

MANAGEMENT

Head of Department

TL Amos, BSocSc(Hons)(Economics), BSocSc (Hons)(Psychology), MSocSc(Rhodes)

Raymond Ackerman Chair of Business

Administration and Professor

L Louw, BCom(Hons), MCom, DCom(UPE)

Senior Lecturers

H Bakker, BA, B.Hons (Journalism), Hons (Business Admin)(Cum Laude), MBA (Stell), PGDHE (Rhodes)

C Grobler, (BCom, PGDA(Rhodes), CA(SA), RA MJ Louw, BA(UPE), B&A(Hons), MBA(Stell)

Lecturers

M Maritz, BCom(Hons), PGDHE (Rhodes), IIBA S Sha, BCom(Hons), MCom(Rhodes)

Contract Lecturer

T Ndoro BCom (Hons), MCom, MBA (Rhodes)

Visiting Professor

T Jackson, BSc Econ(Wales), MA(Keele), PhD(Henley Management College, Brunel), PGCert(Keele)

Senior Research Associate

C-H Mayer, MA, Doctorate(Göttingen), PhD(Rhodes)

Management is a three-year major subject which may be studied for degree curricula in the Faculty of Commerce. It is also possible to take Management as a major subject in the BSc, BSocSc and BJourn degrees. In addition, one, or in some cases, two, courses in Management are allowed as credits for degree/diploma curricula in the Faculties of Education, Law and Science. The BBusSc degree in the Department of Management is designed to equip students to pursue a career in Management. Normally a candidate will only be admitted to Management 2 if a credit has been obtained in Accounting 1. A candidate will normally be admitted to Management 3 only if credit has been obtained in Accounting 1, Economics 1, and either one of Mathematics 1, or Theory of Finance and Statistics 1D.

Students will normally be refused admission to any course offered by the Department after the second week of the start of the course.

Management 1 consists of two half-credit modules: MAN 101 and MAN 102. MAN 101 and MAN 102 constitute the first-year course for candidates who wish to major in Management.

MAN 101 (One two-hour paper)

Principles of Management A:

This course provides an introduction to understanding business. During the first term the focus is on understanding the context of management and business and introducing the basics of starting a small business. The second term considers leadership, organizational structures, operations and the management and motivation of people.

MAN 102 (One two-hour paper)

Principles of Management B:

This course continues with an introduction to understanding business. The third term will focus largely on marketing, the legal environment and on the management of technology. The fourth term will focus on the management of finance, including introductions to risk and personal financial management.

Management 2 consists of the following four papers:

MAN 211 (One two-hour paper)

Human Resource Management A:

The human resource management function with emphasis on human resource planning, staffing, compensation, labour relations and human resource maintenance.

MAN 212 (One two-hour paper)

Supply Chain Management:

An overview of supply chain management with an emphasis on the concepts of supply chain management, integrated logistics, inventory, quality, total cost of ownership, distribution, transport inbound and outbound, global supply chain management and project management.

MAN 213 (One two-hour paper)

Principles of Marketing A:

The Principles of Marketing, including understanding the marketing environment, segmentation, positioning and the use of the Marketing Mix.

MAN 214 (One two-hour paper)

Financial Management A:

The goal of Financial Management, financial statements, ratio analysis and working capital management.

MANAGEMENT 3 consists of the following four papers:

MAN 311 (One three-hour paper)

Human Resource Management B:

Organisational behaviour, with the emphasis on understanding the behaviour and leadership of people in the organisation; labour relations, with the emphasis on South African labour relations systems and management.

MAN 312 (One three-hour paper)

Strategic Management:

A study of the principles of strategic management, in accordance with the constraints and opportunities imposed by both internal and external environmental factors.

MAN 313 (One three-hour paper)

Principles of Marketing B:

Building on the knowledge base provided by the Principles of Marketing in the second year, this course focuses on the applications of Marketing.

MAN 314 (One three-hour paper)

Financial Management B:

The investment, finance and dividend decisions;
The Department reserves the right to teach Papers 1 - 4, which constitute MAN 2, in any combination in each of the two semesters; similarly, to teach Papers 1 - 4, which constitute MAN 3, in any combination in each of the two semesters.

Bachelor of Commerce (Honours) in the Department of Management

Students can register for one of two options:

- a) B.Com (Hons) Management/Management 4 (BBS4)
- b) B.Com (Hons) Management: Financial Management

a) B.Com (Hons) Management/Management 4 (BBS4)

This honours degree option consists of the following 3 compulsory papers:

- Paper 1: Strategic Management
- Paper 2: Financial Management
- Paper 7: Research

And any 2 papers out of the following:

- Paper 3: Human Resource Management

Paper 4: Strategic Marketing

Paper 8: Project Management

Admission requirements

A degree with a major in Management or equivalent. A credit should be obtained for all relevant Management courses with an aggregate of 60%. Admission however remains at the discretion of the Department of Management.

b) B.Com (Hons) Management: Financial Management

This option consists of the following 5 compulsory papers:

- Paper 1: Strategic Management
- Paper 2: Financial Management
- Paper 5: Investment Management
- Paper 6: Risk Management
- Paper 7: Research

Admission requirements

A degree with a major in Financial Management (equivalent to Management 314). A credit should be obtained for all relevant majors with a minimum of 60% for Financial Management. Admission however remains at the discretion of the Department of Management.

c) Paper Content

Paper 1: Strategic Management

The aim of this course is to enable students to think strategically and be aware of the importance of ethical principles, values and responsible corporate citizenship. Topics include:

- Strategy, stakeholders and strategic direction
- Strategic analysis
- Strategy development and formulation
- Strategy implementation

Paper 2: Financial Management

The aim of the course is to enable students to understand and implement financial management strategies to enhance organisational performance. Topics include:

- Role of financial managers
- Capital structure and the cost of capital
- Source of funds
- Capital budgeting
- The dividend decision
- Valuation techniques for equities, and debt

- instruments
- Working capital management
- Corporate governance

Paper 3: Human Resource Management

The aim of this course is to enable students to initiate and manage organisational change and development.

Topics include:

- The skills, task and role of an organisational consultant
- Organisational development (OD)
- Organisational diagnosis
- Organisational development interventions
- Learning Organisations
- Knowledge and intellectual capital

Paper 4: Strategic Marketing

The aim of this course is to enable students to solve topical strategic marketing problems.

Paper 5: Investment Management

The aim of this course is to enable students to understand the investment environment and compile and manage an investment portfolio.

Topics include:

- Value, return and risk
- Equity fundamental analysis and investment alternatives
- Investment in fixed-income securities
- Investment in alternative investments
- Portfolio risk management

Paper 6: Risk Management

The aim of this course is to enable students to identify and mitigate risks in an organisation. Topics include:

- Introduction to risk and financial risk
- Risk assessment techniques
- Specific types of risk
- Regulation and compliance environment
- Firm-wide risk management
- The use of financial instruments in risk management
- Implementing a risk management programme

Paper 7: Research

The aim of the course is to enable students to conduct research independently within a team.

Topics include:

- Identify a research project
- Write a research proposal

- Conduct a literature review
- Analyse and explain research results in a meaningful manner
- Write up the research in the form of a 5000 word research paper

Paper 8: Project Management

Project management is the discipline of leading, planning, organising, and managing resources to bring about the successful completion of specific project goals and objectives.

The aim of this course is to familiarise and empower students to lead project teams, and to manage projects in the workplace, using a clearly defined and powerful set of knowledge resources, tools and techniques, while adding value to the overall organisational objectives.

Topics include:

- Introduction to Project Management, Knowledge Areas and Process Groups
- Project, Program and Portfolio Selection
- Project Leadership, Management and Team Selection
- Project Scope, Time, Cost and Quality Management
- Project Stakeholder, Procurement, Communication, Human Resource and Risk Management
- Project Management Tools and Techniques

Note 1

The Department of Management reserves the right to offer the papers in no particular order from academic year to year.

Note 2

The Department also permits students to register for either 40% or 60% Management Honours. 60% Honours candidates are required to read any two of the listed papers in addition to Paper 7 (Research), the Research Paper. 40% Honours candidates are required to read any two of the listed papers, excluding Paper 7 (Research). The 60% or 40% option is only available to those registering for the BCom (Hons) Management, and BCom (Hons) Management: Financial stream.

Degree credit requirements

50 % or more is required for each of the papers for which candidates are registered in order to satisfy the requirements for the honours degree.

Course Admission Prerequisites

Management 102	Management 101 (see comment below)
Management 2	Management 101 and 102; Accounting 1
Management 3	Economics 1, Management 2, Mathematics 1 or Theory of Finance and Statistics 1D
Management 3 (Marketing)	Management 213 (Marketing)
Management 3 (Finance)	Management 214 (Financial Management) and Mathematics 1 or Theory of Finance and Statistics 1D
Management 3 (Human Resource Management)	Management 211 (Human Resource Management)
Honours/ Management 4 (BBS4)	Management 3, with a minimum aggregate of 60% for all courses and a credit for each course
Honours (Financial Stream)	Major in Financial Management (equivalent to MAN 314), with a credit for all relevant majors and minimum of 60% for financial management.

A candidate who fails MAN 101 with a subminimum of 35% shall be permitted to proceed to MAN 102, as the case may be, if the courses are read in the same year. A pass in MAN 102 shall NOT relieve the candidate of the need to pass the relevant 101 course. A candidate who obtains a mark of between 35-49% in MAN 101 will be awarded a

rewrite examination in November of the relevant academic year. Candidates may not read MAN 102 without having read MAN 101, subject to the above prerequisites.

Aggregation of modular papers shall be permitted for Management 2 and 3, provided that the papers constituting the semester courses for each year are read in the same year and that a sub-minimum of 45% is obtained for at least two papers, with credits being obtained in the remaining two papers; or that a sub-minimum of 40 % is obtained for one paper, with credits being obtained for the remaining papers. Aggregation of semester courses for Management 1 shall be permitted, provided that a sub-minimum of 45% is obtained for each and that the courses are read in the same year. Aggregation may be permitted in respect of Management 1 November rewrite examinations, subject to the above conditions. However, where supplementary examinations are awarded in Management 102, as well as second and third-year courses, the marks obtained may be aggregated with other relevant courses, in that a credit obtained for such a supplementary examination is reflected as “P”, with the course as a whole being awarded an aggregate credit, if the courses were read in the same year.

Where four papers are read as in Management 2 and 3 courses, supplementary examination credits obtained in one or more papers may be aggregated with the other papers also, where one of the papers is not written as a supplementary examination but qualifies by virtue of a sub-minimum mark, as indicated above. In addition, class marks may be included in supplementary examination marks. Supplementary examinations may be awarded at second-year level and at third-year level subject to a sub-minimum of 45%. Other supplementary examinations may be awarded at the discretion of Faculty as a last outstanding credit. Where aggregations are permitted, credits obtained on the basis of such aggregations permit candidates to proceed to any course at the next level of Management, but not to fourth-year (Honours and Management 4) level. Aggregation is not permitted at Honours and Management 4 level. Candidates are required to obtain a credit in each of the papers constituting Honours and Management 4.