of the banker-customer relationship, as well as the fundamental aspects of banking and the intermediation plus the need for balance between liquidity and profitability are all covered in the module.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Ben Heunes (MA)</li> <li>• Anthony Barnard (BCom, CAIB)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Describe the Retail Banking sector both locally and internationally;</li> <li>• Debate the role of Retail Banking within the Bank Operations and as compared to Corporate/Wholesale Banking;</li> <li>• Show a deep conceptual understanding of various retail banking products and services;</li> <li>• Evaluate the link between customer requirements, the product development process and banking products and services;</li> <li>• Debate and assess the concept of credit scoring;</li> <li>• Describe the potential processes for marketing in Retail Banking;</li> <li>• Discuss the various delivery channels and delivery models in Retail Banking;</li> <li>• Explain and apply the concept of Customer Relationship Management in Retail Banking;</li> <li>• Evaluate the importance of service standards and performance management for Retail Banking;</li> <li>• Evaluate the use of technology in Retail Banking;</li> <li>• Discuss issues and trends in the sector (such as recovery of retail loans, securitisation, Lender’s appraisal procedure, etc.);</li> <li>• Show an in-depth appreciation of the workings of foreign exchange (terminology, how it works, risks, derivatives, rates of exchange, etc.)</li> </ul>



	AP Faure. Foreign exchange: an introduction, Free Boonbook. ISBN: 978-87-403-0590-6		
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Module Code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
RFS	<p><b>Retail financial services</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit</p> <p>Textbook:</p> <p>E.J. Vaughan &amp; T M. Vaughan. Fundamentals of Risk and Insurance (11th Ed) 2014. ISBN: 978-1-118-80558-9</p>	<p>The purpose of this module is to provide students with a thorough and comprehensive introduction to the field of insurance while emphasizing the consumer. It summarises the nature of pure risk on the individual and on society, and illustrates the way in which insurance can be used to deal with the problems posed by such risk.</p> <p>The module also examines the concept of risk, the nature of the insurance device, and the principles of risk management. Further, it discusses the traditional fields of life and health insurance as solutions to the risks connected with the loss of income. The module also touches on the risks associated with the ownership of property and legal liability and ends with an exploration of trends in the sector.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Debate the problem of risk;</li> <li>• Explore the basics of risk management;</li> <li>• Explain the concept of insurance;</li> <li>• Describe the private insurance industry;</li> <li>• Show an in-depth and conceptual understanding of the regulation of the insurance industry, both locally and abroad;</li> <li>• Reflect on the functions of Insurers;</li> <li>• Discuss the financial aspects of Insurer operations;</li> <li>• Explore and evaluate the legal framework underpinning insurance and assurance in SA;</li> <li>• Debate the concept of social insurance programs;</li> <li>• Evaluate the concepts behind life insurance (including the actuarial basis of life insurance);</li> <li>• Debate the general provisions in a typical life insurance contract;</li> <li>• Describe in depth the special forms of life insurance;</li> <li>• Show an in-depth and conceptual understanding of annuities and pension benefits;</li> <li>• Debate ways to manage the retirement risk;</li> <li>• Show a conceptual understanding of health insurance and disability income insurance</li> </ul>

		<p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Anthony Barnard (BCom, CAIB)</li> </ul>	<p>(including health insurance: coverage for medical expenses);</p> <ul style="list-style-type: none"> <li>• Show an in-depth and conceptual understanding of employee benefits and other business uses of life and health insurance;</li> <li>• Debate the general and specific provisions of the Homeowners Policy;</li> <li>• Debate other personal forms of Property Insurance;</li> <li>• Debate the concepts of negligence and legal liability;</li> <li>• Show an understanding of the personal auto policy;</li> <li>• Debate the concept of commercial property insurance, commercial liability insurance;</li> <li>• Show an in-depth and conceptual understanding of concepts such as : surety bonds, trade credit, and financial guaranty insurance;</li> <li>• Debate trends in the insurances sector (e.g. e-business, prevention, etc.)</li> </ul>
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<p>MCS</p>	<p><b>Marketing channels and sales</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit</p> <p>Textbook:</p> <p>C. Ennew &amp; N. Waite (2011). Financial services marketing: An International Guide to Principles and Practice (2<sup>nd</sup> ed). ISBN: 9780415521680</p> <p>J. Farquhar, A. Meidan. Marketing Financial Services. (2010) Palgrave Macmillan. ISBN: 9780230201187</p> <p>D J., Jr. Mullen. The million dollar financial services practice: a system for becoming a top producer. AMACOM/American Management Association. ISBN: 9780814409688</p>	<p>The purpose of this module is to assist students to explore the various marketing and promotional channels available for the marketing of financial services (including banks, insurance companies, investment trusts, etc.). It is based on the premise that the major function of the financial services marketer is decision making, so the module has this as a primary focus and it covers the major types of decisions – and problems - facing marketing executives. The module also explores strategies to win and retain B2B and B2C customers in the context of many financial services sectors. The module also aims to spark debate around the recent global financial crisis and seek solutions to prevent another similar scenario.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Review and evaluate the basics of marketing (4 Ps, segmentation, marketing mix, promotional mix, etc.) as they relate to financial services;</li> <li>• Debate the broader environment for marketing financial services;</li> <li>• Characterise the Financial Services customer at various life stages;</li> <li>• Describe the process for segmenting financial services the market;</li> <li>• Evaluate strategies for building and maintaining the brand;</li> <li>• Interrogate the role and ethics of Marketing Information Systems for Financial Services;</li> <li>• Describe the potential Financial Services offering;</li> <li>• Describe and apply the basis for pricing of various financial services;</li> <li>• Describe the distributing channels for various financial services (branches, online, self-service, etc.)</li> <li>• Debate communication strategies within the financial sector marketplace;</li> <li>• Evaluate the twinned concepts of service delivery and service quality;</li> <li>• Debate how to go about planning for marketing and sales in the sector given the wider legal and ethical environments;</li> <li>• Evaluate the direct marketing and e-business potential for financial services;</li> <li>• Explore the importance in retail banking of the bank/customer relationship and how the bank should approach this relationship with a long-term perspective;</li> <li>• Develop own sales skills and demonstrate how to develop these skills in others;</li> </ul>
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	Lecturers: <ul style="list-style-type: none"> <li>Anthony Barnard (BCom, CAIB)</li> </ul>	<ul style="list-style-type: none"> <li>Explore various strategies for opening new markets, both domestically and internationally.</li> </ul>
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Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
PMA	<p><b>Product portfolio management and administration</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit</p> <p>Textbook:</p> <p>K. C. Brown &amp; F.K. Reilly. Analysis of Investments and Management of Portfolios. Thomson South-Western. ISBN: 9780538482486</p> <p>RG Cooper. Winning at New Products: Creating Value Through Innovation (2011). Basic Books:NY. ISBN: 9780465025787</p> <p>S. Gounaris. Product Portfolio Management and Corporate Performance in the Banking Sector. International Journal of Bank Marketing, Volume 23, Issue 1 (2005) ISBN: 10: 6610508399</p>	<p>The purpose of this module is to provide students with an overview of the typical investment products in the financial services sector, along with a discussion of their respective customer attributes and sources of risk. The module also looks briefly at the processes involved in product development and strategic streamlining of a product portfolio.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>1 x assignment (30%)</li> <li>1 x test (20%)</li> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (30%)</li> <li>Workplace and practical learning (15%)</li> <li>Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>Biddie Biddulph (BCompt Hon, MBL)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Provide an overview of the investment process;</li> <li>Debate the asset allocation decision;</li> <li>Debate the global market investment decision;</li> <li>Discuss the basics of the securities markets (organisation, operation, indexes);</li> <li>Interrogate the basics of investment theory show an understanding of the concept of Portfolio Management;</li> <li>Explain and evaluate various asset pricing models;</li> <li>Discuss and apply multifactor models of risk and return;</li> <li>Show a deep conceptual understanding of valuation principles and practices (including the analysis of financial statements);</li> <li>Discuss and debate the management of common stocks (macroanalysis and microvaluation of the stock market, industry analysis, company analysis and stock valuation, equity portfolio management strategies, etc.)</li> <li>Show a deep conceptual understanding of the management of bonds (bond fundamentals, analysis and valuation of bonds, bond portfolio management strategies);</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>• Show a deep conceptual understanding of derivatives and securities (forward and futures contracts, option contracts, swap contracts, convertible securities, and other embedded derivatives);</li> <li>• Show a deep conceptual understanding of asset management (professional money management, alternative assets, and industry ethics, evaluation of portfolio performance, etc.)</li> <li>• Debate the process for new product development – looking at needs and customers;</li> <li>• Debate the latest research findings on why new products may fail;</li> <li>• Investigate and critique processes / system for new product innovation (e.g. Stage Gate)</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
CCM	<p><b>Credit, risk and capital management</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective credit</p> <p>Textbook:</p> <p>A. Ghosh. Managing risk in commercial and retail banking. (2012) John Wiley &amp; Sons. ISBN: 9781118103531</p> <p>A Hill. Working capital management. Free Boonbooks. ISBN: 978-87-403-0380-</p> <p>A Osborne. Risk management made easy. Free Boonbooks. ISBN: 978-87-7681-984-2</p>	<p>The purpose of this module is to provide students with an in-depth, logical look at ways of dealing with all aspects of risk management within the banking sector. It aims to present complex processes in a simplified way by providing real-life situations and examples, which students will debate in groups. The module examines all dimensions of the risks that banks face—both the financial risks (credit, market, and operational) and the non-financial risks (money laundering, information technology, business strategy, legal, and reputational). It also focuses on methods and models for identifying, measuring, monitoring, and controlling risks. In addition, it provides practical advice backed up by solid theories, without resorting to the use of complicated mathematical and statistical formulas. Further, the module covers the essentials of corporate governance, options for credit risk assessment and capital management in line with the recommendations made in the New Basel Capital Accord.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Debate the potential sources of risk in banking (e.g. credit risk, market risk, operational risk, operating environment risk, reputation risk, legal risk, money laundering risk, offshore banking risk, etc.)</li> <li>• Explain the concept of risk and evaluate the potential impact of risks;</li> <li>• Describe and evaluate various risk management approaches and systems</li> <li>• Debate how banks can control risk (external control and internal control risks, internal control objectives, internal control framework, tasks in establishing a control, business risk and control risk relationship)</li> <li>• Debate technology as a source of risk in banking (considering; sources of technology risk, management of technology risk etc.);</li> <li>• Evaluate the risk management concept and common risk management approaches;</li> <li>• Discuss and evaluate various risk management systems and processes</li> <li>• Describe and evaluate the basics of credit risk management (rating models, categorisation of clients, rating methodologies, etc.);</li> <li>• Debate a broad market risk framework;</li> <li>• Discuss the concept of liquidity risk management;</li> <li>• Discuss and evaluate the potential for foreign exchange risk in various situations;</li> <li>• Discuss and evaluate the potential for operational risks;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
		<p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Anthony Barnard (BCom, CAIB)</li> </ul>	<ul style="list-style-type: none"> <li>• Show a deep and conceptual understanding of risk-based internal audits (scope, rationale, and function);</li> <li>• Debate the role of Corporate Governance in risk management;</li> <li>• Evaluate the objectives and structure of working capital management;</li> <li>• Discuss the accounting concept of Working Capital (the accounting notion of solvency, liquidity and accounting profitability, liquidity and turnover, etc.) in relation to the management of risk;</li> <li>• Discuss the working capital cycle and operating efficiency models in the management of risk;</li> <li>• Debate real world risk considerations and the credit related funds system;</li> <li>• Explore lessons from the Asian and the United States' Financial Crises.</li> </ul>

## Employee wellness and occupational health electives

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
OHS	<p><b>Occupational health and hygiene</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module</p> <p>Textbook: C. Tillman (ed). Principles of Occupational Health &amp; Hygiene. Allen &amp; Unwin Academic, <b>ISBN:</b> 9781741750584</p> <p>A Van Schoor, R. Steenkamp. Occupational health and safety: A TQM and Quality of Work Life Approach. Juta &amp; Co. ISBN: 9780702180743</p>	<p>Today's workplaces are full of materials and processes that are potentially hazardous to our health. This module aims to provide students with a systematic and comprehensive overview of occupational health hazards and hazardous environments encountered in a range of industries and organisational settings. Students will also be exposed to assessment procedures methods to evaluate risk and control and manage these hazards effectively.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dianne Borman (HDip)</li> <li>• Sr Terry Boyers (MCur)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate the requirements from key legislation dealing with occupational health and safety in SA;</li> <li>• Identify the various hazards that occur in selected work environments and sectors;</li> <li>• Debate the key requirements for good occupational health;</li> <li>• Explain the concept of the exposure standard and apply to various situations;</li> <li>• Describe acceptable methods to control various real-life workplace health hazards;</li> <li>• Discuss the impact and propose solutions to selected hazards in selected business sectors (e.g. aerosols, metals, gases and vapours);</li> <li>• Explain the basics for biological-effect monitoring and apply in a given scenario;</li> <li>• Debate the requirements for good indoor air quality;</li> <li>• Debate the acceptable requirements for noise and vibration;</li> <li>• Debate the basics of ionising and non-ionising radiation;</li> <li>• Describe and evaluate the potential for biological hazards in selected workplaces;</li> <li>• Implement a sound occupational health and safety plan in a selected workplace or simulated environment;</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
PPE	<p><b>Principles and practices of employee wellness</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module</p> <p>Textbook: R. Ganter. Workplace Wellness: Performance with a Purpose (2012). R. Csiernik. Wellness and work. Canadian Scholars Press. <b>ISBN:</b> 9781551302768'</p> <p>R. P Maiden, M. Attridge, P.A. Herlihy (eds). The Integration of Employee Assistance, Work/Life, and Wellness Services (eBook). ROUTLEDGE. ISBN: 9781136751882</p>	<p>This module aims to develop an understanding of the principles and practices of employee wellness programmes. The module provides a business case for integrated wellness and health management solutions and it explores ways that companies can benefit from having a well-orchestrated EWP solution.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 x test (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Nevania Naidoo</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Debate the importance of employee wellness in the 21<sup>st</sup> century;</li> <li>• Evaluate the business case for employee wellness programmes in businesses (psycho social factors, ROI, etc.);</li> <li>• Compile a plan to build a healthier culture in a business (culture and dysfunctional cultures, work life balance);</li> <li>• Debate and apply strategies and interventions for successful behaviour change;</li> <li>• Explore the causal link between satisfied employees and the bottom line;</li> <li>• Debate the in-house vs outsourced model for EWPs;</li> <li>• Describe the process to follow when scoping, planning, implementing, managing and evaluating an EWP;</li> <li>• Compile a plan to implement and manage an EWP;</li> <li>• Explore trends and benchmarks in EWPs;</li> <li>• Interrogate and suggest ways to overcome some of the challenges of EWP (e.g. rural, international distribution, etc.)</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
CCH	<p><b>Coaching for good health behaviour</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module</p> <p>Textbook: M. Arloski. Wellness coaching for lifestyle change. Whole Person Associates. ISBN: 9781570252211</p> <p>J Flaherty. Coaching: Evoking Excellence in Others (3<sup>rd</sup> ed). Taylor &amp; Francis Grp. <b>ISBN:</b> 9781856178167</p>	<p>This module aims to bring together the principles of wellness promotion and personal life coaching. It aims to teach students how to work with their clients (internal and external) to help them find motivation and achieve actual behavioural change in their lifestyle. The module also builds the critical skill of coaching, which can be used in other situations.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>• 2 x assignments (50%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Lindsay Hyson (MA: Counselling psychology)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Describe various unhealthy behaviours that people engage in (drugs, alcohol, sex, self harm, smoking, etc.) and evaluate the potential harm each poses;</li> <li>• Evaluate the physiological and psychological harm that can be caused by various unhealthy behaviours if left unchecked;</li> <li>• List and describe various psychological conditions that can cause unhealthy workplace behaviour (depression, grief, stress, burnout, etc.);</li> <li>• Evaluate the physiological and psychological harm that can be caused by various psychological conditions if left unchecked;</li> <li>• Debate ways to identify potentially unhealthy behaviours in the workplace;</li> <li>• Discuss the potential impact of poor ergonomics and unhealthy buildings on health;</li> <li>• Interrogate how good ergonomics can improve health;</li> <li>• Describe the impact for the employer, employee and family if unhealthy behaviours were left undealt with;</li> <li>• Explain and apply the foundations for coaching;</li> <li>• Discuss the basic principles of a coaching relationship;</li> <li>• Describe and apply the steps in the coaching cycle;</li> <li>• Discuss various coaching models and techniques;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>Have coaching conversations for a variety of scenarios,</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
ENV	<p><b>Environmental health</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module</p> <p>Textbook: H. Frumkin (ed). Environmental health: From Global to Local (2<sup>nd</sup> ed) JOSSEY-BASS. ISBN: 9780470404874</p>	<p>This module covers the major issues in the field of environmental health, including air, surface water, and ground water contamination, food safety, occupational health, radiation, chemical and physical hazards, vector control, and injuries. Further, the module aims to develop an understanding of the complexities and impacts that poor environmental health can have on people and companies. There is a practical focus with an overall aim of helping students to plan ways to prevent poor environmental health from affecting their businesses and employees in the future.</p> <p>Assessment Instruments:</p> <ul style="list-style-type: none"> <li>1 x assignments (30%)</li> <li>1 text (20%)</li> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (30%)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Explain the link between ecology and human health;</li> <li>Discuss the dangers and potential for toxicology from the environment;</li> <li>Interrogate the basics of exposure assessments, industrial hygiene, and environmental management</li> <li>Debate some of the wider potential impacts of Environmental Health (e.g. genetics).</li> <li>Debate the fundamentals of environmental health ethics and environmental justice;</li> <li>Describe the impact that population pressure and climate change can have on environmental health in a region;</li> <li>Evaluate the potential for healthier energy production and healthy cities;</li> <li>Explore the importance of clean water for good health (</li> <li>Discuss the potential health impacts of solid and hazardous waste;</li> <li>Discuss the need and processes to follow for healthy buildings;</li> <li>Describe ways that companies can prevent poor environmental health;</li> <li>Discuss the basics of environmental health risk assessments;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
		<ul style="list-style-type: none"> <li>Workplace and practical learning (15%)</li> <li>Independent self-study (45%)</li> </ul> Lecturers: <ul style="list-style-type: none"> <li>Zoe Palmer (BSc Hon: Environmental Science)</li> </ul>	<ul style="list-style-type: none"> <li>Compile an environmental health risk assessment for a workplace or given scenario;</li> <li>Discuss the process to develop a workable corporate Environmental Health Policy</li> <li>Compile a corporate Environmental Health Policy;</li> <li>Debate some of the legal remedies if environmental health is impacted;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
PWD	<p><b>Management of disability in the workplace</b></p> <p><b>Credits:</b> 24 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module</p> <p>Textbook:</p> <p>D.E.G Dyck. Disability Management – Theory, Strategy and Industry Practice, (2013) (5th Ed). LexisNexis Canada. ISBN: 9780433472636</p> <p>T. Thomason, J. F. Burton, D. Hyatt. New Approaches to Disability in the Workplace. (1998) Cornell University Press. ISBN: 09134477459</p>	<p>This module provides a comprehensive and integrated view of disability management. It aims to build an in-depth and critical view of disability management in the workplace, and provide proven management solutions to for employers across a wide range of sectors and circumstances.</p> <ul style="list-style-type: none"> <li>2 x assignments (50%)</li> <li>Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>Lectures (10%)</li> <li>Tutorials and syndicate groups, with online coaching (30%)</li> <li>Workplace and practical learning (15%)</li> <li>Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>Wendy Ruiters (BScOT)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Debate the myths around disability in the workplace;</li> <li>Quantify the extent and types of disability in SA, Africa and the world;</li> <li>Reflect on the difficulties when trying to categorise PwDs;</li> <li>Discuss the legal situation in SA with regard to disability in the workplace;</li> <li>Debate and evaluate various strategies to prevent disability from occurring in the workplace and outside the workplace;</li> <li>Explore ways to reduce the consequences of disability in the workplace;</li> <li>Assess a workplace for disability 'friendliness' and explain what adjustments need to be made to accommodate certain categories of PwDs;</li> <li>Assess current policies and make them more disability friendly;</li> <li>Evaluate various disability assistance devices and programmes;</li> </ul>

Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>Plan, design, implement, operate, evaluate, and continuously improve an integrated disability management programme for a given business or case study;</li> <li>Design a disability management and awareness programme for a give business or case study;</li> <li>Debate disability management best practices and trends;</li> <li>Describe and apply best practices for recruiting and retaining PwDs;</li> </ul>

### Other electives – these electives are part of each elective cluster

Module Code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
HRP	<p><b>Human resources provisioning</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module</p> <p>Textbook: A Sawin. Professional recruiters handbook (2<sup>nd</sup> ed) (2012). Kogan Page. <b>ISBN:</b> 9780749465421</p>	<p>As recruitment becomes ever more important to a business set on achieving its corporate objectives, recruiters must raise their game, delivering new and innovative solutions while also doing their job well and achieving the results needed for their clients and candidates. This module aims to provide an overview of the professional recruitment process. It will explore the techniques used by the most successful recruiters, both agency and client-side, to understand what creates excellence in recruitment. The module will also deal with trends and the use of social media platforms so that recruiters can attract</p>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>Debate and evaluate recent trends and developments in the recruitment industry both in SA and internationally;</li> <li>Distinguish between the various types of recruitment (perm, temp, BPO, headhunters, in-house vs agency, etc.);</li> <li>Debate the reasons why organised labour is against the labour broker industry and propose ways to improve the profession;</li> <li>Discuss the role of the professional bodies in the sector in SA (CAPES, APSO, BPeSA, etc.);</li> <li>Describe and evaluate the typical steps in the recruitment cycle)</li> </ul>

Module Code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
	Netrecruiter. The recruiters bible (2002)	<p>the right candidates and match them to the right opportunities.</p> <ul style="list-style-type: none"> <li>• 1 x assignment (30%)</li> <li>• 1 text (20%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Henriette van Twist (MA)</li> </ul>	<ul style="list-style-type: none"> <li>• Describe and apply the skills necessary to be a good recruiter;</li> <li>• Apply the use of the telephone in recruitment (sourcing, selling and referring – words to use and avoid, telephone sales techniques, etc.);</li> <li>• Discuss potential sources of applicants and how you can attract them;</li> <li>• Evaluate various job advertising strategies and design a strategy for a given business or scenario;</li> <li>• Compile a plan to use social media in successful recruitment;</li> </ul> <ul style="list-style-type: none"> <li>• Evaluate ways to attract and retain new clients and ways to get them to use you as their primary recruiter;</li> <li>• Write an effective business proposal;</li> <li>• Develop a client retention and growth strategy;</li> <li>• Develop a candidate retention and growth strategy;</li> <li>• Discuss techniques to manage a temp desk effectively and ethically;</li> <li>• Develop an action plan to build the necessary skills and attitudes to be a good recruiter;</li> <li>• Conduct a screening interview process;</li> <li>• Discuss and apply the process for a more in depth, competency based interviewing methodology;</li> <li>• Show a basic understanding of the basic conditions of Employment Act, Labour Relations Act and Employment Equity Act and</li> </ul>

Module Code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<p>state the impact that these Acts have on the role of the recruitment industry in SA;</p> <ul style="list-style-type: none"> <li>• Evaluate the use of assessment centres in recruitment;</li> <li>• Evaluate the role of pre-appointment screening checks (drug, references, credit, etc.) and debate the value/legality of each for particular jobs;</li> <li>• Discuss the potential role for learnerships in the labour broking sector;</li> <li>• Discuss ethics and compliance in the professional recruiter industry;</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
SBM	<p><b>Small business management</b></p> <p><b>Credits:</b> 12 <b>Year:</b> 3 <b>Level:</b> 7</p> <p>Elective module</p> <p>Textbook:</p> <p>G. Nieman (ed). Small business management: A South African approach. VAN SCHAIK. ISBN: 9780627026171</p>	<p>Small business have the potential to change the face of employment in South Africa but there are many obstacles. This module aims to provide students with a practical look at small business management and the requirements for setting up and maintaining a small business in SA.</p> <ul style="list-style-type: none"> <li>• 2 x assignments (50%)</li> <li>• Examination (50%) – exam must be passed with at least 50% to pass the module</li> </ul> <p>Training methodology</p> <ul style="list-style-type: none"> <li>• Lectures (10%)</li> <li>• Tutorials and syndicate groups, with online coaching (30%)</li> <li>• Workplace and practical learning (15%)</li> <li>• Independent self-study (45%)</li> </ul> <p>Lecturers:</p> <ul style="list-style-type: none"> <li>• Dr Karen Deller (Dlit)</li> <li>• Biddie Biddulph (BCompt, Hon, MBL)</li> </ul>	<p>Upon completion of the module the student will be able to:</p> <ul style="list-style-type: none"> <li>• Debate the importance of small business in the SA economy;</li> <li>• Debate some of the challenges facing small business in SA;</li> <li>• Identify and evaluate a small business opportunity;</li> <li>• Assess self to ensure the required entrepreneurial skills ;</li> <li>• Define and develop the mission statement for a new venture;</li> <li>• Show an understanding of the sources of finance for a new venture;</li> <li>• Identify and discuss resource needs and how the size of the venture could impact on the entrepreneur;</li> <li>• Identify and discuss the forms of ownership available and the factors that will influence the choice;</li> <li>• Establish a new venture legally;</li> <li>• Debate and evaluate the challenges that may be experienced during start-up and the support that is available;</li> <li>• Discuss the functions that would be appropriate for a specific new venture and justify the decision;</li> <li>• Formulate a business plan, financial plan (cash flow) and a marketing plan;</li> <li>• Identify the aspects that need to be addressed in the operational plan;</li> <li>• Discuss the planning that needs to take place in terms of the administration of a new business;</li> </ul>



Module code	Module	Module Purpose/Objectives:	Module Outline/Assessment Criteria:
			<ul style="list-style-type: none"> <li>•</li> <li>• Understand the tax implications and registration requirements for a small business in SA;</li> <li>• Show a conceptual understanding of the legal requirements facing a small business in SA;</li> <li>• Understand how to draw up proposals, contracts and tenders;</li> </ul>

