



# Yearbook 2015

*Expert* business education specialising in  
Marketing and Supply Chain Management.

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Graduate School  
Marketing • Supply Chain • Business

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## **Student Yearbook**

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# The IMM Graduate School of Marketing

## Registration Status

The IMM GSM is registered with the Department of Higher Education and Training (DHET) as a Private Higher Education Institution under the Higher Education Act, 1997. Registration Certificate No. 2000/HE07/013. The IMM GSM is quality assured by the South African Council on Higher Education (CHE). The IMM GSM programmes have been registered by the South African Qualifications Authority (SAQA). In addition, the IMM GSM is a member of the Association of Private Providers of Education, Training and Development (APPETD).

## Mission

The mission of the IMM GSM is to continually bestow relevant and quality marketing, supply chain and general business skills, knowledge and competencies to its students. In this manner the IMM GSM provides expert business education, specialising in marketing and supply chain management, thereby creating professionally qualified and well equipped graduates who are able to practise effectively in the business environment, thus enabling IMM GSM graduates to contribute to the overall development of a sound and globally acknowledged economy.

## Vision

The IMM GSM strives to be the distance learning provider of choice and the centre of excellence for marketing, supply chain and business disciplines in Africa. Additionally the IMM GSM endeavours to be the touch point for marketing and supply chain knowledge and information and will continue to provide all stakeholders with superior and professional customer service as well as subject matter of the highest academic integrity.

## National Qualifications Framework

The format of all qualifications in South Africa is governed by the National Qualifications Framework (NQF) Act, 2008 that came into being through the South African Qualifications Authority (SAQA). SAQA is responsible for overseeing the development and implementation of the NQF and provides a standard format in which qualifications may be offered by private and public institutions.

The NQF aims to provide qualifications that enjoy national recognition and, where appropriate, international comparability. It also strives to support and provide clear learning paths in the qualifications and structures, and facilitates and supports life-long learning and career advancement. The NQF assures the quality of outcomes of education, training and career paths – a significant force in the transformation of education and training in South Africa.

The older version of the NQF differentiated between eight levels of qualifications, the reworked NQF now provides for ten different levels of qualifications. There has also been a change in the titles and types of qualifications; the minimum credit ratings per qualification; the number of credits that can be transferred to higher qualifications; exit-level outcomes and associated criteria; and an aspect known as work-integrated learning. Higher Education qualifications occupy six levels on the NQF, levels 5 to 10, referred to as the HEQSF (Higher Education Qualification Sub-Framework).

## Response of the IMM GSM to the new NQF

The IMM GSM was one of the first private institutions to receive accreditation for its programmes in terms of the older NQF. As per all higher education institutions, including public universities, the IMM GSM redesigned its programmes to ensure alignment to the reworked NQF. The IMM GSM welcomed the opportunity to upgrade its programmes to ensure its students in higher education are exposed to the latest developments, knowledge, skills and learning content that is abreast of the new theories, recent research findings and new skills required by industry. The IMM GSM is committed to only offer qualifications that fall within the regulatory framework and therefore has welcomed the opportunity to ensure compliance of its programmes in line with the HEQSF.

In the redesign of its programmes, the IMM GSM has worked in close collaboration with the local and international marketing industry, and in consultation with leading academic experts in the field of marketing management. The new qualifications are not only aligned with the HEQSF requirements, but will place IMM GSM students in an even stronger position for job and career acceleration opportunities in the industry.

## The Academic Board

The Academic Board of the IMM GSM is comprised of members of industry and academics from reputable universities and business schools within southern Africa. This is the highest decision making authority within the IMM GSM, as such it oversees all the academic quality assurance processes, ensuring the

students receive the necessary knowledge, skills and expertise to meet the demands of industry and excel within a dynamic and constantly changing work environment. The highly qualified members of the IMM GSM Academic Board and their established committees ensure the content and quality of all IMM GSM qualifications, supporting learning material and textbooks are current and in line with progressive business principles and development.

The Academic Board of the IMM GSM is committed to the following ethos:

- To acknowledge the human dignity and worth of all people and recognise that learner-centred education of the highest standard is the way to improve quality of life, equality and the advancement of human rights and freedom for all.
- To align all IMM GSM policies and procedures to give effect and enhance the transformation of education in order to address the imbalances of the past and, in doing so, contribute significantly to the development of the workforce within the scope of its status as the main academic decision-making body within the IMM GSM.

The Academic Board has the following responsibilities:

#### General responsibilities

- Ensuring regulatory compliance for registration as a higher education institution, as laid down by the Department of Higher Education and Training (DHET), and accreditation compliance, as stipulated by the South African Qualifications Authority (SAQA) and the Council on Higher Education (CHE).
- Ensuring the development of academic policies and procedures and overseeing the implementation of these to ensure that the IMM GSM achieves high and consistent academic excellence in all aspects of the educational chain.
- Assuming the final authority for the conferral of registered qualifications as offered by the IMM GSM. Certificates will be dated according to the date that the Academic Board has made the finding and not according to the date of a graduation ceremony during which a student will receive the applicable certificate.

#### Specific responsibilities

- Curricula and academic material: Ensuring that curricula and learning material are continuously updated and conform to best practice academic standards and the principles of work-based learning.
- Lecturing: Ensuring that all academic staff are suitably qualified, possess the necessary teaching competencies, and support the continuous improvement of teaching and assessment skills.
- Assessment: Ensuring that the assessment system is rigorous and secure, that assessment standards are appropriate to the qualification and that student retention and throughput rates are maintained.
- Learning resources: Ensuring that students have access to proper learning resources, that their cognitive skills are developed and that an academic value orientation is fostered.
- Administration and staff: Acting as guardian of the academic record keeping system, ensuring the integrity of the certification process and that proper and applicable training exists for staff to render high quality services to students.
- Research: Ensuring that academic research and market-related surveys result in improved programme design and delivery.
- Discipline: Ensuring the implementation of both the IMM GSM Student Code of Conduct and the respective procedures for the lodging of complaints and appeals.
- New qualifications: Developing and registering new qualifications that are aligned to the IMM GSM's mission, student needs, stakeholder investment and industry requirements.

## **Director**

Mr N Tattersall B Compt (Hons) CA (SA)

## **Academic Board**

Ms H McIntee BA MBA CM (SA) - Chairperson

Mr N Tattersall B Compt (Hons) CA (SA)

Prof M C Cant DCom

Prof J W Strydom DCom

Dr C Rosa DEd

Dr S Shipham BSc (Hons) Dip Informatics MSc MBL DSc

Ms L Berry

Mr H Potgieter BA Comm Sc BCom (BPL) Post Grad Dip (OU)

Mr L van Tonder MEd

Ms N Venter BCom (Hons) MBA

Dr AGV Khatle BA BEd MEd DEd

Prof ZJ Nel MA DLitt etPhil

## **Academic Director**

Ms H McIntee BA MBA CM (SA)

## **Faculty Management**

Dean of Faculty: Ms N Venter BCom (Hons) MBA

## **Heads of Department:**

Business Management: Mr Michael Bevan MBA

Finance: Mr D Rundell BAcc Sci

Marketing: Ms C Smart BCom (Hons) Marketing

Marketing electives: Mrs R Prins BCom (Hons), MCom

Research: Dr S Shipham: BSc (Hons) Dip Informatics MSc MBL DSc

## **Student Support Administrators:**

Head of Student Relations: Mr H Potgieter BA Comm Sc BCom (BPL) Post Grad Dip (OU)

Academic administration: Mrs A Sally Higher Cert in Bus Admin & Management

Postgraduate Student Support Administrator: Ms R Carvalho BASocW

Undergraduate Student Support Administrator: Ms Christa Kavungo Dip BAM

## **Faculty Members:**

### Part-time

Mr E Albertini MPhil

Prof G Bick DPhil

Mrs de Wet BCom

Dr AP du Plessis DBA

Dr J du Plessis PhD MBL

Ms M du Preez Dip Export Management

Ms Z Ismail MSc

Prof C Jooste DCom

Ms L Lunderstedt CA(SA)  
Ms A Moore Cert Export Management  
Dr T Oosthuizen DCom  
Ms V Potgieter BCom (Hons)  
Dr H Scheepers DLitt et Phil  
Ms B Sinclair BCom(Hons)  
Mr S Soni MBA  
Dr M van Schalkwyk DLitt et Phil  
Prof B van Zijl PhD Theo MBL  
Mr S van Zyl LLM  
Ms M Venter MCom

## Admission criteria for undergraduate programmes

### Admission criteria for prospective students who have matriculated up to and including 2007

#### Certificate Programmes

- Senior Certificate (Grade 12) or equivalent.
- A CV and RPL (Recognition of Prior Learning) application is required from prospective students over 23 years of age, who have no Senior Certificate, and must include work-related experience and a SAPS affidavit stating that they did not obtain a Senior Certificate.

#### Diploma Programmes

- Senior Certificate (Grade 12) or equivalent.
- A CV and RPL (Recognition of Prior Learning) application is required from prospective students over 23 years of age, who have no Senior Certificate, and must include work-related experience and a SAPS affidavit stating that they did not obtain a Senior Certificate.

#### Degree Programmes

- Senior Certificate (Grade 12) with university exemption, plus a mark of at least 40% on higher grade or 50% on standard grade in Mathematics.
- A CV and RPL (Recognition of Prior Learning) application is required from prospective students over 23 years of age, who have no Senior Certificate, but have written at least 4 HG or 4 SG subjects at Matric level. A certified copy of subjects passed is required. The CV must include work-related experience and a SAPS affidavit must be included stating that they did not obtain a Senior Certificate.
- Students over the age of 45 may apply as mature age applicants.

### Admission criteria for prospective students who have matriculated as from 2008

#### Certificate Programmes

- National Senior Certificate (NSC) or equivalent.
- The student must have met the minimum requirements for admission to a higher certificate programme at a higher education institution.
- A CV is required from prospective students over 23 years of age, who have no NSC, and must include work-related experience and a SAPS affidavit stating that they did not obtain an NSC.

#### Diploma Programmes

- National Senior Certificate (NSC) or equivalent, including an achievement rating of at least 3 (40 - 49%) in English home language or 4 (50 - 59%) in English first additional language.
- The student must have met the minimum requirements for admission to a Diploma programme at a higher education institution.
- A CV and RPL (Recognition of Prior Learning) application is required from prospective students over 23 years of age, who have no NSC, and must include work-related experience and a SAPS affidavit stating that they did not obtain an NSC.

#### Degree Programme

- National Senior Certificate (NSC) with an achievement rating of 4 (50 - 59%) in at least four recognised 20-credit subjects, including an achievement rating of at least 3 (40 - 49%) in English home language or 4 (50 - 59%) in English first additional language, plus an achievement rating of at least 3 (40 - 49%) in Mathematics or 5 (60- 69%) in Mathematical Literacy.
- The student must have met the minimum requirements for admission to a degree programme at a higher education institution.
- A CV and RPL (Recognition of Prior Learning) application is required from prospective students over 23 years of age, who have no NSC, but have written at least 4 subjects at Matric level with a minimum pass of 40%. A certified copy of subjects passed is required. The CV must include work-related experience and a SAPS affidavit must be included stating that they did not obtain an NSC.
- Students over the age of 45 may apply as mature age applicants.

### Admission criteria for Foreign Qualifications

The entrance requirements for Zimbabwe students who have obtained either their 'O' or 'A' levels are available on the IMM GSM website. [www.immgsm.ac.za](http://www.immgsm.ac.za).

All other foreign qualifications must be assessed by the South African Qualifications Authority (SAQA) or Higher Education SA (HESA).

## **Admission criteria for postgraduate programmes**

### **Postgraduate Diploma in Marketing Management**

- An appropriate and recognised three-year qualification on NQF level 7.
- A minimum of three years appropriate marketing or marketing-related experience.
- A CV and motivational letter are required.

### **Bachelor of Philosophy (Honours) in Marketing Management**

- A suitable Bachelor's Degree on NQF level 7 with Marketing Management 3 as a major module or any other equivalent qualification.
- A CV and motivational letter are required.
- Please note that upon acceptance students may be required to write and pass access modules before commencing their Honours modules.

## **Application for Postgraduate Admission**

### **Masters of Philosophy in Marketing**

- BCom Honours with Marketing Management and Research Methodology on the NQF Level 8 (HEQSF aligned); or
- BPhil Honours with Marketing Management and Research Methodology on the NQF Level 8 (HEQSF aligned); or
- BA Honours in Marketing Communications with Marketing Management and Marketing Communications as majors on the NQF Level 8 (HEQSF aligned)
- Any other equivalent qualifications
- An overall average of 60% must have been achieved on the NQF level 8 qualification
- A CV and motivational letter are required

Prospective students must apply for Postgraduate Admission to programmes no later than the stated closing dates which can be found in the IMM GSM prospectus or on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).

The IMM GSM may limit the number of students per programme and as such, select the top applicants for Postgraduate programmes. Admission is subject to selection in accordance with programme-specific admission criteria, as determined by the Academic Board, as well as minimum requirements set for transfer students, as approved by the Academic Board. Upon approval of such an application, the student will be informed of such a decision, where after the student must submit a registration form together with the relevant fees.

### **Admission criteria for Foreign Qualifications**

All foreign qualifications must be assessed by SAQA or HESA.

## General

Prospective students must apply to register for programmes no later than the stated closing dates which can be found in the IMM GSM prospectus or on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).

Admission is subject to selection in accordance with programme-specific admission criteria, as determined by the Academic Board, as well as minimum requirements set for transfer students, as approved by the Academic Board, as well as the number of students per programme.

A student may not be registered for more than one qualification at a time. A student may not be registered at another institution concurrently. Should a student wish to change the programme for which they have been registered, an application must be submitted to the National Registrar ([nr@immgsm.ac.za](mailto:nr@immgsm.ac.za)) at least two weeks prior to the closing date for registration.

### Right of Admission

The Academic Board determines the admission of a student to the IMM GSM. Applicants who have applied for admission and satisfy the minimum rules of access, but who have been refused, may request written reasons for such refusal from the Dean of Faculty ([academic@immgsm.ac.za](mailto:academic@immgsm.ac.za)).

### Required Documents for Admission/Registration

Students who register for the first time at the IMM GSM must submit, together with their registration form and signed Examination Declaration form, the following:

#### First year students

- Certified copy of original identity document or passport
- Certified copy of original Grade 12 Certificate/National Senior Certificate or equivalent qualification including symbols

#### Transfer of undergraduate students from other higher education institutions

- Certified copy of original identity document
- Certified copy of original Senior Certificate (Grade 12) or National Senior Certificate (NSC) or equivalent qualification including symbols
- Certified copy of original academic records/transcripts from the previous higher education institution/s
- Certified copy of original Certificate of Conduct

#### First registration for Postgraduate programmes

- Certified copy of original identity document or passport
- Certified copy of original undergraduate qualification/s
- Certified copy of original academic records/transcripts

#### Foreign students studying in South Africa

- Certified copy of original passport
- Certified copy of original highest academic qualification as well as a certified copy of the SAQA Certificate
- Certified copy of original residence / study permit
- Certified copy of original proof of sufficient financial repatriation funds for purposes of the student's fees
- Certified copy of study permit/permanent residence permit/temporary residence permit if writing in South Africa.

All copies of documents should be certified by a registered practitioner and should have an original signature.

The IMM GSM is a provider of distance education. There is no requirement for students to be within South Africa's borders to write examinations.

#### Please note:

Admission of non-South African resident students is subject to the conditions set out in the Immigration Act 13 of 2002. Successful application by a non-South African resident application depends on the following:

- Confirmation of academic acceptance
- Obtaining the necessary statutory documentation and state approval

- All non-South African resident prospective students are required to submit proof of English language proficiency, which may consist of:
  - The results of the internationally-recognised IELTS test; or
  - English passed at school-leaving level (e.g. O-level or HIGCSE)

### **Certified Documents**

All copies of documents should be certified by a registered practitioner and should have an original signature and stamp.

### **Student Number**

Upon registration, all IMM GSM students will receive a student number and security pin, which must be used when communicating with the IMM GSM.

The student number and pin are used to access the student portal on the IMM GSM website.

### **Student Fees**

The student is liable to the IMM GSM for the following fees:

- Enrolment fee (new students only)
- Assessment fee (per module)
- Exemption fee (where applicable)
- Assessment Feedback Report fee (where applicable)
- Result Appeal fee (where applicable)
- Private invigilation fee (where applicable)
- Any other fees as may be determined by the Academic Board

The onus is on the student to ensure that fees are paid timeously as non-payment by the relevant closing dates will result in the student not being allowed to write examinations.

### **Private Study Hours**

Students should engage in at least 200 to 300 hours of study per module before attempting the examination.

### **Past Papers**

Examination question papers for the last examination session are available upon registration. They are also available on the student portal.

The purpose of the past papers is to:

- give students an indication of the nature and type of examination questions asked in the previous examination;
- provide students with guidelines as to how to approach the answer to questions posed in the previous examination;
- Assist students in the revision stages of their study programme.

### **Please note:**

Examination questions do not always cover all aspects of the syllabus. Thus, working through past papers only is NOT regarded as sufficient preparation for the examination.

Examination papers are not always structured in the same way.

The IMM GSM reserves the right to alter the format of its examination papers at any time without notice.

### **Good Answer Booklets**

Good Answer Booklets for the last three examination sessions, for certain first year Diploma modules, are available upon registration. They are also available on the student portal. These booklets contain examination answers of exceptional quality (by students), selected from the previous examination sessions.

### **DVD's**

The IMM GSM also supplies each student with a DVD of approximately three to four hours in duration for specific modules, in which the essential elements of the respective module are covered by an expert in the field. The purpose of the DVD is to supplement the learning material covered in the learner guide and the prescribed textbook. A full list of DVDs is available from the website [www.immgsm.ac.za](http://www.immgsm.ac.za), click on Downloads button.

### **Language Policy**

It is acknowledged that English is the language of preference in the international business world and is therefore the preferred language at the IMM GSM for the following:

- General internal and external communication
- Study material
- Lecturing and learning
- Assessment

### **Mode of Delivery**

The IMM GSM is a distance learning institution. Distance learning is regarded as the acquisition of knowledge and skills through mediated information and instruction, encompassing all technologies and other forms of learning at a distance.

### **Textbooks**

The IMM GSM prescribes a textbook for each module offered, as well as a list of recommended reading. Each student is required to purchase a copy for each of the modules that he/she has elected to study. The purpose of the prescribed textbook is to guide the student through the course material in a structured manner.

The acquisition of the prescribed textbooks is the responsibility of the student. In order to obtain a list of second-hand textbooks which are offered for sale by students, log onto the IMM GSM website: ([www.immgsm.ac.za](http://www.immgsm.ac.za)) and click on the Student Portal button.

### **Workshops**

The workshops focus on problem or difficult areas as identified by students. These are highly interactive sessions which facilitate the exchange of knowledge, ideas and problem-solving strategies. Students need to prepare ahead of time in order to receive the full benefit of the workshop.

Workshops start approximately six weeks before the start of the semester examination session. Workshop registration forms and fee information are available on the IMM GSM website, or via e-mail addressed to [workshops@imm.gsm.ac.za](mailto:workshops@imm.gsm.ac.za). These IMM GSM workshops are only held if a sufficient number of students register for a specific session. For further information, contact the IMM GSM national office on 0861 IMM GSM/0861 466 476 OR +27 11 628 2000.

### **Support**

As a distance learning education institution, the IMM GSM ensures that students are provided with all requirements for successful self-study, i.e. a Resource Pack, which includes a Learner Guide per module, a list of prescribed textbooks and DVDs (where applicable). On-line, telephone and e-mail support is available. General and module-specific tutorial letters, for certain modules, are made available during the course of every semester.

Questions of an academic nature may be addressed to:

- Undergraduate Programmes - [academic-ug@immgsm.ac.za](mailto:academic-ug@immgsm.ac.za)
- Postgraduate Programmes - [academic-pg@immgsm.ac.za](mailto:academic-pg@immgsm.ac.za)

### **The IMM GSM Marketing Information Centre**

The Marketing Information Centre in Johannesburg currently stocks in excess of 2000 marketing and marketing-related books. These include all the prescribed and recommended textbooks, as well as an extensive array of complementary texts.

The Marketing Information Centre is open to all active students. A "search" service is available to assist with projects and assignments. Photocopies can be made to supplement learning material, subject to the Copyright Act 98 of 1978.

Each of the IMM GSM regional offices also has a library of prescribed books and a limited stock of supporting textbooks.

All books are for reference purposes only and cannot be taken out of the Marketing Information Centre or regional libraries.

## International Recognition

Most overseas countries recognise South African qualifications that are registered by the South African Qualification Authority (SAQA) and compare them to specific levels within the country's education system. All IMM GSM qualifications are registered with SAQA. Please refer to the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)) for more detailed information.

## Chartered Institute of Marketing UK: CIM (UK)

The CIM (UK) recognises the high quality of IMM GSM qualifications and thus offers access to certain modules on their programmes.

IMM GSM graduates with queries on CIM (UK) membership or qualifications may visit [www.cim.co.uk](http://www.cim.co.uk) or telephone the IMM GSM for the contact person's details.

## IMM GSM Time Frames

### Certificate programmes

- Students must complete their entire undergraduate qualification within 4 years from the date of their first year of registration. After this time, they will be required to re-register for all modules at the current applicable rate.

### Diploma and Degree programmes

- Students must complete their entire undergraduate qualification within 8 years from the date of their first year of registration. After this time, they will be required to re-register for all modules at the current applicable rate.

### Postgraduate programmes

#### Diploma and Degree programmes

- Students must complete their entire postgraduate qualification within 3 years from the date of their first year of registration. After this time, they will be required to re-register for all modules at the current applicable rate.

### Discontinuance

- If a student wishes to discontinue his/her studies and re-register at a later date, the onus is on the student to inform the IMM GSM of this decision in writing. A student may register for one IMM GSM programme at a time. Students must complete their current programme before advancing to the next level programme.

### Course time limit

- A student who has reached their course time limit may apply for an extension if they have a maximum of 2 modules to complete. The application must be made in writing to [nr@immgsm.ac.za](mailto:nr@immgsm.ac.za) within 3 months of their time frame expiring. Only 2 extensions may be given, with a maximum additional period of 12 months.

## Exemptions

A student who wishes to apply for an exemption in one or more modules, is required to submit a certified copy of his/her full academic record, showing the modules passed, the marks obtained as well as the full syllabus of the modules completed. No exemptions will be considered for any module previously attempted through the IMM GSM. This application must be made within 3 months of the time frame having expired.

Students may apply for exemptions for up to five modules for IMM GSM diploma and degree programmes. A minimum pass of 60% is required and the modules must have been written and passed within the last five years.

All qualifications submitted for exemptions must be SAQA registered on NQF level 6 or above. No exemptions will be awarded for Postgraduate programmes.

Students will be advised timeously and in writing of the IMM GSM's decision in this regard. Exemptions are valid for ONE academic year only. Please note that exemptions will only be granted if the conferring institution is approved and the criteria set by the IMM GSM Academic Board are met.

An exemption fee per module is payable. Students who are granted exemptions in any modules shall become liable to the IMM GSM for the exemption fee, which is determined by the IMM GSM on an annual basis. Together with the relevant fee, applications for exemption must reach the IMM GSM on or before the specified date. These may be posted to:

The National Registrar  
IMM Graduate School of Marketing  
P O Box 91820  
Johannesburg  
2006

**Entry for Non-Diploma/Non-Degree purposes (NDP)**

Students who do not wish to qualify for a diploma or degree are allowed to enrol at the IMM GSM for non-diploma or non-degree purposes (NDP). These students are charged the enrolment, annual registration and assessment fee(s).

Please note:

NDP students do not receive any form of certification, but do receive an academic record indicating their enrolment and performance in the modules(s). NDP students can, at any time, formally register for one of the IMM GSM education programmes. On registering for NDP, proof of completion in any of the prerequisite modules must be submitted. A minimum mark of 60% must be achieved to qualify for an exemption in the pre-requisite module. If an exemption is required, the student must complete the exemption application and comply with the rules and regulations. For example, Marketing 1 is a prerequisite and therefore must be completed before Marketing 2.

NDP students must comply with all the requirements for the assessment process.

**Financial Aid**

Students may apply for an IMM GSM bursary. Bursaries are awarded on the basis of financial need and academic achievement. Bursary fees do not cover accommodation or pocket money. Bursaries will cover registration and assessment fees. To download the Bursary Application form, go to the website [www.immgsm.ac.za](http://www.immgsm.ac.za).

## Assessment

The assessment process for each module is made up of two components, namely, formative assessment (assignments) and summative assessment (examinations). Students must complete one assignment and one examination per module, except for the following modules:

- Work Integrated Learning 3 (WIL301)
- Business Research: Project 3 (BRP302)
- Marketing Research: Project 3 (MRP302)
- Advanced Marketing Practicum 4 (AMP401)
- Advanced Marketing Research: Report 4 (AMRR402)

It is a student's responsibility to ensure they submit the correct assignment and write the correct module for the programme for which they have registered.

All registration queries must be addressed by 1 April in first semester and 1 September in second semester. No students will be registered after this date.

### Assignments

Assignments allow students to assess their progress, while feedback enables each student to ascertain where they may need to focus before writing their examinations.

It is the student's responsibility to ensure that the IMM GSM has received their assignment/s on or before the specified assignment due date. It is required that the assignment is typed as marks will be awarded for presentation (excluding specified modules).

The instructions for completing and submitting assignments are available on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)), in the Student Yearbook or at any IMM GSM office.

### Please note:

- No extensions for assignment submission will be granted after the published due date, except in exceptional circumstances. Please refer to "Instructions for Completing and Submitting Assignments".
- Faxed or e-mailed assignments will NOT be accepted.
- Assignment results cannot, under any circumstances, be carried over from one semester to another.
- Assignment question papers, for the previous semester, are available at any of the IMM GSM offices, or on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).
- It is the student's responsibility to check the academic calendar regarding the dates on which the assignment question papers become available.
- Assignments will be accepted up to 3.00pm on the submission date. Those received after 3.00pm on the submission date, but before 5.00pm on the following business day, will have 25 marks deducted from the total results. Thereafter, no assignments will be accepted.
- Postgraduate assignments must be uploaded onto the IMM GSM website. The deadline is 3.00pm on the assignment due date. Late assignments will be accepted, if received after 3.00pm on the due date and up to 5.00pm the following day, however, 25 marks will be deducted from the maximum mark. After this time no assignments will be accepted.
- The IMM GSM reserves the right to alter the format of its assignment question papers at any time.
- Students must ensure they have submitted the correct module assignment for each semester, as well as ensure that the assignment question paper which they are working from is the correctly dated assignment, and not an assignment from a previous semester.
- Students should ensure they have a password for their assignment on their computer or memory sticks to prevent other students from copying their work.
- Students may work together but **must not** submit similar or identical assignments. You must be able to show that you worked **independently**.
- Students must keep copies of their assignments in the event that the IMM GSM requests this to be made available.
- If an assignment is submitted and the student does not register, a marking fee per module will be charged.
- No assignment may be sent to members of faculty for checking prior to assignment submission date.

## Assignment results

The assignment mark constitutes 20% of the final assessment mark, except AMRT401. The assignment mark for AMRT401 constitutes 60% of the final assessment mark. Assignment results per module are released (as percentages) on the specified date/s as published in the Calendar of Events, found in the IMM GSM Prospectus, and on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za))

Fourteen days after the assignment date, a comprehensive marking memorandum per module can be found on the IMM GSM website to assist students in judging their performance.

## Instructions for Completing and Submitting Assignments

- 1) You are required to submit one assignment per module except for AMP401, AMRR402, MRP302, BRP302 and WIL301.
- 2) You can download the assignment question paper, including the due date for each assignment from IMM GSM's eLearn platform <http://elearn.immgsm.ac.za/>. Should your module require electronic submission of your assignment on eLearn, a step by step guide on how to make your submission is available on eLearn.  
The assignment will indicate the date of submission as well as the process you must follow to submit your assignment.
- 3) The IMM GSM requires all assignments to be formatted as follows:  
Assignments must be presented in a typed format, on plain A4 paper, unless stated otherwise.
  - The content of the assignment must be typed using Arial font, size 12.
  - Each question, heading or section must be clearly indicated in bold Arial font, size 12.
  - Unless otherwise specified, the text must be justified.
  - Spacing between lines should be 1.5.
  - Double spacing must be used after a full stop or a colon.
  - Assignments should be typed on one side of the paper only.
  - To achieve an uncluttered appearance and allow space for markers' comments, please leave adequate margins (about 3 cm) on either side of the text.
  - When using spellcheck, please use English (South Africa) or English (UK).
- 4) Unless otherwise specified, a maximum of 10 marks will be awarded for presentation. The 10 marks for presentation will be awarded in keeping with a 3-point sliding scale. The scale will group allotted marks according to the following broad evaluation guidelines, presented here in order from the highest to the lowest:
  - The student made use of appropriate syntax and language. The level (year of study) and the referencing used (in-text and Bibliography) will be taken into account. The referencing used conforms to the Harvard Referencing System. The student numbered the answers correctly which facilitated the matching of the assignment content with the corresponding questions.
  - The student made a credible attempt at structuring answers in such a way that links the content with the questions. Language and sentence construction is acceptable and the student shows awareness for the need to reference. The student conformed to the Harvard System but was not consistent.
  - Referencing the submitted work was not organised in a logical format and finding the link between the answers and the questions was a challenge. Either the student did not reference at all or, the student attempted referencing but not in accordance with the Harvard system. The assignment lacked appropriate language and syntax.
- 5) The following information must appear on the top of every assignment page:
  - IMM GSM student number
  - Module name
  - Page X of Y (e.g. Page 3 of 5) including the numbering for the Bibliography and/or List of ReferencesEnsure that this is correctly done before you staple the IMM GSM assignment cover sheet to the front of the assignment pages.
- 6) Unless otherwise specified, first level undergraduate assignments must be completed within a limit of 1500 words, EXCLUDING the Bibliography or List of References. The word limit for second and third level assignments is 2500 EXCLUDING the Bibliography or List of References. The word limit for postgraduate modules is 3500 words unless otherwise specified. Modern-day business people, especially in the marketing environment, do not have the time to read long, irrelevant academic

documents, students are therefore encouraged to produce a concise, well-formulated assignment, in a crisp and condensed format. The word count must be indicated on the front cover of the assignment, in the space provided. The examiner will not mark an assignment beyond the word limit stated.

- 7) Before starting the assignment writing process, ensure that you clearly understand the assignment questions. The content of your assignment must illustrate your knowledge and understanding of the topics that you cover. You are also advised to plan the content of your assignment in advance.
- 8) When drafting your assignment, please always keep in mind that the assignment is set on the level of higher education. Therefore, you should not only demonstrate an adequate understanding of theory, but also should show insight into the application of the knowledge. Normally, one mark will be allocated to a well-formulated, full statement. The correct use of subject terminology is essential.
- 9) Clarity of expression is important in an assignment. Produce your ideas in full sentences and in a paragraph format. A sentence should ideally only include one basic statement. Business readers prefer short, punchy sentences to long involved sentences. Do not write sentence fragments.
- 10) A paragraph should contain only one main idea that is supported by the other sentences in the paragraph.
- 11) The use of correct forms of spelling, punctuation, grammar and sentence structure is one factor in achieving clarity. When marking your assignment, the marker will consider these aspects of written expression in assessing the clarity of your work. You should use the spelling and grammar-checking features on the computer and always proof-read your assignment before submitting it.
- 12) The IMM GSM follows the Harvard Referencing System in the citation of sources in academic texts. You will find adequate examples of this system in your Learner Guides, in the referencing document on the IMM GSM website, in textbooks as well as on the Internet.
- 13) A Bibliography or a List of References must appear at the end of your assignment. A Bibliography is a list of all the relevant sources that you have read during your research on the module. A List of References is a list of only those sources that you have referenced in the text of your assignment. According to the Harvard Referencing System, the Bibliography or List of References is arranged alphabetically by author or by title if there is no specific author. Internet sources must also be included and referenced.
- 14) The content of your final assignment submission must be completely your own work. Only when you use your own words can the marker establish whether you have understood the concepts outlined in the study notes. Plagiarism is to submit someone else's writings or ideas as your own, and it is a very serious academic offence. Plagiarism involves copying another person's work in part or in its entirety. Plagiarism may also involve using excerpts from other sources, without due acknowledgment of the source. It is extremely important that the appropriate academic quotation and referencing conventions are used when quoting from sources.
- 15) To prevent plagiarism, the IMM GSM has drawn up a Plagiarism and Referencing Guide, which is available at any IMM GSM office as well as on eLearn. A link to download this document is available in the "Study Resources" block. You must be completely familiar with the contents of this document to ensure that you do not transgress the plagiarism rules.
- 16) When submitting your assignment, it must be accompanied by the prescribed Plagiarism Declaration for Assignments, which you have signed. The IMM GSM regards acts of plagiarism very seriously and, depending on the severity of the offence, penalties will apply. These penalties range from a loss of marks to the cancellation of a student's enrolment. Also note that if you are found guilty of plagiarism and if your company or organisation is sponsoring your studies, the IMM GSM is obliged to release the outcome of the plagiarism disciplinary process to the company or organisation.
- 17) A separate IMM GSM assignment cover sheet, which is provided by the IMM GSM, must be stapled to the front of each assignment. A separate cover sheet must be used for each separate assignment. Assignments without a cover sheet will not be marked.

- 18) Assignments will be accepted up to 3.00pm on the submission date. Those received after 3.00pm on the submission date, but before 5.00pm the following day, will have 25 marks deducted from the total marks for that assignment. Thereafter, no assignments will be accepted. Postgraduate assignments must be uploaded onto eLearn. The deadline is 3:00pm on the assignment due date. Late assignments will be accepted, if received after 3:00pm on the due date and up to 5:00pm the following day, however, 25 marks will be deducted from the maximum mark. After this time no assignments will be accepted.
- 19) The IMM GSM does not follow up on assignments that are not received. It is the student's responsibility to ensure that the assignment reaches the IMM GSM before the specified submission date. If you are unable to complete the assignment by the due date, you should submit whatever work you have completed.
- 20) In order to assist students as much as possible, the IMM GSM will receive assignments in any of the following ways:
- Via the IMM GSM offices - if an assignment is delivered to the IMM GSM offices, you will receive a receipt as proof of the submission of the assignment.
  - Via eLearn- electronic receipt system Specific modules will be accepted electronically. These include all Postgraduate assignments, AMP401, AMRR402, and Undergraduate assignments, MRP302, BRP302, ALP101 Project and WIL301.
  - Via registered post to an IMM GSM post box or via courier service - if you wish to submit your assignment by means of normal or registered post, you must post your assignment well in advance of the submission date in order to ensure that it is received by the IMM GSM on or before the assignment submission date. If the assignment is received after the due date, the IMM GSM retains the envelope as proof of date of postage. If the date of postage indicates that the assignment was posted at least 3 days before the due date, the assignment will be accepted. An assignment can also be submitted via courier service, but you must allow the appropriate time for the courier service to deliver the assignment to the IMM GSM offices. If an assignment is received after the due date, the courier documentation specifying the date and time of receipt by the courier company, is retained by the IMM GSM. If it is determined that the delay lies with the courier service, the assignment will be accepted. The IMM GSM is not responsible for the loss of assignments sent via normal post. It is the student's responsibility to ensure the assignments have arrived at the IMM GSM office timeously and to request an assignment receipt.
  - The IMM GSM distributes assignment boxes to collection points 7 days before the assignment due date. You must hand in your assignment to the relevant person, who will then place your assignment in the appropriate assignment box, which will be forwarded to the IMM GSM. The assignment must be handed in by 12 noon at the collection point.
- 21) Under no circumstances must assignments be faxed, e-mailed or sent to markers or lecturers.
- 22) You must keep a backup copy of your assignment as a precaution against any unforeseen mishap. In exceptional cases, the IMM GSM may require you to submit a backup copy of an assignment.
- 23) Extensions will only be granted in exceptional circumstances, such as serious medical problems or recent death of a close family member. A student must apply for an extension in writing, prior to assignment submission date, and needs to attach certified documentary evidence, a medical certificate from the attending doctor or death certificate, to support the request. A hospital admission form will not suffice. The doctor's certificate must state the reason for the extension. Occupational commitments and extra-curricular activities are not accepted as grounds for granting extensions - you are expected to plan ahead and schedule your workload accordingly. In considering an extension application, the IMM GSM will need to consider the fairness of the process with regard to other students who completed their assignments on time. The IMM GSM reserves the right to refuse an extension. If an extension is granted it will not be beyond fourteen (14) days after the due date. The application must be made prior to the assignment submission date. Should there be a medical emergency on the date of assignment submission then a certified/original copy of the doctors certificate must be delivered or posted (registered post), within 24 hours, to any IMM GSM office.
- 24) The final results are scrutinised by a panel of senior academics and administrators to ensure the fairness of mark allocations and the reliability of the marking process.

- 25) Your assignment result/s will be released on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)) as a percentage result (a result out of a 100) on the date published in the Calendar of Events, found in the IMM GSM Prospectus and on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)) and by any other electronic means as may be applicable from time to time such as sms, e-mail or via the student portal.
- 26) Assignments may be collected within 7 days of the release of assignment results from the venue where the assignment was submitted. Assignments which were handed in at an IMM GSM office may be collected from that office. If you fail to follow these instructions carefully, the IMM GSM cannot accept responsibility for the return of the assignment. A request to collect an assignment from an IMM GSM office must be sent to [assignments@immgsm.ac.za](mailto:assignments@immgsm.ac.za)
- 27) Assignments not collected within four (4) months of the date of release of the results, will be destroyed.
- 28) The assignment result, unless otherwise stated, contributes 20% towards the final result for the module, the remaining 80% is made up from the examination, however, a high result in an assignment will not normally compensate for a poor result in the examination.
- 29) Although your assignment does contribute towards your final result, you do not have to complete the assignment to earn credits for admission to the examinations; you are automatically accepted when registering for an examination.
- 30) If you wish to appeal against the result you received, you are entitled to do this by means of a written request via email to [academic@immgsm.ac.za](mailto:academic@immgsm.ac.za), clearly detailing your reasons.
- 31) An assignment result cannot be carried over to the next academic semester. If you have submitted an assignment, but have not written the examination for that particular module within that academic semester, you must submit a new assignment.
- 32) Before handing in your assignment please ensure that you:
- Have carefully studied the assignment questions.
  - Have thoroughly read the Instructions for "Completing and Submitting Assignments".
  - Are familiar with the content of the document known as "Plagiarism and Referencing Guide".
  - Have followed all the instructions in the Reference Guide.
- 33) It is very important that you check that you have:
- Attached an IMM GSM assignment cover sheet.
  - Signed and attached a Student Plagiarism Declaration for Assignments.
  - Included a Bibliography or List of References.
  - Added your IMM GSM student number, the module name, page number and total number of pages to EVERY PAGE, and inserted the assignment word count on the cover sheet.

## **Examinations**

The IMM GSM has two semesters per year. Students wishing to write examinations in either semester are required to register for the chosen module/s with the IMM GSM on or before the registration closing date. In any one IMM GSM academic year, the registration closing dates are as follows:

- First semester: first working day of March
- Second semester: first working day of August

Separate registration forms must be completed for each examination session.

As the IMM GSM has two examination sessions per year, no supplementary examinations are set.

Students wishing to write examinations must:

- Be fully paid-up students of the IMM GSM. The onus is on the student to submit proof of payment.
- Have completed and submitted the relevant registration form, together with the relevant assessment fees, to the IMM GSM on or before the closing date.
- Have read the Examination Policy and Procedures on the IMM GSM website or in the IMM GSM Student Yearbook.
- Have agreed to the terms and conditions contained within the "Examination Declaration".

The registration form and Examination Declaration must be completed in its entirety and submitted to the IMM GSM, together with the assessment fee/s form (or proof of payment). The IMM GSM will acknowledge acceptance of the original registration form by issuing an Examination Confirmation Letter on conclusion of the registration process. Even if there is a credit on the student's account, a registration form must be submitted. A registration form must be completed for each semester.

Registration forms are available from any IMM GSM office and on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)). The onus is on the student to ensure that they register for the examinations with the IMM GSM on or before the closing date. Renewal students may register on-line by following the "Student Portal" link from the IMM GSM website.

The IMM GSM limits the number of modules a student may write in each examination session to a maximum of four modules.

A student may write any module of their choice, with the proviso that the modules chosen comply with the constraints of the IMM GSM examination timetable and the rules regarding the prescribed order of modules are adhered to.

## **Late Examination Registrations**

Submitting a registration form after the closing date makes the student liable for a late registration fee, determined on an annual basis by the IMM GSM. No registration forms will be accepted if received after the final late registration date.

## **Cancellation of Examination Registration**

Students who wish to cancel their examination registration wholly, or in part, are required to do so in writing by the due date as published on the Calendar of Events. Any monies paid for these examinations will be credited to the student's account, less an administration fee, and will be used to offset the costs of his/her examination/s in the next examination session. Please note that new student support fees are non-refundable. Assignment marks cannot be carried over to the next semester. When registering for the cancelled module, you will need to submit a new assignment. It is your responsibility to ensure that you register for the cancelled modules as you will not automatically be registered.

## **Cancellation of examination registration – special circumstances**

Students who wish to cancel examinations after the examination cancellation date due to special circumstances, must submit an original, or certified copy, of all relevant documentation to an IMM GSM office within 14 days of that examination, together with a special examination cancellation form. If cancelling for medical reasons, the doctor's note must clearly state that you were not able to attend the scheduled examination date.

Missing an examination due to putting the incorrect date in your diary is not considered as special circumstances.

Occupational/work commitments and extra-curricular activities are not accepted as grounds for cancelling examinations. You are expected to plan ahead and schedule your workload accordingly. The outcome of the appeal will be considered three (3) weeks after the examination session is completed.

A special cancellation fee applies. Please refer to the fee structure in the IMM GSM Prospectus or on the IMM GSM website [www.immgsm.ac.za](http://www.immgsm.ac.za). Cancellations are not automatically granted.

The outcome of a special cancellation decision is final, no further communication will be considered.

### **Examination Sessions**

Students may write examinations twice a year. Examination sessions are held in May and October of each academic year. The examination session extends over ten days. Each day of the examination is structured to include a morning and an afternoon session, and all examinations are either three or four hours in duration.

### **Examination Venues**

The IMM GSM has a number of examination venues within southern Africa. Students may elect to write at any one of these venues. Students are required to indicate their choice of venue on their registration form. Examination venues cannot be changed after the 1st April in first semester or after 1st September in second semester. Students who are studying overseas, or are more than 150km from an examination venue, must apply for private invigilation (unless an IMM GSM venue has been made available to students).\*

\* The IMM GSM reserves the right to cancel a venue if there are insufficient numbers registered.

### **Private Invigilation**

Students who live more than 150 kilometres from the closest IMM GSM examination venue are required to write their examinations as private invigilation students. The appropriate documentation, indicating the details of the proposed private invigilator, must be submitted to the IMM GSM within the required deadline dates. Students who make use of this service are liable to the IMM GSM for a private invigilation fee, which is determined by the IMM GSM on an annual basis. Please refer to the fee structure in the IMM GSM Prospectus or on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).

The private invigilation fee covers the administration and return of examination scripts and includes a verification fee of the proposed private invigilator. All other fees that may be charged by the private invigilator will be for the student's own account. The private invigilator must have e-mail, sms, scanner and PC facilities.

### **Scribe Services**

Students wishing to make use of a scribe during an examination session must submit, on an ANNUAL basis, an updated declaration by an Educational Psychologist/Medical Practitioner.

The IMM GSM will appoint the scribe. There is a scribe fee per module which is for the student's account. The fees are available on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)) or in the IMM GSM Prospectus.

### **Examination Confirmation**

Students must ensure they have printed their confirmation letter, no later than two weeks prior to the start of each examination session. This confirmation provides the following information:

- Examination modules for which the student has been registered;
- The date and time on which each module is to be written;
- The venue at which the student has registered to write.

Students who are not in possession of an Examination Confirmation Letter may download the letter from the student portal section of the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)) or contact an IMM GSM office two weeks prior to the start of any one examination session. This is important as students are required to produce this Examination Confirmation Letter at the examination venue prior to writing the examination. Failure to present the Examination Confirmation Letter at the examination venue will result in a student being admitted after the start of the examination session or may result in a student being refused entry into the examination venue, which may result in a late start. No notes may be written on the confirmation letter. The doors to the examination venues close 10 minutes prior to the start of the examination. Students who arrive late at an examination venue (up to one hour) will have the rules read to them before they will be permitted to enter the examination venue.

Students must produce a valid form of identification at the examination venue such as an original ID document, passport or drivers licence (with photograph). Such form of identification is compulsory in order to gain access into an examination venue.

## Examination Rules and Regulations

The examination rules are updated on a regular basis and are available from any IMM GSM office as well as on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).

The following is a summarised version of the examination Rules and Regulations.

- No smoking or eating is allowed in the examination venue.
- All rough work must be completed in the answer book/s and should be crossed out in the answer book/s before handing in.
- Water, in transparent containers, is permitted.
- Examinations must be written in ink and not in pencil.
- Students must keep their stationery on their desks in transparent pencil cases/plastic bags only.
- Students may not keep their bags, suitcases, electronic equipment, dictionaries or any other references or material on their desks while writing an examination (except in the case of an open book examination).
- No laptops, electronic devices, iPads or similar devices, will be allowed in any exam whatsoever.
- Hats and caps must be removed prior to the examination.
- Approved calculators may only be used during the examination if specifically authorised.
- Students may not borrow any item from any other student during the course of the examination.
- The examinations are conducted in strict silence. Students who are disruptive will not be allowed to complete the examination. If a student requires anything during the course of the examination session, he/she should raise his/her hand to gain the attention of the invigilator.
- Answer books remain the property of the IMM GSM and may not be removed from the examination venue (in full or in part). Students may not remove any pages from the answer book. Examination question papers, however, may be removed from the examination venue.
- If a student uses more than one answer book, the total number of answer books submitted must be indicated on each answer book, for example, 1 of 2, 2 of 2 etc. Failure to comply with this instruction may result in the additional answer books not being marked.
- Students must ensure that their student number is entered in the appropriate block of each answer book/sheet handed in as well as on the top of the relevant pages.
- Students may not leave the examination hall during the first hour or the last 15 minutes of the examination.
- Students must arrive at the examination venue at least 30 minutes before the start of the examination and they must be seated at least 15 minutes prior to the examination start time. The examination venue doors are closed 10 minutes before the examination is scheduled to commence. No student will be permitted to enter the examination venue after the first hour.
- Students will not be permitted to leave the examination hall temporarily, except in cases of urgent necessity, and then only under strict supervision. Permission to leave the hall is granted at the discretion of the invigilator.
- Students acknowledge and accept that the IMM GSM is indemnified against all liability, loss, personal injury and/or damage from any cause arising, which students and/or their dependants may sustain or suffer as a result of the students being present on the IMM GSM premises and/or writing any examination at any examination venue selected by the IMM GSM. Students are therefore specifically advised not to bring any valuables whatsoever to the IMM GSM examination venue.

Failure to observe the examination rules above will be considered cheating. Students who are found cheating, or who are suspected of cheating in the examinations, will be suspended from the IMM GSM, pending a decision by the IMM GSM Academic Board.

## Assessment Results

The examination result constitutes 80% of the total assessment result, whilst the assignment result constitutes 20% of the total assessment result except for AMRT401. For AMRT401, the examination result constitutes 40% of the total assessment result, whilst the assignment result constitutes 60% of the total assessment result.

Assessment results are made available only to fully paid-up students, on the date as published on the Calendar of Events.

Assessment results will be released in the form of percentages:

75% or more	= A (Distinction)
70% - 74%	= B
60% - 69%	= C
50% - 59%	= D

A fail result shall be denoted by the following percentages:

40% - 49% = E  
30% - 39% = F  
below 30% = G

Assessment results will not be released telephonically by any IMM GSM staff.

Students may view their results at any of the IMM GSM offices and/or on the student portal on the specified results release day. Students may also view their results on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).

Results are also released via SMS to students who have provided the IMM GSM with approval to do so.

### **Maximum Rewrites**

The IMM GSM will allow a student to fail any module five times only. If a module has been failed 3 or 4 times a warning message will reflect on the student's portal. For the fifth attempt, a student may request, in writing, to write the module for a FINAL time. This must be sent to the Dean of Faculty, [academic@immgsm.ac.za](mailto:academic@immgsm.ac.za). If a student does not successfully pass after the fifth time, they will not be permitted to write again.

## **Post Examinations**

### **Marking of Examination Scripts**

The IMM GSM does not re-mark examination scripts but does allow for an Examination Results Appeal - see below. Every IMM GSM examination script received goes through a stringent marking process before the examination results are released. Each examination script is marked by a member of the Examining Body, after which a minimum of 10% of examinations are sent to the IMM GSM Moderating Panel to check for marking consistency. Once the Moderating Panel is satisfied that the examination scripts have been fairly and accurately marked, the examination scripts are checked to ensure:

- that every page and question has been marked.
- that the results allocated to each of the answers have been correctly transferred to the front page.
- the results have been correctly totalled on the front cover page of the examination answer book.
- the results have been correctly captured.

Only after this rigorous process are results entered onto the student's Academic Record. Thereafter, the IMM GSM Auditing Panel convenes to confirm the accuracy of each result. Results are finally released after authorisation by the Auditing Panel. Once a module has been passed the result is final.

### **Examination Venues**

The IMM GSM has a number of examination venues within Southern Africa. Students may elect to write at any one of these venues. Foreign students must have a relevant study permit or permanent/temporary residence permit to write at a venue in South Africa.

Should a student live more than 150kms from the closest examination venue they may request to write their examinations as a private invigilation student. Private invigilation rules can be viewed on the IMM GSM website under Assessments, Examinations, Private Invigilation. Students who make use of this service will be charged a Private Invigilation fee, see fee structure. All additional costs charged by the venue or invigilator are the responsibility of the student who elects to write as a private invigilation student.

### **Results Appeal (RA)**

Students wishing to appeal against an examination result are required to complete and submit the Results Appeal (RA) application form, together with the specified fee, to any IMM GSM office. The cost for the appeal is determined by the IMM GSM on an annual basis and detailed on the Fee Structure found in the IMM GSM Prospectus or on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).

In order to submit the appeal, the final mark must be between 40% and 49% or between 70% and 74%. Requests for a RA should reach any IMM GSM office no later than the date published in the Calendar of Events. The IMM GSM shall respond to a RA request within six weeks, providing the student is fully paid-up and has paid the appropriate RA fee.

All module scripts are scrutinised by administration staff and examiners. Should a result be changed, the student academic record is adjusted.

The outcome of the RA is final. No appeal may be made.

A student may only request a script viewing after a RA or Assessment Feedback Report.

#### **Assessment Feedback Report (AFR)**

Students who fail an examination may apply to the IMM GSM for an Assessment Feedback Report (AFR). Students wishing to do this are required to complete the AFR application form and submit this with the required AFR fee to any IMM GSM office.

The objective of the AFR system is to assist those IMM GSM students who have attempted and failed an IMM GSM module a number of times.

Requests for an AFR should reach any IMM GSM office no later than the date published on the Calendar of Events.

The IMM GSM shall respond to an AFR request within six weeks, providing the student is fully paid-up and has paid the appropriate AFR fee.

In an AFR, the examiner focuses ONLY on the shortcomings of the student's answers in terms of content and structure.

The AFR fee is set on an annual basis.

Please refer to the Fee Structure found in the IMM GSM Prospectus or on the IMM GSM website ([www.immgsm.ac.za](http://www.immgsm.ac.za)).

#### **Requirements for a Cum Laude Qualification**

A cum laude qualification is obtained if the student has achieved a weighted and/or proportional calculated average over all modules of at least 75%.

#### **Issuance of Diplomas, Degrees and Postgraduate qualifications**

Upon meeting the relevant academic outcomes of a programme and the approval thereof by the IMM GSM Academic Board, a student is regarded as a graduate. Students are awarded the appropriate undergraduate or postgraduate certificate at an IMM GSM graduation ceremony.

#### **Graduation Ceremony**

The dates of the annual Graduation Ceremonies are published in the Prospectus and on the Calendar of Events. Students who register and successfully complete any one of the IMM GSM Certificate programmes will receive the appropriate certificate from any IMM GSM office after each examination session.

#### **Please note:**

If you lose your certificate, you will not be able to request an original reprint, but you may request an academic record/transcript and a special Replacement Certificate.

#### **Bursaries**

New or renewal students may apply for an IMM GSM bursary. Bursaries are not awarded to students who are studying Postgraduate programmes.

Bursaries do not cover any accommodation or pocket money.

Bursaries are awarded on the basis of financial need and academic achievement.

Prospective bursary students may be called in for an interview before the final selection decision.

If granted, a bursary will cover IMM GSM registration fees and assessment fees. The outcome of a bursary decision is final, no further communication will be considered.

## Student Code of Conduct

Students must familiarise themselves with the IMM GSM Student Code of Conduct to ensure a thorough understanding of disciplinary procedures and appeal processes. Any violations of the Student Code of Conduct are regarded as serious and will result in disciplinary action that may include suspension and/or expulsion from the IMM GSM. Violations are categorised into two sections, namely minor offences and major offences. Students found guilty of minor offences may receive suspension from the IMM GSM for a minimum period of up to 6 months. In the event of a student being found guilty of a major offence, the maximum penalty is expulsion from the IMM GSM.

### Minor offences include the following:

- First offence of plagiarism
- Foul or abusive language
- Harassment

### Assignment Plagiarism

A student who is found guilty of not referencing in the assignment will be sent a letter of warning.

A student who is found guilty of plagiarism (first offence) will not receive the mark for the assignment but will be allowed to write the examination.

A student who is found guilty of plagiarism (second offence) will not be allowed to write any examinations for three examination sessions.

A student who is found guilty of plagiarism (third offence) will be expelled and no longer allowed to continue studying with the IMM GSM.

A student who is found guilty of harassment may be suspended for up to 6 months.

### Major offences include the following:

- Assault or threatening behaviour
- Cheating in examinations
- Discrimination
- Dishonesty
- Disruption of an examination session
- Fabrication of results
- Forgery
- Interference with the conditions necessary for teaching, learning and research
- Interference with the governance and proper administration of the IMM GSM
- Interfering or not following instructions given by an invigilator at an examination session.
- Misrepresentation of oneself
- Misuse of identification
- Not following the instructions of an IMM GSM staff member or disrupting an IMM GSM process or event
- Possession of weapons
- Racist behaviour
- Sexual assault or threat thereof
- Theft

### Examination Plagiarism

A student who is found guilty of cheating in an examination (first offence) will be suspended from the IMM GSM and will not be allowed to write any examination for three examination sessions. A student who is found guilty of cheating in an examination (second offence) will be expelled and no longer allowed to continue studying at the IMM GSM.

Further offences, not mentioned above, whether minor or major offences, will be evaluated by the Academic Board and categorised accordingly.

### Due Process

In all cases, the Chairman of the Assessment Committee or Dean of Faculty shall take action within twenty-one working days of receiving a report of an alleged offence. The student will be contacted at least 3 days prior to the release of assignment or examination marks. The student concerned will be informed in writing of the allegation and invited to an interview to make representation on his/her behalf to the Chair, and submit any appropriate evidence. The interview will be conducted in the presence of another neutral member of the IMM GSM academic faculty. During the interview the student is entitled to be accompanied by a representative. The student may choose to decline the invitation to attend the interview and is entitled to make written representation instead.

The student will receive the outcome within 21 days of the interview. Any appeals to the outcomes of the offence must be returned within 7 days.

## Programmes offered to IMM GSM students who have registered as from the 2011 academic year

The IMM Graduate School of Marketing offers the following programmes:

### Foundation Programme

#### Pre-varsity Programme

The Pre-varsity Programme is designed for students who wish to undertake a Bachelor programme and have met the minimum requirements for admission to a **diploma programme** at a higher education institution.

The Pre-varsity Programme comprises of 6 compulsory modules and is structured as follows:

- Marketing 1 (20 credits)
- Academic Literacy and Project 1 (20 credits)
- Business Communication 1 (20 credits)
- Business Management 1 (20 credits)
- Business Numeracy 1 (20 credits)
- Economics 1 (20 credits)

The Pre-varsity Programme can be completed in 1 year. This programme must be completed within 2 years.

### Admission criteria

Admission criteria for prospective students who have matriculated up to and including 2007:

- Senior Certificate (Grade 12) plus a mark of at least 30% on higher grade or 40% on standard grade in Mathematics.

Admission criteria for prospective students who have matriculated and exited the school system as from 2008:

- National Senior Certificate (NSC) or equivalent. The student must have met the minimum requirements for admission to a diploma programme at a higher education institution including:-
  - An achievement rating of at least 3 (40 - 49%) in English home language or 4 (50 - 59%) in English first additional language;
  - Plus an achievement rating of at least 2 (30 - 39%) in Mathematics or 4 (50 - 59%) in Mathematical Literacy.

### Rules and regulations:

Students can only commence with the BBA in Marketing Management after successfully completing the Pre-varsity Programme.

#### Note:

- After completion of the Pre-varsity Programme, students must apply to the Matriculation Board, a division of Higher Education South Africa (HESA), in order to endorse their National Senior Certificate, allowing them to register for a Bachelors programme.
- Applicants must submit a certified copy of their school leaving certificate (e.g. NSC), the Foundation Programme academic record, certified copy of identity document/passport and the required exemption fee to HESA before registering for the Bachelors programme.

### Undergraduate Programmes:

- Higher Certificate in Marketing (SAQA ID: 86826)
- Higher Certificate in Export Management (SAQA ID: 79427)
- Diploma in Marketing Management (SAQA ID: 79546)
- Diploma in Export Management (SAQA ID: 79312)
- Bachelor of Business Administration (BBA) in Marketing Management (SAQA ID: 80967)
- Bachelor of Commerce in Marketing and Management Science (SAQA ID: 90737)

### Postgraduate Programmes:

- Postgraduate Diploma in Marketing Management (SAQA ID: 79846)
- Bachelor of Philosophy (BPhil) Honours in Marketing Management (SAQA ID: 79366)
- Masters of Philosophy (MPhil) in Marketing (SAQA ID: 86806)

Each module, unless otherwise stated, has a credit value. One credit bears a value of 10 notational hours, therefore 20 credits bears a value of 200 notational hours. Studying for the necessary notational hours per module would assist students in passing the module.

## UNDERGRADUATES PROGRAMMES

### Higher Certificate in Marketing

The Higher Certificate in Marketing will be offered as a basic entry-level marketing qualification at level 5 of the NQF (HEQFS aligned) and will consist of 135 credits. The Higher Certificate in Marketing consists of seven modules:

- Marketing 1 (MAR101) - 20 credits
- Academic Literacy 1 (AL101) - 15 credits
- Fundamentals of Business Communication 1 (FBC101) - 20 credits
- Business Management 1 (BM101) - 20 credits
- Business Numeracy 1 (BN101) - 20 credits
- Economics 1 (ECO101) - 20 credits
- Sales Management 1 (SAM101) - 20 credits

The certificate must be completed within 4 years.

### Higher Certificate in Export Management

The Higher Certificate in Export Management will be offered as a basic entry-level export qualification at level 5 of the NQF (HEQFS aligned) and will consist of 135 credits. The Higher Certificate in Export Management consists of seven modules:

- Marketing 1 (MAR101) - 20 credits
- Academic Literacy 1 (AL101) - 15 credits
- Basics of Export Trade 1 (BET101) - 20 credits
- Business Communication 1 (BC101) - 20 credits
- Business Numeracy 1 (BN101) - 20 credits
- Export Administration 1 (EA101) - 20 credits
- Sales Management 1 (SAM101) - 20 credits

The certificate must be completed within 4 years.

### Diploma in Marketing Management

The Diploma in Marketing Management will be offered as an intermediate qualification at level 6 of the NQF (HEQFS aligned) and will consist of 360 credits. The Diploma in Marketing Management consists of 17 modules and is structured as follows:

#### Year 1

- Marketing 1 (MAR101) - 20 credits
- Business Communication 1 (BC101) - 20 credits
- Business Management 1 (BM101) - 20 credits
- Economics 1 (ECO101) - 20 credits
- Financial Management 1 (FM101) - 20 credits
- Sales Management 1 (SAM101) - 20 credits

#### Year 2

- Marketing 2 (MAR202) - 20 credits
- Basic Marketing Research 2 (BMR201) - 20 credits
- Business Management 2 (BM202) - 20 credits
- Financial Management 2 (FM202) - 20 credits
- Marketing Communications 2 (MC201) - 20 credits
- Elective - 20 credits

#### Year 3

- Marketing 3 (MAR303) - 20 credits
- International and Africa Marketing 3 (IAM301) - 20 credits
- Work Integrated Learning 3 (WIL301) - 40 credits
- Elective - 20 credits
- Elective - 20 credits

### **Elective modules**

You will need to select three of the following:

- Brand Management (BM001) - 20 credits
- Business Law 1 (BL101) - 20 credits
- Business-to-Business Marketing (BBM001) - 20 credits
- e-Commerce (EC001) - 20 credits
- Entrepreneurship (ENT001) - 20 credits
- Human Resource Management (HRM001) - 20 credits
- Product Management (PM001) - 20 credits
- Retail Marketing (RM001) - 20 credits
- Services Marketing (SEM001) - 20 credits
- Tourism and Hospitality Marketing (THM001) - 20 credits

The Diploma in Marketing Management can be completed within a minimum of three years.

The Diploma in Marketing Management must be completed within eight years.

### **Articulation from the Higher Certificate in Marketing to the Diploma in Marketing Management**

#### **Admission criteria**

Graduates must have successfully completed all modules on the Higher Certificate in Marketing.

Applications must be submitted within a five-year period after qualifying with the Higher Certificate in Marketing.

The articulation from the Higher Certificate in Marketing to the Diploma in Marketing Management consists of ten compulsory modules and two electives. The articulation must be completed in six years.

#### **Compulsory modules**

Business Communication 1 (BC101) – 20 credits

Business Management 2 (BM202) – 20 credits

Business Management 3 (BM303) – 20 credits

Basic Marketing Research 2 (BMR201) – 20 credits

Financial Management 1 (FM101) – 20 credits

Financial Management 2 (FM202) – 20 credits

International and Africa Marketing 3 (IAM301) – 20 credits

Marketing 2 (MAR202) – 20 credits

Marketing 3 (MAR303) – 20 credits

Work Integrated Learning (WIL301) – 20 credits

- Practical Assessment
- No assignment or examination required

#### **Electives**

A student must choose two electives from the list below:

- Brand Management (BM001) - 20 credits
- Business-to Business Marketing (BBM001) - 20 credits
- e-Commerce (EC001) - 20 credits
- Entrepreneurship (ENT001) - 20 credits
- Human Resource Management (HRM001) - 20 credits
- Product Management (PM001) - 20 credits
- Retail Marketing (RM001) - 20 credits
- Services Marketing (SEM001) - 20 credits
- Tourism and Hospitality Management (THM001) - 20 credits

## **Diploma in Export Management**

The Diploma in Export Management will be offered as an intermediate qualification at level 6 of the NQF (HEQFS aligned) and will consist of 360 credits. The Diploma in Export Management consists of 18 modules and is structured as follows:

### **Year 1**

- Marketing 1 (MAR101) - 20 credits
- Business Communication 1 (BC101) - 20 credits
- Business Management 1 (BM101) - 20 credits
- Economics 1 (ECO101) - 20 credits
- Export Administration 1 (EA101) - 20 credits
- International Trade 1 (IT101) - 20 credits

### **Year 2**

- Marketing 2 (MAR202) - 20 credits
- Business Management 2 (BM202) - 20 credits
- Export Administration 2 (EA202) - 20 credits
- Export Management 2 (EM201) - 20 credits
- Finance and Payments 2 (FP201) - 20 credits
- International Trade Law 2 (ITL201) - 20 credits

### **Year 3**

- International Export Trade Strategy (IET301) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Finance and Payments 3 (FP302) - 20 credits
- International Economics 3 (IE301) - 20 credits
- International Marketing 3 (IM301) - 20 credits
- International Trade Law 3 (ITL301) - 20 credits

The Diploma in Export Management can be completed within a minimum of three years.

The Diploma in Export Management must be completed within eight years.

## **Bachelor of Business Administration (BBA) in Marketing Management**

The BBA in Marketing Management will be offered at level 7 of the NQF (HEQFS aligned) and will consist of 400 credits. The BBA in Marketing Management comprises compulsory modules and elective modules. This degree consists of 20 modules and is structured as follows:

### **Compulsory modules**

#### **Year 1**

- Marketing 1 (MAR101) - 20 credits
- Business Communication 1 (BC101) - 20 credits
- Business Law 1 (BL101) - 20 credits
- Business Management 1 (BM101) - 20 credits
- Business Statistics 1 (BS101) - 20 credits
- Economics 1 (ECO101) - 20 credits
- Financial Management 1 (FM101) - 20 credits

#### **Year 2**

- Marketing 2 (MAR202) - 20 credits
- Business Management 2 (BM202) - 20 credits
- Economics 2 (ECO201) - 20 credits
- Financial Management 2 (FM202) - 20 credits
- Marketing Communications 2 (MC201) - 20 credits
- Elective - 20 credits

### Year 3

- Marketing 3 (MAR303) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Financial Management 3 (FM303) - 20 credits
- International and Africa Marketing 3 (IAM301) - 20 credits
- Marketing Research: Theory 3 (MRT301) - 20 credits
- Marketing Research: Project 3 (MRP302) - 20 credits
- Elective - 20 credits

### Elective modules

You will need to select two of the following:

- Brand Management (BM001) - 20 credits
- Business-to-Business Marketing (BBM001) - 20 credits
- e-Commerce (EC001) - 20 credits
- Entrepreneurship (ENT001) - 20 credits
- Human Resource Management (HRM001) - 20 credits
- Product Management (PM001) - 20 credits
- Retail Marketing (RM001) - 20 credits
- Services Marketing (SEM001) - 20 credits
- Tourism and Hospitality Marketing (THM001) - 20 credits

### Articulation from the Diploma in Marketing (programme offered prior to 2011) to the BBA in Marketing Management

#### Admission criteria

Graduates must have successfully completed all modules on the Diploma Marketing.

Applications must be submitted within a five-year period after qualifying with the Diploma in Marketing.

The articulation from the Diploma in Marketing to the BBA consists of five compulsory modules and two electives. The articulation must be completed in four years.

#### Compulsory modules

- Business Management 2 (BM202) – 20 credits\*
- Business Management 3 (BM303) – 20 credits
- Financial Management 2 (FM202) – 20 credits
- Financial Management 3 (FM303) – 20 credits
- Marketing Research: Project 3 (MRP302) - 20 credits

Graduates who wrote Business Management on the Diploma in Marketing prior to 2011 will write Business Management 1 instead of Business Management 2.

#### Electives

A student must choose two electives from the list below:

- Brand Management (BM001) - 20 credits
- Business-to Business Marketing (BBM001) - 20 credits
- e-Commerce (EC001) - 20 credits
- Entrepreneurship (ENT001) - 20 credits
- Human Resource Management (HRM001) - 20 credits
- Product Management (PM001) - 20 credits
- Retail Marketing (RM001) - 20 credits
- Services Marketing (SEM001) - 20 credits
- Tourism and Hospitality Management (THM001) - 20 credits

### Articulation from the Diploma in Export Management to the BBA in Marketing Management

#### Admission criteria

Graduates must have successfully completed all modules on the Diploma in Export Management.

Applications must be submitted within a five-year period after qualifying with the Diploma in Export Management.

The articulation from the Diploma in Export Management to the BBA consists of ten compulsory modules and two electives. The articulation must be completed in four years.

### **Compulsory modules**

Business Law 1 (BL101) – 20 credits  
Business Statistics 1 (BS101) – 20 credits  
Economics 2 (ECO201) – 20 credits  
Financial Management 1 (FM101) – 20 credits  
Financial Management 2 (FM202) – 20 credits  
Financial Management 2 (FM303) – 20 credits  
Marketing Communications 2 (MC201) – 20 credits  
Marketing 3 (MAR303) – 20 credits  
Marketing Research: Theory 3 (MRT301) - 20 credits  
Marketing Research: Project 3 (MRP302) - 20 credits

### **Electives**

A student must choose two electives from the list below:

- Brand Management (BM001) - 20 credits
- Business-to Business Marketing (BBM001) - 20 credits
- e-Commerce (EC001) - 20 credits
- Entrepreneurship (ENT001) - 20 credits
- Human Resource Management (HRM001) - 20 credits
- Product Management (PM001) - 20 credits
- Retail Marketing (RM001) - 20 credits
- Services Marketing (SEM001) - 20 credits
- Tourism and Hospitality Management (THM001) - 20 credits

The BBA in Marketing Management can be completed within a minimum of three years.

The BBA in Marketing Management must be completed within eight years.

### **Articulation from the Diploma in Marketing Management to the BBA in Marketing Management**

#### **Admission criteria**

Graduates must have successfully completed all modules on the Diploma in Marketing Management. Application must be submitted within a five-year period after qualifying with the Diploma in Marketing Management.

The articulation from the Diploma in Marketing Management to the BBA in Marketing Management consists of seven compulsory modules and two electives. The articulation must be completed in four years.

#### **Compulsory modules**

- Business Law 1 \* (BL101) - 20 credits
- Business Statistics 1 (BS101) - 20 credits
- Economics 2 (ECO201) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Financial Management 3 (FM303) - 20 credits
- Marketing Research: Theory 3 (MRT301) - 20 credits
- Marketing Research: Project 3 (MRT302) - 20 credits

\* If Business Law I was passed as an elective on the Diploma, the student must choose an additional elective.

#### **Electives**

A student must choose two electives from the list below. No credits will be granted for electives completed on the Diploma in Marketing Management.

- Brand Management (BM001) - 20 credits
- Business-to-Business Marketing (BBM001) - 20 credits
- e-Commerce (EC001) - 20 credits
- Entrepreneurship (ENT001) - 20 credits
- Human Resource Management (HRM001) - 20 credits
- Product Management (PM001) - 20 credits
- Retail Marketing (RM001) - 20 credits
- Services Marketing (SEM001) - 20 credits
- Tourism and Hospitality Marketing (THM001) - 20 credits

## **Bachelor of Commerce (BCom) in Marketing and Management Science**

The BCom in Marketing and Management Science will be offered at level 7 of the NQF (HEQFS aligned) and consists of 360 credits. This qualification comprises 19 compulsory modules.

This structure of the BCom was offered up until 2014.

### **Compulsory modules**

#### **Year 1**

- Marketing 1 (MAR101) - 20 credits
- Academic Literacy 1 (AL101) - non-credit bearing
- Business Law 1 (BL101) - 20 credits
- Business Management 1 (BM101) - 20 credits
- Business Statistics 1 (BS101) - 20 credits
- Economics 1 (ECO101) - 20 credits
- Financial Management 1 (FM101) - 20 credits

#### **Year 2**

- Marketing 2 (MAR202) - 20 credits
- Business Management 2 (BM202) - 20 credits
- Distribution and Logistics Management (DLM201) -20 credits
- Economics 2 (ECO201) - 20 credits
- Financial Management (FM202) - 20 credits
- Project Management 2 (PRM201) - 20 credits

#### **Year 3**

- Marketing 3 (MAR303) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Business Research: Theory 3 (BRT301) - 20 credits
- Business Research: Project 3 (BRP302) - 20 credits
- Human Resource Management 3 (HRM001) - 20 credits
- Operations Management 3 (OM301) - 20 credits\*

The BCom in Marketing and Management Science can be completed within a minimum of three years study. The BCom in Marketing and Management Science must be completed within eight years.

### **Articulation from the Diploma in Marketing Management offered by the IMM GSM, to the BCom in Marketing and Management Science for students who articulated up to 2014:**

#### **Admission criteria:**

Graduates must have successfully completed all modules on the Diploma in Marketing Management. Applications must be submitted within a five-year period after qualifying with the Diploma in Marketing Management.

The articulation from the Diploma in Marketing Management to the BCom in Marketing and Management Science consists of ten compulsory modules. The articulation must be completed in four years.

#### **Compulsory modules**

- Business Law 1\* (BL101) - 20 credits
- Business Statistics 1 (BS101) - 20 credits
- Distribution and Logistics Management 2 (DLM201) - 20 credits
- Economics 2 (ECO201) - 20 credits
- Project Management 2 (PRM201) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Human Resource Management 3\* (HRM001) - 20 credits
- Operations Management 3 (OM301) - 20 credits
- Business Research: Project 3 (BRP302) - 20 credits
- Business Research: Theory 3 (BRT301) - 20 credits

\* Students who have completed Business Law 1 and Human Resource Management as electives on the Diploma in Marketing Management will receive only one credit towards the BCom in Marketing and Management Science. Students will then be required to register and successfully complete the Entrepreneurship module.

## **Articulation from the Diploma in Marketing (programme offered by the IMM GSM pre 2011) to the BCom in Marketing and Management Science for students who articulated up to 2014:**

### **Admission Criteria**

Graduates must have successfully completed all modules on the Diploma in Marketing. Applications must be submitted within a five-year period after qualifying with the Diploma in Marketing.

The articulation from the Diploma in Marketing to the BCom in Marketing and Management Science consists of nine compulsory modules. The articulation must be completed within four years. Students are not required to write Academic Literacy 1 as Business Communication was completed on the Diploma in Marketing.

### **Compulsory modules**

- Business Management 2\* (BM202) - 20 credits
- Distribution and Logistics Management 2 (DLM201) - 20 credits
- Financial Management 2 (FM202) - 20 credits
- Financial Management 3 (FM303) - 20 credits
- Project Management 2 (PRM201) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Human Resource Management 3 (HRM001) - 20 credits
- Operations Management 3 (OM301) - 20 credits
- Business Research: Project 3 (BR302) - 20 credits

*\* Students who wrote Business Management on the Diploma in Marketing prior to 2011, will write Business Management 1 instead of Business Management 2*

### **Bachelor of Commerce (BCom) in Marketing and Management Science**

The BCom in Marketing and Management Science will be offered at level 7 of the NQF (HEQFS aligned) and consists of 360 credits.

This qualification comprises 19 compulsory modules. The structure of the BCom changed for the academic year 2015.

### **Compulsory modules**

#### **Year 1**

- Marketing 1 (MAR101) - 20 credits
- Academic Literacy 1 (AL101) - non-credit bearing
- Business Management 1 (BM101) - 20 credits
- Business Statistics 1 (BS101) - 20 credits
- Economics 1 (ECO101) - 20 credits
- Financial Management 1 (FM101) - 20 credits
- Supply Chain Management 1 (SCM101) – 20 credits

#### **Year 2**

- Marketing 2 (MAR202) - 20 credits
- Business Management 2 (BM202) - 20 credits
- Economics 2 (ECO201) - 20 credits
- Financial Management 2 (FM202) - 20 credits
- Project Management 2 (PM201) - 20 credits
- Supply Chain Management 2\* (SCM202) – 20 credits

#### **Year 3**

- Marketing 3 (MAR303) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Business Research: Project 3 (BRP302) - 20 credits
- Business Research: Theory 3 (BRT301) - 20 credits
- Operations Management 3 (OM301) - 20 credits
- Supply Chain Management 3\* (SCM303) – 20 credits

\*The indicated modules will only be available from second semester 2015

The BCom in Marketing and Management Science can be completed within a minimum of three years study. The BCom in Marketing and Management Science must be completed within eight years.

**Articulation from the Diploma in Marketing Management, offered by the IMM GSM, to the BCom in Marketing and Management Science for students who articulate from 2015:**

**Admission criteria:**

Graduates must have successfully completed all modules on the Diploma in Marketing Management. Applications must be submitted within a five-year period after qualifying with the Diploma in Marketing Management.

The articulation from the Diploma in Marketing Management to the BCom in Marketing and Management Science consists of ten compulsory modules. The articulation must be completed in four years.

**Compulsory modules**

- Business Statistics 1 (BS101) - 20 credits
- Economics 2 (ECO201) - 20 credits
- Project Management 2 (PM201) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Operations Management 3 (OM301) - 20 credits
- Business Research: Project 3 (BRP302) - 20 credits
- Business Research: Theory 3 (BRT301) - 20 credits
- Supply Chain Management 1 (SCM101) - 20 credits
- Supply Chain Management 2\* (SCM202) - 20 credits
- Supply Chain Management 3\* (SCM303) - 20 credits

\*The indicated modules will only be available from second semester 2015

**Articulation from the Diploma in Marketing (programme offered by the IMM GSM pre 2011) to the BCom in Marketing and Management Science for students who articulate from 2015:**

**Admission Criteria:**

Graduates must have successfully completed all modules on the Diploma in Marketing. Applications must be submitted within a five-year period after qualifying with the Diploma in Marketing.

The articulation from the Diploma in Marketing to the BCom in Marketing and Management Science consists of nine compulsory modules. The articulation must be completed within four years.

**Compulsory modules**

- Business Management 2\*\* (BM202) - 20 credits
- Business Management 3 (BM303) - 20 credits
- Business Research: Project 3 (BRP302) - 20 credits
- Financial Management 1 (FM101) - 20 credits
- Financial Management 2 (FM202) - 20 credits
- Project Management 2 ((PM201) - 20 credits
- Operations Management 3 (OM301) - 20 credits
- Supply Chain Management 1 (SCM101) - 20 credits
- Supply Chain Management 2\* (SCM202) - 20 credits
- Supply Chain Management 3\* (SCM303) - 20 credits

\*The indicated modules will only be available from second semester 2015

\*\**Students who wrote Business Management on the Diploma in Marketing prior to 2011, will write Business Management 1 instead of Business Management 2.*

Students who wish to articulate from the Higher Certificate to the BBA or BCom must contact the National Registrar who will confirm which modules will be carried forward to either degree.

**Articulation from the Diploma in Export Management to the BCom in Marketing and Management Science**

**Admission criteria**

Graduates must have successfully completed all modules on the Diploma in Export Management. Application must be submitted within a five-year period after qualifying with the Diploma in Export Management.

The articulation from the Diploma in Export Management to the BCom consists of 13 compulsory modules. The articulation must be completed in four years.

**Compulsory modules**

Business Statistics 1 (BS101) - 20 credits

Supply Chain Management 1 (SCM101) – 20 credits

Supply Chain Management 2 (SCM202) – 20 credits

Supply Chain Management 3 (SCM303) – 20 credits

Economics 2 (ECO201) - 20 credits

Financial Management 1 (FM101) – 20 credits

Financial Management 2 (FM202) – 20 credits

Financial Management 3 (FM303) – 20 credits

Project Management 2 (PRM201) – 20 credits

Marketing 3 (MAR303) – 20 credits

Business Research: Theory 3 (BRT301) - 20 credits

Business Research: Project 3 (BRT302) - 20 credits

Operations Management 3 (OM301) – 20 credits

## POSTGRADUATE PROGRAMMES

### Postgraduate Diploma in Marketing Management

#### Admission criteria

The Postgraduate Diploma in Marketing Management is aimed at people in, or moving towards, a senior marketing position, who already hold a recognised undergraduate qualification at NQF (HEQFS aligned) level 7, and want to enhance their marketing skills and knowledge.

Applicants are required to complete the Postgraduate Application for Admission form for the Postgraduate Diploma in Marketing Management, which, together with certified copies of educational certificates, identity/passport documents, a CV and a letter of motivation, should be returned by registered post to:

Registration Officer

IMM GSM

P O Box 91820

Auckland Park

2006

A non-refundable deposit (as published in the Prospectus) must accompany the application form.

Applicants may be required to attend a selection interview at the discretion of the IMM GSM.

This programme is divided up as follows:

- Submission of assignments in each module, except Advanced Marketing Practicum 4 and Advanced Marketing Research: Report 4. Please refer to Calendar of Events.
- An open-book examination in each module, except Advanced Marketing Practicum 4 and Advanced Marketing Research: Report 4. Please refer to the Calendar of Events.
- Completion of a practical assessment - Advanced Marketing Research: Report 4.

The Postgraduate Diploma in Marketing Management will be offered at level 8 of the NQF (HEQFS aligned) and will consist of 120 credits. The Postgraduate Diploma in Marketing Management comprises of five compulsory modules and is structured as follows:

- Advanced Brand Management 4 (ABM401) - 20 credits
- Advanced Digital Marketing 4 (ADM401) - 20 credits
- Advanced Global Marketing 4 (AGM401) - 20 credits
- Advanced Marketing Practicum 4 (AMP401) - 40 credits
- Advanced Strategic Marketing: Theory and Practice 4 (ASM401) - 20 credits  
This module synthesises the student's marketing knowledge by examining the techniques used to develop a strategic marketing process.

The Postgraduate Diploma in Marketing Management can be completed within a minimum of one year.

The Postgraduate Diploma in Marketing Management must be completed within four years.

### Bachelor of Philosophy (BPhil) Honours in Marketing Management

The BPhil Honours in Marketing Management will be offered at level 8 of the NQF (HEQFS aligned) and will consist of 140 credits. The BPhil Honours in Marketing Management comprises of five compulsory modules and an elective module and must be completed within three years.

#### Admission criteria

- A suitable Bachelor's Degree at NQF (HEQFS aligned) level 7, with Marketing Management 3 as a major module.
- A CV and motivational letter are required.
- Applicants are required to complete the Postgraduate Application for Admission form for the BPhil Honours in Marketing Management, which, together with certified copies of educational certificates, identity/passport documents, a CV and a letter of motivation, should be returned by registered post to:

Registration Officer

IMM GSM

P O Box 91820

Auckland Park

2006

A non-refundable deposit (as published in the Prospectus) must accompany the application form.

Applicants may be required to attend a selection interview at the discretion of the IMM GSM.

**This programme, is divided up as follows:**

- Submission of assignments in each module, except Advanced Marketing Practicum 4. Please refer to the Calendar of Events.
- An open-book examination in each module, except Advanced Marketing Practicum 4. Please Refer to the Calendar of Events.
- Completion of a practical assessment - Advanced Marketing Practicum 4.
- Completion of a Marketing Research Report.

The BPhil Honours in Marketing Management will be offered at level 8 of the NQF (HEQFS aligned) and will consist of 140 credits. The BPhil Honours in Marketing Management comprises of five compulsory modules and one elective and is structured as follows:

- Advanced Global Marketing 4 (AGM401) - 20 credits
- Advanced Marketing Practicum 4 (AMP401) - 40 credits
- Advanced Marketing Research: Theory 4 (AMRT401) - 20 credits
- Advanced Marketing Research: Report 4 (AMRR402) - 20 credits
- Advanced Strategic Marketing: Theory and Practice 4 (ASM401) - 20 credits
- Elective - 20 credits.

**Elective modules**

You will need to select one of the following:

- Advanced Brand Management 4 (ABM401) - 20 credits
- Advanced Contemporary Marketing Management Issues 4 (ACM401) - 20 credits
- Advanced Digital Marketing 4 (ADM401) - 20 credits
- Advanced Services Marketing 4 (ASM401) - 20 credits

The BPhil Honours in Marketing Management can be completed within a minimum of eighteen months. The BPhil Honours in Marketing Management must be completed within four years.

**Articulation from the Postgraduate Diploma in Marketing Management to the BPhil Honours in Marketing Management**

**Admission criteria**

Graduates must have successfully completed all modules on the Postgraduate Diploma in Marketing Management. Application must be submitted within a five-year period after qualifying with the Postgraduate Diploma in Marketing Management.

The articulation from the Postgraduate Diploma in Marketing Management to the BPhil Honours in Marketing Management consists of two compulsory modules and one elective. The articulation must be completed in four years.

**Compulsory modules**

- Advanced Marketing Research: Theory 4 (AMRT401) - 20 credits
- Advanced Marketing Research: Report 4 (AMRR402) - 20 credits

**Electives**

A student must choose one elective from the list below.

- Advanced Contemporary Marketing Management Issues 4 (ACM401) - 20 credits
- Advanced Services Marketing 4 (ASM401) - 20 credits

## **Masters in Philosophy (MPhil) in Marketing**

The MPhil in Marketing is offered at level 9 of the NQF (HEQSF aligned) and consists of 180 credits. The MPhil in Marketing comprises of a research dissertation which must be completed in three years.

### **Admission criteria**

A student who is in possession of the following may apply for admission:

- BCom Honours with Marketing Management and Research Methodology on the NQF Level 8 (HEQSF aligned);  
or
- BPhil Honours with Marketing Management and Research Methodology on the NQF Level 8 (HEQSF aligned);  
or
- BA Honours in Marketing Communications with Marketing Management and Marketing Communications as majors on the NQF Level 8 (HEQSF aligned)
- Any other equivalent qualifications
- An overall average of 60% must have been achieved on the NQF level 8 qualification
- A CV and motivational letter are required

Applicants are required to complete the Postgraduate Application for Admission form for the MPhil in Marketing, which together with certified copies of educational certificates, identity/passport documents, a letter of motivation and a CV, should be returned by registered post to:

The Registrations Officer  
IMM GSM  
P O Box 91820  
Auckland Park  
2006

In addition, students may be required to submit a provisional research proposal to the IMM GSM Research Committee.

A non-refundable deposit (see fee structure) must accompany the Postgraduate Application for Admission form.

The Dean may refuse a student admission to the Masters qualification, if he/she is of the opinion that the student's academic background does not meet the required academic standards for the proposed studies.

The Dean also has the right to prescribe any additional modules on honours level to ensure that the candidate complies with all requirements.

### **Research Proposal requirements**

The MPhil Marketing degree is a full master's and as such academic rigor is imperative. Two particular aspects are pertinent for intending students.

1. Literature review  
The academic rigor required here is to ensure critical reflective analysis of the diverse views of diverse authors in order to identify potential gaps in the literature and to establish validation for the research.
2. Research design  
The academic rigor must be of such a standard as to ensure validity and reliability of the research outcome. Particular attention should therefore be made to the demands of the research proposal approach, and these demands or criteria should be documented in the research proposal.

The research proposal does not require a full explanation as to all aspects of the research design but sufficient detail must be provided to demonstrate the student's understanding of the academic rigor required.

## Duration of studies

The minimum and maximum years of completion for students are indicated below:

### Pre-varsity Programme

Minimum one year; maximum two years

### Higher Certificate in Marketing

Minimum one year; maximum four years

### Higher Certificate in Export Management

Minimum one year; maximum four years

### Diploma in Marketing Management

Minimum three years; maximum eight years

### Diploma in Export Management

Minimum three years; maximum eight years

### Bachelor of Business Administration (BBA) in Marketing Management

Minimum three years; maximum eight years

### Bachelor of Commerce (BCom) in Marketing and Management Science

Minimum three years; maximum eight years

### Postgraduate Diploma in Marketing Management

Minimum one year; maximum four years

### Bachelor of Philosophy (Honours) in Marketing Management

Minimum eighteen months; maximum four years

### Masters of Philosophy in Marketing

Minimum eighteen months; maximum three years

## **Articulation programmes:**

### Higher Certificate to Diploma

Minimum two years; maximum six years

### Diploma to BBA or BCom

Minimum one year; maximum four years

### Postgraduate Diploma to BPhil

Minimum eighteen months; maximum four years

## Order of Modules

Please note that the following modules must be passed in the prescribed order:

- Marketing 1 before Marketing 2
- Marketing 2 before Marketing 3
- Marketing 2 before Export Trade Strategy 3
- Business Management 1 before Business Management 2
- Business Management 2 before Business Management 3
- Financial Management 1 before Financial Management 2
- Financial Management 2 before Financial Management 3
- Business Research: Theory 3 must be passed before attempting Business Research: Project 3
- Marketing Research: Theory 3 before Marketing Research: Project 3
- Finance and Payments 2 before Finance and Payments 3
- Supply Chain Management 1 before Supply Chain Management 2
- Supply Chain Management 2 before Supply Chain Management 3
- Advanced Marketing Research: Theory 4 before Advanced Marketing Research: Report 4

It is recommended that students complete and pass Business Statistics 1 before attempting Marketing Research: Theory 3 or Business Research: Theory 3.

It is recommended that students complete and pass Advanced Strategic Marketing: Theory and Practice 4 and Advanced Marketing Research : Theory 4 before attempting Advanced Marketing Practicum 4.

Marketing 3 is the final module of the Diploma in Marketing Management, BBA and BCom. It is recommended that students register to write this examination only after successful completion of all the other modules that comprise the Diploma in Marketing Management.

## Designator Letters

Students who have completed the Diploma or Degree programme may use the following designator letters:

### Diploma

- Dip (Marketing Management) IMM GSM
- Dip (Export Management) IMM GSM

### Bachelor's Degree

- BBA (Marketing Management) IMM GSM
- BCom (Marketing & Management Science) IMM GSM

### Postgraduate Diploma

- PG Dip (Marketing Management) IMM GSM

### Bachelor's Honours Degree

- BPhil Honours (Marketing Management) IMM GSM

### Master's Degree

- MPhil (Marketing) IMM GSM

# Syllabi outline for Undergraduate modules

**Academic Literacy 1**

**Module Code:** AL101  
**Credits:** 15  
**IMM GSM Year Level:** 1  
**NQF Level:** 5  
**Nature:** Fundamental  
**Status:** Undergraduate

**Module specific outcome/s**

To produce an acceptable academic document such as an assignment as well as to master examinations

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Structuring of an assignment	Create an awareness of the processes and phases of the writing process Grasp the relationship between reading, thinking and writing Compose the introductory paragraphs Organise the text
2	Investigating a topic	Explore the brief Investigate a topic in a rigorous way
3	Conducting a literature resource search	Explore ways of accessing the right information Record the information-gathering process Use the Harvard reference system Integrate information into the text
4	Reading skills	Manage different reading strategies Explore an academic text Master in-depth reading skills Connect reading to the purpose
5	Writing of sentences	Manage writing as organisation of knowledge Rephrase an author's text Prevent plagiarism Write clear sentences Connect sentences
6	Writing of paragraphs	Understand paragraphs as clusters of meaning Write functional paragraphs Connect paragraphs
7	Development of an argument	Understand the nature of an academic argument Understand the first person as author Write conclusions Link a total document
8	Editing and revising of academic documents	Understand the process of revision Prepare the final draft
9	Examination skills	Plan an examination Prepare for an examination Analyse an examination paper Plan an examination script Manage the writing process Revise an examination script

**Academic Literacy and Project 1**

**Module Code:** ALP101  
**Credits:** 20  
**IMM GSM Year Level:** 1  
**NQF Level:** 5  
**Nature:** Fundamental  
**Status:** Undergraduate

**Module specific outcome/s**

To be able to produce acceptable academic documents such as an assignment and a project as well as to master examinations

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Structuring of an assignment	Create an awareness of the processes and phases of the writing process Grasp the relationship between reading, thinking and writing Compose the introductory paragraphs Organise the text
2	Investigating a topic	Explore the brief Investigate a topic in a rigorous way
3	Conducting a literature resource search	Explore ways of accessing the right information Record the information-gathering process Use the Harvard reference system Integrate information into the text
4	Reading skills	Manage different reading strategies Explore an academic text Master in-depth reading skills Connect reading to the purpose
5	Writing of sentences	Manage writing as organisation of knowledge Rephrase an author's text Prevent plagiarism Write clear sentences Connect sentences
6	Writing of paragraphs	Understand paragraphs as clusters of meaning Write functional paragraphs Connect paragraphs
7	Development of an argument	Understand the nature of an academic argument Understand the first person as author Write conclusions Link a total document
8	Editing and revising of academic documents	Understand the process of revision Prepare the final draft
9	Examination skills	Plan an examination Prepare for an examination Analyse an examination paper Plan an examination script Manage the writing process Revise an examination script
10	Project	Essay comprising 500 to 700 words

**Business-to-Business Marketing****Module Code:** BBM001**Credits:** 20**IMM GSM Year Level:** 2/3**NQF Level:** 7**Nature:** Elective**Status:** Undergraduate**Module specific outcome/s**

Apply marketing principles in developing a marketing plan

Understand the marketing process

Discuss the various elements of business-to-business marketing strategy

Design and implement a marketing planning system

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Nature of business markets and business-to-business marketing	Identify the differences between consumer goods marketing and business marketing and explain how these differences contribute to the uniqueness of business marketing Discuss the nature of demand for business products Identify the types of customers in the business market Explain the concepts: supply chain management and relationship management Discuss the development of high-performance criteria for relationships Sketch the Relationship Development process and explain it in your own words by using examples Illustrate how relationships can be safeguarded Explain how the purchasing department contributes to the competitive advantage of a firm Use the buy-grid model to explain the buy phases and the buy classes in business marketing Illustrate the use of the multi-attribute decision making model Identify and explain the most recent trends in purchasing Explain how the organisational buying process differs in the different buying situations Discuss the forces that influence organisational buying behaviour Illustrate how knowledge of organisational buying behaviour enables the marketer to make more informed decisions regarding the marketing programme
2	Value creation	Explain how organisations can maximise their value from current customers Discuss and compare the alternative means of customer research Segment business markets Apply basic modules to evaluate the potential of market segments Identify and discuss the elements of a business strategy Discuss the steps in developing a strategy Use the Five Forces model to explain the nature of competition in an industry Discuss the prerequisites for a learning organisation Explain the role marketing plays in creating and maintaining a market orientation Describe the internal partnerships that must be developed with marketing Identify the skills that marketing managers need to build internal partnerships

3	Business-to-business marketing programme	<p>Apply the Product Life Cycle approach to managing existing products</p> <p>Discuss the process of developing new products</p> <p>Identify and discuss the factors that contribute to the success or failure of new products</p> <p>Provide guidelines on when to harvest products</p> <p>Identify the channel alternatives in the business-to-business market</p> <p>Identify and describe the role of the different participants in the business-to-business marketing channel</p> <p>Provide a step-by-step discussion of the channel design process</p> <p>Discuss the channel management tasks</p> <p>Identify and discuss the different classes of channel systems</p> <p>Discuss the steps in the IMC planning process</p> <p>Explain the strengths and weaknesses of the different IMC communication elements</p> <p>Discuss the role of advertising in business-to-business marketing</p> <p>Discuss the decisions that must be made when designing a business-to-business advertising strategy</p> <p>Illustrate the use of public relations</p> <p>Illustrate how a trade show should be managed</p> <p>Illustrate the role of sales in business marketing</p> <p>Illustrate the role of sales in relationship building</p> <p>Identify and discuss the components of sales force management</p> <p>Discuss the role of price in the cost/benefit calculations of organisational buyers</p> <p>Discuss the key components of the industrial pricing process</p> <p>Discuss the following issues in price management:</p> <ul style="list-style-type: none"> <li>Channel pricing</li> <li>Product line pricing</li> <li>Bidding</li> <li>Negotiations</li> </ul>
4	Managing programmes	<p>Select appropriate tools of control for specific situations</p> <p>Explain the use of the Balanced Scorecard</p> <p>Discuss how control processes contribute to other organisational processes such as reengineering and strategic planning</p> <p>Graph the profit implication over a range of customer retention probabilities</p> <p>Describe the key avenues for bonding exchange parties in a relationship</p> <p>Discuss three avenues for strengthening relationships</p>

**Business Communication 1**

**Module Code:** BC101  
**Credits:** 20  
**IMM GSM: Year Level:** 5  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Apply the principles of business communication techniques in a relevant business situation  
 Communicate clearly and appropriately in a relevant business situation

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Team communication	Describe the barriers to effective listening Discuss the guidelines for listening effectively Prepare an agenda for a meeting Compile minutes for a meeting Highlight the advantages and disadvantages of working in teams Identify the characteristics of effective teams Discuss the purpose of meetings in the business environment Prepare a notice informing staff members of an impending meeting Describe activities that should be performed when preparing for a meeting Discuss the procedure followed in the conducting of a meeting List possible follow up actions after meetings List the activities that are involved in the listening process Describe how non-verbal communication can be improved List three categories of business etiquette and give brief examples of each
2	Intercultural communication	Discuss the importance of intercultural business communication in the workplace Explain intercultural problems faced by a large organisation with a multi cultural workforce Discuss the importance of oral communication in a multi-cultural organisation Define ethnocentrism and stereotyping List ways of overcoming ethnocentrism and stereotyping Discuss ways of communicating effectively with people who speak English as a second or third language Describe ways of making intercultural writing effective Illustrate how effective intercultural oral communication can be implemented Describe the importance of an appropriate language policy for an organisation wishing to promote effective communication
3	Applying the writing process	Describe the process in producing business messages Justify the importance of analysing a target audience List the factors to consider when choosing the most appropriate channel and medium of communication Describe how a business message can be evaluated Describe the characteristics of a successful design Discuss the errors to look for when proofreading Discuss ways to establish a good relationship with your audience Summarise the process for organising business messages

		<p>effectively</p> <p>Discuss ways of achieving a businesslike tone with a style that is clear and concise</p> <p>Select the appropriate tone, style and language for a written communication</p> <p>Describe how e-mail messages can be made effective</p> <p>Discuss the main tasks involved in completing a business message</p>
4	Specific forms of written communication	<p>Apply the process to specific forms of written communication</p> <p>Illustrate the strategy for writing routine requests</p> <p>Discuss the difference between types of routine requests</p> <p>Illustrate the strategy for writing routine replies and positive messages</p> <p>Describe the importance of goodwill messages and describe how to make them effective</p> <p>Show how to achieve an audience-centered tone in bad-news messages and explain why it helps the readers</p> <p>Describe the AIDA plan for persuasive messages</p> <p>Differentiate between the direct and indirect organisational approaches to bad-news messages and discuss when it is appropriate to use each type</p> <p>Explain the purpose of buffers and list aspects to avoid when writing them</p> <p>Define defamation and explain how to avoid it in bad-news messages</p> <p>Distinguish between emotional and logical appeals and discuss how to balance them</p> <p>Explain the best way to overcome resistance to persuasive messages</p> <p>Define selling points and reader benefits and discuss their differences</p> <p>Briefly review the areas of legal concerns in sales letters</p> <p>Compare sales messages with fundraising messages</p>
5	Business reports, including visual communication	<p>Distinguish between informational and analytical business reports</p> <p>Differentiate between defining the problem and developing the purpose statement for an analytical report</p> <p>Identify seven elements often included in a formal work plan</p> <p>Describe what is involved in preparing an effective survey questionnaire</p> <p>Name criteria for evaluating the credibility of an information source</p> <p>Discuss five design principles to keep in mind when preparing visuals</p> <p>Identify graphic communication devices commonly used in business communication</p> <p>Select the appropriate graphic communication media to illustrate a given point</p> <p>Discuss the role that graphic communication plays in business communication</p> <p>Interpret charts, diagrams and graphics</p> <p>Select appropriate graphic communication devices</p> <p>Describe the introductory parts of a business report</p>

6	Oral presentations	<p>Explain how planning oral presentations differs from planning written documents</p> <p>Describe the five tasks that go into organising oral presentations</p> <p>Delineate the tasks involved in developing the opening, body, and close of an oral presentation</p> <p>Discuss the pros and cons of using overhead transparencies versus electronic presentations</p> <p>Identify ways of making text slides effective</p> <p>Identify ways of making graphic slides effective</p> <p>Explain how to master the art of delivery through practise and preparation</p> <p>List ways to feel and appear confident</p> <p>Describe ways that effective speakers handle questions responsively</p>
7	Language usage	Apply correct rules of grammar and spelling to every assignment

**Basics of Export Trade 1**

**Module Code:** BET101  
**Credits:** 20  
**IMM GSM Year Level:** 1  
**NQF Level:** 5  
**Nature:** Fundamental  
**Status:** Undergraduate

**Module specific outcome/s**

Understanding the overall concept of exporting

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Export transactions and the major players	Explain the characteristics of an export transaction Understand the role of buyer, seller, governments and government departments and various export service industries
2	Regulatory framework for international trade	The role of the World Trade Organisation How countries negotiate trade agreements Major international trading blocs South Africa's main trade agreements
3	Global trade patterns	Name the world's major trading countries Explain the pattern of global exports Discuss recent developments in global trade patterns
4	South Africa's export trade in the global concept	Understand the broad pattern of South Africa's export trade in the global context
5	The determinants of culture	Discuss the significance of language to culture Explain what is meant by material culture, and discuss the impact of material culture on the acceptability of a product and/or the effectiveness of a particular export marketing strategy in a foreign market Explain what is meant by aesthetics, and discuss how aesthetics can influence, for example, an exporter's advertising strategy, a product's packaging, etc Explain what is meant by social organisation and discuss the influence of social organisation on a company's export marketing strategy in a foreign market Discuss the impact of society's religious belief system, attitudes, values and norms on the behaviour of its members, particularly with regard to the conduct of business
6	Doing business in different parts of the world	Discuss the verbal and non-verbal communication skills which a businessperson must demonstrate if he/she is to be successful in a foreign market Appreciate the main characteristics of the business environments in various regions of the world Understand the behaviour a foreign business person should demonstrate if he/she is to successfully conclude business deals in those regions
7	Assessing export readiness at national and country level	Explain the characteristics of an internationally competitive country Detail the essential features of a company that is ready to export
8	Logistics considerations	Appreciate the role of documentation in export transactions Explain the broad issues around finance and payments for exports Discuss the essential business disciplines for a successful export company

		Explain common risks and pitfalls in export trade
9	Introduction to international marketing	<p>Define export marketing</p> <p>Discuss the basic principles of marketing in an export context</p> <p>Explain how export marketing differs from domestic marketing</p> <p>Explain how to research and select foreign markets on the basis of the results of desk and in-market research</p>
10	The marketing mix in an export context	<p>Name some of the factors that give rise to the need for a product to undergo modification(s) for an export market</p> <p>Differentiate between the international pricing policies normally applied to commodities, industrial products and consumer products, respectively</p> <p>Discuss some of the factors influencing an exporter's approach to promoting his product in foreign markets</p> <p>Name some of the channels through which an exporter can promote his product in a foreign market</p> <p>Name the main ways of entering a foreign market and give an example of each</p> <p>Give a brief overview of commodity marketing</p> <p>Give a brief overview of services marketing</p>

**Business Law 1**  
**Module Code:** BL101  
**Credits:** 20  
**IMM GSM Year Level:** 1  
**NQF Level:** 6  
**Nature:** Core/Elective  
**Status:** Undergraduate

**Module specific outcome/s**

Understand and apply broad legal knowledge to marketing management situations

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Introduction	Understand the meaning of the term "law" Identify the sources of South African law Understand the court structure and the relationship between the various courts in South Africa Understand the doctrine of stare decisis, with specific reference to the difference between the ratio decidendi and obiter dicta Understand the classification of public and private law, and where business (commercial) law fits into this classification Identify the two categories of persons (natural versus juristic) Differentiate between a legal subject and a legal object Differentiate between ownership and possession Identify the original and derivative methods of acquiring ownership Differentiate between the protection of ownership and possession, including the implications of such protection on the warranty against eviction in the contract of sale Identify the elements of delictual liability (including liability for pure economic loss) Explain the various delictual remedies Identify the elements of liability for unjustified enrichment
2	Contracts	Understand the basic principles relating to the conclusion of a valid contract Understand the distinction between void and voidable contracts Identify the various ways in which a contract can terminate Identify the various forms of breach of contract Understand the remedies available for breach of contract
3	Corporations	Identify the different types of companies Differentiate between the different types of business enterprises (including companies, co-operatives, partnerships and trading trusts)
4	Intellectual Property	Understand how intellectual property (copyright, designs, patents and trademarks) is applicable to marketing Identify the requirements that an invention should satisfy in order to be patentable under the Patents Act List the types of works eligible for copyright protection Understand the distinction between authorship and the ownership of copyright Identify the economic and moral rights of an author Identify the common-law and statutory requirements for copyright protection Explain the difference between direct and indirect infringement of copyright Give an indication of which marks can and which marks cannot be registered as trademarks under the Trade Marks Act Understand the acts by which a registered trade mark can be infringed

		<p>Understand the protection of well-known trademarks</p> <p>Understand, in brief, the significance and main provisions of the Merchandise Marks Act</p> <p>Identify the types of design which may be registered in terms of the Designs Act, and the requirements for the validity of each type of design registration</p> <p>Understand, in brief, the significance and main provisions of the Counterfeit Goods Act</p> <p>Understand, in brief, the significance and main provisions of the Business Names Act</p> <p>Understand the remedies available in the event of the infringement of statutory intellectual property rights</p>
5	Competition	<p>Identify the forms of unlawful competition in terms of the common law, and the elements of liability</p> <p>Understand the structure and powers of the competition authorities under the Competition Act</p> <p>Discuss the types of restrictive practice prohibited by the Competition Act</p>
6	Consumer Protection	<p>Understand, in brief, the protection of consumers in terms of Chapter VII of the Electronic Communications and Transactions Act</p> <p>Understand, in brief, the purpose and main provisions of the Second-Hand Goods Act</p> <p>List the types of second-goods regulated by the Second-Hand Goods Act</p> <p>Understand, in brief, the purpose and main provisions of the Sale and Service Matters Act</p> <p>Understand, in brief, the protection of consumers in terms of the Consumer Credit Act with special reference to protection against over indebtedness and plain language contracts</p> <p>List the types of goods regulated by the Sale and Service Matters Act</p> <p>Understand, in brief, the protection of purchasers of houses in terms of the Housing Consumers Protection Measures Act</p> <p>Understand, in brief, the purpose and main provisions of the Consumer Affairs (Unfair Business Practices) Act</p> <p>Understand the powers of the Consumer Affairs Committee</p>
7	Internet	<p>Understand what is meant by the terms “cybersquatter”, “domain name”, “framing”, “hyperlink”, “metatag” and “spam”</p> <p>Discuss the administration of domain names in terms of Chapter X of the Electronic Communications and Transactions Act</p> <p>Understand in brief, the copyright and trade mark implications of activities on the Internet</p> <p>Understand the limitation of the liability of service providers in terms of Chapter XI of the Electronic Communications and Transactions Act</p> <p>Understand the appointment and powers of cyber inspectors in terms of the Electronic Communications and Transactions Act</p> <p>Understand, in brief, the principles relating to the use by employees of their employers’ e-mail and Internet facilities</p> <p>Understand the relevance of the right to privacy and how this right is affected by activities on the Internet</p>

8	Labour Law	Describe the basic principles relating to the conclusion of the employment contract, with special reference to the Basic Conditions of Employment Act Understand vicarious liability Understand the basic principles relating to affirmative action, with special reference to the Employment Equity Act Understand the basic principles relating to unfair dismissal in terms of the Labour Relations Act Understand the mechanism of collective bargaining in terms of the Labour Relations Act Understand the mechanism for the resolution of labour disputes in terms of the Labour Relations Act
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**Brand Management**  
**Module Code:** BM001  
**Credits:** 20  
**IMM GSM Year Level:** 2/3  
**NQF Level:** 7  
**Nature:** Elective  
**Status:** Undergraduate

**Module specific outcome/s**

Understand the concepts relating to the term “brand”  
 Explain the role of branding in the marketing of products and services  
 Identify and explain the ingredients of a strong brand  
 Discuss brand extension options  
 Discuss how a brand should be managed over its life cycle  
 Discuss some of the most recent developments in branding  
 Explain the unique challenges facing the branding of services and global products

**Description of Units**

Unit	Description	Learning Outcomes
1	Introduction to brand management	Differentiate between products and brands Discuss the elements of a brand Explain why brands matter to organisations The rules of brand management Identify brand challenges and opportunities Distinguish between brand equity and customer equity Distinguish between corporate branding and product branding Explain the symbolic meanings of brands
2	Building a strong brand	Explain how customers choose brands Discuss the building blocks of a strong brand Explain the process of creating a strong brand Use the elements of the marketing mix to design a marketing programme Leverage secondary brand associations to build a brand Explain the process of evaluating brands in organisations
3	New products and brand extensions	Distinguish between new products and brand extensions Discuss the advantages and disadvantages of brand extensions Explain how customers evaluate brand extensions Pursue the various brand extension opportunities
4	Managing a brand over time	Discuss the challenges of sustaining a brand over time Manage multi-brand portfolios Explain the importance of brand stretching and retrenching Explain how to reinforce brands over time Discuss the revitalisation of brands Make adjustments to brand portfolios Handle names changes and brand transfers Discuss the revitalisation of brands
5	Manage brands over geographic boundaries	Discuss the advantages and disadvantages of global branding programmes Contrast brand standardisation and brand customisation Develop a global brand strategy

## Business Management 1

**Module Code:** BM101  
**Credits:** 20  
**IMM GSM: Year Level:** 5  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

### Module specific outcome/s

Understand the general background of the field of business management, including the environment in which an enterprise functions

Explain the different management tasks that cover the fields of planning, organising, leading, motivation and controlling

Discuss the functional areas of business, namely operations management, logistics management, financial management, human resources management and marketing management

Understand entrepreneurship

Construct a business plan

### Description of Units

Unit	Description	Learning Outcomes
1	Introduction to Business Management as a science	Understand what the concept of business entails Understand the concepts of profit seeking and non-profit seeking Differentiate between the different economic systems in which a business may operate Describe the different stakeholders that are influencing business
2	The environment in which an enterprise operates	Understand the concept of systems thinking Explain the level of control that management has over the different organisational environments Describe the micro-environment and how various management functions impact on the success of a business Understand how the macro-environment impacts upon the business and its continued existence Analyse the impact of the environment on an organisation using a SWOT analysis
3	The tasks of management	Understand the planning task Grasp the organising task Comprehend the leading task Understand the motivation task Explain the controlling function
4	The functional areas of business	Know how to deal with operations management where the goods or services are manufactured or generated Understand logistics management by which the flow of inputs and outputs are managed Grasp the basic financial management principles Explain human resource management which deals with attracting, developing and retaining personnel Understand marketing management, especially identifying a target market and how to market a goods or services to the customer
5	Entrepreneurship	Understand the nature and development of entrepreneurship and the individual entrepreneur Identify the contribution of entrepreneurs to the economy Discuss the differences between entrepreneurship, leadership and management Describe the different types of business in which entrepreneurs can be involved

## Business Management 2

**Module Code:** BM202  
**Credits:** 20  
**IMM GSM Year Level:** 2  
**NQF Level:** 6  
**Nature:** Core  
**Status:** Undergraduate

### Module specific outcome/s

Apply basic knowledge of the concepts, theories and principles of business management to practical problems

Explain and apply the processes of effective strategic planning, goal setting, organising, leadership and control

Describe the systems approach to managing change and understand how to manage diversity and change within an organisational culture

Analyse and identify the types of managerial decisions and power/authority

### Description of Units

Unit	Description	Learning Outcomes
1	Introduction to management	Define the term 'management' Describe the important roles that business organisations play in modern society Describe (with diagrams) the management process and explain the interactive nature of the components that make up the management process Describe the different levels and kinds of managers in an organisation Explain the different managerial roles Describe the various managerial skills needed at different levels of management Explain what comprises "management competencies" Explain the significance of sustainable competitive advantage Describe the scope of management practice Suggest ways of mastering management skills and competencies
2	Managing in a changing environment	Describe the concepts of systems theory Describe the composition and characteristics of the management / business environment Describe the internal or micro-environment, including levels of management in the enterprise: the managerial skills required at various levels Explain the market or task environment: the macro-environment Understand the interface between the enterprise and the environment, including change, competition and crisis Propose ways in which management can prepare for environmental changes
3	An overview of planning	Explain the nature of planning as a management function Defend the importance of planning as a management function Differentiate between strategic (long-term), tactical (medium-term) and operational (short-term) planning Describe the vital role played by strategy implementation in determining managers' ability to achieve an organisation's mission and goals Discuss the hierarchy of plans in an organisation Differentiate between standing and single-use plans Recommend ways of overcoming planning barriers Incorporate the use of planning tools when formulating plans Interpret meaningfully the planning documents of an organisation

4	Strategic planning	<p>Describe what the concept of strategic planning encompasses</p> <p>Explain the strategic planning process</p> <p>Differentiate between the three levels of strategy</p> <p>Differentiate between a vision and a mission statement</p> <p>Describe the behavioural factors affecting strategic planning</p> <p>Scan the external and internal environments to identify opportunities and threats, strengths and weaknesses</p> <p>Explain the process of choosing a strategy in order to survive in the volatile environment</p>
5	Goal formulation	<p>Identify goal formulation as a crucial step in the planning process</p> <p>Formulate business plans that have broad organisational goals at the top of the hierarchy and specific individual goals at the bottom</p> <p>Set goals that are aligned with, focused on and derived from the mission of an organisation</p> <p>Explain how goal formulation forms the basis of the planning process</p> <p>Set goals that are aligned with the goals of an organisation for a department/unit/section and for yourself</p> <p>Apply the management by objectives (MBO) process to set goals at the individual level</p> <p>Interpret the goals of an organisation</p>
6	Creative problem solving and decision making	<p>Differentiate between problems, problem solving and decision-making</p> <p>Compare the different models and techniques that can assist managerial decision-making</p> <p>Identify the conditions for decision-making</p> <p>Describe group decision-making</p> <p>Explain the techniques for improving group decision-making</p> <p>Recommend tools for decision-making under the various decision-making conditions</p>
7	Information management	<p>Explain the link between decision-making and information management</p> <p>Differentiate between data and information and list the attributes of useful information</p> <p>Identify the characteristics of useful information</p> <p>Classify information systems according to their use in operational and managerial support</p> <p>Explain how management information systems can support decision-making</p> <p>Explain the role of managerial end-users in developing an information system</p>
8	Organising and delegating	<p>Explain the concepts of organising, organisation and organisation structure. Identify the factors that influence a manager's choice of an organisational structure</p> <p>Expand on the importance of organising and attaining the organisation's goals</p> <p>Explain why there is a need to both centralise and decentralise authority</p> <p>Describe the delegation process, the principles of effective delegation, and obstacles to delegation and how to overcome them</p> <p>Describe the types of organisational structures that managers can design and explain why they would choose one structure over another</p> <p>Propose recommendations regarding the design or redesign of jobs as a motivational factor</p> <p>Explain why managers must co-ordinate and integrate among jobs, functions and divisions as an organisation grows</p> <p>Explain why managers who seek new ways to increase efficiency and effectiveness are using strategic alliances and</p>

		network structures.
9	Human resource management and development	<p>Explain the environment in which human resource management takes place</p> <p>Describe job analysis</p> <p>Explain strategic human resource planning</p> <p>Describe equal employment opportunities</p> <p>Describe staff planning and management of training</p> <p>Explain staff development and careers</p> <p>Describe negotiation and collective bargaining organisation</p> <p>Suggest ways of improving individual performance in the workplace</p> <p>Explain the usefulness of emotional intelligence (EI) as a way of differentiating between superior and average performers</p>
10	Managing change: culture, innovation and technology	<p>Explain how environmental changes force the organisation to adapt</p> <p>Distinguish between first-order and second-order change</p> <p>Describe how internal changes can be planned</p> <p>Describe and discuss the change process</p> <p>Identify and describe the four main areas of organisational change</p> <p>Recommend ways of overcoming resistance to change</p> <p>Explain the concept of organisational culture</p> <p>Discuss why management of the organisational culture is important in order to change the organisation.</p> <p>Explain the importance of aligning the organisation's culture with the chosen strategy and structure, when necessary</p> <p>Explain what an Organisational Culture Analysis (OCA) encompasses</p>
11	Managing diversity	<p>Define diversity, ethnocentrism and stereotyping</p> <p>Identify the primary and secondary dimensions of diversity</p> <p>Recommend strategies for managing diversity</p> <p>Grasp the central role that managers play in the effective management of diversity</p> <p>Describe the opportunities and challenges presented by diversity</p> <p>Recognise and explain cultural differences</p> <p>Suggest ways of managing diversity effectively in organisations</p> <p>Identify the cultural dimensions of diversity in a South African business environment</p> <p>Appreciate different South African cultural values</p>
12	Leadership	<p>Explain the importance of leadership as a management function</p> <p>Explain the nature and composition of leadership</p> <p>Differentiate between leadership and management</p> <p>Identify the traits that show the strongest relationship to leadership, the behaviours leaders engage in, and the limitations of the trait and behaviour models of leadership</p> <p>Evaluate different leadership models and comment on contemporary perspectives on leadership</p> <p>Explain what leaders really do</p>

13	Logistics management	<p>Understand the role of logistics in an enterprise</p> <p>Define customer service</p> <p>Describe electronic and other logistics information systems</p> <p>Explain inventory management</p> <p>Explain materials management with special reference to Japanese systems</p> <p>Define supply chain management</p> <p>Explain the methods of transport</p> <p>Illustrate the calculation of transport cost</p> <p>Illustrate the types and costs of warehousing</p> <p>Explain electronic aids in materials handling cost and price determination of purchases</p> <p>Explain how logistics can be organised</p> <p>Explain methods for improving logistics performance</p>
14	Project management	<p>Understand project management concepts</p> <p>Conduct a needs identification</p> <p>Understand the role of a project manager</p> <p>Explain the functioning of a project</p> <p>Differentiate between types of project organisations</p> <p>Understand project communication and documentation</p> <p>Explain the planning and controlling of projects</p> <p>Describe the resource considerations and allocations for projects</p> <p>Undertake cost planning and performance evaluation</p>

**Business Management 3****Module Code: BM303****Credits: 20****IMM GSM: Year Level: 3****NQF Level: 7****Nature: Core****Status: Undergraduate****Module specific outcome/s**

Understand an organisation's development and implementation of business strategy to ensure that the development and implementation of the marketing strategy is congruent with the business strategy

Understand the strategic management process and the role of stakeholders

Discuss the nature of competitive advantage

Understand the concept of and different types of strategies that a business could select

Discuss the factors, which should be considered when implementing a business strategy

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Introduction to Strategic Management	Understand the definition and explanation of strategic management Identify the people involved in strategic management and explain strategy planning champions Differentiate between qualitative and quantitative decisions Understand the strategic management process as well as strategic visualisation Recognise the functional aspects (benefits) of strategic management Recognise the dysfunctional aspects (risks) of strategic management Understand all the strategic issues and concepts leading us into the future Perceive how strategic management could benefit not-for-profit and global organisations
2	Strategic Direction and Environmental Analysis	Understand, explain and apply issues such as corporate citizenship, corporate governance, mission formulation and the importance of performing an external and internal environmental analysis
3	Strategy Formulation	Understand, explain and apply issues such as long-term goals, competitive, corporate and functional strategies, and strategy analysis and choice
4	Strategy Implementation	Understand, explain and apply strategy implementation, strategic control and evaluation, including change management, as well as the different drivers and instruments for strategy implementation
5	Contemporary Strategic Applications	Understand and explain two contemporary strategic applications, namely strategic management in not-for-profit organisations and strategic management in the global marketplace

**Basic Marketing Research 2**

**Module Code:** BMR201  
**Credits:** 20  
**IMM GSM: Year Level:** 2  
**NQF Level:** 6  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Understand the fundamental theory and concepts of marketing research and be able to conduct a limited marketing research project, reported in a standard format

**Description of Units**

Unit	Description	Learning Outcomes
1	The marketing research process	List and discuss the various stages of the marketing research process Define and discuss the importance of the problem identification stage of the research process Detail the purpose of a research project Understand the issues related to hypotheses development Set research objectives
2	Research design	Understand the nature and purpose of research design Explain the various types of research design Draft a research plan
3	Sourcing and collection of secondary data	Differentiate between primary and secondary data Identify the various sources of secondary data Conduct a secondary data source search and apply the appropriate referencing method Report a secondary data source survey
4	Primary data: qualitative data collection	Identify and explain the different types of qualitative research methods Conduct in-depth interviews Apply the focus group technique
5	Attitude measurement	Define the concept of measurement and scaling in marketing research Discuss the different scales in measurement Explain the well-known scales that are used to measure attitudes
6	Designing a questionnaire	Understand the process of questionnaire design Explain and recognise the characteristics of a good questionnaire Design a questionnaire
7	Sample plans	Understand and conduct the sampling process Differentiate between probability and non-probability sampling Determine sample size with ad hoc methods Apply a sampling method
8	Fundamentals of data analysis	Explain the fundamental concepts of data analysis Identify and discuss preliminary data preparation techniques Understand the significance of data tabulation Apply various elementary descriptive statistical methods of data analysis Formulate major research findings
9	Research report	Describe the fundamentals of a marketing research presentation Produce a research report

**Business Numeracy 1**

**Module Code:** BN101  
**Credits:** 20  
**IMM GSM Year Level:** 1  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Insight into basic business numeracy concepts  
 Undertake the calculations required for basic business numeracy

**Description of Units**

Unit	Description	Learning Outcomes
1	Fundamentals of mathematical calculations	Perform basic calculations needed for business numeracy Apply mathematical signs Calculate percentages Change percentages to fractions and decimals Calculate power calculations Calculate fractions and proportions Calculate mark-ups and discounts
2	Understanding graphs	Distinguish between bar, line and pie graphs Choose the best graph type to visually demonstrate specific data Prepare bar, line and pie graphs Plot straight line graphs using linear functions Find the intercept and gradient of a straight line graph
3	Business statistics	Calculate the mean of ungrouped data Calculate the median of ungrouped data Calculate the mode of ungrouped data Differentiate between the mean, median and mode of a data set Explain and calculate the range Define and calculate standard deviation Construct a frequency distribution table Prepare a histogram of a frequency distribution
4	The time value of money	Understand the concept 'time value of money' Distinguish between simple and compound interest Calculate future and present values of a single amount using formulae and tables Calculate the future and present values of a series of even payments (annuities) using formulae and tables Calculate the future and present values of a series of uneven payments using formulae and tables Distinguish between nominal and effective interest rates
5	Basic financial statements	Explain the basic accounting equation Prepare an income statement from a trial balance Prepare a balance sheet from a trial balance
6	Analysis of financial statements	Define a financial ratio Calculate selected profitability, liquidity, solvency and activity ratios Interpret the profitability, liquidity, solvency and efficiency of a firm using selected ratios
7	Break-even analysis	Identify the core elements of break-even analysis Calculate the break-even point in units as well as value Evaluate changes in selling prices, sales volume and costs using the margin of safety principle

**Business Research: Project 3**  
**Module Code: BRP302**  
**Credits: 40**  
**IMM GSM Year Level: 3**  
**NQF Level: 7**  
**Nature: Core**  
**Status: Undergraduate**

**Module specific outcome/s**

The approach of this module is to further develop the student in an understanding of business research requirements. Business research relies heavily on reliable and valid information. One source of such reliable and valid information is in published literature in reputable journals. Articles are only published in reputable journals if they have been scrutinised by other researchers, a process known as Peer Review. Developing an appropriate literature review around a business research topic is thus essential for success in business research. In addition business executives need to be able to quickly review information presented to them and make a decision as to the validity and reliability of such information.

A student must hand in a literature review report of 2500 - 3000 words drafted in terms of the Harvard Referencing System. The review must be based on the independent review of the literature exploiting EBSCOhost as a search engine. Students will be guided in the use of EBSCOhost by the IMM GSM. The requirement here will be for reviewing numerous up to date articles from reputable journals. By up to date it is meant journals published within the last 3-5 years.

The theme of the review can be selected from the broad field of business and the student will be guided through the stages starting with the reading of magazines such as our own IMM GSM Strategic Marketing magazine which discusses marketing related issues from a business perspective. Students should therefore ensure that they are registered to receive copies of this magazine.

The learner guide will take the student through a series of exercises. Each exercise will provide the student with a step by step understanding of how to develop a literature review. Conformity to the Harvard Referencing System is a pre-requisite for success in this module. The Harvard Referencing System is available on the IMM GSM website and the student is advised to study this document carefully when doing the required exercises.

A further criterion for success is the exclusion of plagiarism and to this end all student reports will be subjected to a software programme that records degrees of plagiarism.

**Business Research: Theory 3**  
**Module Code: BRT301**  
**Credits: 20**  
**IMM GSM: Year Level: 3**  
**NQF Level: 7**  
**Nature: Core**  
**Status: Undergraduate**

**Module specific outcomes**

Complete an independent business research report

**Description of Units**

Unit	Description	Learning Outcomes
1	The research environment	Demonstrate familiarity with the research environment Demonstrate an understanding of the nature and scope of research by presenting a sound explication of the context within which the research study was undertaken Demonstrate an understanding of the types and roles of research suppliers, including external and internal through reference to these in terms of the content of the research report Demonstrate a sensitivity of the ethical aspects of research by including reference to steps taken to ensure ethical compliance
2	Qualitative research	Apply qualitative research techniques Show an appreciation of the objectives of qualitative research, sampling, data collection, and analysis Demonstrate an understanding of qualitative research by means of a discussion of the research methodology implemented within the context of the research study If selected, demonstrate an understanding of the use of focus groups within the context of the research study Show an understanding of the advantages and disadvantages of focus groups through a discussion in the research methodology section of the report Demonstrate an understanding of the rationale for the use of projective techniques in the appropriate research methodology section Show an understanding of the considerations involved in conducting qualitative research through a discussion in the appropriate section of the marketing research report Show an understanding of the ethical dimension in the undertaking of qualitative research within the context of the current marketing research project
3	Survey interviewing techniques	Apply survey interviewing techniques Discuss and classify the specific form of survey method utilised within the context of the study Demonstrate an understanding of the specific survey technique applied within the context of the current

		<p>marketing research study</p> <p>Demonstrate an understanding of the skills researchers need to possess when conducting survey interviews</p> <p>Show a consideration of the ethical dimension of survey research within the relevant section of the marketing research report</p>
4	Sampling	<p>Apply sampling techniques</p> <p>Demonstrate an understanding of the process of drawing an appropriate sample for the purpose of the research report</p> <p>Describe the sampling techniques, which have been applied within the context of the marketing research report</p> <p>Show a sensitivity towards the ethical issues involved in the sampling process by means of a discussion within the appropriate section of the research report</p>
5	The sources and collection of data	<p>Utilise the different sources of data collection</p> <p>Demonstrate an understanding of the importance of data collection in relation to the overall research process</p> <p>Demonstrate an understanding of the appropriate sources of data utilised in the collection of data</p>
6	Analyse and presentation of data	<p>Present data in a report format</p> <p>Demonstrate an understanding of the requirements of report preparation</p> <p>Demonstrate an understanding of the ethical dimension related to the interpretation and presentation of data</p> <p>Discuss the application of the internet and information technology in the process of report writing and presentation</p>
7	Introduction to the use of multivariate analysis	<p>Have insight into the use of multivariate analysis</p> <p>Demonstrate an understanding of the difference between univariate and multivariate data analysis</p> <p>Demonstrate an understanding of Analysis of Variance (ANOVA) as example of multivariate analysis of data</p>

**Business Statistics 1**

**Module Code:** BS101  
**Credits:** 20  
**IMM GSM: Year Level:** 1  
**NQF Level:** 6  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Apply statistical methods in providing marketing solutions  
 Recognise applications of statistical methods used in marketing research  
 Apply inferential statistical methods in solving marketing problems  
 Understand the terms and concepts used in forecasting and related topics

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Terms and concepts used exclusively in the subject	Distinguish a variable from its values Classify data as qualitative or quantitative Differentiate the types (inferential and descriptive) of business statistic problems State the goal of descriptive statistics and the goal of inferential statistics Define and give an example of each of the following terms: population, sample, parameter, statistic, discrete and continuous data, the four levels of measurement, i.e. nominal, ordinal, interval and ratio
2	Methods to describe the characteristics of random variables:  Construction of frequency tables and relative frequency tables Graphical representation of statistical data Measures of central location Measures of dispersion/skewness	Transform raw, processed data into organised data Construct histograms, frequency polygons and ogives from frequency distributions and relative frequency distributions Interpret the findings from each graphic form Recognise applications of descriptive statistics in marketing research Identify the various measures of central tendency for both grouped and ungrouped data Compute these central location measures and quartiles Describe the appropriate central location measure for the different data types Interpret the meaning of each central location measure and non-central measures of location, i.e. quartiles Identify and compute the various measures of dispersion appropriate for the different data types for both grouped and ungrouped sets of data Compute and interpret measures of skewness
3	Quantifying uncertainty:  Basic probability concepts Probability distributions	Define the different types of probabilities Describe the properties and concepts of a probability Apply the rules of probability and describe the complement of an event and the process for determining its probability Describe the fundamental counting principle, factorial rule, permutations rule, and combinations rule in determining the total number of outcomes for a variety of different circumstances Understand the concept of discrete and continuous random variables and probability distributions Describe three common probability distributors, i.e. Binomial-, Poisson-, and Normal probability distributions Recognise when to apply each of these distributions Compute probabilities using each distribution

4	<p>Methods to extend sample findings to the population (inferential statistical methods):</p> <p>The basics of sampling Confident intervals Hypothesis testing</p>	<p>Describe the purpose of inferential statistics Distinguish between a sample and a population Describe three types of non-probability and four types of probability sampling methods Understand the concept of sampling distribution and explain the role of a sampling distribution in inferential statistics Understand the concept of point estimation and confidence interval estimation Compute confidence intervals for various sample statistics Interpret a confidence interval Understand the concept of classical statistical hypothesis testing Distinguish between simple and composite hypotheses and one- and two-tailed hypothesis tests Formulate appropriate null and alternative hypotheses and perform the following hypothesis tests on marketing problems:     tests concerning means and proportions     tests concerning differences between means     tests concerning differences between proportions     tests concerning small samples and population standard deviations unknown Interpret the results of a hypothesis test Understand the concept of the chi-square statistic Perform Independence of Association hypothesis tests Perform Equality of Multiple Proportions hypothesis tests Perform Goodness-of-fit hypothesis tests Interpret the results of the various chi-square tests</p>
5	<p>Forecasting and related topics:</p> <p>Index numbers Regression and correlation Time series analysis</p>	<p>Explain the purpose of index numbers Develop indices to measure price changes over time Develop indices to measure quantity changes over time Distinguish between the Laspeyres and Paasche weighting methods Revise the base period of a series of index numbers Explain and derive link relatives State the goal and objectives of a simple regression analysis Specify the simple regression model and its assumptions Explain the least-squares criterion For any bivariate data set, find the equation of the least-squares line Graph a set of bivariate data and the least-squares line Use the regression line for prediction purposes Explain the concept of a correlation Compute the correlation between two variables Explain the link between correlation analysis and regression Identify the components of a time series Define and graph a time series Isolate the trend component of a time series by generating a moving average or fitting a trend line Compute the seasonal influence in a time series Deseasonalise a time series Forecast future values of a time series</p>

**Distribution and Logistics Management 2****Module Code:** DLM201**Credits:** 20**IMM GSM: Year Level:** 2**NQF Level:** 6**Nature:** Core**Status:** Undergraduate**Module specific outcomes**

Understand the structure and functions of marketing channels

Explain the channel intermediaries involved in different distribution channels

Discuss logistics and distribution structure and strategies

Design a channel system

Explain the different aspects of channel management

Assess marketing channel performance

**Description of Units**

<b>Units</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Marketing channel systems	<p>Be aware of the growing importance of marketing channels in the larger field of marketing</p> <p>Gain knowledge of the major reasons for the increasing importance of marketing channels</p> <p>Have a clear understanding of the definition of the marketing channel from a managerial perspective</p> <p>Gain a clear understanding of the concept of the "channel manager"</p> <p>Understand how marketing channels relate to the other strategic variables in the marketing mix and the overall Marketing Management Strategy</p> <p>Develop an understanding of the difference between channel management and logistics management</p> <p>Know how to describe the flows in marketing channels</p> <p>Understand the principles of specialisation and division of labour as well as contractual efficiency in marketing channels</p> <p>Understand the concepts of channel structure and ancillary structure and recognize the difference between them</p>
2	Developing the marketing channel	<p>Understand the meaning of marketing channel strategy</p> <p>Be able to describe the six basic distribution decisions that most firms face</p> <p>Have an awareness of the potential for channel strategy to play a major role in overall corporate objective</p> <p>Recognise the relationship of distribution to the other variables in the marketing mix and the role of channel strategy</p> <p>Be alerted to the conditions that tend to favour an emphasis on distribution strategy in developing the market mix</p> <p>Appreciate the role of channel strategy in creating a differential advantage through channel design</p> <p>Have a familiarity with the implications of the selection decision for channel strategy</p> <p>Know the key strategy decisions faced by the channel manager in the management of the marketing channel</p>

		<p>Understand the portfolio concept as it applies to motivating channel members</p> <p>Be aware of the main channel strategy issues involved in the evaluation of channel members</p>
3	Managing marketing channels	<p>Understand the definitions of channel management and motivation management in marketing channels</p> <p>Recognise the distinction between channel management decisions and channel design decisions</p> <p>Be familiar with the basic framework for motivating channel members</p> <p>Know the major means for learning about channel member needs and problems</p> <p>Understand the basic approaches for providing support for channel members</p> <p>Be aware of the underlying differences in the relationships implied in the three approaches for supporting channel members</p> <p>Be cognisant of the need to provide leadership in channels through the effective use of power</p> <p>Realise that there are significant limitations on the degree of channel control available to the channel manager in an inter-organisational setting</p>
4	Additional perspectives on marketing channels	<p>Understand and be able to define what is meant by electronic marketing channels</p> <p>Appreciate the difference between uses of the Internet for information gathering versus true Internet based interactive shopping</p> <p>Realise that electronic marketing channels can result in both disintermediation and reintermediation in channel structure</p> <p>Know the limitations of the Internet in terms of the product flow and order fulfillment</p> <p>Be familiar with developments and trends in electronic marketing channels as they affect customers, intermediaries, and manufacturers</p> <p>Be aware of the advantages and disadvantages of electronic marketing channels</p> <p>Be cognisant of the key implications of electronic marketing channels for the six major channel decision areas</p>

**Export Administration 1****Module Code: EA101****Credits: 20****IMM GSM: Year Level: 1****NQF Level: 5****Nature: Core****Status: Undergraduate****Module specific outcome/s**

Understand and apply the fundamental principles relating to the physical movement of goods through the various stages of the export sequence

Efficiently administer the physical movement of an export consignment from its source to its destination, taking into account packing, transportation, and customs procedures

Understand and competently apply Incoterms in international trade transactions so as to minimise potential risks and losses

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Different types of cargo and ocean transport	Differentiate between unitised, bulk cargo and breakbulk cargo Identify different forms of transport for export goods Discuss factors affecting choice of transport mode Discuss the main features of liner services and non-liner services Explain how ocean freight rates are calculated
2	Containerisation of export consignments	Describe the functions of container terminals, container depots, container yards and Spoornet yards Name major locations at which container terminals have been established in South Africa List internal and external dimensions of standard ISO containers Describe various containers most commonly used in international trade Explain the differences between FCL, LCL and groupage services and explain the procedures involved in each
3	Airfreight as a means of international transport	Differentiate between the different types of aircraft and services delivered Explain how airfreight rates are calculated Discuss the main categories of IATA airfreight rates Discuss the factors influencing the choice of airfreight for an export consignment Outline the procedures involved in air freighting a consignment of goods from South Africa
4	Road and rail as forms of international transport	List the services offered by road transporters. Discuss how cargo could be stowed for safe transit by road Explain how road transport freight rates are calculated Discuss the factors affecting the choice of road transport Outline the procedures involved in exporting goods by road across the border to neighbouring countries in southern Africa Briefly discuss the rail infrastructure in southern Africa Outline the procedure involved in exporting goods overland by rail to other African countries Explain how rail freight rates are calculated Explain the concept of combined transport operations
5	Incoterms in international trade	Name the sets of rules developed for the interpretation of trade terms Explain how the Incoterms are used in a contract of sale List the Incoterms effective from 1 January 2000 and name the costs, risks and responsibilities of seller and buyer in respect of each Incoterm Discuss contractual situations in which each Incoterm can be used Discuss the factors influencing the choice of a particular Incoterm

6	Product standards and packing and marking of consignments	<p>Discuss international standards regarding health, safety and the environment</p> <p>Discuss the factors influencing the type of packing required for an export consignment</p> <p>Outline the packing requirements for FCL, LCL, groupage, breakbulk and air cargo</p> <p>Discuss the functions and rules regarding shipping marks and cargo-handling marks</p> <p>Name the categories of dangerous goods</p> <p>Discuss the rules pertaining to the export of dangerous goods from South Africa by rail or road, by sea and by air</p>
7	Import and export controls	<p>Name regional and international bodies concerned with customs matters</p> <p>Describe the typical infrastructure of a national customs service</p> <p>Outline the specific functions of Customs &amp; Excise in South Africa</p> <p>Explain the terms export permit, export certificate, import license, import quota, import tariff and import surcharge, and the procedures around each</p> <p>Discuss the composition and function of the Harmonised Commodity Description and Coding System (HS)</p> <p>Discuss the electronic data interchange (EDI) implementation by SARS</p> <p>Outline the procedures to become registered as an exporter in South Africa</p> <p>List the documents that are required by South African customs when a consignment of goods is exported from South Africa</p> <p>Discuss the various circumstances under which samples can be sent to foreign markets and the steps involved in using an ATA carnet</p> <p>Define import duty drawbacks, refunds and rebates and explain when each would apply</p>

**Export Administration 2**  
**Module Code:** EA201  
**Credits:** 20  
**IMM GSM Year Level:** 2  
**NQF Level:** 6  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Understand of the functions of an export division  
 Understand the benefits from organisations which provide export support services  
 Understand the purpose of and correctly complete and submit export-related documents  
 Understand the fundamentals of marine insurance and effectively apply practical measures to spread risks relating to international trade

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Structure, role and function of an export division	List the primary functions of the company's export division Discuss the different tasks performed in the export division Explain the various stages in the export order process with special reference to the documentation, the people and the evaluation and control procedures involved
2	The roles of various export service organisations	Discuss the ways in which at least eight different export service organisations can assist the exporter
3	Functions and completion of export documents	List the main characteristics of export documentation Discuss the outcomes of inaccurate or incomplete export documents Name the different categories of documents used in export trade Give examples of currency codes used in international transactions Explain the purpose of the pro-forma invoice, forwarder's instruction, shipping instruction, bank instruction, packing declaration, and the information to be given in each Explain the term 'transshipment'
4	Fundamental transport and insurance documents	List the functions of and items included in a bill of lading Discuss the characteristics and purpose of the different bills of lading List other essential documents used in export trade Differentiate between a combined consignment note and truck label, a freight transit order and a container terminal order
5	Other essential export documents	Discuss the purpose and features of various customs and harbour documents Explain the purpose of the exchange documents F178 and Form N.E.P. and other documents relating to payment Give examples of documents required by the foreign customs authorities and indicate the circumstances in which they are necessary Outline the documentary sequence for FCL cargo and breakbulk cargo, respectively, from an inland centre in South Africa to an overseas destination
6	Fundamentals of marine insurance	Discuss the purpose of marine insurance Differentiate between marine underwriters and brokers Discuss the main activities of Lloyd's of London Explain various insurance terms relevant to marine insurance Differentiate between express and implied warranties

7	Marine insurance policies, risks and claims	<p>Differentiate between facultative and open insurance policies</p> <p>Name and discuss the main components and clauses of a marine policy</p> <p>Differentiate between the insurance cover provided under Institute Cargo Clauses (A), (B) and (C), respectively</p> <p>Describe the circumstances in which Institute Trade and Institute Commodity Clauses are required</p> <p>Differentiate between total loss and partial loss in the context of marine insurance claims</p> <p>Explain what is meant by General Average, General Average losses, General Average contributions and General Average sacrifices</p> <p>Outline insurance claims procedures</p>
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**e-Commerce**  
**Module Code:** EC001  
**Credits:** 20  
**IMM GSM: Year Level:** 2/3  
**NQF Level:** 7  
**Nature:** Elective  
**Status:** Undergraduate

**Module specific outcome/s**

Understand the unique aspects of e-Commerce as well as how traditional marketing models and practices are adapted for e-Commerce  
 Apply e-Commerce models and strategies  
 Assess the impact of e-Commerce on the macro-environment and vice versa

**Description of Units**

Unit	Description	Learning Outcomes
1	The e-Commerce environment	Understand the unique properties of e-Commerce and differentiate between traditional commerce and e-Commerce Define and understand network externalities Compare and contrast electronic markets and hierarchies Understand and discuss disintermediation
2	e-Commerce business models	Compare and contrast B2C, B2B, C2B AND C2C Identify the components of business models Compare and contrast e-Commerce business models
3	On-line consumer behaviour and e-research	Apply the consumer decision making model in the on-line environment Evaluate the viability of quantitative and qualitative research using the internet Recommend on-line research strategies Critically discuss the sampling challenges of e-research
4	On-line pricing and promotion	Understand the demand side and supply side factors of the Internet Recommend online pricing strategies Assess the advantages of online communication over off-line communication
5	e-Commerce applications (retail, services, information goods and m-commerce)	Evaluate the competitive advantage of e-Commerce for retail, services and information goods Understand the unique properties of m-Commerce
6	e-Commerce and the macro-environment	Evaluate the challenges for the regulation of e-Commerce including adjustments to jurisdiction, tax law, contract law, delict law and intellectual property rights laws Understand the public policy debates posed by e-Commerce including the digital divide, consumer welfare and social capital

**Economics 1**  
**Module Code:** ECO101  
**Credits:** 20  
**IMM GSM: Year Level:** 1  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Understand and apply the fundamental principles of economics  
 Understand the role of supply, demand and other aspects of macroeconomics

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Economic interdependence and measuring of performance	Distinguish between households and organisations, the government, the foreign and the financial sectors Explain the main macroeconomic objectives Explain growth, employment and inflation and apply these to a macro environment analysis and explain their impact on consumers Describe the concept of the 'balance of payments'
2	Sectors of the economy	Define the concept of 'money' Discuss the functions of money Explain the demand for money Describe the basic instruments of monetary policy Discuss government spending and finance Discuss the criteria of tax and the various types of taxation Explain the aspects of international trade Analyse the impact of import tariffs and trade barriers on market segments, consumers and global trading
3	Macroeconomic models	Illustrate and determine the equilibrium level of total income Explain the relationship between the three central macroeconomic flows Utilise the Keynesian model to analyse the effects of fiscal policy Utilise aggregate demand (AD) and aggregate supply (AS) curves to analyse changes in AD and AS and apply this theory to the practice of market segmentation
4	Macroeconomic issues	Define and explain the concept of 'inflation' Describe how inflation is measured Explain the costs of unemployment Explain the meaning of the Phillips curve and how it relates to the aggregate supply curve Explain the measurement of economic growth and development Discuss the business cycle and how it relates to marketing strategies and decisions

**Economics 2**  
**Module Code:** ECO201  
**Credits:** 20  
**IMM GSM Year Level:** 2  
**NQF Level:** 6  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Understand and apply the fundamental principles of economics  
 Identify and understand microeconomic concepts

**Description of Units**

Unit	Description	Learning Outcomes
1	Fundamentals of economics	Describe the three central economic questions Describe the various kinds of goods in the economy Distinguish between the four factors of production Describe the main characteristics of traditional, command, market and mixed economies
2	Consumer and producer behaviour	Indicate how demand can be expressed in numbers, words and quantities Differentiate between a 'movement' along a demand curve and a 'shift' of a demand curve Differentiate between a 'movement' along a supply curve and a 'shift' of a supply curve Explain how a changes in demand or supply affects the equilibrium price Define and explain price elasticity of demand Identify the categories of price elasticity Discuss the relationship between total, average and marginal values Define the different revenue, cost and profit concepts Link revenue, cost and profit concepts to marketing strategy Discuss the interdependency between economics and marketing
3	Market forms	Define perfect competition and explain the concept in the context of competitive market strategies Summarise the most important differences between perfect competition, monopolistic competition, oligopoly and monopoly Discuss the impact of the various market forms on choice of strategy and the development of competitive advantage Explain the labour market Describe how government intervenes in the economy Discuss the impact on marketing in regulated industries

**Export Management 2****Module Code:** EM201**Credits:** 20**IMM GSM: Year Level:** 2**NQF Level:** 6**Nature:** Core**Status:** Undergraduate**Module specific outcome/s**

Identify opportunities and threats in the business environments of foreign markets and determine and implement appropriate actions

Effectively structure and manage the functions, staff and budgets of an international division

Plan, coordinate and implement an export strategy to meet the company's overall business objectives

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	The business environments in foreign markets	Understand the uncontrollable factors in foreign markets and how they differ from those in the domestic market Understand the impact of uncontrollable factors on management decisions Explain the influence of the domestic business environments on a company's international business Differentiate between attributes and distance when developing international strategies
2	Globalisation issues	Explain the concept globalisation Discuss South Africa's status as a home base for an international company Explain the characteristics of successful exporters Outline the role of industry clusters Discuss the opportunities for small businesses to become global players
3	The fundamental management functions	Explain the functions of management Explain the importance of the leadership role Compile a profile of an effective manager
4	Principles of accounting and budget control	Explain the manager's role regarding accounting and budgeting Understand the basic accounting principles Calculate financial ratios and understand their significance Explain the elements of a budget and prepare a budget Explain the principles and advantages of standard costing
5	Functions and structure of an export division	Explain the management and structuring of work in an international company Understand how to manage people in an international company Explain the differences in appropriate export structures of small, medium-sized and large exporting companies Understand the purpose of different control mechanisms in an export division Discuss the concepts of regional strategies for a global company Identify the skills needed by an export manager Explain the role of the trans-national manager
6	Managing an international organisation	Explain the characteristics of an export-ready company Describe the concept of competitive intelligence and its importance to sound business and marketing plans Explain the process of planning for world markets

**Entrepreneurship**  
**Module Code:** ENT001  
**Credits:** 20  
**IMM GSM Year Level:** 2/3  
**NQF Level:** 7  
**Nature:** Elective  
**Status:** Undergraduate

**Module specific outcome/s**

Understand entrepreneurship as a continuous process in managing a small business organisation  
 Understand the concept of entrepreneurship and its relation to small business management  
 Identify and discuss the various entrepreneurial opportunities  
 Develop and implement a business plan and understand the related sub-components and sub-plans  
 Identify and analyse critical issues to consider in managing a small business organisation  
 Discuss financial management and considerations in managing an entrepreneurial small business

**Description of Units**

Unit	Description	Learning Outcomes
1	Entrepreneurial opportunities	Define entrepreneurship and analyse the definition and different types Reason the value of entrepreneurship and its success Describe the various types of entrepreneurs Describe and classify small business in the South African context Define a family business and discuss it as an entrepreneurial opportunity Define franchising and discuss it as an entrepreneurial opportunity Define start-up and buyout business opportunities and discuss each as entrepreneurial opportunities Describe and assess the various strategies to establish competitive advantage Describe and evaluate social and ethical issues reflecting on managing a small business
2	Developing new venture business opportunities	Identify and explain the components of a business plan and construct and assemble a business plan for an organisation in the marketing industry Identify, discuss and reason the various plans that form the components of a business plan Identify, describe and analyse the relevant aspects that must be included and considered in the various sub-plans of the business plan including marketing plan, financial plan, operations plan, people and management plan and other associated elements Name and discuss the elements of the business plan Apply the business plan in relation to a marketing business Investigate the various sub-plans within a formal business plan
3	Managing growth in a small business organisation	Name and discuss the factors and management tasks to be considered when managing and leading a fast-growing organisation Discuss and create the processes and considerations in managing human resources in a small business Identify and discuss operations management and its related processes and activities such as inventory management and purchasing, required in an entrepreneurial venture Discuss and assess total quality management and risk in small business operational processes Discuss and assess risk management in small businesses and entrepreneurial ventures Explain, calculate and interpret the financial fundamentals in terms of asset management, risk and insurance and the related strategies

**International Export Trade Strategy 3**

**Module Code:** ETS301  
**Credits:** 20  
**IMM GSM Year Level:** 3  
**NQF Level:** 7  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Expose students to export management and strategic international trade issues as they affect companies in a 'real life' situation

Develop the analytical, interpretative and problem-solving skills of students in an international trade environment

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Case study	A seen case study is identified and presented to students with guidelines for preparation Students are to apply the knowledge gained from the full programme in completing an assignment based on the case study The examination consists of questions based on the case study

## Fundamentals of Business Communication 1

**Module Code:** FBC101  
**Credits:** 20  
**IMM GSM: Year Level:** 1  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

### Module specific outcome/s

Gain a broad range of business communication knowledge and skills

Communicate clearly and appropriately in a relevant business situation

Apply the principles of written, verbal and nonverbal business communication techniques in a relevant business situation

### Description of Units

Unit	Description	Learning Outcomes
1	The communication environment	Define business communication Explain and understand why business communication is important to individuals and organisations List and explain the goals of business communication Discuss the different patterns of internal and external business communication Explain the communication process Identify communication barriers and describe ways to minimise or remove them Explain the concept of ethical communication Understand how to apply ethical principles to promote ethical business communication Explain how codes of conduct help promote ethical behaviour and business communication
2	Multicultural and global communication	Discuss cultural diversity in the workplace and explain how it affects business communication Identify potential barriers to effective multicultural communication Discuss and implement basic guidelines for effective multicultural communication Discuss communication challenges in a global environment Describe and apply key strategies for effective global business communication
3	Develop effective written business communication	Choose words the receiver will understand and that will result in the desired response Write clear, concise and effective sentences and paragraphs Use unbiased language in business communication Compose business communication reflecting your personal style Identify the advantages and disadvantages of written messages Develop effective business messages using a three-step process Determine the appropriate vocabulary level for business messages Develop effective electronic messages

4	Verbal and nonverbal communication	<p>Identify the components of interpersonal communication and soft skills</p> <p>Explain how to develop interpersonal communication skills for building positive relationships</p> <p>Give feedback effectively and receive it appropriately</p> <p>Describe techniques for resolving conflict</p> <p>Distinguish between listening and hearing and list the guidelines for effective listening</p> <p>Describe barriers to effective listening</p> <p>Understand the importance and advantages of effective listening</p> <p>Explain the importance of nonverbal messages</p> <p>Identify different types of nonverbal messages and discuss its impact on the communication process</p>
5	Applications for correspondence	<p>Describe positive and neutral messages</p> <p>Understand the direct plan and how to use it</p> <p>Distinguish between poor and good, positive and neutral messages</p> <p>Prepare effective positive and neutral messages for a variety of purposes using the direct plan</p> <p>Compose the six common types of social business messages</p> <p>Describe the criteria for selecting the style for social business messages</p> <p>Describe the nature of negative messages</p> <p>Explain the reasons for choosing the indirect plan or the direct plan when compiling negative messages</p> <p>Describe the five specific guidelines for the appropriate use of the indirect plan</p> <p>Prepare effective negative messages for a variety of purposes using the indirect plan</p> <p>Describe the guidelines for appropriate use of the direct plan</p> <p>Prepare effective negative messages for a variety of purposes using the direct plan</p>
6	Applications for written reports	<p>Identify the different types of proposals</p> <p>Write formal proposal requests</p> <p>Write formal and informal proposals</p> <p>Draft a business plan</p> <p>Develop clear policy statements</p> <p>Write an effective news release</p> <p>Prepare a constructive performance appraisal</p>

**Financial Management 1****Module Code:** FM101**Credits:** 20**IMM GSM Year Level:** 1**NQF Level:** 5**Nature:** Core**Status:** Undergraduate**Module specific outcome/s**

Develop financial literacy on a theoretical and practical level, by:  
 explaining accounting concepts and terminology;  
 determining the selling price of merchandise;  
 classifying costs into various categories;  
 demonstrating knowledge of concepts related to materials management;  
 demonstrating knowledge of concepts related to labour, overheads and job costing;  
 demonstrating an understanding of budgets and budgetary control

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Explain accounting concepts and terminology	Define the purpose and users of accounting Classify items as assets, liabilities or owner's equity Show the effect of various transactions on the basic accounting equation Describe the accounting cycle
2	Prepare and explain financial statements	Conduct various journal entries (basic debits and credits) Conduct and explain what year-end adjustments are and their impact on the financial statements Prepare a statement of comprehensive income, cash flow statement and statement of financial position
3	Classify cost into various categories	Explain cost classification concepts and be able to distinguish costs into their suited cost classification Classify cost in relation to product or period costs Classify relevant and non-relevant costs for decision making Classify behaviour of cost in relation to volume of production Calculate breakeven point, safety margins and profit estimates Conduct break even analysis by calculation and evaluation changes in cost, sales volume and sales mix
4	Demonstrate knowledge of concepts related to materials and stock management	Distinguish between direct and indirect materials Describe stock control concepts, calculate stock levels and EOQ Describe stock valuation methods and calculate the value of closing inventories using FIFO and the weighted average method
5	Determine the selling price of a product	Calculate cost of sales Explain VAT concepts and calculate VAT Calculate mark-ups on cost price and selling price Calculate selling price (inclusive and exclusive of VAT)
6	Demonstrate knowledge of concepts related to labour overheads and job costing	Distinguish between direct and indirect labour Identify overhead costs Calculate the cost of a product or a job Distinguish between marginal and absorption costing

7	Demonstrate an understanding of budgets and budgetary control	Describe components of an operational budget Draft operational, flexible and cash budgets Calculate and interpret sales variances
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**Financial Management 2**  
**Module Code:** FM202  
**Credits:** 20  
**IMM GSM: Year Level:** 2  
**NQF Level:** 6  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Develop basic financial insight on a theoretical and practical level  
Analyse expenditure and income of a business successfully  
Prepare an income statement and balance sheet

**Description of Units**

Unit	Description	Learning Outcomes
1	Explain the role of financial management in an organisation	Differentiate between financial accounting, cost accounting and management accounting Define financial management in your own words Describe the function of a financial manager and its relationship to other functional areas of any business and other subject fields Identify the goal of the organisation in its broader context Discuss the key concepts in finance such as, the agency theory, stakeholder theory and risk and return
2	Demonstrate an understanding of the time value of money fundamentals	Understand the role of time value of money in financial management Differentiate between simple and compound interest; real, nominal and effective interest rates Calculate any of the five main elements of time value of money (I, N, PV, FV & PMT) Calculate any of the five main elements of time value of money (I, N, PV, FV & PMT) when taking into account ordinary annuities versus annuities due
3	Demonstrate an understanding of the nature of short-term financial decisions	Explain the terms and elements of short term liquidity management Understand working capital management, net working capital, and the related trade-off between profitability and risk Explain the cash conversion cycle Prepare cash budgets and adjust for cash shortages Explain how to fix a temporary cash short fall Discuss the concepts of inventory management including competing objectives that need to be managed and inventory management systems Discuss the concepts of debtors management including competing objectives, cost of credit sales and credit policy which includes credit risk and debt collection Discuss the concepts of creditors management, including competing objectives and strategies for managing creditors
4	Demonstrate an understanding of the relevance of the long term financing decisions in an organisation	Discuss the usages, advantages and disadvantages of debt as a source of financing Calculate the cost of debt Discuss the usages, advantages and disadvantages of equity as a source of financing Calculate the cost of equity Understand the concept of weighted average cost of capital (WACC) Calculate the weighted average cost of capital (WACC) of an organisation

		<p>Discuss the optimal capital structure of an organisation</p> <p>Explain the relationship between the cost of capital and investment decisions</p>
5	Demonstrate an understanding of the long term investment decisions in an organisation	<p>Discuss basic capital budgeting concepts</p> <p>Calculate the various cash flows such as initial investment, operating and terminal cash flows</p> <p>Apply appropriate quantitative capital budgeting techniques when evaluating investments (Including payback, NPV and IRR)</p> <p>Discuss the different approaches to deal with risk capital budgeting</p> <p>Discuss qualitative factors that could influence the investment decision</p>
6	Demonstrate an understanding of the analysis of financial statements	<p>Interpret the contents of financial statements</p> <p>Define financial ratios and list the users of financial ratios</p> <p>Discuss the limitations to the analyses of financial statements</p> <p>Analyse an organisation's liquidity</p> <p>Analyse an organisation's solvency</p> <p>Analyse an organisation activity</p> <p>Analyse an organisation's profitability</p> <p>Use market ratios to analyse the market value of an organisation</p> <p>Report on the financial strengths and weaknesses of an organisation using a summary of financial ratios</p>

**Financial Management 3****Module Code: FM303****Credits: 20****IMM GSM Year Level: 3****NQF Level: 7****Nature: Core****Status: Undergraduate****Module specific outcome/s**

Develop financial literacy on a theoretical and practical level

Analyse expenditure and income of a business successfully

Understand the importance of long and short term financial planning

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
<b>1</b>	Demonstrate an understanding of the process of shareholder value creation	Discuss how marketing translates into shareholder value creation Evaluate the process of how marketing translates into shareholder value creation
<b>2</b>	Demonstrate an understanding of / and conduct sales and budget forecasting	Preparation of sales, market and project budget forecasting Analyse the different budgets (including GAP analysis) Reporting and target monitoring on sales and marketing activities
<b>3</b>	Demonstrate an understanding of product and customer profitability analysis	Conduct product profitability analysis Discuss and evaluate product pricing strategies Conduct customer profitability analysis Discuss and evaluate the customer portfolio
<b>4</b>	Demonstrate an understanding of product price sensitivity to the market (price elasticity)	Describe and explain the price sensitivity of a product with reference to elasticity of demand Explain the importance of pricing strategy to the level of price sensitivity in the market Identify and explain how common factors influences price and product sensitivity
<b>5</b>	Demonstrate an understanding of the quantification of proposed marketing strategies and projects	Describe the meaning of a Cost Benefit Analysis Identify and quantify all costs associated with a proposed action Identify and quantify all benefits associated with a proposed action Evaluate the cost and benefits between options Conduct brand and market valuations

## Finance and Payments 2

Module Code: FP201

Credits: 20

IMM GSM Year Level: 2

NQF Level: 6

Nature: Core

Status: Undergraduate

### Module specific outcome/s

Understand and apply the fundamental principles of costing and finance in export

Calculate the total cost of an export consignment to ensure correct quotes

Select the most suitable method of payment

Understand the importance of short term export credit insurance and the procedures involved

Understand the benefits of government and private sector export assistance programmes

### Description of Units

Unit	Description	Learning Outcomes
1	Cost elements in export assignments	<p>Explain the importance of cost accuracy and discuss the errors made in export costing</p> <p>Distinguish between the cost of producing goods for export and the cost of delivering them to the buyer</p> <p>Explain how the delivery term agreed upon by exporter and foreign buyer influences the export delivery costs in a particular export transaction</p> <p>List the delivery-related costs relevant to each Incoterm</p> <p>Discuss the advantages of using an export costing sheet and list the information required at the top</p> <p>Explain the Incoterm progression in export costings relating to the type of cargo/mode of transport involved</p>
2	Calculating export costs and quoting for export	<p>Distinguish between known delivery costs and unknown delivery costs, giving examples of each</p> <p>Apply in practice the steps involved in costing to FCA, CPT, CIP and DDP</p> <p>List ten countries that have convertible currencies</p>
3	Payment by cash in advance and documentary credits	<p>Discuss the key considerations relating to payment in international trade transactions</p> <p>Explain the importance of payment methods and terms</p> <p>Name the factors to consider when setting a credit policy</p> <p>Name the basic methods of payment used in international business transactions</p> <p>Explain the functions of a draft and the difference between a sight draft and a term draft</p> <p>Explain the circumstances under which cash in advance and documentary credit, respectively, would be appropriate</p> <p>Discuss the impact of Uniform Customs and Practice for Documentary Credits (UCP500) on the operation of letters of credit</p> <p>Name the three main types of L/C and discuss the general features of each</p>
4	Payment by bank collection and open account; transfer of funds	<p>Distinguish between clean collections and documentary collections</p> <p>Outline the procedures for payment by bank collection and open account</p> <p>List the instructions that should be included in the collection order to the bank</p> <p>Discuss the impact of Uniform Rules for Collection on transactions involving bank collections</p> <p>Discuss ways in which the risk of non-payment can be minimised under bank collections</p> <p>Describe the functions of a banker's draft, an importer's cheque, telegraphic transfer and SWIFT</p>

		Discuss ways of speeding up the transfer of funds
5	Credit insurance	<p>Discuss the role of export credit insurance in international trade</p> <p>Discuss the relationship between Credit Guarantee Insurance Corporation of South Africa and the Berne Union, ICISA and PASA</p> <p>Explain the different types of export credit insurance in South Africa</p> <p>List the risk covered by export insurance</p> <p>List the losses excluded in export insurance</p> <p>Discuss the procedures involved in claiming under export credit insurance</p> <p>List the types of cover available under medium/long-term export credit insurance</p>
6	Export assistance schemes	<p>Explain the purpose of export incentives</p> <p>Discuss the purpose and operation of the marketing components of the Export Marketing and Investment Assistance schemes</p> <p>List other forms of assistance available to exporters</p>

**Finance and Payments 3****Module Code:** FP302**Credits:** 20**IMM GSM: Year Level:** 3**NQF Level:** 6**Nature:** Core**Status:** Undergraduate**Module specific outcome/s**

Understand the foreign exchange market, foreign exchange rates, cross and forward rates, and use these rates in preparing export quotations

Competently assess and manage foreign exchange risks in international transactions

Understand ways to access export finance

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Operating in the foreign exchange market	<p>Explain what is meant by foreign exchange, free currencies, major currencies and exotics</p> <p>Explain the purpose of the 'base currency' in foreign exchange transactions</p> <p>Discuss the role of the central bank and foreign exchange dealing rooms</p> <p>Discuss the system of exchange control and the effect on exporters</p> <p>Discuss the rules governing the payment of advertising expenses, the issue of performance guarantees and similar aspects</p>
2	Exchange rates	<p>Explain the term: exchange rate</p> <p>Differentiate between spot rates and forward rates</p> <p>Differentiate between a bank's selling rate and its buying rate and explain how the 'spread' of rates is derived</p> <p>Discuss the rule underlying base currency</p> <p>Differentiate between mid-rate and public rate, and between firm rate and indication rate</p> <p>Demonstrate the conventional ways of expressing foreign exchange rates</p> <p>Explain how a cross rate is derived</p>
3	Forward exchange rates and contracts	<p>Explain a forward exchange contract and differentiate between a forward transaction and a spot transaction</p> <p>Explain how the forward rate is determined and differentiate between a premium and a discount</p> <p>Describe the international practice for calculating interest and how forward margins are calculated</p> <p>Compare the cost of foreign finance with the cost of rand finance</p> <p>Discuss the advantages and disadvantages of different foreign exchange contracts</p>
4	Foreign exchange risk management	<p>Differentiate between transaction risk, economic risk and translation risk</p> <p>Explain the terms liquidity and solvency</p> <p>Name the activities associated with exchange risk management</p> <p>List the ways in which a company can hedge against adverse movements of exchange rates</p> <p>Discuss how the success of a company's foreign exchange risk management programme can be measured</p>
5	Sources and methods of financing	<p>Indicate the circumstances giving rise to an exporter's need for finance</p> <p>Explain the difference between pre-shipment finance and post-shipment finance</p> <p>Discuss the procedures associated with accessing different financing facilities available</p>

## Human Resource Management

**Module Code:** HRM001/HRM301  
**Credits:** 20  
**IMM GSM Year Level:** 2/3  
**NQF Level:** 7  
**Nature:** Elective/Compulsory on BCom  
**Status:** Undergraduate

### Module Specific Outcomes

Understand the general background to the field of human resource management, including the environment in which an enterprise functions

### Description of Units

Unit	Description	Specific Learning Outcomes
1	General introduction to human resource management	<ul style="list-style-type: none"><li>Define the nature of human resource management</li><li>Discuss diagrammatically the components of a human resources system</li><li>Define the context of human resource management</li><li>Differentiate between the various management approaches to human resource management</li><li>Discuss the relationship between the success of an organisation in terms of individual and group performance</li><li>Discuss the challenges facing human resource management in organisations entering the global era</li><li>Demonstrate an understanding of a person as an employee</li><li>Explain the concept of personality in theory</li><li>Explain and evaluate the difference between the traditional and contemporary psychological contract between the employee and the organisation</li><li>Explain the view of motivation from a personal frame of reference</li><li>Critically discuss the role of employees and the shareholders' contribution to organisational goals</li><li>Critically evaluate the human resource management approach to quality management</li><li>Differentiate between a holistic approach to quality assurance (QA) and a process approach to quality assurance</li><li>Explain, using a diagram, what you understand by human resource management as a process</li><li>Describe human resources quality assurance delivery in essay form</li><li>Differentiate between the various organisational and managerial choices to quality-assured human resource management service delivery by describing each one's main features</li></ul>
2	Human resources and the legislative environment	<ul style="list-style-type: none"><li>Explain the components of the employment relations system</li><li>Motivate and present arguments for the importance of the Employment Equity Act</li><li>Explain the purpose, role and function of the Labour Relations Act (LRA)</li><li>Provide guidelines for effective skills development of employees</li><li>Consider the influence of the Skills Development Levies Act on employers' need for skilled personnel</li><li>Explain the role of compensation for occupational injuries to employees</li><li>Discuss the benefits of the new unemployment insurance dispensation for the South African workforce</li><li>Explain the importance and complex role of employment relations in human resource management</li></ul>

		<p>Explain the role of a policy on employment relations in an organisation</p> <p>Provide guidelines to demonstrate the effect of general employment practices on employment relations in the context of applicable personnel law</p> <p>Explain employment equity in relation to affirmative action</p> <p>Discuss the pros and cons of employment equity programmes</p> <p>Discuss the requirements of the Employment Equity Act</p> <p>Compare and contrast the international experiences of affirmative action</p> <p>Discuss a systematic best practises model for building a diversity-valuing culture</p>
3	Staffing the organisation and maintaining people	<p>Demonstrate an understanding of the importance of effective job analysis</p> <p>Evaluate problems of job analysis</p> <p>Discuss the problems of job analysis</p> <p>Develop an effective job description and specification based on the principles of ergonomics</p> <p>Briefly describe the influence of quality assurance in job analysis</p> <p>Contextualise workforce planning as part of business strategic planning</p> <p>Examine the internal and external factors that influence workforce planning</p> <p>Discuss the steps in the workforce planning process</p> <p>Describe internal and external recruitment sources and methods</p> <p>Compile a recruitment policy for an organisation</p> <p>Discuss the factors that influence recruitment</p> <p>Explain the internal and external factors that influence the selection decision</p> <p>Conduct a structured employment interview</p> <p>Distinguish between the concepts of induction, orientation and socialisation</p> <p>Explain the objectives and benefits of induction</p> <p>Plan, design, implement and evaluate an induction programme</p> <p>Compare and evaluate various staffing strategies</p> <p>Discuss the objectives of a compensation system</p> <p>Use the steps of the theoretical model to design and implement a new compensation system for an organisation</p> <p>Describe the steps in a job-based compensation plan</p> <p>Compile a flexible benefits plan for a blue-collar and a white collar employee</p> <p>Explain the job and personal stress factors that can have a detrimental effect on an employee</p> <p>Develop a programme for reducing job stress</p> <p>Develop an ergonomic approach to eliminate accidents in the workplace</p> <p>Discuss the legal requirements in health and safety management</p> <p>Described and discuss the work of the National Occupational Safety Organisation (NOSA)</p>
4	Behavioural aspects of human resource management	<p>Explain the concept and theories of motivation</p> <p>Discuss the content theories of motivation and their application to the work context</p> <p>Discuss the process theories of motivation and their application to the work context</p> <p>Explain how goal-setting serves as a motivational tool</p> <p>Discuss money as a motivator</p> <p>Analyse the motivational levels of employees in various situations</p> <p>Discuss new developments in the study of motivation</p>

		<p>Evaluate and select appropriate motivational strategies for defined situations</p> <p>Define leadership</p> <p>Compare leadership and management</p> <p>Discuss the task and people dimensions of leadership</p> <p>Discuss how power and authority influence leadership</p> <p>Discuss and apply various leadership theories to organisational situations</p> <p>Provide an overview of transformational leadership</p> <p>Discuss leadership challenges in a virtual workplace</p> <p>Indicate the importance of quality assurance in leadership</p> <p>Explain and evaluate the impact of group dynamics on an organisation</p> <p>Evaluate the extent to which a given group reflects the defining characteristics of a group</p> <p>Contrast and compare formal and informal groups</p> <p>Determine the extent to which a given group's development follows the progressive steps of the five-stage model and the punctuated equilibrium model</p> <p>Outline aspects that contribute to effective group functioning</p> <p>Explain the utilisation of quality circles and self-managed work teams in organisations</p> <p>Provide guidelines for effective teamwork</p> <p>Discuss various types of work teams</p> <p>Highlight criteria for successful virtual teams</p> <p>Relate groups and teams to quality assurance</p> <p>Define the role of culture in an organisation</p> <p>Explain the meaning and importance of diversity to the effective functioning of any group</p> <p>Discuss the importance and impact of effective change management</p>
5	Employee, group, and organisational empowerment	<p>Explain the difference between the aspects of job range and job depth</p> <p>Evaluate the merits of specialisation as an approach to job design in South Africa</p> <p>Explain the context in which new organisational designs develop</p> <p>Describe the Shamrock, Doughnut and Horizontal organisational designs and consider the situations in which these designs would be appropriate</p> <p>Explain the characteristics of the virtual organisation and make proposals as to when the implementation of a virtual office would be conducive to organisational success</p> <p>Describe the benefits of using good organisational designs</p> <p>Provide an overview of national skills development issues</p> <p>Explain the macro-economic context within which the training policies are developed</p> <p>Critique the education and training challenges faced by South Africa</p> <p>Express an opinion on the relevance of certain universal training principles for South Africa</p> <p>Compile a strategic training and development model for your organisation</p> <p>Explain the difference between training, development, and career management</p> <p>Explain the different elements of an effective training and development programme</p> <p>Be able to distinguish between career planning and career development</p> <p>Draw up a programme to establish a career path for an employee</p> <p>Describe how organisational effectiveness can be achieved</p>

		<p>through effective performance management</p> <p>Discuss various approaches to performance management</p> <p>Discuss an effective performance management system – what key elements should be included</p> <p>Develop a performance management system for an organisation, based on launching the process, coaching for improvement, and evaluating performance</p> <p>Describe the key distinctions between organisational renewal, organisational development and organisational change</p> <p>Discuss the critical factors for organisational renewal</p> <p>Discuss change and change management</p> <p>Distinguish between managing change and managing diversity</p> <p>Discuss the impact of quality management on organisational renewal and HRM</p>
6	Strategic and international human resource management	<p>Explain the basic concepts that constitute strategy</p> <p>Explain the concept of strategic human resource management</p> <p>Define strategy and identify the strategic process elements</p> <p>Explain the relation of decision-making to the strategy formulation process</p> <p>Demonstrate the integration of an HRM strategy with the overall organisational strategy</p> <p>Explain the relation between organisational strategy and human resource development</p> <p>Appreciate the role of a human resource information system</p> <p>Recommend a systematic plan for implementing an HRIS in an organisation</p> <p>Discuss the components of an HRIS</p> <p>Discuss the areas in HRM where information can be utilised</p> <p>Explain how HRISs can be used as a diagnostic and decision-making tool with regard to selected organisational variables</p> <p>Describe factors affecting HRM in Global Markets</p> <p>Explain the stages of corporate international involvement</p> <p>Compare the approaches to managing an international subsidiary</p> <p>Discuss the problems faced by the expatriate</p> <p>Suggest guidelines for dealing with problems faced by expatriates</p> <p>Describe the key elements in an effective international human resource strategy</p> <p>Describe the employee and organisation of the future</p> <p>Explain the contribution of the human resource professional to achieving strategic customer orientation</p> <p>Discuss how sound human resource practices can contribute to shareholder value</p> <p>Briefly discuss the need for superior quality assurance in the future role of HRM</p>

### International and Africa Marketing 3

**Module Code:** IAM301  
**Credits:** 20  
**IMM GSM: Year Level:** 3  
**NQF Level:** 7  
**Nature:** Core  
**Status:** Undergraduate

#### Module specific outcome/s

Gain an understanding of the specific challenges facing marketers in sub-Saharan Africa including historical, political, cultural, language and religious diversities

To be able to conduct a thorough, country specific, environmental, organisational and industry analysis utilising appropriate marketing models and frameworks

Discuss and apply the most appropriate marketing concepts and strategies available for the marketing mix elements of product planning, pricing, communication and distribution

Design and implement a marketing planning system for each of the following African countries:

1. Botswana
2. DRC
3. Ghana
4. Kenya
5. Mozambique
6. Namibia
7. Nigeria
8. Tanzania
9. Uganda
10. Zambia
11. Zimbabwe

#### Description of Units

Unit	Description	Learning Outcomes
1	Strategic market analysis – understanding Africa	Detail the unique challenges facing marketers on the African continent Understand the role the African continent plays in the world economy
2	Botswana DRC Ghana Kenya Mozambique Namibia Nigeria Tanzania Uganda Zambia Zimbabwe	Conduct a thorough analysis and design and implement a marketing planning system for each of the selected African countries. This will include: Describing the characteristics and different dimensions of the macro marketing environment using the PESTLe (Political, Economic, Social/cultural, Technology, Legal) plus H (History) approach and explain the effect each dimension may have on marketing strategies Understanding the government's role and level of influence in the economy Understanding and applying 'African' appropriate market segmentation variables Understanding and forecasting economic trends Understanding the impact of topography and infrastructure on the marketing mix Using Porter's Five Forces model to understand the nature of competition in a chosen industry Identifying key societies, agencies, organisations and multinationals which impact the marketing process in each country Understand the level of marketing sophistication and types of media available in each country and identify opportunities for growth Describing the country's financial and banking system Identifying and applying appropriate marketing concepts and strategies for each country

**International Economics 3****Module Code:** IE301**Credits:** 20**IMM GSM: Year Level:** 3**NQF Level:** 7**Nature:** Core**Status:** Undergraduate**Module specific outcome/s**

Understand the importance and structure of a country's balance of payments in evaluating market potential  
Describe the workings of foreign exchange markets and the influences on the international exchange rate of a country's currency

Explain the international monetary system as it is today and how it has evolved

Discuss the role of the International Monetary Fund and the World Bank Group

Explain the relationship between economic growth and economic development, and the role of export-led growth

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Overview of the balance of payments	Define the purpose of the balance of payments Describe the system of accounts in the balance of payments Determine the link between economic development and the balance of payments Interpret balance of payment data
2	Foreign exchange and the balance of payments	Explain what is meant by balance of payments disequilibria and how they can be adjusted Discuss how the foreign exchange market operates in relation to the supply of and demand for foreign exchange Differentiate between different exchange rate systems and discuss the advantages and disadvantages of each Understand the influence of currency movements on the international competitiveness of products
3	International monetary system	Define an international monetary system and describe its attributes Explain the gold standard and why it collapsed Discuss the origins and operations of the Bretton Woods system and why it collapsed
4	International financial institutions	Discuss the International Monetary Fund and World Bank Discuss developments in the international monetary system subsequent to 1973 Understand in broad terms the impact of the international economy on South Africa's financial system in recent years
5	Principles of economic development	Differentiate between economic growth and economic development List the objectives of economic growth Discuss the theories on economic growth Understand the factors that affect a country's level of economic development
6	Problems of economic development in poor countries	Discuss alternative economic development strategies Discuss South Africa's position in the context of First and Third World economic development efforts

**International Marketing 3****Module Code:** IM301**Credits:** 20**IMM GSM Year Level:** 3**NQF Level:** 7**Nature:** Core**Status:** Undergraduate**Module specific outcome/s**

Understand the planning of marketing strategies for international markets

Understand the impact of different cultures on foreign market research

Understand the differences in global marketing consumer and industrial products and services

Develop and implement an international marketing plan and understand the related product strategies and distribution processes

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Fundamentals of global marketing	Understand the broad picture of the international environment in which business operates Illustrate the scope of the international marketing task with regards to both the domestic and foreign environments
2	The environment of international trade	Discuss the importance of the balance of payments to a country's economy Explore the effects and impact of protectionism on world trade Analyse the effects of the cultural environment on international trade Discuss the importance of the political and legal environment on global marketing
3	Researching global markets	Discuss the breadth and scope of international marketing research and detail the steps of the research process Describe the purpose of the marketing research report Understand the main elements and the appropriate format of a marketing research report Compile and present a research report for a given context
4	Emerging markets and market behaviour	Understand the importance of political and economic changes affecting global marketing Illustrate the connection between the economic level of a country and the opportunities created as economic growth occurs
5	Global marketing management: planning and organisation	Understand the increasing importance of international strategic alliances Demonstrate the need for planning to achieve company goals and explain the four stages in the international planning process Explain the different market-entry strategies available to a company and identify the important facts for each strategy Discuss the benefits of global orientation
6	Product and service strategy	Understand the importance of offering products suitable for the intended market Explain the relationship between product acceptance and the market into which it is introduced Define quality and understand its importance Discuss the country of origin effect on the perception of products and services Explore the relationship between a country's stage of economic development and the demand for industrial goods Understand the importance of derived demand in industrial markets Understand the growing importance of technology and quality in successful product development

7	Global distribution and marketing channels	<p>Discuss the various distribution channel structures and show how they impact marketing costs and efficiencies</p> <p>Discuss how distribution patterns affect the various aspects of international marketing</p> <p>Discuss the growing importance of e-Commerce as a distribution alternative</p> <p>Explain the importance of middlemen to a product's success and the importance of selecting and maintaining middlemen</p>
8	Integrated marketing communications	<p>Explain the local market characteristics that can affect the advertising and promotion of products</p> <p>Design a promotional campaign, selecting from all available options, to suit the development of a product or service in a particular market</p>
9	Personal selling and sales management	<p>Discuss the role of personal selling in international marketing</p> <p>Discuss considerations required when designing an international sales force structure</p> <p>Implement the special training needs of international personnel</p> <p>Understand how to motivate international sales representatives</p>
10	Pricing strategy	<p>Analyse pricing policies as they are affected by the differences in international marketing and especially parallel imports</p> <p>Analyse and use the components of pricing as competitive tools in international marketing</p> <p>Understand the pricing pitfalls directly related to international marketing</p> <p>Apply the mechanics of price quotations</p>
11	Implementing global marketing strategies	<p>Understand how cultural stereotyping can be dangerous in implementing marketing strategy</p> <p>Develop a comprehensive knowledge/understanding of the kinds of problems usually encountered during international business negotiations</p> <p>Discuss the important considerations in selecting a negotiation team</p> <p>Understand and explain the business negotiation process</p> <p>Develop an international marketing plan for a product or service</p>

**International Trade 1**

**Module Code:** IT101  
**Credits:** 20  
**IMM GSM Year Level:** 1  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Understand the role and importance of international trade to the world economy and to southern Africa  
 Understand the framework for international trade within which South African businesses operate  
 Know South Africa's foreign trade patterns and foreign trade partners  
 Understand the roles of the government and the private sector in South Africa in promoting South Africa's exports  
 Identify South Africa's foreign trade strengths and weaknesses

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Introduction to international trade	Outline the history of trade Understand why countries trade with one another Differentiate between visible and invisible trade
2	Restrictions on international trade	Discuss characteristics of free market economies Discuss characteristics of economies where government plays a large role Explain why governments intervene in international trade Identify the various types of trade restrictions and discuss the circumstances in which each may be applied
3	Influence of regional trade groupings and multinational corporates on international trade	Differentiate between various trading bloc forms Discuss the aims, activities and relative successes of specific regional groupings in Europe, North and South America, Africa and the Far East Discuss the impact of economic integration on countries within a trading bloc
4	Trade and development bodies	Explain the reasons for the establishment of international trade and development bodies Discuss the aims of the World Trade Organisation and the principles of GATT Discuss the roles of UNCTAD, the ITC and the UNDP Explain the operations of multinational corporations in the context of world trade
5	Export development	Define export development and explain the importance of exporting at a national and company level Outline the factors that inhibit export growth Discuss the roles of government and the private sector in export development Define export promotion and describe the various forms that it can take
6	South Africa's foreign trade patterns and policies	Comment on South Africa's recent import and export performance Name South Africa's major trading partners Discuss the factors affecting South Africa's foreign trading patterns Give an overview of South Africa's export development efforts in recent years Explain in broad terms, South Africa's foreign trade policy
7	South Africa's export environment	Discuss the opportunities and threats facing South African exporters Identify the bodies involved in export development in South Africa and discuss their activities

**International Trade Law 1**

**Module Code:** ITL201  
**Credits:** 20  
**IMM GSM Year level:** 2  
**NQF Level:** 6  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcomes**

Demonstrate an understanding of the important legal principles relevant to international commercial transactions

Discuss key principles of South African law (statutory and common law) concerning contracts, specifically the contract of sale and related contracts

Explain and apply the methods of payment concerning International trade

Understand and apply dispute resolution procedures to be followed in international trade disputes

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning outcomes</b>
1	Introduction to international trade	Illustrate an understanding of the law of general trade overall and in the South African context Describe international trade Law in international context Understand and apply International trade law in national context
2	International Sale of Goods	Explain what is proper law as it applies to international sale Show an in-depth understanding of the South African law of international sale Illustrate an understanding of product liability
3	Methods of payment in international trade	Demonstrate an understanding of the relationship between delivery of goods and payment in terms of the contract of sale Describe the methods of payment in international trade Define and apply theory concerning the documentary letters of credit as a method of payment to practical questions Describe the law concerning electronic letters of credit
4	Settlement of international trade disputes	Show an understanding of the relationship between contracts of international trade and the settlement of disputes and the nature of international trade disputes Discuss in depth private international law and international contracts Show an understanding of judicial settlement of international trade disputes through application Explain the statutory provisions restricting the jurisdiction of South African courts in international trade dispute Apply extrajudicial settlement of international trade disputes to practical questions Describe the advantage of extrajudicial over judicial disputes Illustrate an understanding of the electronic settlement of international trade disputes

**International Trade Law 3**  
**Module Code:** ITL301  
**Credits:** 20  
**IMM GSM Year Level:** 3  
**NQF Level:** 7  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcome/s**

Understand areas of law covering conflict of laws, how foreign judgements are enforced in South Africa, and various international trade regulations  
 Explain the legal nature of bills of exchange, promissory notes and letters of credit  
 Describe the principles of law relating to Contracts of Agency and Distributorship  
 Understand the implications of product liability legislation in different countries  
 Discuss the various methods of settling international trade disputes

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Selected aspects of international trade law	Understand the term or concept 'Conflicts of Laws' and its relevance to exporters and importers Be able to differentiate between jurisdiction and both 'choice of law' clauses and 'conflict of laws' Know the principles according to which jurisdiction of courts in South Africa is determined Know how a court would determine which country's law is to apply to a contract Know the circumstances in which a foreign judgement will be recognised and/or enforced by a South African court Understand the various types of international trade regulations and their respective implications
2	Legal consequences of international payment methods	Differentiate between bill of exchange and promissory notes Explain what is meant by the terms 'transferable' and 'negotiable' Discuss the nature of the essential elements of a bill of exchange Discuss how a party becomes liable under a bill of exchange Discuss the requirements for qualifying as a holder in due course Discuss the liabilities incurred by, and the defenses available to, the respective parties to a bill of exchange transaction Discuss the role of the Uniform Rules for Collection (URC) Understand the legal implications of different types of letters of credit
3	Legal aspects of international marketing	Understand the difference between an agent, a representative and distributor Understand the following terms: mandate and estoppel Know the various sources from which an agent can acquire his authority Understand the rights and duties of the contracting party, the agent and the principal Explain issues that should be considered when an agency or distribution agreement is drawn up Understand the advantages of a company establishing an off-shore operation Understand the various forms of an off-shore operation
4	Intellectual property rights: SA law on licensing, patents, trademarks and designs	Understand the licensing of intellectual property rights Know what should be included in the licensing agreement Explain the remuneration under a licensing agreement Discuss patents, the registration process and patent rights Explain trademarks, the registration process and application

		Describe the principles of design registration
5	Intellectual property rights: SA law on copyright and product liability	<p>Explain what copyright means and the types of works that enjoy copyright protection</p> <p>Distinguish between the author and the owner of a work enjoying copyright protection</p> <p>Describe how copyright can be infringed</p> <p>Discuss the significance of the Berne Convention in relation to copyright</p> <p>Explain product liability and the main differences between the application of product liability in the United States, the European Union and South Africa</p> <p>Discuss the manufacturer's duties regarding the manufacture, sale and after-sales service of the product</p>
6	International litigation and arbitration	<p>Identify the major categories of international trade dispute resolution</p> <p>Differentiate between arbitration and litigation</p> <p>Discuss the advantages of arbitration over litigation</p> <p>Discuss the role of the Court of Arbitration of the International Chamber of Commerce</p> <p>Explain the significance of the New York Convention</p> <p>Explain application proceedings, trial actions, simple summons, combined summons, declaration, plea and discovery</p>
7	Taxation in international trade	<p>Explain territorial principles</p> <p>Differentiate between tax avoidance and tax evasion</p> <p>Explain permanent establishments in the context of taxation</p> <p>Discuss the measures that countries have taken to avoid legal persons from paying double taxation</p> <p>Discuss the nature of tax havens and tax-free trade zones</p>

**Marketing 1****Module Code:** MAR101**Credits:** 20**IMM GSM: Year Level:** 1**NQF Level:** 5**Nature:** Core**Status:** Undergraduate**Module specific outcome/s**

Understand the philosophy of marketing

Apply the basic concepts of marketing

Understand the principles of target markets, segmentation and positioning

Evaluate the marketing environment

Develop fundamental marketing strategies and marketing plans

Develop a marketing mix plan using the 4Ps

Realise the importance of and details of a marketing audit

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Basic concepts and marketing planning	Define marketing and explain how the 'marketing concept' should guide organisations Understand the notion of 'customer value' and why it is important in achieving customer satisfaction Identify the management functions of marketing Explain the marketing manager's role of planning, co-ordination and integration Discuss the concept of strategic marketing planning Understand the difference between micro and macro marketing Explain how social responsibility and ethics relate to the marketing concept
2	Finding target market opportunities with market segmentation	Explain generic markets and product markets Understand target market segmentation and how to segment product markets into submarkets Explain the various market segmentation variables and apply the seven step approach to segmenting a market Understand the role of the South African Advertising Research Foundation (SAARF) and LSM's as a method of market segmentation Identify and discuss the three different approaches to market oriented strategic planning
3	The importance of understanding external environments and the use of marketing research	Explain how organisational objectives can affect its search for opportunities Understand the uncontrollable variables that impact the marketer's job Understand the meaning of 'competitive advantage' Explain how the various external environments within which the business operates can affect the strategic planning process Discuss business strategy planning and understand how to screen and evaluate marketing opportunities Explain marketing information systems and understand how to implement them for maximum effectiveness Understand the scientific approach to marketing research and describe the various methods of collecting primary and secondary data

4	A closer look at customers	<p>Explain how population and income trends in local and global markets affect the job of the marketer</p> <p>Explain the relationship between consumer spending patterns and the stages of the family life cycle and other demographic dimensions</p> <p>Understand and explain the consumer buying decision making process</p> <p>Understand business-to-business customers and buyers</p> <p>Explain the purchasing behaviour and the basic e-commerce methods usually employed in business-to-business marketing</p>
5	Developing a marketing mix using the 4Ps of marketing	<p>Understand and apply the concept of the marketing mix and the 4Ps</p> <p>Explain the principles of coordination and the required integration of the marketing mix elements</p> <p>Understand the definition of a product, product classifications and product mixes</p>
6	Product planning and product management	<p>Understand and apply the theory of product life cycles and how they affect the planning of a marketing strategy</p> <p>Explain the new product development process and the definition of a 'new' product</p> <p>Explain key differences between goods and services</p>
7	Distribution / Place	<p>Discuss the role of 'place' (distribution) in the marketing mix</p> <p>Understand the principles of distribution in the context of southern Africa</p> <p>Describe the logistics and operations of a distribution centre</p> <p>Explain the elements of wholesaling and retailing</p> <p>Discuss the major retailing strategies</p> <p>List the various functions that can be performed by middlemen</p>
8	Promotion and communication	<p>Explain the importance of setting promotional objectives</p> <p>Discuss the process of communication, and how it affects promotional planning in the marketing mix</p> <p>Explain the differences between 'push' and 'pull' communication strategies</p> <p>Understand the concept of communication through advertising and explain the various types of advertising and their objectives</p> <p>Understand the differences between advertising on the internet and advertising in other forms of media</p> <p>Discuss the components and role of sales in marketing and describe the role of the sales manager in an organisation</p> <p>Explain the nature and importance of personal selling</p> <p>Understand the three basic selling tasks: order getting, order taking and sales support</p>
9	Price	<p>Explain the role of pricing in the marketing mix</p> <p>Explain pricing objectives, the various pricing strategies and their impact on pricing decisions</p> <p>Identify the various components of a 'price' and understand the methodology of costing and pricing</p> <p>Explain the concept of break-even analysis in evaluating a range of possible prices</p>

10	Marketing's link with other functional areas and marketing ethics	<p>Understand why implementing a successful marketing plan will lead to a profitable business</p> <p>Understand where and how to allocate resources and explain how location and production costs can impact the marketing strategy</p> <p>Understand how financial issues can affect marketing strategy decisions</p> <p>Explain how organisations can implement and expand on the marketing plan</p> <p>Understand why marketing strategies needs to be evaluated on both micro and macro levels</p> <p>Describe some of the challenges facing marketers in adhering to ethical marketing practices</p> <p>Understand the need for good corporate governance and the role of the King Commission</p>
11	Marketing Plans – content and dynamics	<p>Define and understand the differences between strategies, plans and programmes</p> <p>Explain the components of a marketing strategy</p> <p>List the contents of a marketing plan and describe the marketing planning process</p> <p>Discuss ways in which an organisation can implement a 'global' marketing strategy</p> <p>Understand the Total Quality Management approach (TQM)</p> <p>Define the Marketing Audit and its role in the marketing planning process</p>

**Marketing 2**  
**Module Code:** MAR202  
**Credits:** 20  
**IMM GSM Year Level:** 2  
**NQF Level:** 6  
**Nature:** Fundamental  
**Status:** Undergraduate

**Module specific outcome/s**

Understand and explain the strategic marketing process  
 Analyse environmental, organisational and industry factors, utilising appropriate models and frameworks  
 Discuss and apply the various strategies available for the marketing mix elements of product, pricing, communication and distributions  
 Discuss the strategies that can be employed at differing stages of the product life cycle  
 Design and implement a marketing planning system

**Description of Units**

Unit	Description	Learning Outcomes
1	Introduction to strategic marketing	Explain the reasons why strategic marketing is important Explain the different levels of strategy Describe the functioning of a strategic business unit (SBU) Distinguish between strategic marketing and marketing management Provide an overview of the strategic marketing process
2	Strategic analysis	Describe the characteristics and different dimensions of the macro environment using the PESTLE approach and explain the effect each dimension may have on marketing strategies Explain the process of forecasting environmental trends and understand the response strategies that may be employed Detail the competitive structure and dynamics of an industry by utilising Porter's Five Forces model Discuss the various components of a market analysis Understand and explain the different models that can be used in portfolio analysis Detail and explain the interrelationship between the concepts of customer management, customer relationship management (CRM) and relationship marketing Describe customer value and explain how marketers can increase the value of a customer Explain the role of customer needs, marketing research, listening posts and technology in the process of customer knowledge management Explain the major processes involved in customer portfolio management Describe the phases involved in achieving ultimate customer satisfaction/delight Understand and conduct the process of performing an in-depth competitor analysis, explaining how competitive information can be collected and which data sources can be used Explain how the competitive positions of each competitor will influence their response strategies Explain the framework for conducting an internal analysis, be able to identify the strategic internal factors and assess the performance of the organisation in terms of these strategic internal factors Describe the need for and the components of a good mission statement Discuss the use of financial and human capital resources Describe the role of the marketing function as a resource

3	Market strategies	<p>Describe each component of a market strategy</p> <p>Explain the characteristics of a sustainable competitive advantage (SCA)</p> <p>Evaluate the most meaningful competitive advantages available to an organisation and identify the areas where a competitive advantage can be realised</p> <p>Define, explain and evaluate the following competitive strategies available to an organisation:</p> <ul style="list-style-type: none"> <li>differentiation strategy</li> <li>low cost strategy (and cost drivers)</li> <li>focus</li> <li>follower and first mover strategies</li> </ul> <p>Explain the different forms of 'synergy'</p> <p>Explain and apply the concept of product life cycles, as well as identify the drivers of product evolution</p> <p>Explain time based competition and the need for product innovation</p> <p>Identify and discuss alternative strategies for new market entrants</p> <p>Identify and explain the different strategies that can be considered in the growth (Ansoff matrix) and decline stage</p> <p>Explain and describe the strategies available for building successful stakeholder relationships including:</p> <ul style="list-style-type: none"> <li>customer bonding and mass customisation as two aspects of customer relationship management (CRM)</li> <li>internal marketing as a way of training and motivating employees</li> <li>relationships suppliers and distribution channel intermediaries</li> <li>importance of relationships with investors / owners</li> <li>the importance of understanding competitors</li> </ul> <p>Explain the five phases of global marketing and the tasks and activities involved in the international marketing management process</p> <p>Discuss the reasons why organisations (local and global) become involved in international markets</p>
4	Strategy implementation and control	<p>Explain how to formulate a marketing strategy</p> <p>Explain the various marketing mix elements for both physical goods and for services</p> <p>Describe the decisions that need to be taken in formulating an integrated marketing communication strategy (IMC)</p> <p>Discuss the decisions marketers are faced with when dealing with marketing channel (distribution) strategies</p> <p>Describe the key pricing considerations and the possible pricing strategies that can be employed by marketers to add value</p> <p>Explain the steps in the strategic marketing process and why it is important for organisations to perform strategic marketing planning</p> <p>Perform a SWOT and PESTLE analysis and reflect on the implications that emerge and the possible impact on the marketing strategy</p> <p>Develop a marketing plan for an organisation, a business unit or a product</p> <p>Assess the relevance of the marketing plan</p> <p>Explain the difference between marketing strategy formulation and its implementation and identify an optimal organisational structure to facilitate strategy implementation</p> <p>Discuss why the pillars of leadership and culture, as well as change management are required for successful strategy implementation</p> <p>Explain the importance of a strategic marketing evaluation and control programme and discuss the major steps involved</p>

**Marketing 3****Module Code:** MAR303**Credits:** 20**IMM GSM: Year Level:** 3**NQF Level:** 7**Nature:** Fundamental**Status:** Undergraduate**Module specific outcome/s**

Analyse a case study using appropriate analytical models and procedures

Identify, define and rank the marketing problems contained in the case study

Formulate an implementable marketing plan to address the case problems in an appropriate manner

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Case study analysis	Fully describe the marketing planning process Conduct a situation analysis, a marketing audit and an in-depth SWOT and PESTLE analysis using the material found in the case study
2	Preparing a marketing plan	Define and formulate an organisational mission statement Identify primary and secondary problems Set goals and objectives (SMART) Select a target market positioning strategy consistent with the marketing problem identified in the case study Utilising the components of the marketing mix, formulate an integrated marketing strategy and detailed plans to address the marketing problem identified in the case study

**Marketing Communications 2****Module Code:** MC201**Credits:** 20**IMM GSM Year Level:** 2**NQF Level:** 6**Nature:** Core**Status:** Undergraduate**Module specific outcome/s**

Apply the principles of Integrated Marketing Communications (IMC)

Communicate clearly and appropriately in a range of marketing contexts

Develop a detailed marketing communications plan

Understand the principles of the Marketing Communications (Marcom) model

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Fundamental aspects of Integrated Marketing Communications	Identify and explain the fundamentals of IMC Explain the model of the 'Marcom' process Discuss the framework for comprehending strategic and tactical aspects of marketing communications Explain Marcom's role in enhancing brand equity and influencing consumer behaviour Explain the importance of achieving Marcom accountability Discuss the principle of 'return on marketing investment' (ROMI) Understand the methods used to measure Marcom effectiveness Explain the role of Marcom in facilitating the potential success of new brands Explain the process of brand naming and developing packaging
2	Fundamental Marcom decisions based on the Marcom-process model	Explain Marcom targeting Understand and explain the positioning process Integrate the concept of positioning with the fundamentals of consumer behaviour Explain the concept of "meaning creation" Set objectives in order to establish a budget
3	Advertising Management	Discuss the role of messages, media and measurement Explain the advertising management process Present an argument for investing or disinvesting in advertising Explain and apply the fundamentals of advertising creativity and its importance Understand the specific forms of creative messages and be able to apply these concepts Understand the various measures of advertising effectiveness Explain media planning and analysis Develop a media plan Explain the concepts, terms and metrics for each specific media type Analyse traditional media (newspapers, magazines, radio and TV and outdoor) Analyse internet advertising Explain other forms of media including direct mail and database marketing, videogame advertising, brand placement, cinema advertising
4	Sales promotions	Discuss the characteristics of trade orientated promotions Understand the concept of sales promotions Explain the generalisations regarding trade-promotion effectiveness Describe consumer-orientated forms of sales promotions

5	Other marketing communications tools	<p>Understand marketing-orientated public relations</p> <p>Explain the importance of word-of-mouth and the management thereof</p> <p>Discuss events sponsorships and cause-related marketing</p> <p>Understand on-premise business signage</p> <p>Understand out-of-home (off-premise) advertising</p> <p>Explain in-store point-of-purchase advertising</p>
6	Constraints of the Marcom process	<p>Understand and discuss ethical issues in marketing communications</p> <p>Identify Marcom related regulatory and environmental issues</p>
7	Formulating a marketing communications plan	<p>Develop a detailed marketing communications plan for a selected product (new or established)</p>

**Marketing Research: Project 3**  
**Module Code: MRP302**  
**Credits: 40**  
**IMM GSM Year Level: 3**  
**NQF Level: 7**  
**Nature: Core**  
**Status: Undergraduate**

**Module specific outcome/s**

The approach of this module is to further develop the student in an understanding of marketing research requirements. Marketing research relies heavily on reliable and valid information. One source of such reliable and valid information is in published literature in reputable journals. Articles are only published in reputable journals if they have been scrutinised by other researchers, a process known as Peer Review. Developing an appropriate literature review around a market research topic is thus essential for success in marketing research. In addition marketing executives need to be able to quickly review information presented to them and make a decision as to the validity and reliability of such information.

A student must hand in a literature review report of 2500 - 3000 words drafted in terms of the Harvard System of Reference. The review must be based on the independent review of the literature exploiting EBSCOhost as a search engine. Students will be guided in the use of EBSCOhost by the IMM GSM. The requirement here will be for reviewing numerous up to date articles from reputable journals. By up to date it is meant journals published within the last 3-5 years.

The theme of the review can be selected from the broad field of Marketing and the student will be guided through the stages starting with the reading of magazines such as our own Strategic Marketing magazine. Students should therefore ensure that they are registered to receive copies of this magazine.

The learner guide will take the student through a series of exercises. Each exercise will provide the student with a step by step understanding of how to develop a literature review. Conformity to the Harvard system of referencing is a pre-requisite for success in this module. The Harvard system of referencing is available on the IMM GSM website and the student is advised to study this document carefully when doing the required exercises.

A further criterion for success is the avoidance of plagiarism and to this end all student reports will be subjected to a software programme that records degrees of plagiarism.

**Marketing Research: Theory 3**  
**Module Code: MRT301**  
**Credits: 20**  
**IMM GSM: Year Level: 3**  
**NQF Level: 7**  
**Nature: Core**  
**Status: Undergraduate**

**Module specific outcome/s**

Apply the principles of marketing research and develop a marketing research plan.  
 Understand and discuss marketing information systems

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	The fundamentals of marketing research	Distinguish between marketing intelligence and marketing research Explain the respective roles of marketing intelligence and marketing research in the marketing decision-making process Identify and discuss the factors impacting marketing research decisions Understand the ethical issues that are involved in conducting marketing research Explain the purpose, objectives and value of conducting marketing research
2	Secondary and primary data collection	Differentiate between an information system and a decision support system Understand the types of marketing research information providers and the services they offer Discuss the criteria for selecting external suppliers
3	Designing the sample plan	Identify and explain the steps required in the sampling process Develop a sampling plan for any given marketing research project
4	Data analysis	Understand and implement the stages of the marketing research process
5	Applications	Explain the collection of secondary information from the various sources Evaluate secondary information Understand how secondary information is used in a marketing information system

**Operations Management 3****Module Code: OM301****Credits: 20****IMM GSM: Year Level: 3****NQF Level: 7****Nature: Core****Status: Undergraduate****Module specific outcomes**

Understanding of operations management and the role it plays within an organisation

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Understand the nature and content of operations management	Demonstrate familiarity with the operations management environment Demonstrate an understanding of the nature and scope of the transformational model Demonstrate an understanding of the role of operations management in society
2	Understand and apply operations strategy	Demonstrate an understanding of the concept of operations strategy Describe the operations objectives Demonstrate an understanding of the Balanced Scorecard Understand and apply the concept of productivity
3	Understanding of managing quality	Discuss the importance of quality Demonstrate an understanding of Total Quality Management. (TQM) Demonstrate an understanding of the ISO 9000 and other quality systems
4	Product and process design, and layout and inventory control	Demonstrate an understanding of product design and processes in manufacturing and services environment Describe the layout of a services and manufacturing environment Show sensitivity towards the ethical issues involved in operations management Understand the role and application of inventory/control
5	Operations Planning and control (MRP, ERP and Just-in-Time lean systems	Demonstrate an understanding of operations planning and control Understand the concept and application of MRP and ERP Demonstrate an understanding of the nature and scope of Just-in-Time and lean systems

**Product Management****Module Code:** PM001**Credits:** 20**IMM GSM: Year Level:** 2/3**NQF Level:** 7**Nature:** Elective**Status:** Undergraduate**Module specific outcomes**

Manage products in all the phases of their product life cycle

Develop product strategies and manage products

Understand the foundations and practice of product management

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Product and brand strategy	<p>Explain how product strategies contribute to a firm's performance</p> <p>Recognise that new products serve a variety of purposes</p> <p>Examine the concept of platforms in new product development</p> <p>Assess the importance of brand strategy</p> <p>Explain how differentiation and positioning contribute to a product's success in the marketplace</p> <p>Recognise the importance of marketing research</p>
2	New product development	<p>Examine the relationship between new products and prosperity</p> <p>Recognise the range of product development opportunities that exist</p> <p>Recognise that a new product is a multidimensional concept</p> <p>Identify the different types of models of NPD</p> <p>Provide an understanding of the importance of external linkages in the New Product Development process</p>
3	Packaging and product development	<p>Understand the contribution packaging can make to the New Product Development process</p> <p>Recognise the wide range of packaging systems available</p> <p>Recognise the significance of the interface between product and channel members</p> <p>Recognise how packaging can provide significant scope for added-value benefits</p> <p>Demonstrate what impact packaging has on product development, brand management and channel management</p>
4	Market research and its influence on new product development	<p>Understand the contribution market research can make to the New Product Development process</p> <p>Recognise the benefits and weaknesses of consumer new product testing</p> <p>Recognise the powerful influence of the installed base effect on new product introductions</p> <p>Understand the significance of discontinuous products</p> <p>Recognise the role of switching costs in new product introductions</p>
5	Managing the new product development process	<p>Examine the key activities of the NPD process</p> <p>Explain that a product concept differs significantly from a product idea or a business opportunity</p> <p>Recognise that screening is a continuous activity</p> <p>Provide an understanding of the role of the knowledge base of an organisation in the New Product Development process</p>

		Recognise that technology intensity of the industry considerably affects the NPD process
6	An introduction to innovation management	Recognise the importance of innovation Explain the meaning and nature of innovation management Provide an introduction to a management approach to innovation Appreciate the complex nature of the management of innovation within organisations Recognise the role of key individuals within the models of innovation process Recognise the need to view innovation as a management process
7	Economics and market adoption	Understand the wider context of innovation and the key influences Recognise that innovation cannot be separated from its local/national context or from political/social processes Recognise the role marketing plays in the early stages of product innovation Explain how market vision helps the innovation process Understand how the pattern of consumption influences the likely success/failure of a new product
8	Managing innovation within an organisation	Identify the factors organisations have to manage to achieve success in innovation Explain the dilemma facing all organisations concerning the need for creativity and stability Recognise the difficulties of managing uncertainty Identify the activities performed by key individuals in the management of innovation Recognise the relationship between the activities performed and the organisational environment in promoting innovation
9	Managing organisation knowledge	Explain the significance of technology trajectories for firms investing in technology Recognise the importance of firm-specific competencies in generating long-term profits Provide an understanding of the role of an organisation's knowledge base in determining innovative capability Provide an understanding of the concept of the learning organisation Recognise the importance of technical and commercial capabilities in innovation management Recognise a variety of different innovation strategies
10	Management of research & development	Recognise that R&D management is context dependent. The development of a new engine for an aircraft, for example, may take 10 years and involve many different component suppliers. The development of a new domestic cleaning product, however, may take a only few months Recognise that the R&D function incorporates several very different activities Explain that formal management techniques are an essential part of good R&D management Recognise that investment in R&D must be looked at in the same way as any other investment in the business – the benefits it produces must exceed the costs

11	Open innovation and technology transfer	<p>Recognise the importance of the concept of technology/knowledge transfer with respect to innovation management</p> <p>Provide a summary of the process of technology/knowledge transfer</p> <p>Examine the various models of technology transfer</p> <p>Assess the importance of internal organisational factors and how they affect inward technology transfer</p> <p>Explain why a 'receptive' environment is necessary for technology transfer</p> <p>Identify the different barriers to technology transfer</p> <p>Recognise how tacit knowledge links technology transfer and innovation</p>
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**Project Management 2****Module Code:** PRM201**Credits:** 20**IMM GSM: Year Level:** 2**NQF Level:** 6**Nature:** Core**Status:** Undergraduate**Module specific outcomes**

Plan, organize and conduct an independent Project Management project

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Understand the nature and content of project management	Demonstrate familiarity with the project management environment Demonstrate an understanding of the nature and scope of project management Demonstrate an understanding of the types and roles of different types of projects
2	Understand and apply the Project management process	Demonstrate an understanding of the concept of Project initiation Describe the Project process, Project execution, monitoring and control Demonstrate an understanding of Earned Value Management Apply the Project closure process
3	Demonstrate a understanding of Project Management Principles	Apply interviewing techniques Discuss and classify the project management risks Demonstrate an understanding of specific stakeholder management requirements Demonstrate an understanding of the skills required in people management for projects
4	Contemporary issues in project management	Demonstrate an understanding of process of change management and issues Describe the sampling techniques, which has been applied within the context of the marketing research report Show sensitivity towards the ethical issues involved in project management Demonstrate an understanding of the importance of leadership in project management

**Retail Marketing**

**Module Code:** RM001  
**Credits:** 20  
**IMM GSM: Year Level:** 2/3  
**NQF Level:** 7  
**Nature:** Elective  
**Status:** Undergraduate

**Module specific outcome/s**

Detailed knowledge of the world of retailing, types of retailers, multichannel retailing, and customer buying behaviour  
 Understand and apply the essential concepts, and principles of retailing strategy  
 Understand aspects of merchandising management and apply evidence-based and theory-driven arguments to this field of study  
 Understand the critical factors involved in store management and layout  
 Develop the capacity for store operation and delivering customer service

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Introduction to the retail environment	Explain and analyse the retailer's macro-environment Discuss the various types of retailing Discuss the variables in the market environment Differentiate between the variables existing in the internal environment
2	Retailing strategy and implementation	Critically understand and apply retail marketing and financial strategy concepts, principles, theories, procedures, operations, and techniques Understand the issues of retail site locations and the central methods in determining retail sites Discuss the issues and challenges of human resource management within the retail environment Understand the concepts of retrieval, critical analysis and presentation when dealing with information systems, supply chain management and customer relationship management
3	Merchandise management	Discuss the management of merchandise assortments and merchandise planning systems Apply the essential procedures and techniques of merchandise buying and retail pricing structures Understand and apply the retail communication mix in various contexts Explain the determining factors of retail location Identify price-setting considerations for retailers Develop customer service standards
4	Store management	Have a detailed knowledge and critical understanding of store management Discuss and apply the required procedures and methods of store layout, design, and visual merchandising Discuss the importance of customer service levels

**Sales Management 1**

**Module Code:** SAM101  
**Credits:** 20  
**IMM GSM: Year Level:** 1  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

**Module Specific Outcomes**

Overview of the model of relationship selling and sales management  
 Discuss critical precursors to the relationship process  
 Identify and examine the elements of the relationship sales management process in detail  
 Apply the principles, practices and skills of successful sales performance  
 Discuss the key concepts in relationship selling and sales management in both the internal and external environments  
 Understand the many issues involved in managing a sales force  
 Examine fundamental sales management concepts from the perspective of the relationship-selling model.

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	What is relationship selling?	Understand and explain the essence and value of relationship selling and sales management Use information for understanding sellers and buyers Discuss value creation in buyer-seller relationships Understand and discuss the ethical and legal issues in relationship selling
2	Elements of relationship selling	Apply and discuss prospecting and sales call planning Discuss and communicate the sales message Discuss and negotiate win-win sales solutions Close the sale and follow-up Discuss and apply time and territory management
3	Managing the relationship-selling process.	Understand and discuss salesperson performance with specific reference to behaviour, motivation, and role perceptions Apply all the concepts relating to the recruitment and selection of salespeople Understand the objectives of sales training and how to develop and execute successful sales training programmes Discuss the salesperson compensation and incentives Evaluate the performance of salespeople

**Supply Chain Management 1**

**Module code:** SCM101  
**Credits:** 20  
**IMM GSM Year level:** 1  
**NQF Level:** 5  
**Nature:** Core  
**Status:** Undergraduate

**Module specific outcomes**

Introduction to supply chain management  
 Describing channel participants  
 Understand the role of logistics in distribution  
 Examine on-line distribution concepts and channels

**Description of units**

<b>Unit</b>	<b>Description</b>	<b>Learning outcomes</b>
1	An introduction to supply chain management	Define and understand distribution channels Understand the importance of distribution channels Understand the supply chain concept Describe the principles of supply chain management Define the value chain concept
2	The channel participants and design	Understand channel design from a South African perspective Identify the channel participants Identify new trends in distribution Understand the selection of channel members Design distribution channels for different products
3	The role of logistics in distribution Managing the distribution channel	Understand logistics management Understand the role logistics plays in cost reduction Describe modes of transport Understand the role of inventory Manage the distribution channel
4	Behavioural processes in the distribution channel Online marketing channels	Describe channel conflict and resolution Define channel control Understand channel power Understand the role of the internet Understand the role of online channels

## Supply Chain Management 2

<b>Module code:</b>	<b>SCM202</b>
<b>Credits:</b>	<b>20</b>
<b>IMM GSM Year level:</b>	<b>2</b>
<b>NQF Level:</b>	<b>6</b>
<b>Nature:</b>	<b>Core</b>
<b>Status:</b>	<b>Undergraduate</b>

### Module specific outcomes

Introduction and examination of the advantage of logistics  
Understand forecasting and procurement  
Discuss warehousing  
Understand transport and reverse logistics

### Description of units

Unit	Description	Learning outcomes
1	Introduction and the competitive advantage created by logistics	Identify logistics in the macro environment. Describe why there is a need for logistics as a business system Explain the evolution of the concept of logistics Identify the linkages with the value chain Describe logistics role in value creation and customer services Develop and implement a logistics strategy Understand the flow of goods Understand the financial implications of supply chain management
2	Forecasting and procurement	Describe the features, process and importance of forecasting Understand the integration and design of the supply chain Discuss the factors to take into account when designing the supply chain Describe production and operations management and their role in the organisation Understand the role of procurement and the relationship to supply chain management. Understand the role of inventory management in the organisation
3	Warehousing and transport	Understand the requirements for storage facilities, the design and operation thereof Describe different packaging and containerisation formats Identify the different methods of equipment handling Understand the operations of a warehouse Understand the types of transport available to the organisation.
4	Transportation and logistics control	Understand the costs involved in transportation Describe the management of the transport function Understand international supply chains Describe reverse logistics and product returns Identify the control process

### Supply Chain Management 3

**Module code:** SCM303  
**Credits:** 20  
**IMM GSM Year level:** 3  
**NQF Level:** 7  
**Nature:** Core  
**Status:** Undergraduate

#### Module specific outcomes

Understand supply chain concepts and demarcation  
Examine supply chain management and internal dimensions  
Discuss specialised techniques of the supply chain  
Understand distribution and the supply chain  
Understand supply chain and the business environment

#### Description of units

Unit	Description	Learning outcomes
1	Introduction to the concepts of supply chain management	Understand the concepts of supply chain Define supply chain strategy Understand supplier strategies Define supply chain integration Understand decision support systems and optimisation Present a supply chain improvement process
2	Supply chain management and internal dimensions	Understand the role of supply chain in customer service Define the role of inventory management Understand the concept of quality Understand the concept of total cost of ownership Distinguish between supply chain and logistics Define reverse logistics
3	Specialised techniques of the supply chain	Understand negotiations in the supply chain Understand E-commerce
4	Distribution and the supply chain	Define the distribution environment and strategy Define the role on transport in supply chain management
5	Supply chain and the business environment	Understand the impact of globalisation Understand supply chain management in the retail environment Define the future developments in supply chain management

**Services Marketing****Module Code:** SEM001**Credits:** 20**IMM GSM Year Level:** 2/3**NQF Level:** 7**Nature:** Elective**Status:** Undergraduate**Module specific outcome/s**

Understand and apply the fundamental principles of services marketing

Explain the need for extending the 4p's to 7p's in services marketing

Apply and understand the basic concepts and philosophy in services marketing

Develop and analyse the fundamental strategies and marketing plans of service businesses

Develop a marketing mix for service organisations

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Understanding service products, consumers and markets	<p>Explain why services dominate the modern economy</p> <p>Identify the key drivers of service innovation</p> <p>Define a service and distinguish between goods and services</p> <p>Understand the need on extending the marketing mix (7p's)</p> <p>Explain why service businesses need to integrate marketing, operations, human resources and other functions</p> <p>Using a flow chart to describe how customers are involved in the service process</p> <p>Identify and describe the steps involved in the process of acquiring a service</p> <p>Discuss the service business with special reference to the following three elements: service operations, service delivery and service marketing</p> <p>Describe the basic focus strategies for services</p> <p>Explain your understanding of the use of marketing segmentation as the basis for focused strategies</p> <p>Conduct internal, external and competitive analysis</p> <p>Use positioning maps to plot competitive strategy</p>
2	The key elements of services marketing	<p>Define the nature of service offerings</p> <p>Illustrate "the flower of service"</p> <p>Discuss the different supplementary services as illustrated by "the flower of service"</p> <p>Explain the planning and branding of services</p> <p>List and practically explain the hierarchy of new services</p> <p>Discuss the role of communication when marketing a service</p> <p>Use examples to illustrate the many challenges in communicating services</p> <p>Draw up a checklist that can be used to set communication objectives</p> <p>Identify and discuss the elements of the service communication mix</p>
3	Managing the service delivery process	<p>Design a service blueprint and reflect on its complexity and divergence</p> <p>Discuss the reengineering of service processes</p> <p>Evaluate the customer's role in the service delivery as being passive or active</p> <p>Describe the levels of customer participation across various services</p> <p>Evaluate the saying: "Customer is King" by referring to customer misbehaviour</p> <p>Discuss the implications of variations in demand relative to capacity using a diagram</p> <p>Discuss organisation capacity constraints</p> <p>Explain how demand levels can be managed</p> <p>Explain why waiting lines occur</p>

		<p>Use drawings to configure different queue alternatives</p> <p>Discuss ten propositions on the psychology of waiting lines</p> <p>Describe the service environment or servicescape</p> <p>Indicate how the service environment and atmosphere impacts on buying behaviour</p> <p>Briefly describe how environmental psychology studies can be linked to the servicescape</p> <p>Design a guide (questions) that can be used when designing the servicescape</p> <p>Discuss the importance of front-line staff in a service organisation</p> <p>Describe the stressors in the service industry that could affect frontline staff negatively</p> <p>Discuss the important role of human resources management to hire, motivate and retain front-line staff</p> <p>Evaluate the importance of culture in a service organisation</p>
4	Implementing services marketing	<p>Illustrate the importance of customer loyalty</p> <p>Describe the customer/organisation relationship using four distinct types of marketing</p> <p>Identify the correct customers for the service organisation</p> <p>Describe the customer pyramid</p> <p>Discuss the wheel of loyalty</p> <p>Describe relationship management systems</p> <p>Identify the customer response categories to service failure</p> <p>Describe how customers react to service recovery</p> <p>Discuss the components of an effective service recovery system</p> <p>Define and list the reasons for a service guarantee</p> <p>Identify and give examples of service guarantees</p> <p>Evaluate the importance of customer feedback</p> <p>Define service quality</p> <p>Illustrate the Gap model</p> <p>Summarise how service quality can be measured and improved</p> <p>Identify and discuss the four levels of service performance</p> <p>Differentiate between management and leadership</p>

**Sponsorship Management**  
**Module Code:** SPM001 (Not examined from 2015)  
**Credits:** 20  
**IMM GSM: Year Level:** 2/3  
**NQF Level:** 7  
**Nature:** Elective  
**Status:** Undergraduate

**Module specific outcome/s**

Describe the theoretical aspects of sponsorship marketing  
 Draft a strategic sponsorship marketing plan

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Overview of sponsorship	Understand the difference between sponsorship and donations Briefly describe the history of sponsorships Identify the main objectives of sponsorship Differentiate between different types of sponsorship Identify the elements of the framework of the systematic approach to sponsorships Analyse the main reasons why companies provide sponsorships Draw up selection criteria to judge sponsorships
2	Basics of sponsorship marketing	Identify unique characteristics of sponsorship marketing Describe the importance of sponsorship marketing Explain the relationship between sponsorship marketing and marketing in general Describe the overall process of attracting sponsorships Explain the overall implementation process of sponsorships
3	Sponsorship research	Explain segmentation, target markets and positioning of sponsorship research Describe how marketing information systems for sponsorship marketing can be developed Explain how sponsorship data sources can be accessed Explain the sponsorship market research process Design a sponsorship marketing strategy Draft a sponsorship marketing plan
4	The strategic sponsorship marketing planning	Understand the environment in which the sponsorship marketing functions Understand the internal capabilities of the organisation to handle sponsorships Integrate the market research and information systems in the sponsorship marketing process Determine the sponsorship marketing mission and objectives
5	The public relations element in sponsorships	Define public relations within the context of sponsorships Differentiate between public relations, advertising, marketing, promotions and publicity Identify the different techniques in public relations in terms of sponsorships Identify the different functions of the public relations practitioner Describe the importance of ethical behaviour in handling sponsorships
6	Measuring the effectiveness of sponsorship	Understand the SPONSEFFECT model Describe the different sponsorship properties Identify different measuring instruments Apply a measuring instrument Interpret the results of a sponsorship measuring instrument

		Draft a measurement report
7	Sport sponsorship	Define the sport marketing mix Describe the unique characteristics of sport and sport marketing Describe the importance of marketing in sport management Understand the sport product Understand the positioning of the sport product Understand sport as a service Describe the service quality in sport sponsorships Describe marketing research in sport organisations

## Tourism and Hospitality Marketing

Module Code: THM001

Credits: 20

IMM GSM Year Level: 2/3

NQF Level: 7

Nature: Elective

Status: Undergraduate

### Module specific outcome/s

Understand and apply the fundamental concepts of tourism and hospitality marketing

Understand and apply the tourism and hospitality marketing mix

Describe the issues involved in destination marketing

Develop a marketing plan for tourism and hospitality organisations

### Description of Units

Unit	Description	Learning Outcomes
1	Understanding tourism and hospitality marketing	Define and understand the key characteristics of tourism and hospitality marketing Explain the various marketing management options available to the tourism and hospitality marketer Analyse the tourism and hospitality business environments
2	The role of the customer and relationship marketing	Explain the behaviour of tourist and business customers Understand the role of relationship marketing in the tourism and hospitality arena Describe the underlying principles of relationship marketing and how they apply to tourism and hospitality marketing
3	Marketing planning for tourism and hospitality organisations	Understand the importance of internal marketing in a tourism and hospitality organisation Apply the process of segmentation, targeting and positioning within the tourism and hospitality industry Describe and apply the extended tourism and hospitality marketing mix Develop a marketing plan for an organisation operating in the tourism and hospitality industry
4	Understanding destination marketing	Define and understand the key issues in the marketing of tourist destinations Understand the 4A's of the destination marketing mix Discuss the tourism destination life cycle Discuss challenges that are likely to affect the future of the South African tourism and hospitality industry

### **Work Integrated Learning 3**

**Module Code:** WIL301  
**Credits:** 40  
**IMM GSM: Year Level:** 3  
**NQF Level:** 7  
**Nature:** Core  
**Status:** Undergraduate

#### **Module specific outcome/s**

The work integrated learning module is exactly as the name implies i.e. it seeks to extend the knowledge base of the student through relating work experiences to theoretical considerations. As this is an undergraduate module and as not all students have access to the work environment, the approach taken here is to identify work related experiences through appropriate case studies and then reflecting on the case study that simulates some of the work experiences.

The module demands 400 hours of industry related observations, knowledge and skills implementation, as well as report writing. The purpose of this work integrated learning component is to develop graduates who can demonstrate knowledge and skills in the marketing environment through experiential learning in the marketing industry. The knowledge emphasises general principles and applications within the marketing working environment while the practical focus will typically allow the student to gain experience in applying such knowledge and competency skills in a workplace context. The work integrated learning module also demands practical managerial skills and self-management from the student.

An in-depth and integration of knowledge, together with practical skills and experience in the workplace, enable successful students to enter into marketing career paths and to apply their learning to particular employment contexts from the outset.

The module is assessed by means of a series of case study analyses that must be submitted by the student at the end of the experiential learning period.

# Syllabi outline for Postgraduate modules

## Introduction to Postgraduate Programmes

The IMM GSM Postgraduate programmes deal with advanced modules and concepts. The word “*advanced*” implies that you will be exposed to new and progressive theories and frameworks that will challenge your prevailing mindset with regard to marketing related and marketing research studies. You will be faced with thought-provoking issues that will enable you to stretch your current thinking and that will sometimes demand that you unlearn some of your old entrenched routines.

Your approach to postgraduate studies will differ fundamentally from the traditional approach taken with your undergraduate programme studies (certificate, diploma and degree).

Whilst the undergraduate programmes primarily deal with theoretical concepts, fundamentals, frameworks and models of the various subject areas (disciplines) related to marketing, the postgraduate programmes require you to apply marketing theory and management models in-depth to business scenarios.

The focus in postgraduate studies is on the integration of marketing theory with organisational challenges and emerging business issues. Formative and summative assessments will thus be in the form of case studies and/or research, requiring analysis and application and a report on marketing issues within local or foreign organisations.

You will be expected to engage in independent thinking and to apply holistic approaches to problem solving and decision-making techniques within different organisations, realising that, due to the systemic and interdependent nature of organisations, changes within any of the marketing areas will influence the other organisational disciplines in either a positive or negative way.

At postgraduate level you will need to display the following skills in your formative and summative assessments:

- Strategic reasoning (assessing the long term impact of key decisions on the future market positioning of the organisation)
- Reflective analysis (asking penetrating questions to build understanding and insight into past market occurrences and trends affecting the organisation)
- Creative problem solving (providing realistic and entrepreneurial marketing recommendations to address current and emerging issues within a business context)
- Issues analysis (the ability to identify and distinguish organisational symptoms from core problems and business issues within organisations)
- Insight and foresight (the ability to accurately identify current marketing issues and to anticipate future market trends and developments and their potential effect on business strategy)
- Gathering and analysing market and marketing intelligence (the ability to collect appropriate data based on an acceptable research design and to analyse, interpret and recommend remedial actions for an organisation)

**Advanced Brand Management 4****Module Code: ABM401****Credits: 20****IMM GSM Year Level: 4****NQF Level: 8****Nature: Core/Elective****Status: Postgraduate****Module specific outcome/s**

Understand what strategic brand management entails

Discuss how strong brands are built and illustrate how brand performance can be measured

Discuss the planning and implementation of brand marketing programmes

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Strategic implications of branding	<p>Discuss the importance and value of brands</p> <p>Explain the changing nature and application of branding in organisations</p> <p>Explain the importance of brands to organisations</p> <p>Understand the meaning, function, importance and metaphors of brands</p> <p>Discuss sociological and cultural diversity influences on branding</p> <p>Understand the meaning of brand equity and why it is important to put a value to brands</p> <p>Examine the benefits, different approaches and methods of valuing brands and the strategic implications of brand valuation</p> <p>Explain and examine the different business management models</p> <p>Discuss the strategic implications of business building in brand building</p> <p>Apply the management models of business building to brand building</p> <p>Identify the critical components of successful brand building</p> <p>Discuss the use of a brand value chain</p> <p>Measure brand performance using comparative and holistic methods</p> <p>Discuss how branding evolves from a marketing issue to becoming a strategic concern for the boardroom</p> <p>Discuss the role of senior management and/or the CEO as brand custodian in large companies and in SME's</p> <p>Discuss the different reasons why brands need to be managed at the corporate level for various industries by identifying the different environments and participants in these industries</p>
2	Managing brands – creating and sustaining brand equity	<p>Define brand values and explain the importance of developing brand values</p> <p>Formulate a brand essence statement</p> <p>Understand the branding components, the make-up of brand identity and its system</p> <p>Examine the concept of brand personality and brand image</p> <p>Understand how a brand image is built</p> <p>Evaluate the different means of building a brand image</p> <p>Explain the concept of strategic brand image management</p> <p>Study the process of brand positioning and positioning decisions</p> <p>Examine the criteria for successful positioning</p> <p>Identify and establish brand positioning</p> <p>Discuss the development of competitive brand positioning</p> <p>Discuss and apply the different positioning strategies to brand</p>

		<p>positioning</p> <p>Discuss the factors contributing to successful brand building and those impeding it</p> <p>Discuss the composition of the various brand building models</p> <p>Discuss the positioning guidelines</p> <p>Define and establish core brand associations</p> <p>Develop and manage a brand personality</p> <p>Explain how to update brand positioning over time</p> <p>Distinguish between brand architecture and brand hierarchy</p> <p>Design a branding strategy and product relationship</p> <p>Explain the challenge of growing brands in mature markets</p> <p>Discuss process of sustaining brands over the long term</p>
3	Managing brands – grow and sustaining brand equity	<p>Distinguish between brand architecture and brand hierarchy</p> <p>Understand how the brand portfolio is managed</p> <p>Discuss the process of sustaining brands over the long term</p> <p>Examine the process of brand relationship optimisation</p> <p>Design a strategic balance brand portfolio</p> <p>Examine brand structure in international markets, its context and relevance and the differences between those in domestic markets</p> <p>Understand and appreciate the importance of and rational for brand extension and category extension</p> <p>Discuss the concepts of brand linkage, brand relationship and brand symbiosis or shared benefits</p> <p>Examine the possible effects of brand extension on brand equity</p> <p>Follow a systematic procedure to carry out brand extension and assess the scope for brand extension</p> <p>Appreciate why a brand life cycle is not as straightforward as the concept of a product life cycle</p> <p>Study how brands develop and the stages of branding</p> <p>Study the stages of a brand life cycle</p> <p>Manage brands across their life cycle</p> <p>Explain the challenge of growing brands in mature markets</p> <p>Study how to manage global brands</p> <p>Apply the concept of brand image management for brands across industries</p> <p>Explain the meanings of brand and corporate reputation in business</p> <p>Discuss and apply the process of reputation building to build branding and corporate reputation across industries</p>
4	The new business environment - planning and implementation of brand programmes	<p>Identify the criteria for choosing brand elements</p> <p>Discuss the options and tactics for brand elements</p> <p>Design a marketing programme to build and support brands</p> <p>Explain how to leverage secondary brand associations to build a brand</p> <p>Examine the new competitive environment and how it influences brand strategy</p> <p>Explain in detail the notions of market convergence, market entry timing, distributor's timing, channel evolution and competitive branding</p> <p>Examine and discuss the differences between a retail brand and a manufacturer or national brand, in terms of their strengths and weaknesses</p> <p>Examine how a store brand is built, sustained and grown</p> <p>Explain the meaning of and relationship between branding and packaging design</p> <p>Explain how packaging can communicate value and reinforce the brand message</p> <p>Discuss the techniques employed in executing the brand strategy on the package</p> <p>Explain and distinguish the different meaning among the</p>

		<p>concepts of COOB, COM, BO and MCO</p> <p>Identify the potential problems of MCO and discuss its effect on brand equity</p> <p>Understand the nature of country umbrella branding and place branding</p> <p>Understand the role of country umbrella branding and the benefits it brings to the promotion of a country</p> <p>Examine country of origin effects on branding</p>
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**Advanced Contemporary Marketing Management Issues 4**

**Module Code:** ACM401  
**Credits:** 20  
**IMM GSM Year Level:** 4  
**NQF Level:** 8  
**Nature:** Elective  
**Status:** Postgraduate

**Module specific outcome/s**

Understand the latest developments in the field of marketing management.

Please note that there is a flexibility of the choice of topics and the topics may vary from year to year. The topics given below therefore serve only examples of possible topics. The IMM Graduate School of Marketing will publish a list of topics that will be covered in this module at the beginning of each academic year.

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Changing marketing environment	Understand how the latest changes in the marketing environment affects professional marketing
2	Changing marketing strategies	Describe how new marketing strategies can be implemented
3	Changing organisations	Understand how fast changing organisations can affect marketing plans
4	Futuristic studies in marketing management	Grasp the implications about predictions of futuristic studies in the field of marketing management
5	Changing job markets in the field of marketing management	Understand new trends in the marketing job market
6	Developments in global marketing	Identify the latest developments in the field of global marketing
7	Developments in the world of advertising	Identify the latest trends in the world of advertising
8	New products and industries	Identify new products and industries

**Advanced Digital Marketing 4****Module Code:** ADM401**Credits:** 20**IMM GSM: Year Level:** 4**NQF Level:** 8**Nature:** Core/Elective**Status:** Postgraduate**Module specific outcome/s**

Expand knowledge of marketing in the online environment

Master core concepts, principles and techniques of digital marketing

Application of advanced digital marketing concepts and practices

Formulating a digital marketing strategy

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Introduction to digital marketing	Define digital marketing Understand the scope of digital marketing
2	Digital marketing communication	Understand the importance of web design and search engine optimisation Evaluate the benefits of online word of mouth Apply affiliate marketing and permission marketing principles
3	Mobile commerce	Understand factors which influence the adoption and diffusion of m-commerce Identify strategies for adding value via m-commerce Apply m-commerce in customer retention
4	Digital customer relationships	Evaluate the role of trust in building customer relationships Compare and contrast digital customer relationship strategies
5	Web metrics and database marketing	Understand web metric design principles Analyse marketing information using web metrics Compare and contrast database marketing techniques Evaluate the benefits of database marketing in customer retention
6	Digital logistics and supply chains	Understand the role of IT infrastructure and other ICT factors in logistics for digital marketing Understand the complexities of digital supply chain management Plan a digital supply chain
7	Digital marketing strategy	Understand the components of digital marketing strategy Develop a digital marketing plan

**Advanced Global Marketing 4**  
**Module Code:** AGM401  
**Credits:** 20  
**IMM GSM Year Level:** 4  
**NQF Level:** 8  
**Nature:** Core  
**Status:** Postgraduate

**Module specific outcome/s**

Extend the student s knowledge of marketing from the domestic to the global context  
 Understand and diagnose the role of critical global factors in global marketing analysis, planning and implementation  
 Apply advanced concepts and principles in order to formulate and implement marketing strategies, policies and decisions

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Global versus domestic marketing concepts	Contrast domestic marketing with international and global marketing concepts Understand the complexities of global marketing Understand the global economy and its key drivers Critically debate the issue of globalisation and understand both restraining and facilitating forces Identify influencers in the global economy such as key institutions and types of cooperation between nations
2	Global marketing environment analysis	Understand the need for analysis of each new environment entered into Critically evaluate the cultural environment to identify opportunities and threats Critically evaluate the political and legal environments to identify opportunities and threats Understand the importance of, and process involved in international marketing research
3	Develop a global marketing strategy	Determine the processes and criteria for selection of markets Determine the appropriate entry strategies for different markets Understand the characteristics of key markets such as emerging markets and the implications for marketing strategies Develop global and international marketing strategies that take into account the critical global factors that shape the marketing function Plan the appropriate marketing mix decisions for various markets Understand the complexities related to implementation and control of global and international marketing strategies

#### **Advanced Marketing Practicum 4**

**Module Code:** AMP401  
**Credits:** 40  
**IMM GSM Year Level:** 4  
**NQF Level:** 8  
**Nature:** Core  
**Status:** Postgraduate

#### **Module specific outcome/s**

The purpose is to provide the opportunity for the Postgraduate student to gain practical experience associated with their studies in the marketing industry.

The IMM Graduate School of Marketing wants to provide the students with the opportunity to experience the job market, thereby ensuring that once they have completed their studies and are preparing to enter the workplace, they will have experienced workplace reality. Students will also have been exposed to valuable training, enabling them to present themselves with practical experience when applying for employment.

The Practicum provides students with the opportunity to explore the power of critical reflective analysis. Critical reflective analysis is developed through stages thus providing a platform for developing confidence in this approach. The module moves through two stages requiring a midway report.

The platform for critical reflective analysis is developed through analytical marketing models and requires relating theory to practice. Every student is allocated a mentor and the mentor stimulates the role of a senior executive within the business environment.

#### **Advanced Marketing Research: Report 4**

**Module Code:** AMRR402  
**Credits:** 20  
**IMM GSM Year Level:** 4  
**NQF Level:** 8  
**Nature:** Core  
**Status:** Postgraduate

#### **Module specific outcome/s**

Conduct and report an independent marketing research project.

Students are taken through a structured approach in documenting the marketing research project. Every student is allocated a supervisor and the supervisor provides formative yet challenging feedback to the student on a chapter by chapter basis.

The emphasis in this module is on ensuring a valid and reliable research outcome sufficient to provide a platform for marketing decisions. In particular the golden thread in research is given prominence. This in turn gives emphasis to the validity of the research.

The outcome in terms of student competency is the understanding of the role of marketing research within the marketing domain and the completion of a full and thorough research project.

**Advanced Strategic Marketing: Theory and Practice 4****Module Code:** ASM401**Credits:** 20**IMM GSM: Year Level:** 4**NQF Level:** 8**Nature:** Core**Status:** Postgraduate**Module specific outcome/s**

Synthesise knowledge regarding strategic marketing planning process

Develop techniques used for the development of a strategic marketing process

Analyse strategic marketing plans

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Business strategy and marketing implications	Understand and be able to discuss what market-led planning means Understand the relationship between corporate and marketing strategy Understand the different levels of strategy Know the process and structure of strategic marketing planning Know the components of a marketing plan Know the components of good mission statements Formulate a mission statement for an organisation Develop appropriate marketing objectives Discuss strategic positioning and differentiation of the organisation's market offerings Understand the importance of internal analysis and its role in strategic marketing planning Explain the framework that can be used to perform an internal analysis Identify the strategic internal resources, assets and capabilities Conduct an audit of marketing activities Reviewing marketing effectiveness Conduct a SWOT analysis Explain the concept of sustainable competitive advantage (SCA) Discuss the generic strategies for gaining competitive advantage Identify areas where competitive advantage can be realised in an organisation
2	Opportunity analysis	Understand the importance of the external environment in strategy development Identify and discuss the influence of major trends in the macro environment Perform an environmental scan of an industry and be able to access the risk of changes Analyse a selected industry/market Undertake detailed analyses of competitors Understand what constitutes customer value Perform customer analyses of an industry Demonstrate how the attractiveness of market segments can be determined
3	Formulating marketing strategies	Discuss marketing strategies for: new and growing markets; mature markets; global markets; building strategic relationships; building customer and brand equity; the new economy
4	Implementation and control	

**Advanced Services Marketing****Module Code:** ASER401**Credits:** 20**IMM GSM Year Level:** 4**NQF Level:** 8**Nature:** Elective for BPhil (Hons) in Marketing Management**Status:** Postgraduate**Module specific outcome/s**

Understand and apply the foundation concepts for services marketing

Understand and apply specific consumer knowledge and customer requirements when delivering services

Understand and apply the alignment of service design and service standards

Develop service deliverables that can perform according to all stakeholder expectations

Apply and understand the management of service promises

Understand the impact of services marketing on the financial performance of a business

**Description of Units**

<b>Unit</b>	<b>Description</b>	<b>Learning Outcomes</b>
1	Foundation for services marketing	<p>Explain what services are and identify important trends in services</p> <p>Explore the impact of rapidly changing technology on service delivery</p> <p>Differentiate between products and services, and highlight challenges and opportunities for the service industry (7p's)</p> <p>Discuss how a customer focus should be incorporated into an expanded marketing mix for the service industry</p> <p>Explain the Gaps Model of service quality</p> <p>Discuss the factors that impact the gaps found in service quality</p> <p>Explain how the gaps in service quality can be reduced in a service business</p>
2	Focusing on the customer	<p>Explain how consumer differences affect consumer behaviour and impact on services marketing</p> <p>Develop the three core elements of consumer behaviour that a service marketer must understand</p> <p>Discuss customer expectations of services</p> <p>Outline current issues related to customer expectations of services</p> <p>Explain what influences customer perceptions of services and the relationships between customer satisfaction, service quality and individual service engagements</p> <p>Discuss the importance of customer satisfaction in services marketing</p> <p>Explain service quality and the five key elements linked to this concept</p>
3	Understanding customer requirements	<p>Explain how marketing research can be used in services marketing</p> <p>Describe the strategies by which organisations can facilitate interaction and communication between management and customers</p> <p>Discuss relationship marketing and the benefits of long-term relationships for organisations and customers</p> <p>Explain the concept of customer profitability segments as a strategy when focusing relationship marketing efforts</p> <p>Discuss customer expectations and present strategies for effective service delivery</p>

4	Aligning service design and standards	<p>Discuss the challenges in service design</p> <p>Explain the new service development process</p> <p>Discuss developing a service blueprint for an organisation</p> <p>Explain the difference between company-defined and customer-defined service standards</p> <p>Explain the critical role of the service encounter sequence in developing customer-defined standards</p> <p>Develop customer-defined service standards</p> <p>Explain the impact of physical evidence, specifically the servicescape on customer experiences and perceptions</p> <p>Develop an effective physical evidence strategy for services marketing</p>
5	Delivering and performing services	<p>Explain the importance of creating a service culture in an organisation in order to benefit all stakeholders</p> <p>Develop strategies for creating customer-oriented service delivery</p> <p>Develop and implement strategies for involving service customers effectively to increase both quality and productivity</p> <p>Explain the importance of the primary channels through which services are delivered to the final customers</p> <p>Discuss the strategies that can be used to manage service delivery through intermediaries</p> <p>Explain the underlying issue for capacity constrained services</p> <p>Develop strategies for matching supply and demand through adjusting either demand or supply</p> <p>Discuss the benefits and risks of yield management strategies in forging a balance among capacity utilisation, pricing, market segmentation and financial return in a service organisation</p>
6	Managing service promises	<p>Explain integrated service marketing communications and how this can be incorporated into a service organisation</p> <p>Develop strategies for managing promises, customer expectations and internal communications</p> <p>Explain three major ways that service prices are perceived as different from goods prices</p> <p>Develop pricing strategies in a service organisation</p>
7	Service and the bottom line	<p>Explain the direct effects of service on profits</p> <p>Develop a balanced performance scorecard that allows for strategic focus on measurements other than financial indicators in an organisation</p> <p>Explain how strategy maps can be used when implementing the balanced performance scorecard</p>

**Programmes offered  
to IMM GSM students  
who registered  
up to and including  
the 2010 academic  
year**

All programmes listed below will enter the phase-out process as from 2011. The modules in these programmes will only be examined up to the second semester of 2014.

The IMM Graduate School of Marketing offers the following programmes:

**Undergraduate Programmes:**

- Certificate in Retail Marketing
- Certificate in Sales Management
- Diploma in Marketing
- Bachelor of Business Administration (Marketing)

**Postgraduate Programme:**

- Postgraduate Diploma in Marketing

Once a student has qualified with the Bachelor of Business Administration no certificate programmes may be attempted.

**Programmes being phased out from 2009**

The following certificates, diplomas and degree have been phased out. Information concerning the last dates to register for an examination is indicated below against the respective qualifications. In terms of the IMM GSM phase-out policy, all current students, who are enrolled on programmes that are to be phased out, will be allowed to complete their programmes within the specified time limit for that programme.

- *Certificate in Marketing Communications: Advertising Specialisation or Public Relations Specialisation*  
No student registrations in 2009  
Last registration for examination: October 2010
- *Diploma in Advertising*  
No student registrations in 2009  
Last registration for examination: October 2010
- *Diploma in Marketing Research*  
No student registrations in 2009  
Last registration for examination: October 2010
- *Bachelor of Business Administration (Marketing Communications)*  
No student registrations in 2009  
Last registration for examination: October 2010

**Duration of studies**

The minimum and maximum years of completion for students, who enrolled as from 2009, are indicated below:

**Certificate in Retail Marketing**

Minimum one year; maximum four years

**Certificate in Sales Management**

Minimum one year; maximum four years

**Diploma in Marketing**

Minimum three years; maximum eight years

**Bachelor of Business Administration (Marketing)**

Minimum three years; maximum eight years

**Articulation from Diploma in Marketing to Bachelor of Business Administration (Marketing)**

Minimum one year; maximum four years

**Postgraduate Diploma in Marketing**

Minimum two years; maximum three years

### **Maximum Rewrites**

The IMM GSM will allow a student to fail any module five times only. Thereafter he/she is obliged to consult with the Dean of Faculty regarding continuation of studies.

### **The following modules must be passed in the prescribed order:**

- Principles of Marketing before Practice of Marketing
- Practice of Marketing before Marketing Strategy
- It is also recommended that students complete and pass Statistical Analysis before attempting Marketing Research.

### **Designator Letters**

Students who have completed the Diploma or Degree programme may use the following designator letters:

Diploma in Marketing	- Dip (Marketing) IMM GSM
Bachelor of Business Administration (Marketing)	- BBA (Marketing) IMM GSM
Postgraduate Diploma in Marketing	- PG Dip (Marketing) IMM GSM

### **Certificate in Sales Management**

- Business Law (BL)
- Business Management (BM)
- Financial Management (FM)
- Practice of Marketing (M2)
- Principles of Marketing (M1)
- Sales Management (SALM)

### **Certificate in Retail Marketing**

- Business Communication (BC)
- Consumer and Buyer Behaviour (CBB)
- Marketing Communications (MC)
- Principles of Marketing (M1)
- Retail Marketing (RM)

### **Diploma in Marketing**

#### **Year 1**

- Business Communication (BC)
- Business Law (BL)
- Business Management (BM)
- Macroeconomics (MAC)
- Microeconomics (MIC)
- Principles of Marketing (M1)

#### **Year 2**

- Consumer and Buyer Behaviour (CBB)
- Marketing Communications (MC)
- Practice of Marketing (M2)
- Statistical Analysis (STAT)

#### **Year 3**

- Financial Management (FM)
- International Marketing (M3)
- Marketing Research (MR)
- Marketing Strategy (M4)

### **Bachelor of Business Administration (Marketing)**

#### **Year 1**

- Business Communication (BC)
- Business Law (BL)
- Business Management (BM)
- Macroeconomics (MAC)
- Microeconomics (MIC)
- Principles of Marketing (M1)
- Statistical Analysis (STAT)

**Year 2**

- Consumer and Buyer Behaviour (CBB)
- Financial Accounting (FA)
- Human Resource Management (HRM)
- Management Accounting (MA)
- Marketing Communications (MC)
- Practice of Marketing (M2)

**Year 3**

- Distribution and Logistics Management (DLM)
- Financial Management (FM)
- International Marketing (M3)
- Marketing Research (MR)

**Year 4**

- Marketing Strategy (M4)
- Strategic Management (STRM)

**Elective modules (Select two)**

- Business-to-Business Marketing (BBM)
- e-Commerce (EC)
- Entrepreneurship (ENT)
- Product Management (PM)
- Retail Marketing (RM)
- Sales Management (SALM)
- Services Marketing (SERM)

**Postgraduate Diploma in Marketing****Compulsory modules:**

- Advanced Marketing Research
- Advanced Strategic Marketing

**Elective modules (Select two)**

- Advanced International Marketing
- Advanced Promotional Strategy
- Advanced Services Marketing

**Dissertation**

Students are required to prepare and submit a marketing or marketing-related dissertation.

**Curricula****Undergraduate Programmes**

Modules are listed in alphabetical order and not in sequence of completion.

**Business Communication (BC)****Objective:**

The objective of this module is to impress upon students the critical importance of effective communication in business. Students will be expected to demonstrate their theoretical knowledge and practical application of communication techniques in the relevant business situations.

**Content:**

- Communication in business today
- Developing basic communication skills
- Modes of communication
- Oral communication
- Group communication
- Written communication
- Graphic communication

- Business correspondence
- Inter-cultural communication
- Language usage

### **Business Law (BL)**

#### **Objective:**

The objective of this module is to give background knowledge of legal principles that will be useful to marketing students.

#### **Content:**

- Law of contract
- Law of sale
- Law of lease
- Law of credit agreements
- Law of insurance
- Law of partnerships
- Labour law
- Law of negotiable instruments
- Law of agency
- Law of surety
- Law of trade marks
- Law of copyright
- Law of patents
- Maintenance and promotion of competition

### **Business Management (BM)**

#### **Objective:**

The objective of this module is to understand the basic concepts, theories and principles of management, and to apply the knowledge to practical problems and tasks of management.

#### **Content:**

- Introduction to management
- Managing in a changing environment
- Goal formulation
- Planning
- Strategic planning
- Managerial decision-making
- Information management
- Organisational design
- Authority, power and job design
- Organisational culture and change
- Motivation
- Leadership
- Control
- Groups and teams in the organisation
- Management of diversity

### **Business-to-Business Marketing (BBM)**

#### **Objective:**

The objective of this module is to ensure that the student is able to develop a marketing plan and strategy for a firm that sells to business markets.

#### **Content:**

- The fundamentals of business-to-business marketing
- Business markets and products
- How organisations make buying decisions
- Models of organisational buyer behaviour
- Business market segmentation
- Designing and managing the business marketing mix

- Controlling Business-to-Business Marketing programmes

### **Consumer and Buyer Behaviour (CBB)**

**Objective:**

The objective of this module is to provide students with a thorough appreciation of consumer and buyer behaviour concepts and their application in the marketing environment.

**Content:**

- Introduction to consumer behaviour
- Individual influences affecting consumers
- Group, social and cultural influences affecting consumers
- The consumer decision-making process

### **Distribution and Logistics Management (DLM)**

**Objective:**

The objective of this module is to provide students with an understanding of how to design, develop and maintain effective relationships among marketing channel members.

**Content:**

- The structure and functions of marketing channels
- Understanding channel intermediaries: wholesalers and retailers
- Logistics of distribution: structure and strategy
- Designing channel systems
- Aspects of channel management
- Assessing marketing channel performance

### **e-Commerce (EC)**

**Objective:**

The objective of this module is to provide students with a full understanding of e-Commerce and how it impacts on modern business practice.

**Content:**

- Overview of electronic commerce
- The role of independent third parties in e-Commerce
- EDI, electronic commerce and the Internet
- Internet security standards
- Cryptography and authentication
- Firewalls
- Intelligent agents
- Web-based marketing

### **Entrepreneurship (ENT)**

**Objective:**

The objective of this module is to provide students with the skills and knowledge to be able to effectively start up a business.

**Content:**

- Generating and evaluating business ideas and markets
- Designing business plans
- Funding a business
- Taxation and legal compliance of business start-ups
- Planning for success
- Developing strategies
- Using computer technology
- Financial planning and controls

## **Financial Accounting (FA)**

### **Objective:**

The objective of this module is to establish financial literacy.

### **Content:**

- Introduction to financial statements
- Entry concepts are introduced as being essential to the understanding of how transactions affect owner's equity
- Introduction to the accounting equation in the form of  $\text{assets} = \text{owner equity} + \text{liabilities}$
- Cash flow statements, analysis of financial statements and incomplete records
- Characteristics of financial success

## **Financial Management (FM)**

### **Objective:**

The objective of this module is to emphasise the need for financial literacy on the part of the marketing specialists, by developing the student's ability to interpret financial reports, apply basic financial techniques to marketing operations and understand the essential indicators of the firm's financial position.

### **Content:**

- Performance analysis - Income statement
- Balance sheet
- Cash flow
- Long-term planning
- Short-term planning
- Control
- Applications: product, price, promotion and distribution

## **Human Resource Management (HRM)**

### **Objective:**

The objective of this module is to provide an understanding of the human aspects of business.

### **Content:**

- Factors influencing attitudes in the workplace
- Design and evaluation of key human resource management processes
- Frameworks for understanding the function of a human resource department
- Integration of human resource strategy and a business plan

## **Management Accounting (MA)**

### **Objective:**

The objective of this module is to determine the cost of a product based on absorption and variable cost; to take short-term decisions based on relevant cost; and to evaluate long-term projects based on relevant cost.

### **Content:**

- Nature of costs: cost classification, fixed and variable costs
- Cost management: materials and labour
- Cost management: overheads
- Types of costing systems and their accounting procedures
- Standard costing: design of standard costing systems
- Budgeting: preparation of various types of budgets

## **Marketing Communications (MC)**

### **Objective:**

The objective of this module is to expand the student's knowledge of the role of Integrated Marketing Communications (IMC) in an organisation. It is of the utmost importance that students acquire a working knowledge of all the fundamental concepts involved, and develop a strategic, practical approach in applying the module material.

**Students are required to:**

- Understand the principles of communication
- Understand the six basic concepts of integrated marketing communications (IMC)
- Think strategically regarding marketing communications

**Content:**

- Advertising
- Personal selling
- Sales promotion
- Other forms of promotional strategy
- Coordination and control

**International Marketing (M3)****Objective:**

The objective of this module is to introduce the student to Marketing Strategy Planning for International Markets. Once the student has completed this module, he/she should be able to do the following:

- Understand the various ways that businesses can get into international marketing.
- Understand what multinational corporations are.
- Understand the kinds of opportunities in international markets, and the international environments that create these.
- Understand the market dimensions that may be useful in segmenting international markets.
- Understand the following terms: exporting, licensing, contract manufacturing, management contracting, joint venturing, wholly-owned subsidiary, multinational corporations, tariffs, quotas, gross national product (GNP).
- Construct a simple but robust plan for entering international markets, which would include understanding if and how product, pricing, distribution and promotional strategies should be adapted to the international environment.

**Content:**

- Scope and challenge of global marketing
- Global business environment
- Research global markets
- Understanding international culture
- Political and legal environment of international marketing
- Emerging markets and market behaviour
- Global business groupings
- Global distribution
- Writing the international marketing plan
- Export principles
- Consumer product strategy
- International advertising and promotion
- International sales
- International pricing strategy
- Financial requirements for global markets

**Marketing Research (MR)****Objective:**

The objective of this module is to provide a solid foundation to both users and suppliers of marketing research - combining a thorough description of underlying principles with suggested procedures for applying these principles in practice. Students who succeed in this module are able to do the following:

- Understand the marketing research process.
- Write a research brief.
- Propose a design for a marketing research project.
- Write a research proposal.
- Formulate research objectives (based on a management problem).
- Understand sampling.

- Interpret data.
- Write a brief management report given simple research results.
- Perform all of the above for both quantitative and qualitative research methodologies.

**Content:**

- Marketing research in practice
- Marketing information and decision support systems
- The research process and research design
- Secondary data
- Commercial surveys, audits and panels
- Survey research
- Measurement in marketing research
- Questionnaire design
- Direct response attitude scales and measures of emotion
- Derived attitude scales
- Observation and physiological measures
- The sampling process
- Data reduction and estimation
- Univariate hypothesis testing
- Measures of association
- Multivariate hypothesis testing
- Experimentation
- Qualitative research
- Sample size determination

**Marketing Strategy (M4)**

**Objective:**

The objective of this module is to emphasise the development of creative marketing strategies to address marketing problems and opportunities. Successful completion of this module equips the student to execute the following:

- Identify, define and rank the problem/s contained in marketing case studies.
- Formulate working hypotheses regarding the solutions to problem/s contained in marketing case studies.
- Assemble, order, analyse and interpret both qualitative and quantitative data relating to a marketing case study, using the appropriate analytical procedures and models.
- Describe and substantiate all working assumptions made regarding the case problem/s, hypotheses and data.
- Formulate appropriate recommendations for marketing strategy as a proposed solution to the case problem/s.

This module is based on case study analysis.

**Content:**

- The Marketing Concept
- Strategic marketing planning
- Marketing organisation
- Competitive analysis
- Industry analysis
- Customer analysis
- Environmental analysis
- Market potential/forecasting
- Setting objectives
- Allocating/budgeting
- Profit planning
- Implementation
- The Marketing Mix

## **Microeconomics (MIC) / Macroeconomics (MAC)**

### **Objective:**

The objective of these modules is to familiarise students with the following:

- Basic economic concepts.
- Demand and supply side of markets.
- Market forms.
- National income determination and aggregate demand and supply.
- Monetary sector.
- Macroeconomic policy.
- Small, open developing economics.

### **Content:**

- Economic concepts; resource constraints and scarcity, opportunity cost, absolute advantage, comparative advantage, terms of trade
- Consumer and producer behaviour
- Market forms
- National income determination
- Aggregate demand and supply
- The monetary sector
- Macroeconomic policy
- Current problems and policy options in developing economies

## **Practice of Marketing (M2)**

### **Objective:**

The objective of this module is to introduce students to the application of the marketing knowledge already obtained in Principles of Marketing. This module serves as a bridge between Principles of Marketing and Marketing Strategy.

This module aims to provide students with an understanding of the marketing process and how to integrate it into the marketing plan.

### **Content:**

- Understanding the marketing process
- The marketing planning process
- The marketing audit
- Setting marketing objectives and strategies
- Advertising, sales promotion and sales plan
- Pricing plan
- Distribution plan
- Marketing information, forecasting and organisation for marketing planning
- Designing and implementing a marketing planning system

## **Principles of Marketing (M1)**

### **Objective:**

The objective of this module is to provide students with the following marketing skills:

- Build awareness and an understanding of the basic concepts involved in marketing.
- Create awareness of marketing terminology with precise definition.
- Introduce students to the fundamentals of marketing.
- Give insights and provide examples to the values of practical application of marketing philosophy and principles.
- Provide an adequate base for students to move on to practical application of marketing through objective analysis and development of appropriate strategies and marketing plans.

### **Content:**

- Basic concepts and marketing planning
- Finding target market opportunities with market segmentation
- The importance of understanding external environments and use of marketing research
- A closer look at customers

- Developing a marketing mix out of the 4 Ps
  - Product planning and product management
  - Distribution and place
  - Promotion
  - Price
- Implementing and controlling marketing plans and ethical marketing
- Managing marketing's link with other functional areas

### **Product Management (PM)**

#### **Objective:**

The objective of this module is to enable students to manage the product and services function of an organisation.

#### **Content:**

- Introduction to product management
- Product category analysis
- Developing a product strategy
- Pricing decisions for product management
- Advertising and promotion decisions for product management
- Brand value maintenance and product modification
- Customer service and contact to the product manager
- Control in product management
- The product plan

### **Retail Marketing (RM)**

#### **Objective:**

The objective of this module is to provide the student with a thorough appreciation of modern retailing and merchandising theory and practice. It covers the nature and functions of retailing as well as merchandise management and merchandising.

#### **Content:**

- Market structure: classification and trends, explanations of change
- Retail strategy
- Monitoring the environments affecting strategy development
- Determining markets in which to compete
- Deciding how to compete
- The marketing plan

### **Sales Management (SALM)**

#### **Objective:**

The objective of this module is to introduce students to the principles, practice and skills necessary to achieve success in the field of sales management. The importance of sales management as a key element of a marketer's promotional mix is stressed, as is the need for professionalism in sales management. Since sales management is a practical 'hands-on' function, it is essential that students appreciate that application of the principles covered by this module is the critical requirement for success. While this can ultimately only be done in a practical setting, students are expected to analyse appropriate case studies and present solutions to the problems posed.

#### **Content:**

- The job of sales management
- Planning the sales effort
- Developing the sales force
- Directing the sales force
- Evaluating sales force performance

### **Services Marketing (SERM)**

#### **Objective:**

The objective of this module is to provide students with the skills to formulate a marketing plan and strategy

for a service organisation.

**Content:**

- Introduction to service marketing
- Understanding the service customer
- Understanding service operations
- Managing the service experience
- Developing the Marketing Mix for services (8 Ps)
- Competing as a service firm
- Service quality and recovery
- The marketing plan for services

**Statistical Analysis (STAT)**

**Objective:**

The objective of this module is to provide students with an overview of statistical techniques analysing marketing data, where such data is gathered mainly through marketing research. Students should be familiar with the data requirements of each technique and be able to apply the techniques to marketing data and provide marketing interpretations to their findings. In addition, students must understand the marketing research process as it relates to data collection for statistical analysis purposes.

**Content:**

- Marketing information and marketing research
- The marketing research process
- Data types and sources
- Primary data collection approaches and questionnaire design
- Data analysis and interpretation
- Exploratory data analysis using data summary methods and descriptive statistics
- Measuring uncertainty: probability concepts and distributors
- The sampling plan: sampling, sampling process and sampling methods
- Data analysis and interpretation
- Inferential statistical methods
- Data analysis and interpretation
- Measures of association between two random variables

**Strategic Management (STRM)**

**Objective:**

The objective of this module is to equip students with the tools to develop a strategic plan for an organisation.

**Content:**

- Basic tools for the strategic analysis of the external and internal environment of the organisation
- Industry and competitor analysis
- Internal organisational alternatives
- Strategic evaluation and selection
- Strategic implementation and content

**Postgraduate Programme**

**Postgraduate Diploma in Marketing**

Modules are listed in alphabetical order and not in sequence of completion.

**Advanced International Marketing**

**Objective:**

The objective of this module focuses on to two main areas:

- The development of international marketing strategy within an organisation and,
- The diagnosis of some of the factors that may hinder its implementations.

**Content:**

- The major topics covered in this module are competitive global marketing

- strategy, international marketing planning and international decision-making
- Specific issues and topics
- Formulate and execute global marketing strategy
- International marketing planning
- Develop and implement international marketing plans
- Global marketing analysis
- Interpret international marketing data
- Forecast international demand
- Global competitive dynamics and rivalry
- Addressing the challenges of uncertain global environmental forces

### **Advanced Marketing Research**

#### **Objective:**

The objective of this module is to provide a broad, practical understanding of marketing research through exposure to theoretical and practical issues regarding research design, sampling, data analysis, cross-cultural issues and the agency-client relationship.

#### **Content:**

- Marketing research environments, the research agency, problem identification and research project planning
- Secondary data: free and almost free information
- Qualitative research: focus groups, depth interviews and other techniques
- Survey interviewing techniques: personal interviews, mail, telephone and other methods
- Sampling fundamentals and procedures
- Questionnaire design, measurements scales, attitude scaling and cross-cultural considerations
- Reliability, validity, pre-testing and fielding the research instrument
- What research can and cannot do: hypothesis testing and simple data analysis techniques
- A simple introduction to the use of multivariate analysis, cluster analysis, correspondence analysis, discriminant analysis, factor analysis, multi-dimensional scaling and regression
- Strategic studies: advertising research, segmentation and positioning studies, new product development, name and pack testing

### **Advanced Promotional Strategy**

#### **Objective:**

The objective of this module is to focus on the role of promotional strategy in an organisation, with emphasis on components of an organisation's integrated marketing communication activities.

#### **Content:**

- Promotional objectives
- Management of advertising efforts
- Personal selling
- Sales promotions
- Direct marketing
- Public relations

### **Advanced Services Marketing**

#### **Objective:**

The objective of this module is to equip students with the appropriate skills and concepts relevant to the marketing of services. Student will gain an understanding that services are unique with regard to their intangibility and therefore require specific solutions to marketing problems.

#### **Content:**

- Distinctive aspects of services
- Service classifications
- The Services Marketing Mix (8 Ps)
- The role of the service customer
- Service standards and Blueprinting
- Supplementary services
- The 'Servicescape' and Physical evidence

- Defining and measuring service quality (SERVQUAL MODEL)
- Managing demand and capacity
- Human resource implications in services

### **Advanced Strategic Marketing**

#### **Objective:**

The objective of this module is to synthesise the student's total body of marketing knowledge; to examine the techniques used to develop a strategic marketing process; and to enable the student to develop strategic marketing plans.

#### **Content:**

- The nature of strategic marketing planning
- Environmental analysis
- Industry and competitor analysis
- Internal analysis
- Experience curves and portfolio analysis
- Creating strategic competitive advantages
- Developing the strategic marketing plan

#### **Dissertation**

After successful completion of the core modules and the two electives, Postgraduate Diploma students are required to prepare and submit a dissertation on a marketing or marketing-related topic. The dissertation is supervised by a senior academic appointed by the IMM GSM.

- Each student's dissertation will be evaluated by his/her supervisor and by a member of the IMM GSM External Examining Body.
- The IMM GSM Academic Board ensures that all supervisors of the dissertation and members of the IMM GSM External Examining Body are senior academics teaching at universities and business schools both locally and internationally.

## SUMMARIZED E-MAIL CONTACT DETAILS

Students are requested to enter the following information in the subject line when sending an e-mail:

Student name and surname  
Student number  
Brief description of query

### **Nature of query**

Academic record  
Academic assistance: Undergraduate students  
Academic assistance: Postgraduate students  
Account queries  
All general queries  
Assessment feedback report  
Assignment collection  
Exam cancellation  
Exam confirmation letter  
Exemption application  
Private invigillation queries  
Result appeal  
Textbook list  
Updating personal details

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exams@immngsm.ac.za  
assignments@immngsm.ac.za  
cancel@immngsm.ac.za  
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## Graduate School

Marketing • Supply Chain • Business

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