



# STUDENT YEARBOOK 2022/2023

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Graduate  
School

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# Student Yearbook

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## The IMM Graduate School

### Registration Status

The IMM Graduate School of Marketing (Pty) Ltd 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 Graduate School is quality assured by the South African Council on Higher Education (CHE). The IMM Graduate School's programmes have been registered by the South African Qualifications Authority (SAQA). In addition, the IMM Graduate School is a member of the Association of Private Providers of Education, Training and Development (APPETD).

### Vision

The IMM Graduate School strives to be the blended learning provider of choice, and the centre of excellence for marketing, supply chain and business disciplines in Africa.

### Mission

The mission of the IMM Graduate School is to continually impart relevant, expert and quality education, knowledge, skills and competencies in the fields of marketing, supply chain and business management. To create professionally qualified and well equipped graduates who are able to practice effectively, creatively and humanely in the business environment. In so doing, to contribute to the overall development of a sound, sustainable and globally acknowledged economy.

### 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. Higher Education qualifications occupy six levels on the NQF, levels 5 to 10, referred to as the HEQSF (Higher Education Qualification Sub Framework).

The IMM Graduate School 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 Graduate School 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 and supply chain management. The qualifications are not only aligned with the HEQSF requirements, but place IMM Graduate School students in an even stronger position for job and career opportunities in industry.

### The Academic Board

The Academic Board of the IMM Graduate School 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 Graduate School, 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 Graduate School's Academic Board and their established committees ensure the content and quality of all IMM Graduate School qualifications, supporting learning material and textbooks that are current and in line with progressive business principles and development.

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

- To acknowledge the human dignity and worth of all people and recognise that student-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 Graduate School 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 Graduate School.

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 Graduate School 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 Graduate School. 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 enhanced and 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 Graduate School's 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 Graduate School's mission, student needs, stakeholder investment and industry requirements.

## Management and Academic Staff

### Academic Board

Chairman	Ms AO Bruwer
Director	Mr N Tattersall
IMM Graduate School: Dean: Learning & Teaching	Dr C Rosa
IMM Graduate School: Dean: Quality Assurance and Enhancement	Ms N Venter
IMM Graduate School: Dean of Student Affairs	Mr L van Tonder
IMM Graduate School: Dean: Internationalisation and Africanisation	Prof R Murapa
IMM Graduate School: Registrar	Mr J van Zyl
Chairman: Research Committee	Prof G Bick
UNISA	Prof MC Cant
Chairman: Programmes Committee	Prof JW Strydom

### Executive Committee

Director	Mr N Tattersall
Executive Academic Head	Ms AO Bruwer
Dean: Student Affairs	Mr L van Tonder
National Head: Sales	Mt T Naidoo
National Head: Student Support Centres	Ms I Gregory

### Faculty

#### Executive Academic Head

Ms AO Bruwer MA

#### Deans of Faculty

Dean: Learning & Teaching	Dr C Rosa	DEd
Dean: Quality Assurance and Enhancement	Ms N Venter	MBA
Dean: Internationalisation and Africanisation	Prof R Murapa	PhD

#### Academic Staff

Dr Petrus van Wyk	PhD
Mr M Bevan	MBA
Ms C Botha	MBA
Ms A Fielding	BCom (Hons)
Ms S Mokoena	BCom (Hons)
Mr V Muradzikwa	MBA
Mr T Mushore	MCom
Mr S Muzoka	MBA, PhD (Candidate)
Ms S Ntuli	MCom
Mr H Potgieter	BPhil (Hons)
Ms R Prins	MCom
Ms M Storpioni	MBA
Ms B Strydom	BPhil
Ms M Tshimanga	MIB, MPH

## **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.
- Students over 23 years of age, who have no Senior Certificate, and have completed Grade 11, plus have more than 10 years' work experience, must apply to the matriculation board of Universities SA (mb.usaf.ac.za) for full or conditional exemption.

#### **Diploma Programmes**

- Senior Certificate (Grade 12) or equivalent.
- Students over 23 years of age, who have no Senior Certificate, and have completed Grade 11, plus have more than 10 years' work experience, must apply to the matriculation board of Universities SA (mb.usaf.ac.za) for full or conditional exemption.

#### **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 do not qualify for degree entrance. The CV must include work-related experience.
- No credit transfers will apply for RPL. RPL will only apply to access for programmes.
- An NQF level 5 certificate, registered with SAQA on the Higher Education Qualification Sub Framework (HEQSF), in a related field.
- 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 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 higher certificate programme at a higher education institution.
- Students over 23 years of age, who have no Senior Certificate, and have completed Grade 11, plus have more than 10 years' work experience, must apply to the matriculation board of Universities SA (mb.usaf.ac.za) for full or conditional exemption.

#### **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.
- Students over 23 years of age, who have no Senior Certificate, and have completed Grade 11, plus have more than 10 years' work experience, must apply to the matriculation board of Universities SA (mb.usaf.ac.za) for full or conditional exemption.
- A CV and RPL (Recognition of Prior Learning) application is required from prospective students over 23 years of age who do not qualify for diploma entrance. The CV must include work-related experience.
- No credit transfers will apply for RPL. RPL will only apply to access for programmes.

#### **Degree Programmes**

- 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 do not qualify for degree entrance. The CV must include work-related experience.
- No credit transfers will apply for RPL. RPL will only apply to access for programmes.
- An NQF level 5 certificate, registered with SAQA on the Higher Education Qualification Sub Framework (HEQSF), in a related field.
- Students over the age of 45 may apply as mature age applicants.

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

The entrance requirements for students who have obtained either "O" or "A" levels are available on the IMM Graduate School website [www.imm.ac.za](http://www.imm.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 from an accredited provider of higher education, preferably with Marketing as a major.
- In the case that a potential student's undergraduate qualification does not include Marketing as a major, they must have at least five years appropriate marketing or marketing-related experience.
- In the case that a potential student's undergraduate qualification does not include Marketing as a major and they have at least five years appropriate marketing or marketing-related experience, the student would have to complete Marketing 2 as an access module. Students should achieve at least 65% for Marketing to gain access to the Postgraduate Diploma. Students will have one semester to complete the access module.
- A CV and motivational letter are required.

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

- An appropriate NQF level 7 qualification from an accredited provider of higher education, with majors in Marketing.
- Students should have achieved a minimum of 65% for Marketing on an NQF level 7. In addition students should have achieved at least 60% for one other Marketing module on an NQF level 7.
- A CV and motivational letter are required.

Options for student who do not meet the above criteria:

- Graduates from the IMM Graduate School as well as other educational institutions who fulfill all other admission criteria except the minimum mark for Marketing and one other Marketing module on NQF level 7, will have the opportunity to re-enrol/enrol for Marketing 3 and one other Marketing related module (on NQF level 7).
- Students will have one semester to complete the access module. Once these modules have been completed and the student has achieved the grades as specified above, the student qualifies for admission to the Honours programme.

### BCom Honours in Supply Chain Management

- An appropriate NQF level 7 qualification from an accredited provider of higher education, with majors in Supply Chain Management or any other related field such as Transport, Logistics or Procurement.
- Students should have achieved a minimum of 65% for Supply Chain Management (or other related module) on an NQF level 7. In addition students should have achieved a minimum of 60% for one other Supply Chain Management related module on an NQF level 7.
- Students should have passed Financial Management/Accounting on an NQF level 6.
- A CV and motivational letter are required.

Options for student who do not meet the above criteria:

- Graduates from the IMM Graduate School as well as other educational institutions, who fulfill all other admission criteria except the minimum mark for Supply Chain Management and one other Supply Chain Management (or other related module) on NQF level 7, will have the opportunity to re-enrol/enrol for Supply Chain Management 3 and one other Supply Chain Management related module (on NQF level 7). These modules include Procurement 3, Transport and Logistics 3 or Trade Finance and Payments.
- Students who have not completed a Financial Management/Accounting module on an NQF level 6, can register for the Financial Management 2 module. A minimum of 60% should be achieved for this module in order to be admitted to the BCom Honours programme.
- Students will have one semester to complete the access module. Once these modules have been completed and the student has achieved the grades as specified above, the student qualifies for admission to the Honours programme.

### Master of Philosophy (MPhil) in Marketing

- BCom Honours with Marketing Management and Research Methodology on the NQF level 8 (HEQSF aligned).
- BPhil Honours with Marketing Management and Research Methodology on the NQF level 8 (HEQSF aligned).
- BA Honours in Marketing Communications with Marketing Management and Marketing Communications as majors on the NQF level 8 (HEQSF aligned).
- Any other equivalent qualification.
- A CV and motivational letter are required.
- An overall average of 65% must have been achieved on the NQF level 8 qualification.
- A research report or dissertation completed at NQF level 8 with a minimum mark of 65%.
- In addition. Students are required to submit a provisional research proposal with their admission applications for evaluation by the research committee.
- The Dean has the right to prescribe any additional modules on honours level to ensure the candidate complies with all requirements. Access modules must be completed within two years.

### Application for Postgraduate Admission

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

The IMM Graduate School 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. All Postgraduate applications, except for MPhil, can take up to 21 days.

## General

Prospective students must apply to register for programmes no later than the stated closing dates on the Calendar of Events which can be found on the IMM Graduate School website [www.imm.ac.za](http://www.imm.ac.za)

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

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 Registrar ([registrar@immgsm.ac.za](mailto:registrar@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 Graduate School. 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 Graduate School must submit, together with their registration form and signed Examination Declaration form, the following to the closest IMM Graduate School office:

#### First year students

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

#### Foreign students studying in South Africa

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

The IMM Graduate School 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 depends on the following:

- Confirmation of academic acceptance
- Obtaining the necessary statutory documentation and state approval qualification
- 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 Graduate School students will receive a student number and security pin, which must be used when communicating with the IMM Graduate School.

The student number and pin are used to access the student portal on the IMM Graduate School's website. A different pin is required to access study material on eLearn on the IMM Graduate School website.

#### Student Fees

The student is liable to the IMM Graduate School for the following fees:

- Enrolment fee (new students only)
- Annual registration fee
- Assessment fee (per module)
- Credit transfer 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.

Students may register for assessments online on their student portal or access a registration form on the website [www.imm.ac.za](http://www.imm.ac.za), to complete when visiting an IMM Graduate School office.

### **Private Study Hours**

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

### **Past Papers**

Examination question papers for the last three written examination sessions are available upon registration, on eLearn. Selected online Final Assessment past papers are available.

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
- Assist students in the revision stages of their study programme

### Please note:

Examination/Final Assessment 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/final assessment.

Examination/Final Assessment papers are not always structured in the same way.

The IMM Graduate School reserves the right to alter the format of its examination/final assessment papers at any time without notice.

### **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 Graduate School for the following:

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

### **Mode of Delivery**

The IMM Graduate School is a distance education institution. Distance education is regarded as the acquisition of knowledge and skills through mediated information and instruction, encompassing all technologies.

### **Textbooks**

The IMM Graduate School prescribes a textbook for some modules offered. 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.

### **eMasterclasses, SSC eTutorials and Assessment workshops**

The eMasterclasses, SSC eTutorials and 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 eMasterclass, SSC eTutorials and workshops.

Workshops start approximately six weeks before the start of each semester examination session. Workshop registration and fee information are available on the IMM Graduate School's website and student portal.

These IMM Graduate School workshops are only held if a sufficient number of students register for a specific session. For further information, contact the IMM Graduate School national office on 0861 IMM GSM/0861 466 476 or +27 11 628 2000.

### **Support**

As a distance education institution, the IMM Graduate School ensures that students are provided with all requirements for successful self-study on eLearn, which includes an interactive eStudy Guide per module, eActivities, eMasterclasses, eDiscussion Forum, ePacers, continuous assessments with immediate feedback, a list of prescribed textbooks (where applicable), assignments submission online, assignment feedback reports, Examination Preparation Workshops, Supplementary Examinations and additional study material when applicable.

Online, telephone and e-mail support are available.

General and module-specific tutorial letters, for certain modules, are made available during the course of every semester.

### **The IMM Graduate School Information Centre**

The 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 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 Graduate School’s 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 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 qualification levels within the country's education system. All IMM Graduate School qualifications are registered with SAQA. Please refer to the IMM Graduate School’s website ([www.imm.ac.za](http://www.imm.ac.za)) for more detailed information.

IMM Graduate School's BCom Honours in Supply Chain Management is accredited by the Chartered Institute of Logistics and Transport (CILT), the global body of international professionals for everyone who works within supply chain, logistics and transport.

### **IMM Graduate School Time Frames**

#### Certificate programmes:

Students must complete the entire undergraduate qualification within 4 years from the date of their first semester 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 the entire undergraduate qualification within 8 years from the date of their first semester of registration. After this time, they will be required to re-register for all modules at the current applicable rate.

#### Postgraduate diploma and degree programmes:

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

#### Master’s programme

Students must complete the Master in Philosophy within 3 years from the date of first semester of registration.

#### Discontinuance:

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

#### Course time limit:

Students who have reached their course time limit may apply for an extension. The application must be made in writing to the Registrar ([registrar@immgs.ac.za](mailto:registrar@immgs.ac.za)) within 3 months after their time frame expiring.

For Certificate, Postgraduate, Honours, Masters and access programmes, a maximum extension of 6 months may be granted.

For Undergraduate Diploma and Degree programmes a maximum extension of 12 months, 2 concurrent semesters, may be granted.

**Credit accumulation and transfer**

Students who wish to apply for credit transfers in one or more modules, are required to submit a certified copy of their full academic record, showing the modules passed, the marks obtained as well as the full syllabus of the modules completed. No credit transfers will be considered for any module previously attempted and failed through the IMM Graduate School.

Students may apply for credit transfers for up to five modules for IMM Graduate School 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.

Students may apply for credit transfers for Postgraduate programmes up to a maximum of 50%. 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 credit transfers must be registered on NQF level 6 or above.

Students will be advised timeously and in writing of the IMM Graduate School's decision in this regard. The credit transfer letter detailing the credit transfers granted are valid for ONE academic year only. In order to apply the credit transfer on the academic record, the credit transfer payment per module must be made. Please note that credit transfers will only be granted if the conferring institution is approved and the criteria set by the IMM Graduate School's Academic Board are met.

The application for credit transfer/s, together with the relevant application fee must reach the IMM Graduate School on or before the specified date. These may be delivered to any IMM Graduate School office or posted to the National Office in Johannesburg.

In the event of credit transfer/s being granted, a credit transfer fee per module is payable. The credit transfer fee is determined by the IMM Graduate School on an annual basis.

**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 Graduate School 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 achievement in the modules/s. NDP students may at any time, formally register for one of the IMM Graduate School's 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 a credit transfer in the prerequisite module. If a credit transfer is required, the student must complete the credit transfer application form and comply with the rules and regulations. For example, Marketing 1 (MAR101B) is a prerequisite module and must be passed before writing Marketing 2 (MAR202B).

NDP students must comply with all the assessment requirements.

**Financial Aid**

Students may apply for an IMM Graduate School 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 assessment fees only, new student fees and annual student support fees are to be paid by the student. To download the Bursary Application form, go to the website [www.imm.ac.za](http://www.imm.ac.za)

## Assessment

The assessment process for most of the modules is made up of two components, namely, formative assessments (assignments) and summative assessments (examinations or final assessments).

For these modules students must complete one/two/three assignments (depending on the module-specific requirements) and one examination or final assessment per module, unless otherwise specified. The formative assessment constitutes 30% of the semester mark and the summative assessment constitutes 70% of the semester mark.

All assignments, projects and reports may only be submitted on the eLearn platform.

Students who have a results of RNFI, this is a "Result Not Finalized due to an Inquiry". The student will be sent an inquiry notice on their student portal.

### Assignments

The assignments allow students to assess their progress, while feedback enables each student to ascertain where they may need to focus before writing their examinations/final assessments.

Assignments must be submitted to the IMM Graduate School on or before the specified date and time. It is the student's responsibility to ensure that the IMM Graduate School receives his/her assignment/s on or before the specified date. Assignment results are released (as percentages) on a specified date. Please refer to the Calendar of Events.

Please check on eLearn for the format of each module specific assignment for all undergraduate and postgraduate programmes.

### Final Assessment

The Final Assessment will be in an essay-type format focusing on critical thinking, problem solving, creativity, academic writing skills and application of knowledge. Students are required to complete assessments using their own words, insights and paradigms.

Direct quotations from the Study Guide, textbook and online sources will not be permitted, therefore, no marks will be awarded for merely repeating passages from a textbook or any online source. The examination/final assessment mark constitutes 70% of the semester mark per module, unless otherwise specifically stated. Students may write up to four modules per examination/final assessment session. However, the modules selected must fit within the constraints of the IMM Graduate School examination/final assessment timetable.

The IMM Graduate School has two semesters per year. Students wishing to write examinations/final assessments in either semester are required to register with the IMM Graduate School for the chosen modules on or before the examination registration closing date, as per the Calendar of Events. Students wishing to write examinations/final assessments must:

- have all fees fully paid;
- have read the Prospectus and Yearbook found on the IMM Graduate School website.

Each semester after examination/final assessment results are released, students who qualify are able to register for supplementary examinations. The policy for supplementary examinations is available on the student portal.

## Assignments

### **Higher Certificate programmes:**

For all the modules on these programmes there will be one assignment per module except for Academic Literacy (AL101C). Please check assignment due dates on eLearn.

### **Diploma in Export Management (Teach-out end 2023 for export modules):**

This programme will require the completion of one/two assignments per module except for ETS301D\*. Please check assignment due dates on eLearn.

Note: The Academic Skills Development (ASD) mini-module has no assignments. However, students are required to complete a series of continuous assessment activities (CASS) during the 15-hour mini-module. The completion of the continuous assessment activities (CASS) will be reflected on your academic record. Look out for, and read the separate tutorial letter for ASD.

\*ETS301D: This project-based module will require students to submit their final submission on a specified date as per eLearn. The final assignment submission will count 100% towards the Final Assessment mark.

### **Diploma in Marketing Management:**

This programme will require the completion of one/two assignments per module except for MP301D\*. Please check assignment due dates on eLearn.

Note: The Academic Skills Development (ASD) mini-module has no assignments. However, students are required to complete a series of continuous assessment activities (CASS) during the 15-hour mini-module. The completion of the continuous assessment activities (CASS) will be reflected on your academic record. Look out for, and read the separate tutorial letter for ASD.

\*MP301D: This project-based module requires students to submit two assignments, as per eLearn. The assignment will require the student to submit completed versions of the Research and Strategy phases of their overarching Marketing Project. Assignment (Mid-point Submission) = 40 marks, and the overall weighting of this assignment is 40% of the semester mark. The second and final submission will require students to submit the completed and final Marketing Project, which includes the Tactics, Implementation and Measurement aspects, as well as the inclusion of improved versions of the Research and Strategy phases previously submitted. The final assignment submission = 60 marks, and the overall weighting of this assignment constitutes 60% of the semester mark.

**Degree Programmes:**

This programme will require the completion of one/two assignments per module except for MRP302B\* and BP304B\*\*. Please check assignment due dates on eLearn.

Note: The Academic Skills Development (ASD) mini-module has no assignments. However, students are required to complete a series of continuous assessment activities (CASS) during the 15-hour mini-module. The completion of the continuous assessment activities (CASS) will be reflected on your academic record. Look out for and read the separate tutorial letter for ASD.

\*MRP302B: There will be two assignments in the format of a project submission, which will contribute 100% to your final mark for this module. This assignment will be in the format of two project submissions which is an integral part of your learning with the IMM Graduate School. Students are required to submit the project using their own words, insights and paradigms. Direct citations from the Study Guide and online sources will not be permitted and no marks will be awarded if students do this. The project based assignment is due as per eLearn. Students are to note that two submissions are required for this module - the actual report itself as well as a PowerPoint presentation (both in PDF format). Once completed, it should be uploaded on Turnitin to generate a similarity report. Both the report and PowerPoint presentation (both in PDF format) should be uploaded on eLearn. Please check the specific module information on eLearn to determine the due date of the assignment.

\*\*BP304B: This project-based module will require students to do their final submission on a specified date as per eLearn. The project will assess students' ability and competence in integrating concepts learnt throughout their qualification to produce a business plan. The final submission will count 100%.

A Final Examination/Assessment will not be applicable for the following modules: AL101C, ASD, BP304B, ETS301D, MP301D and MRP302B.

**Postgraduate Diploma in Marketing Management:**

ABMC401P and AGMD401P: There will be one assignment in the format of a project submission and one Final Assessment.

AMP401P - This module is to be completed 100% online. There are numerous compulsory assignments that all count towards the semester mark, and must be completed in an ongoing manner, it cannot be completed at the end of the semester. The marks are allocated as follows: SmartBook chapters 7% (0.5% per chapter – 14 in total) Mini Assignments 27% (9% per mini assignment – 3 in total) Marketing mini simulations 18% (2% per mini simulation – 9 in total) Final Full Marketing simulation (Final Assessment) 48% (includes reflections) TOTAL 100% Final submission: Refer to Calendar of Events (done online on McGraw Hill platform)

AML401P - There is one project which is to be submitted in two parts The first submission contributes 40% to the final mark, students are given feedback and changes are to be incorporated into the second submission The second submission contributes 60% to the final mark submission: Refer to Calendar of Events for submission dates.

AMM401P - There are two assignments, both contributing 50% to the final mark. Assignment 1 is marked and feedback is given. Assignment 2 is marked and the mark is combined with the Assignment 1 mark to give a final semester mark out of 100%. Refer to Calendar of Events for due dates.

**BPhil Honours in Marketing Management**

This programme will require the completion of two assignments per module except for AMAR401H\* and AMRR402H\*.

\*AMAR401H and AMRR402H. These two modules are both research reports, AMRR402H is based on primary research, whilst AMAR401H is based on secondary research. Both of these modules will have two compulsory submissions and one compulsory final submission. The purpose of these submissions is to give students feedback on their progress. Marks are awarded for the compulsory submissions, for feedback purposes. Both submissions combined contribute 30% to the final mark. The final report is a compulsory submission and both reports contribute the remaining 70% of the mark. Both modules will also be provided with online supervision, by an experienced supervisor who will guide students on the development of the reports.

**BCom Honours in Supply Chain Management**

This programme will require the completion of two assignments per module. The programme also includes ASCR402H, a research report module, based on primary research. This module will have two compulsory assignment submissions, contributing 15% each towards the final mark. The purpose of these assignment submissions is to also give students feedback on their progress. This module will be provided with online supervision, by an experienced supervisor who will guide students on the development of the report. The final research report is a compulsory submission contributing 70% towards the final mark.

All registration queries must be addressed by the registration closing in first semester and second semester as per the Calendar of Events. No student will be registered after this date.

***Please note: The IMM Graduate School of Marketing is a distance learning institution. All students are required to have access to a computer and have sufficient data to complete assignments and/or final assessments and access to the internet to enable access to student academic resources on the IMM Graduate School's eLearn platform. These include the eLibrary, study guides, online tutorials, continuous assessments and module specific group discussion forums. Students will also be required to have access to a camera that is connected to the computer device being used should the format of the examinations require students to complete their examinations / final assessments using a Proctorio type assessment format.***

### **Formative Assessments (Assignments)**

It is the student's responsibility to ensure that the IMM Graduate School has received their assignment/s on or before the specified assignment due date. It is required that the assignment is completed online on eLearn as marks will be awarded for presentation, language, layout and formatting (excluding specified modules).

### **Formative Assessment (MPhil)**

The formative assessment for the MPhil Programme is in the form of a research proposal which needs to be completed and submitted and approved by the sub-committee of the Research Committee. No marks are awarded for the completion of the proposal, but the student may not proceed with the fieldwork without the proposal completion and approval. Only upon completion of the proposal and approval of it, will an ethics clearance certificate be issued to allow the fieldwork to be undertaken.

### **Instructions for Completing Assignments**

For each assignment session different requirements will be applicable. Consult the specific assignment tile on eLearn for detailed instructions.

It is the student's responsibility to ensure they have read through the specific requirements relevant to each assignment session, as these may differ, for example, either a PDF similarity report should be submitted or the assignment needs to be completed online as an eActivity.

#### Retrieving the assignment question papers

For assignment 1 that requires the online completion of the assignment, the assignment will open at a specific time and close at a specific time, treating the assignment more as an online class test than an upload assignment. Students will NOT receive the PDF question paper beforehand.

For assignment 2 that requires the submission of a PDF Similarity Report, the assignment question paper, including the due date for each assignment, can be downloaded from the IMM Graduate School eLearn platform.

#### Preparing to complete an assignment

Before starting the assignment completion process, students must ensure that they clearly understand the assignment questions.

The contents of the assignment must illustrate the student's knowledge and understanding of the topics that are covered.

Students are advised to study the assignment submission rules before submitting assignments, including instructions for submitting to Turnitin, where required.

#### Completing an essay type assignment

When drafting the assignment, please always keep in mind that the assignment is set at the level of higher education. Therefore, students 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.

Clarity of expression is important in an assignment. Write the ideas in full sentences and in a paragraph format, when required. A sentence should ideally only include one basic statement. Examiners and markers prefer concise sentences to long involved sentences. Do not write sentence fragments.

A paragraph should contain only one main idea that is supported by the other sentences in the paragraph. The use of correct forms of spelling, punctuation, grammar and sentence structure is one factor in achieving clarity. When marking the assignment, the marker will consider these aspects of written expression in assessing the clarity of the work. Students should use the spelling and grammar-checking features on the computer and always proof-read the assignment before submitting it. Ensure that the computer being used to complete the assignment is set on SA/British English and not USA English.

Remember to always write in the third person. The use of first person language such as I, we, us, etc. or the use of slang, informal language, colloquialisms such as telly versus television or stats versus statistics are not acceptable practices in academic writing.

#### Formatting

The IMM Graduate School requires all PDF Upload assignments (Assignments/Projects/Reports) to be formatted as follows:

- Assignments must be typed and saved as a pdf document which are then submitted through Turnitin to obtain a Similarity Report, unless stated otherwise. Once the student are satisfied with the similarity % the similarity report needs to be uploaded to eLearn for grading.
- The contents of the assignment must be typed using Arial font, size 12.
- Each question, heading/ section must be indicated in bold Arial font, size 12.
- When using spell check please use English (South Africa) or English (UK).
- Table of contents to be included, unless otherwise specified.
- Start every question on a new page.
- When a Table is included, the format may change to landscape format and Arial font size 10 will be allowed.
- Unless otherwise specified, the text must be justified meaning text should be full flush with both margins or in other words distribute text evenly between the left- and right margin. This excludes the Reference List as well as content that appears in a table format, which must be left aligned.
- To achieve an uncluttered appearance please leave adequate margins (about 2 cm) on either side of the text.
- Spacing between lines should be 1.5.
- Single spacing must be used after a full stop or a colon.
- When using spell check, please use English (South Africa) or English (UK).
- The following information must appear on the top of every assignment page:
  - IMM Graduate School student number
  - Module name and code

### Page numbering

- Page X of Y (e.g. Page 3 of 5. This numbering convention must be used for every page of the assignment including the Reference List page(s).
- The preliminary pages with the exception of the Title page use lowercase Roman numerals, which are centered and at least ½” from the bottom of the page (in the footer). The text and supplementary pages use Arabic numerals for page numbering and start with the page number 1 (After Executive Summary).
- Please note that the Reference List page(s) at the end of the assignment must be included in this numbering (in the header) as they are part of the total number of pages in the assignment. The Reference List should always appear as the last page, but before any addendums. Ensure that this is correctly done before uploading the assignment.

### MPhil Programme

In the case of the MPhil Programme, the proposal and dissertation will only be considered for evaluation/assessment if the submission has been formatted, completed and submitted on the templates provided for this purpose.

### Word limit

Unless otherwise specified, assignment and project word limits will be indicated on the assignment question paper or project question paper cover sheet.

Students are encouraged to produce a concise, well-formulated assignment, in a neat and properly structured format.

If required, the word count/page count must be indicated on the assignment or project.

The examiner has the option of refusing to mark content that exceeds the stated maximum word limit.

### IMM Graduate School's Guideline to Harvard Referencing

Referencing is a central requirement for all academic submissions and the correctness of your referencing when submitting documents for assessment purposes does, to a significant extent, define the quality of the work you have done.

The IMM Graduate School requires students to use the Harvard style of referencing. Do not use the Harvard style available on Word as an electronic aid to do your referencing because that system does not reflect the IMM Graduate School house style. Find and follow the specific version of the Harvard style in the IMM Graduate School Harvard Referencing System Guide on eLearn.

### Essential requirements of referencing

Referencing requires the observance of 2 key requirements without which you cannot claim to have referenced your work:

- an in-text citation
- a matching item in the 'Reference List' at the end of your submission.

If one of the above is missing, your referencing is incomplete.

A Reference List must be included at the end of the uploaded assignment. Reference list items are never numbered or bullet-pointed. A Reference List is a list of ONLY those sources that have been referenced in the text of the assignment. It is not a Bibliography. According to the Harvard Referencing System, a Reference List is arranged alphabetically by author or by title if there is no specific author. Internet sources must also be included and referenced. Academic journals and seminal works are encouraged. Please refer to the Presentation Evaluation rubric at the end of an assignment for the general guideline relevant to each module in terms of the minimum number of references required per NQF level.

### NOTE:

A textbook is regarded as a single source, even if there are various contributors/authors.

The Reference List is left aligned and not fully justified.

### Presentation marks (Applicable to assignments that are required to be uploaded and not completed as an online activity)

Refer to the presentation mark rubric available at the end of each assignment question paper.

Student must familiarise themselves with the detailed breakdown of each section as the marker of the assignment will use this rubric when assessing the assignment presentation.

No presentation marks are awarded separately on the MPhil for the proposal or the final dissertation as these documents may be returned to the student for complete or partial rework if the referencing does not comply with the version of the Harvard style prescribed by the IMM Graduate School.

### Please note:

If a student submits a research report/project and is not successful, a brand new topic and/or research must be submitted when next registering for the following modules:

BP304B, ETS301D, ISCP302B, MP301D, MRP302B, AMAR401H, AMRR402H and ASCR402H

### Plagiarism Policy

The contents of the final assignment submissions must be completely the student's own work. Only when a student's own words are used can the marker establish whether they have understood the concepts outlined in the study notes.

Plagiarism is to submit someone else's writings or ideas as one's 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 sources. It is important that the appropriate academic quotation referencing conventions are used when quoting passages directly from sources.

Self-plagiarism, which refers to using content previously submitted for another module for assessment purposes, is also considered in a serious light and may result in punitive action against the student found guilty of this transgression.

To prevent plagiarism, the IMM Graduate School has drawn up a Plagiarism Avoidance Guideline and the [IMM Graduate School Harvard Referencing System Guide](#), links to download these documents are available in the "Study Toolkit." on eLearn. Students must familiarise themselves with the contents to ensure that they do not transgress the plagiarism rules.

Students are required to acknowledge they have read the Academic Integrity Statement when they log onto their student portal.

### Check your work (submit on eLearn to view Turnitin similarity report)

As part of our efforts to help students effectively write the assignment we have integrated Turnitin software with our eLearn platform and availed it to all students.

Turnitin encourages best practices for using and citing other people's written material by producing a similarity report therefore highlighting the sections that are too similar to what was contained in the referenced source and which should be paraphrased more extensively.

See [How to Guide: How to upload your assignment on eLearn](#) for detailed instructions on how to check the work.

Students are required to submit the assignment to Turnitin to obtain a similarity report. The assignment submitted to Turnitin, once downloaded, will include the similarity report and this must be uploaded for grading.

### **Instructions for Completing Assignments**

Students are required to complete to two assignments per module except if otherwise stipulated on eLearn, please see instructions on the Assignment tile on eLearn. As the format of completion and submission may differ from assignment 1 to assignment 2 students are advised to follow the instructions as stipulated. Check carefully whether you will be required to upload a similarity report or whether you will be required to complete the online activity on eLearn.

The IMM Graduate School does not follow up on assignments that are not submitted or completed. It is the student's responsibility to ensure that the assignment is submitted to eLearn by the specified submission date and in the correct format. If students are unable to complete the assignment by the due date, they should submit whatever work has been completed.

No assignments may be sent to staff members including members of faculty, markers or lecturers/ tutors either prior to submission for checking or to submit on a student's behalf.

The submission of the proposal and final dissertation by students on the MPhil Programme must be done in the student's own time and with consideration of the prescribed completion times for this programme. No submission may be made without the written and explicit approval of the supervisor allocated to the student.

### How to submit on eLearn

A step by step guide, [How to Guide: How to upload your assignment on eLearn](#) as well as a [How to Guide: How to complete an assignment on eLearn](#) is available on eLearn, on the submission page for the particular module.

When submitting the assignment on eLearn, students need to acknowledge the Plagiarism and Syndication Declaration for Assessment Submission and will be able to tick to acknowledge the understanding and compliance with the same.

The IMM Graduate School 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 a student is found guilty of plagiarism and if their company or organisation is sponsoring studies, the IMM Graduate School may release the outcome of the plagiarism disciplinary process to the sponsoring company or organisation.

### Submission due date and time

Uploaded assignments will be accepted up to 23h59 on the submission date. Those received after 23h59 on the submission date, but before 23h59 the following day, will have marks per submission deducted from the total available marks for that assignment.

Following the second deadline date and time, no assignments will be accepted.

There are no extensions for the completion of an online eActivity quiz.

The three year maximum completion time for students on the MPhil programme must be kept in mind and the proposal as well as the final dissertation must be submitted timeously to achieve the completion deadlines for the final dissertation and publishable article.

### Extensions

Extensions will only be granted in exceptional circumstances, such as hospitalisation or the recent death of a close family member. The death must have occurred within 2 weeks prior to the submission date.

The doctor's note must state the nature of the medical problem.

A student must apply for an extension in writing, prior to assignment submission date, and needs to deliver certified documentary evidence (not on email), a medical certificate from the attending doctor, or death certificate, to support the request. A hospital admission form only will not suffice. The medical certificate must state the reason for the extension.

Should there be a medical emergency on the date of assignment submission, then a certified/original copy of the doctor's certificate must be delivered or sent via courier within 24 hours of the expiry of the deadline date, to any IMM Graduate School office.

Occupational commitments and extra-curricular activities are not accepted as grounds for granting extensions - students are expected to plan ahead and schedule the workload accordingly.



In considering an extension applications, the IMM Graduate School will need to consider the fairness of the process with regard to other students who completed their assignments on time.

The IMM Graduate School reserves the right to refuse an extension.

An extension will potentially only be granted for a maximum of seven (7) days after the initial due date.

The application for a deferment of the submission date, must be submitted to the Registrar ([registrar@immgsm.ac.za](mailto:registrar@immgsm.ac.za)) in writing and accompanied by the required documentary evidence stating the reasons for the application.

**It is advisable to submit assignments during working hours in case assistance is required:**

**Monday to Thursday from 08h00 to 17h00, Friday from 08h00 to 16h00,**

**Saturday (when uploads are required) 08h00 to 12h00**

**Please note the stipulated times refer to South African Times**

#### Assignment results

The assignment contributes to the final assessment mark as follows:

Modules with 2 Assignments and 1 examination	Assignment 1 contributes 7 % to final mark	Assignment 2 contributes 23% to final mark	Examination contributes 70% of final mark
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Modules with 1 assignment/project and 1 examination	Assignment contributes 30% of the final mark	Examination contributes 70% of final mark
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Modules with 1 to 3 assignments/reports	The assignments/reports contributes 100% to the final mark	
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The assignment result, unless otherwise stated, contributes 30% towards the final result for the module, the remaining 70% is made up from the final assessment or the examination.

A high assignment result may not compensate for a poor result in the examination.

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.

The assignment result/s will be released as a percentage result (a result out of a 100) on the date published in the Calendar of Events, found in the IMM Graduate School Prospectus and on the IMM Graduate School's website [www.imm.ac.za](http://www.imm.ac.za) via the student portal.

An assignment result cannot be carried over to the next semester. If a student has submitted an assignment, but has not written the examination for that particular module within that semester, then the submission of a new assignment is required when the student re-registers for the next semester.

The proposal does not contribute to any marks towards the final result of the assessment on the MPhil programme, but the completion and submission of this document is a prerequisite for the granting of the ethics clearance and the start of the fieldwork stage.

#### Results release

Assignment results per module are released (as percentages) on the specific date/s as published on eLearn. The results can be accessed on the student portal. The marked assignment and presentation evaluation (uploaded assignments) can be viewed on eLearn. The marked online eActivity assignments cannot be viewed on eLearn.

The final results of students registered on the MPhil Programme depends on the submission of the required documents and the verified outcome of the submission as evaluated by the examiners.

#### Results appeal

Should students wish to appeal the result of the assignment, they are entitled to do so by completing the Results Appeal Application Form and submitting it via email to [assessments@immgsm.ac.za](mailto:assessments@immgsm.ac.za), clearly detailing the reasons for the appeal. This must be done by the date indicated on the calendar of events in the Prospectus or on the website.

#### Assignment Feedback Reports

Upload type Assignments such as Assignment 2. Assignment Feedback reports will be posted on eLearn on the day of the results being released. These assignment feedback reports will explain the results and provide the student with information about how students performed in the assignment as well as provide guidelines on what went wrong and where students could improve. The objective with the report is to assist students in understanding how the examiner expected students to approach the answers. No assignment marking guidelines are published.

## Examinations/Final Assessments

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

- First semester: As per the Calendar of Events ([www.imm.ac.za](http://www.imm.ac.za))
- Second semester: As per the Calendar of Events ([www.imm.ac.za](http://www.imm.ac.za))

Separate registration forms must be completed for each examination/final assessment session. Students may also register on their student portal.

Students wishing to write examinations/final assessments must:

- be fully paid-up students of the IMM Graduate School.
- have completed and submitted the relevant registration form or registered online, together with the relevant assessment fees paid, to the IMM Graduate School on or before the closing date.
- have read the Examination Policy and Procedures on the IMM Graduate School website or in the IMM Graduate School Student Yearbook.
- have agreed to the terms and conditions contained within the "Examination Declaration" and "Academic Integrity Statement".

The registration form and examination declaration form must be completed in its entirety and submitted to the IMM Graduate School or online, together with proof of payment of assessment fee/s. The IMM Graduate School will acknowledge registration by making available an Examination Confirmation Letter on the student portal on conclusion of the registration process. Even if there is a credit on the student's account, a registration form on online registration must be completed for each semester. **It is the student's responsibility to check if they are registered for the required modules within 5 working days of paying for the module/s.**

Registration forms are available from any IMM Graduate School office and on the IMM Graduate School's website [www.imm.ac.za](http://www.imm.ac.za). The onus is on the student to ensure that they register for the examination/final assessments with the IMM Graduate School on or before the closing date. Renewal students may register online by following the "Student Portal" link from the IMM Graduate School website. New students may register online once they have received a student number from the IMM Graduate School.

The IMM Graduate School limits the number of modules a student may write in each examination/final assessment session to a maximum of four modules.

Students may write any module of their choice, with the proviso that the modules chosen comply with the constraints of the IMM Graduate School examination/final assessment timetable and the rules regarding the prescribed order of modules or pre-requisite modules, are adhered to.

### Late Examination/Final Assessment Registrations

Registering after the closing date makes students liable for late registration fees, determined on an annual basis by the IMM Graduate School. No registration forms will be accepted if received after the final, late registration date. No late registrations are permitted for Postgraduate modules.

### Cancellation of Examination/Final Assessment Registration

Students who wish to cancel their examination/final assessment registration in full, or in part, are required to do so in writing within 7 days of having been registered. Any monies paid for the canceled examinations/final assessment will be credited to the student's account, less an administration fee, and can be used to offset the costs of examinations/final assessments in the next examination session. Students can defer modules from one semester to another every year. No module deferments are permitted if a student has already submitted an assignment or attempted an assessment.

Please note that new student registration fees and annual registration fees are non-refundable.

Assignment marks cannot be carried over to the next semester. When re-registering for the canceled module, students will need to submit a new assignment. It is the student's responsibility to ensure that he/she registers for the canceled modules as he/she will not automatically be registered.

Students are required to sign that they have read the Prospectus and Yearbook every time they register for assessments. Should a student stop studying for a period of time before they have completed their qualification, they should regularly check the latest Prospectus and Yearbook on the website to see if any policies or procedures have changed.

Students unable to complete the MPhil in the allowed 3 year time period may apply for an extension of this timeframe by submitting a formal written request to the Research Committee. Extensions are only when approved formally by the Research Committee.

### Cancellation of examination/final assessment registration – medical conditions

Students who wish to cancel examinations/final assessments after the examination cancellation date due to medical reasons, must submit an original, or certified copy of all relevant documentation to an IMM Graduate School office within 14 days of that examination, together with a cancellation form. The doctor's note must clearly state that the student was not able to attend the scheduled examination/final assessment on the published examination/final assessment date.

Special circumstances such as the recent death of a close family member will be considered. The death must have occurred within 2 weeks prior to the examination/final assessment date.

Cancellations are not automatically granted. The outcome of the cancellation will be considered three (3) weeks after the examination/final assessment session is completed. A cancellation fee applies. Please refer to the fee structure in the IMM Graduate School's Prospectus or on the IMM Graduate School website [www.imm.ac.za](http://www.imm.ac.za)

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

Missing an examination/final assessment due to putting the incorrect date in one's diary is not considered as special circumstances.

Occupational/work commitments and extra-curricular activities are not accepted as grounds for cancelling examinations/final assessments. Students are expected to plan ahead and schedule their workload accordingly.

### **Examination Sessions**

Students may write examinations/final assessments twice a year. Examination/final assessment sessions are held in May/June and October/November of each academic year. The examination/final assessment timetable is available on the IMM Graduate School website [www.imm.ac.za](http://www.imm.ac.za)

### **Examination Format**

Should the need arise for a special examination due to circumstances beyond the IMM Graduate School's control, a decision will be made by the Executive Committee (EXCO) and a possible exception to the normal examination process will be implemented for that assessment.

It may become necessary, due to force majeure, such as a pandemic or other natural events, that no venue-based examinations may be written during an examination session. The IMM Graduate School will then instead, make use of the most appropriate alternative assessment format for that specific period.

Students will be informed through the approved communication channels as to what format the examination will be based upon as well as the practicalities surrounding the specific examination session.

Whilst this may imply that students may, based on the revised examination format, have the option of writing an online examination, all possible preventative measures will be employed, or any form of plagiarism is addressed immediately.

### **Venue-based Examinations:**

The IMM Graduate School 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. Students are required to indicate their choice of venue on their registration form.

Examination venues cannot be changed within one month of the closing date of registration in the first semester or second semester. Students who are studying, or who are more than 150 kilometres from the closest examination venue, may request to write their examinations as a private invigilation student, unless an IMM Graduate School venue has been made available to students. Private invigilation rules can be viewed on the IMM Graduate School website under Assessments, Examinations, Private Invigilation. The IMM Graduate School reserves the right to cancel a venue if there are insufficient numbers registered.

### **Private Invigilation – not for online assessments**

Students who are based in foreign locations, or are more than 150 kilometres from the closest IMM Graduate School 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 Graduate School within the required deadline dates. Students who make use of this service are liable to the IMM Graduate School for a private invigilation fee, which is determined by the IMM Graduate School on an annual basis. Please refer to the fee structure in the IMM Graduate School Prospectus or on the IMM Graduate School website [www.imm.ac.za](http://www.imm.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 available for their use in the administration of the examination session.

### **Scribe Services – not for online assessments**

Students wishing to make use of a scribe during an examination session must submit, on a semester basis, an application form for a scribe. When first applying a certified declaration by an Educational Psychologist/Medical Practitioner must accompany the submission to any IMM Graduate School office.

The IMM Graduate School 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 Graduate School website [www.imm.ac.za](http://www.imm.ac.za) or in the IMM Graduate School Prospectus.

If an online assessment replaces examinations at a venue, no scribe services will be required.

### **Extra Time**

Students wishing to apply for extra time during an examination/final assessment session or eActivity must submit, on a semester basis, an application form for extra time by the closing date for registration. No late applications will be accepted after the closing date. When first applying, a certified declaration by an Educational Psychologist/Medical Practitioner must accompany the submission to any IMM Graduate School office.

There may be an extra time fee per module, which is for the student's account. The fees are available on the IMM Graduate School website [www.imm.ac.za](http://www.imm.ac.za) or in the IMM Graduate School Prospectus.

### **Examination Confirmation**

Students must ensure they have a copy of their examination 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, if applicable, 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 Graduate School's website [www.imm.ac.za](http://www.imm.ac.za) or contact an IMM Graduate School 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 to the examination venue, which may result in a late start to the session or the student being barred from attending such. No notes may be written on either side of 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 driver's license (with photograph). Such form of identification is a compulsory requirement in order to gain access to an examination venue.

#### **Examination/Final Assessment Rules and Regulations when writing at a venue (not online)**

The examination rules are updated on a regular basis and are available on the student portal as well as on the IMM Graduate School's website [www.imm.ac.za](http://www.imm.ac.za)

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

- An Examination Confirmation Letter stating the name of the venue where the student arrived is compulsory in order to gain access to the venue.
- It is the responsibility of the student to ensure they have the correct module question paper. Students are required to compare the module code stated in the Examination Confirmation Letter with the module code on the question paper.
- Cell phones, smart watches or Fitbit watches are not permitted on one's person or at the desk during the examination session.
- 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, dictionaries or any other reference sources or material on their desks while writing an examination, except in the case of an open book examination.
- No cell phones, laptops, electronic devices, iPads or similar devices, will be allowed in any examination venue 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, they should raise their hand to get the attention of the invigilator.
- Answer books remain the property of the IMM Graduate School 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 at the top of the relevant pages.
- Students may not leave the examination hall during the first hour or during the final 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 starting 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 of the examination has expired.
- 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 Graduate School is indemnified against all liability, loss, personal injury and/or damage from any cause arising, which students and/or their dependents may sustain or suffer as a result of the students being present on the IMM Graduate School premises and/or writing any examination at any examination venue selected by the IMM Graduate School. Students are therefore specifically advised not to bring any valuables whatsoever to the IMM Graduate School 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 Graduate School, pending a decision by the IMM Graduate School's Academic Board.

#### **Examination/Final Assessment Rules and Regulations when writing online**

- Print an Examination Confirmation Letter stating the module name/s and code from the student portal prior to the examination/final assessment dates.
- It is the responsibility of the student to ensure they have the correct module question paper. Students are required to compare the module code stated in the Examination Confirmation Letter with the module code on the question paper.
- Read the "How to Guide to Complete a Final Assessment eActivity" on eLearn.
- No extra time will be allocated to students who start their online assessment late.

### **Assessment Results**

Unless otherwise specified, the examination result constitutes 70% of the total assessment result, whilst the assignments result constitutes 30% of the total assessment result, unless otherwise stated.

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: A pass result shall be denoted by the following 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 Graduate School staff.

Students may view their results at any of the IMM Graduate School offices and/or on the student portal on the specified results release day. Results are also released via SMS to students who have provided the IMM Graduate School with approval to do so.

### **Maximum Rewrites**

The IMM Graduate School will allow a student to fail any module five times only.

For the sixth attempt, a student may request, in writing, to write the module for a FINAL time. This request must be submitted to the Dean of Faculty, [academic@imm.ac.za](mailto:academic@imm.ac.za)

If a student does not successfully pass after the sixth time, they will not be permitted to write again.

Students on the MPhil programme may be directed to make changes to the examined submission and to resubmit for examination. If the dissertation is marked as a "fail", the student will be required to reregister and choose another topic in order to complete the entire process again.

## Post Examinations

### Marking of Examination Scripts

The IMM Graduate School does not re-mark examination scripts but does allow for an Examination Results Appeal – see below. Every IMM Graduate School examination script received goes through a stringent assessment 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 Graduate School Moderating Panel to check for assessment 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.
- the marks allocated to each of the answers have been correctly transferred to the front page.
- the results have been correctly totaled on the front cover page of the examination answer book.
- the results have been correctly captured.

Only after this rigorous process has been completed, are results entered onto the student's Academic Record. Thereafter, the IMM Graduate School's 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, you may not rewrite the module.

The MPhil final dissertation will be marked by two examiners and the involvement of a third examiner may be called on at the discretion of the Research Committee. The marks for the submission will only be considered for release once the examiner-required changes have been made to final dissertation and approved by the supervisor or the examiner, depending on the recommendation of the examiners(s).

### Results Appeal (RA)

Students wishing to appeal an examination result are required to complete and submit the Final Assessment Results Appeal (RA) application form for submission accompanied by the specified fee, to any IMM Graduate School office. The cost for the appeal is determined by the IMM Graduate School on an annual basis and is detailed on the Fee Structure found in the IMM Graduate School Prospectus or on the IMM Graduate School's website [www.imm.ac.za](http://www.imm.ac.za)

In order to qualify 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 Graduate School office no later than the date published in the Calendar of Events. The IMM Graduate School 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's academic record is adjusted.

No report will accompany the result appeal outcome, only the outcome of the mark will be communicated.

Students may only request a script viewing after a Result Appeal. The outcome of the RA is final. No appeal will be considered.

### Assessment Feedback Report (AFR)

Students who fail an examination may apply to the IMM Graduate School 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 Graduate School office. Requests for an AFR should reach any IMM Graduate School office no later than the date published on the Calendar of Events. The objective of the AFR system is to assist those IMM Graduate School students who have attempted and failed an IMM Graduate School module a number of times.

The IMM Graduate School shall respond to a 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 Graduate School's Prospectus or on the IMM Graduate School's website [www.imm.ac.za](http://www.imm.ac.za)

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

### Supplementary examinations

If due to force majeure, such as a pandemic or similar events, supplementary examinations or re-assessments, may not always be available.

Students will be informed via email or sms or on their student portal.

#### Supplementary examinations/final assessments

The following students are eligible for supplementary examinations/final assessments; all criteria must be met:

- Students are required to achieve a sub minimum examination mark of 40% and a final assessment mark between 40% - 49%, to qualify for a supplementary examination.
- The Supplementary examination mark will be the final term mark and will be capped at 50%.
- Students who had been found guilty of an academic transgression in the module during the examination/final assessment session they wrote prior to the supplementary examination/final assessment session, may be refused permission to make use of the supplementary examination/final assessment opportunity.

#### Supplementary examinations for reports and projects

The following students are eligible for supplementary examinations/final assessments; all criteria must be met:

- Students are required to achieve a final assessment mark of 40% - 49%, to qualify for a supplementary examination. The students will be required to upload the corrections/amendments to their report or project on a specified date found in the Calendar of Events.

- The Supplementary mark will be the final term mark and will be capped at 50%.
- Students who had been found guilty of an academic transgression in the module during the examination/final assessment session they wrote prior to the supplementary examination/final assessment session, may be refused permission to make use of the supplementary examination/final assessment opportunity.

#### Medical supplementary examinations

The following students are eligible for the medical supplementary examinations:

- If hospitalised during an examination or examination session AND
- The medical note specifically states that the student was hospitalised and not fit to write an examination AND
- The examination date/s must be covered by the hospital documentation AND;
- The medical note must have an original signature and an original stamp AND
- The student submitted assignment/s

#### Special concession supplementary examinations

Special Concession Supplementary Examinations will be considered on merit. One example is the recent death of an immediate family member. The death must have occurred within 2 weeks of the final assessment.

The student submitted an assignment/s and passed with 50% or above

It must be noted that work circumstances will not be considered as special concessions.

#### Chancellors Examinations / reports

The following students are eligible for a Chancellors examination/final assessment and all criteria must be met:

##### EXAMINABLE MODULES:

- Students should have achieved a sub-minimum examination mark/final assessment of 40% to be allowed to write the Chancellor's Examination.
- The Chancellor's Examination assessment mark will be the final term mark and will be capped at 50%.
- Student who qualify for Chancellors Examinations will be granted an additional 30 minutes.
- Students who had been found guilty of an academic transgression in the module during the examination session they wrote prior to the Chancellor's Examination, may be refused permission to make use of the Chancellor Examination opportunity.

##### PROJECT / REPORT MODULES:

- Students must have achieved a sub-minimum project/report mark of 40%
- The Chancellor's Examination assessment mark will be the final term mark and will be capped at 50%.
- Students who had been found guilty of an academic transgression in the module during the examination session they wrote prior to the Chancellor's Examination, may be refused permission to make use of the Chancellor Examination opportunity.

#### Non-eligible circumstances

Students who have passed a module and want to improve the mark are not eligible for writing the supplementary examination. Such students may apply to re-register and complete the module again. Students who have obtained less than 40% as the final mark for an examination/final assessment, or less than 40% for an examination mark will not be eligible to apply.

Supplementary rules and procedures are available on the IMM graduate School website and the student portal.

#### **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%. This will be indicated on the student's certificate.

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

Upon meeting the relevant academic outcomes of a programme and the approval thereof by the IMM Graduate School's Academic Board, a student is regarded as a graduate. Students are awarded the appropriate undergraduate or postgraduate certificate at an IMM Graduate School's 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 Graduate School programmes will receive the appropriate certificate from any IMM Graduate School office annually.

Due to forces majeure the IMM Graduate School may have to organise a Virtual Ceremony. Details will be published on the website in February/March.

#### **Please note:**

If a student has lost their certificate, they will not be able to request an original reprint, but may request an academic record/transcript and a Special Replacement Certificate.

#### **Bursaries**

New or renewal students may apply for an IMM Graduate School 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 is made.

If granted, a bursary will cover IMM Graduate School assessment fees. The outcome of a bursary decision is final, no further correspondence will be entered into.

## Student Code of Conduct

Students must familiarise themselves with the IMM Graduate School's 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 Graduate School. Violations are categorised into two sections, namely minor offences and major offences. Students found guilty of minor offences may face suspension from the IMM Graduate School 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 Graduate School.

Students are required to acknowledge that they have read the IMM Graduate School's Integrity Statement.

Minor offences include the following:

- First offence of plagiarism
- Foul or abusive language, whether in person, on the eDiscussion forum, or via any form of digital communication.
- Harassment of other students or IMM Graduate School staff

Students registered on the MPhil Programme will be required to sign and comply with an ethical conduct form and submit this to the Programme Administrator before embarking on the fieldwork phase of the programme.

### Assignment Plagiarism

In cases where a student has been found to follow an incorrect procedure of not referencing in an assignment (first offence) the student will be sent a letter of warning.

A student who is found guilty of plagiarism (first offence) may have up to 60% of their mark deducted or may not receive the mark for the assignment but will be allowed to write the examinations/final assessment.

A student who is found guilty of plagiarism (second offence) may receive 0% for the assignment or may not be allowed to write any examinations/final assessments for 3 subsequent examination sessions.

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

Please refer to the policy and procedures available on the student portal.

### Major offences include the following:

- Assault or threatening behaviour
- Cheating in examinations, both in person or online assessments
- 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 Graduate School
- Interfering with 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 Graduate School staff member or disrupting an IMM Graduate School process or event
- Possession of weapons
- Racist behaviour
- Sexual assault or threat thereof
- Theft

### Examination Plagiarism

A student who is found guilty of misconduct during an examination session (first offence) will be suspended from the IMM Graduate School and will not be allowed to write any examination for three subsequent examination sessions. A student who is found guilty of misconduct in an examination (second offence) will be expelled and will no longer be allowed to continue studying at the IMM Graduate School. Students who had been found guilty of an examination transgression which includes committing plagiarism during an examination session, will automatically be deemed to not qualify for a supplementary examination in that specific module during the semester in which such occurred.

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 within 10 working days of them receiving notice in the case of plagiarism in an assignment or cheating in an examination. The student concerned will be informed in writing of the allegation and invited to an interview to make representation on their own behalf to the Chair, and submit any appropriate evidence. The interview will be conducted in the presence of another neutral member of the IMM Graduate School's faculty. During the interview the student is entitled to be accompanied by a representative, not legal counsel, for the inquiry. The representative may be a family member or fellow student. The student may choose to decline the invitation to attend the interview and is entitled to make written representation instead. Students who do not make arrangements to attend inquiries or submit written representation will be found guilty in absentia. The student will receive the outcome within 21 days of the interview. Any appeals to the outcomes must be returned within 7 days.



## Academic Programmes

The IMM Graduate School offers the following programmes:

### Undergraduate Programmes:

- |   |   |
|---|---|
| ● Higher Certificate in Marketing                               | SAQA identification number 86826/118439         |
| ● Higher Certificate in Export Management                       | SAQA identification number 79427                |
| ● Higher Certificate in Project Management                      | SAQA identification number 118438               |
| ● Higher Certificate in Supply Chain Management                 | SAQA identification number 117683               |
| ● Diploma in Marketing Management                               | SAQA identification number 79546                |
| ● Diploma in Export Management                                  | SAQA identification number 79312                |
| ● Bachelor of Business Administration in Marketing Management   | SAQA identification number 80967 (400 credits)  |
| ● Bachelor of Business Administration in Marketing Management   | SAQA identification number 118283 (360 credits) |
| ● Bachelor of Commerce in Marketing and Management Science      | SAQA identification number 90737                |
| ● Bachelor of Commerce in International Supply Chain Management | SAQA identification number 110628               |

### Postgraduate Programmes:

- |   |                                   |
|---|-----------------------------------|
| ● Postgraduate Diploma in Marketing Management            | SAQA identification number 79846  |
| ● Bachelor of Philosophy Honours in Marketing Management  | SAQA identification number 79366  |
| ● Bachelor of Commerce Honours in Supply Chain Management | SAQA identification number 117085 |
| ● Master of Philosophy in Marketing                       | SAQA identification number 86806  |

Each module, unless otherwise stated, has a credit value. One credit is equal to the value of 10 notional hours, therefore 20 credits bears a value of 200 notional hours. Studying for the notional hours per module would assist the student in passing the module.

The IMM Graduate may change up to 50% of the content of a programme registered with SAQA.

## Undergraduate Programmes

### Higher Certificate in Marketing

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

- Academic Literacy (AL101C) - 15 credits
- Fundamentals of Business Communication (FBC101C) - 20 credits
- Fundamentals of Business Management (FBM101C) - 20 credits
- Fundamentals of Business Numeracy (FBN101C) - 20 credits
- Fundamentals of Digital Marketing (FDM101C) - 20 credits
- Fundamentals of Marketing (FMAR101C) - 20 credits
- Fundamentals of Supply Chain Management (FSCM101C) 20 credits

The Higher Certificate in Marketing can be completed within a minimum of one year.

The Higher Certificate in Marketing must be completed within four years.

### Higher Certificate in Export Management (In teach-out up to end 2023)

The Higher Certificate in Export Management is offered as a basic entry-level marketing qualification at level 5 of the NQF (HEQSF aligned) and consists of 135 credits. The Higher Certificate in Export Management consists of seven modules:

- Academic Literacy (AL101C) - 15 credits
- Basics of Export Trade (BET101C) – 20 credits
- Fundamentals of Business Numeracy (FBN101C) - 20 credits
- Fundamentals of Export Administration (FEA101C) - 20 credits
- Fundamentals of International Trade (FIT101C) – 20 credits
- Fundamentals of Marketing (FMAR101C) - 20 credits
- Fundamentals of Supply Chain Management (FSCM101C) - 20 credits

The Higher Certificate in Export Management can be completed within a minimum of one year.

The Higher Certificate in Export Management must be completed within four years.

### Higher Certificate in Project Management

The Higher Certificate in Export Management is offered as a basic entry-level marketing qualification at level 5 of the NQF (HEQSF aligned) and consists of 135 credits. The Higher Certificate in Export Management consists of seven modules:

- Academic Literacy (AL101C) - 15 credits
- Fundamentals of Business Management (FBM101C) - 20 credits
- Fundamentals of Business Numeracy (FBN101C) - 20 credits
- Fundamentals of Project Management : An Introduction (FUPM101C) – 20 credits
- Project Management: Tools and Documents (PPTD101C) - 20 credits
- Project Planning: Integration and Constraints (PPIC101C) - 20 credits
- Project Planning: People and Risks (PPPR101C) - 20 credits

The Higher Certificate in Project Management can be completed within a minimum of one year.

The Higher Certificate in Project Management must be completed within four years.

### Higher Certificate in Supply Chain Management

The Higher Certificate in Supply Chain Management is offered as an entry-level marketing qualification at level 5 of the NQF and consists of 135 credits. The Higher Certificate in Supply Chain Management consists of seven modules:

- Academic Literacy (AL101C) - 15 credits
- Fundamentals of Business Management (FBM101C) - 20 credits
- Fundamentals of Business Numeracy (FBN101C) - 20 credits
- Fundamentals of International Trade (FIT101C) – 20 credits
- Fundamentals of Operations Management (FOM101C) – 20 credits
- Fundamentals of Supply Chain Management (FSCM101C) - 20 credits
- Fundamentals of Transport and Logistics (FTL101C) – 20 credits

The Higher Certificate in Supply Chain Management can be completed within a minimum of one year.

The Higher Certificate in Supply Chain Management must be completed within four years.

### **Diploma in Marketing Management**

The Diploma in Marketing Management will be offered at level 6 of the NQF (HEQSF aligned) and will consist of 360 credits. The Diploma in Export Management consists of eighteen modules and is structured as follows:

#### **Year 1**

- Academic Skills Development (ASD) – non-credit bearing
- Principles of Business Communication (PBC101D) - 20 credits
- Principles of Business Management (PBM101D) - 20 credits
- Principles of Digital & Marketing (PDM101D) - 20 credits
- Principles of Financial Management (PFM101D) - 20 credits
- Principles of Marketing (PMAR101D) - 20 credits
- Principles of Project Management (PPM101D) – 20 credits

#### **Year 2**

- Application of Business Management (ABM202D) - 20 credits
- Application of Digital & Mobile Marketing (ADMM201D) - 20 credits
- Application of Financial Management (AFM202D) - 20 credits
- Application of Marketing (AM202D) - 20 credits
- Business Law (BL101D) - 20 credits
- Marketing Communications (MC201D) - 20 credits
- Marketing Research (MR201D) - 20 credits

#### **Year 3**

- Entrepreneurship (ENT301D) - 20 credits
- Human Resource Management (HRM301D) - 20 credits
- Marketing Project (MP301D) - 40 credits
- Strategic Marketing (SM303D) - 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.

### **Diploma in Export Management (In teach-out)**

**Note:** The Diploma in Export Management is in teach-out and no new students may be registered from semester one of 2021. Students currently studying this diploma must qualify by the end of 2023. The structure and curriculum of the Diploma in Export Management will remain in the Yearbook until such time as existing registered students completed the programme.

The Diploma in Export Management is at a level 6 of the NQF (HEQSF aligned) and consists of 360 credits. The Diploma in Export Management consists of nineteen modules and is structured as follows:

#### **Year 1**

- Academic Skills Development (ASD)
- International Trade (IT101D) - 20 credits
- Principles of Business Communication (PBC101D) - 20 credits
- Principles of Business Management (PBM101D) – 20 credits
- Principles of Export Administration (PEA101D) - 20 credits
- Principles of Marketing (PMAR101D) - 20 credits
- Principles of Project Management (PPM101D) - 20 credits

#### **Year 2**

- Application of Business Management (ABM202D) - 20 credits
- Application of Export Administration (AEA202D) - 20 credits
- Application of Finance and Payments (AFP201D) - 20 credits
- Application of Marketing (AM202D) - 20 credits
- Export Management (EM201D) - 20 credits
- International Trade Law 1 (ITL201D) - 20 credits

#### **Year 3**

- Business Management Strategy (BMS303D) - 20 credits
- Entrepreneurship (ENT301D) - 20 credits
- Export Trade Strategy (ETS301D) - 20 credits
- Finance and Payments Strategy (FPS302D) - 20 credits
- International Economics (IE301D) - 20 credits
- International Trade Law 2 (ITL301D) - 20 credits

The Diploma in Export Management can be completed within a minimum of three years. The Diploma in Export Management can be completed within eight years. (Teach out - by the end of 2023)

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

The BBA in Marketing Management will be offered at level 7 of the NQF (HEQSF aligned) and will consist of 360 credits. The BBA in Marketing Management comprises compulsory modules and elective modules. This degree consists of nineteen modules and is structured as follows:

#### **Year 1**

- Academic Skills Development (ASD) - non-credit bearing
- Business Communication (BC101B) - 20 credits
- Business Management 1 (BM101B) - 20 credits
- Business Statistics (BS101B) - 20 credits
- Economics Principles (ECOP101B) - 20 credits
- Financial Management 1 (FM101B) - 20 credits
- Marketing 1 (MAR101B) - 20 credits

#### **Year 2**

- Brand Management (BM201B) - 20 credits
- Business Management 2 (BM202B) - 20 credits
- Financial Management 2 (FM202B) - 20 credits
- Integrated Marketing Communications (IMC201B) - 20 credits
- Marketing 2 (MAR202B) - 20 credits
- Research Theory (RT201B) - 20 credits

#### **Year 3**

- Business Management 3 (BM303B) - 20 credits
- Financial Management 3 (FM303B) - 20 credits
- Marketing 3 (MAR303B) - 20 credits
- Marketing Research: Project (MRP302B) - 20 credits
- Elective - 20 credits
- Elective - 20 credits

#### **Elective modules**

Select two of the following:

- Business-to-Business Marketing (BBM001B) - 20 credits
- Digital Marketing Applications (DMA001B) - 20 credits
- Retail Marketing (RM001B) - 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 offered by the IMM Graduate School to the BBA in Marketing Management**

Students may apply for credit transfers (at no cost). The diploma modules must have been written and passed in the last 5 years.

The following credit transfers may apply:

- Academic Skills Development (ASD) – non-credit bearing
- Marketing 1 (MAR101B) – 20 credits
- Marketing 2 (MAR202B) – 20 credits
- Business Management 1 (BM101B) – 20 credits
- Financial Management 1 (FM101B) – 20 credits

### **Articulation from the Diploma in Export Management offered by the IMM Graduate School to the BBA in Marketing Management**

Students may apply for credit transfers (at no cost). The diploma modules must have been written and passed in the last 5 years.

The following credit transfers may apply:

- Academic Skills Development (ASD) – non-credit bearing
- Marketing 1 (MAR101B) – 20 credits
- Marketing 2 (MAR202B) – 20 credits
- Business Management 1 (BM101B) – 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 (HEQSF aligned) and will consist of 360 credits. This qualification comprises nineteen modules.

### **Year 1**

- Academic Skills Development (ASD) - non-credit bearing
- Business Management 1 (BM101B) - 20 credits
- Business Statistics (BS101B) - 20 credits
- Economics Principles (ECOP101B) - 20 credits
- Financial Management 1 (FM101B) – 20 credits
- Marketing 1 (MAR101B) - 20 credits
- Choose 1 stream:
  - Project Management 1 (PRM101B) – 20 credits
  - Supply Chain Management 1 (SCM101B) – 20 credits

### **Year 2**

- Business Management 2 (BM202B) - 20 credits
- Research Theory (RT201B) – 20 credits
- Financial Management 2 (FM202B) - 20 credits
- Marketing 2 (MAR202B) - 20 credits
- Sales and Key Account Management (SKAM201B) – 20 credits
- Continue stream:
  - Project Management 2 (PRM202B) – 20 credits
  - Supply Chain Management 2 (SCM202B) – 20 credits

### **Year 3**

- Business Management 3 (BM303B) - 20 credits
- Business Project (BP304B) - 20 credits
- Marketing 3 (MAR303B) - 20 credits
- Marketing Research: Project (MRP302B) – 20 credits
- Digital Marketing Applications (DMA001B)
- Continue stream:
  - Project Management 1 (PRM303B) – 20 credits
  - Supply Chain Management 3 (SC303B) – 20 credits

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

### **Articulation from the Diploma in Marketing Management offered by the IMM Graduate School to the BCom in Marketing and Management Science**

Students can apply for credit transfers (at no cost). The diploma modules must have been written and passed in the last 5 years.

The following credit transfers may apply:

- ASD – non-credit bearing
- Marketing 1 (MAR101B) – 20 credits
- Marketing 2 (MAR202B) – 20 credits
- Business Management 1 (BM101B) – 20 credits
- Financial Management 1 (FM101B) – 20 credits

### **Articulation from the Diploma in Export Management, offered by the IMM Graduate School, to the BCom in Marketing and Management Science**

Students can apply for credit transfers (at no cost). The diploma modules must have been written and passed in the last 5 years.

The following credit transfers may apply:

- ASD – non-credit bearing
- Marketing 1 (MAR101B) – 20 credits
- Marketing 2 (MAR202B) – 20 credits
- Business Management 1 (BM101B) – 20 credits

### **Bachelor of Commerce (BCom) in International Supply Chain Management**

The BCom in International Supply Chain Management will be offered at level 7 of the NQF (HEQSF aligned) and consists of 360 credits. This qualification comprises 19 modules and is structured as follows:

#### **Year 1**

- Academic Skills Development (ASD) - non-credit bearing
- Business Management 1 (BM101B) - 20 credits
- Economics Principles (ECOP101B) - 20 credits
- Financial Management 1 (FM101B) – 20 credits
- Project Management 1 (PRM101B) – 20 credits
- Supply Chain Management 1 (SCM101B) - 20 credits
- Choose 1 stream:
  - Transport & Logistics 1 (TL101B) – 20 credits
  - Procurement 1 (PROC101B) – 20 credits

#### **Year 2**

- Business Management 2 (BM202B) - 20 credits
- Financial Management 2 (FM202B) - 20 credits
- Research Theory (RT201B) - 20 credits
- Sales & Key Account Management (SKAM201B) - 20 credits
- Supply Chain Management 2 (SCM20) - 20 credits
- Continue stream:
  - Transport & Logistics 2 (TL202B – 20 credits
  - Procurement 2 (PROC202B – 20 credits

#### **Year 3**

- Business Management 3 (BMA303B) - 20 credits
- International Economics (IEC0301B) – 20 credits
- Supply Chain Management 3 (SCM303B) - 20 credits
- International Supply Chain Project (ISCP301B) - 20 credits
- Trade Finance and Payments (TFP301B) – 20 credits
- Continue stream:
  - Transport & Logistics 3 (TL303B – 20 credits)
  - Procurement 3 (PROC303B – 20 credits)

The BCom in International Supply Chain Management can be completed within a minimum of three years.

The BCom in International Supply Chain Management must be completed within eight years.

### **Articulation from the Diploma in Marketing Management offered by the IMM Graduate School to the BCom in International Supply Chain Management**

Students can apply for credit transfers (at no cost). The diploma modules must have been written and passed in the last 5 years.

The following credit transfers may apply:

- ASD – non-credit bearing
- Business Management 1 (BM101B) – 20 credits
- Financial Management 1 (FM101B) – 20 credits

### **Articulation from the Diploma in Export Management, offered by the IMM Graduate School, to the BCom in International Supply Chain Management**

Students can apply for credit transfers (at no cost). The diploma modules must have been written and passed in the last 5 years.

The following credit transfers may apply:

- ASD – non-credit bearing
- Business Management 1 (BM101B) – 20 credits
- Business Management 2 (BM202B) – 20 credits
- Financial Management 1 (FM101B) – 20 credits

## Postgraduate Programmes

### Postgraduate Diploma in Marketing Management

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 level 7 (HEQSF aligned) and want to enhance their marketing skills and knowledge.

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

- Applied Brand Management and Communications (ABMC401P) - 20 credits
- Applied Digital Marketing Dynamics (ADMD401P) - 20 credits
- Applied Marketing Metrics (AMM401P) - 20 credits
- Applied Marketing Project (AMP401P) - 40 credits
- Applied Marketing Leadership (AML401P) - 20 credits

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 (HEQSF aligned) and will consist of 140 credits. The BPhil Honours in Marketing Management comprises of six compulsory modules and one elective and is structured as follows:

- Advanced Marketing Applications Report (AMAR401H) - 30 credits
- Advanced Research: Theory (ART401H) - 20 credits
- Advanced Marketing Research: Report (AMRR402H) - 30 credits
- Advanced Strategic Marketing (ASM401H) - 20 credits
- Advanced Brand Management (ABM401H) - 20 credits
- Advanced Digital Marketing (ADM401H) - 20 credits

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

### Bachelor of Commerce (BCom) Honours in Supply Chain Management

The BCom Honours in Supply Chain Management will be offered at level 8 of the NQF (HEQSF 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 Cost Management (ACM410P) – 20 credits
- Advanced International Trade (AIT401H) – 20 credits
- Advanced Research: Theory (ART401H) - 20 credits
- Advanced Supply Chain Business Processes (ASCB401H) - 20 credits
- Advanced Supply Chain Management (ASCM401H) - 20 credits
- Advanced Supply Chain Research Report (ASCR402H) - 30 credits

The BCom Honours in SCM can be completed in a minimum of one year. It must be completed within four (4) years.

### Articulation from the Postgraduate Diploma in Marketing Management offered by the IMM Graduate School to the BPhil Honours in Marketing Management

Students can apply for credit transfers (at no cost). The Postgraduate Diploma modules must have been written and passed in the last 5 years.

The following credit transfers may apply if the module was examined as an Examination/Final Assessment and not only examined with assignments:

- Advanced Brand Management (ABM401H) – 20 credits
- Advanced Digital Marketing (ADM401H) – 20 credits

### **Master of 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 a researched dissertation and a publishable article which must be completed in three years.

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

Students are also required to attend an interview by the admissions panel before they will be admitted to the programme. The student needs to complete and submit a 5 page mini-proposal detailing the research project the plan to embark on during their studies. The focus or ambit of the study may be adapted before the start or during the programme without the student being prevented from making the change, but on condition that the project is accepted and approved by the Research Committee.

All students are required to attend a 3 day research methodology workshop prior to the formal start of the programme.

The Dean also has the right to prescribe any additional modules on honours level for completion 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 rigour is imperative. Two particular aspects are pertinent for students.

#### **1. Literature review**

The academic rigour required here is to ensure critical reflective analysis of the contrasting 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 rigour must be of such a standard as to ensure validity and reliability of the research outcomes. Particular attention should therefore be given to the demands of the research proposal and these demands or criteria should be documented in the research proposal.

The research proposal does require a full explanation as to all aspects of the research design in sufficient detail to be provided to demonstrate the student's understanding of the academic rigour and the students' insight into the requirements and the design of the research method.



## **Duration of studies**

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

### Higher Certificate in Marketing

Minimum one year; maximum four years

### Higher Certificate in Export Management

Minimum one year; maximum four years

### Higher Certificate in Project Management

Minimum one year; maximum four years

### Higher Certificate in Supply Chain 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

### Bachelor of Commerce (BCom) in International Supply Chain Management

Minimum three years; maximum eight years

### Postgraduate Diploma in Marketing Management

Minimum one year; maximum four years

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

Minimum one year; maximum four years

### Bachelor of Commerce (BCom) Honours in Supply Chain Management

Minimum one year; maximum four years.

### Master of Philosophy in Marketing

Minimum eighteen months; maximum three years

## Order of Modules

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

- Academic Literacy during the first semester of registration on the certificates
- Academic Skills Development (ASD) during the first semester of registration on the diploma and degrees, if ASD is completed the student will have to choose it as one of their modules every semester until it has been completed
- Application of Marketing before Strategic Marketing
- Application of Business Management before Business Management Strategy
- Application of Finance & Payments before Finance & Payment Strategy
- 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
- Financial Management 2 before Trade Finance and Payments
- Fundamentals of Marketing before Fundamentals of Digital Marketing
- Marketing 1 before Marketing 2
- Marketing 1 before Brand Management
- Marketing 2 before Marketing 3
- Marketing 2 before Business Project
- Marketing 2 before Business-to-Business Marketing, Digital Marketing Applications or Retail Marketing
- Principles of Business Management before Application of Business Management
- Principles of Financial Management before Application of Financial Management
- Principles of Marketing before Application of Marketing
- Principles of Marketing before Principles of Digital Marketing
- Procurement 1 before Procurement 2
- Procurement 2 before Procurement 3
- Research Theory before Marketing Research: Project
- Supply Chain Management 1 before Supply Chain Management 2
- Supply Chain Management 2 before Supply Chain Management 3
- Supply Chain Management 2 before International Supply Chain Project
- Transport & Logistics 1 before Transport & Logistics 2
- Transport & Logistics 2 before Transport & Logistics 3
- Advanced Research: Theory before Advanced Marketing Research: Report
- Advanced Research: Theory before Advanced Supply Chain Research: Report

Students must pass Academic Skills Development. If ASD is not completed the student will have to always select it as one of their modules for every subsequent semester until ASD is completed.

### Recommendations

Academic Literacy and Fundamentals of Business Numeracy plus Fundamentals of Marketing/Fundamentals of Supply Chain Management be passed before attempting any other modules on the Higher Certificates.

All first year modules on the undergraduate diploma or degrees be passed before attempting any second year modules and pass all second year modules before attempting any third year modules.

Business Statistics should be passed before attempting Research Theory.

Strategic Marketing is the final module of the Diploma in Marketing Management. 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.

Export Trade Strategy is the final module of the Diploma in Export Management. It is recommended that students register to write this examination only after successful completion of all the other modules that comprise the Diploma in Export Management.

Advanced Strategic Marketing and Advanced Research: Theory be passed before attempting Advanced Marketing Applications Report.

Advanced Strategic Marketing be passed before attempting Advanced Marketing Research: Report.

Advanced Strategic Marketing and Advanced Brand Management before attempting Advanced Digital Marketing.

Applied Marketing Leadership be passed before attempting Applied Marketing Project.

## Prospectus and Yearbook

Students are required to sign they have read the Prospectus and Yearbook every time they register for assessments. Should student stop studying for a period of time before they have completed their qualification, they should regularly check the latest Prospectus and Yearbook on the website to see if any policies or procedures have changed.

## Designator Letters

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

### **Diploma**

Dip (Marketing Management) IMM Graduate School

Dip (Export Management) IMM Graduate School

### **Bachelor's Degree**

BBA (Marketing Management) IMM Graduate School

BCom (Marketing and Management Science) IMM Graduate School

BCom (International Supply Chain Management) IMM Graduate School

### **Postgraduate Diploma**

PG Dip (Marketing Management) IMM Graduate School

### **Bachelor's Honours Degree**

BPhil Honours (Marketing Management) IMM Graduate School

BCom Honours (Supply Chain Management) IMM Graduate School

### **Master's Degree**

MPhil (Marketing) IMM Graduate School

# Programme plans

## Higher Certificate in Marketing

Programme Name	<b>Higher Certificate in Marketing</b>
Exit-level	NQF 5
Total Credits	135 credits
Purpose	The purpose of the programme is to provide students, qualifying with the certificate, with a broad but elementary knowledge of marketing as well as business concepts, guiding students through the entry-level application of these concepts. It further provides students with the basic knowledge to structure the organisation effectively to deliver products, product-related services and services, providing value to customers, motivate purchases and fulfil customer needs.

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Demonstrate an elementary understanding of literacy with respect to academic writing, technology, numeracy and communications.	Academic Literacy Fundamentals of Business Communication Fundamentals of Business Numeracy
Exit-level outcome 2	Display an elementary but broad scope of knowledge in the field of business and be able to link marketing activities to the functioning of organisations.	Fundamentals of Business Communication Fundamentals of Marketing Fundamentals of Business Management
Exit-level outcome 3	Associate and describe within a business context, the systems within which organisations operate and be able to link these to marketing opportunities.	Fundamentals of Marketing Fundamentals of Business Management
Exit-level outcome 4	Explain the typical elementary methods and procedures involved in marketing.	Fundamentals of Marketing Fundamentals of Digital Marketing
Exit-level outcome 5	Explain the theories typically applied in the field of marketing and business management.	Fundamentals of Marketing Fundamentals of Business Management
Exit-level outcome 6	Solve elementary marketing and business problems in organisations.	Fundamentals of Marketing Fundamentals of Business Management
Exit-level outcome 7	Access, process and apply elementary marketing information, considering ethical behaviour.	Academic Literacy Fundamentals of Marketing Fundamentals of Digital Marketing

## Higher Certificate in Export Management (teach out up to 2023-S2)

Programme name	<b>Higher Certificate in Export Management</b>
Exit-level	NQF 5
Total credits	135 credits
Purpose	The purpose of the programme is to provide for an elementary understanding of export related matters, and an overall focus which will ensure the delivery of students who have an introductory knowledge of export management and related marketing concepts. The purpose of this qualification is also to support the connection between exporting and marketing e.g. the fundamental methods and procedures involved in international trade, exports and marketing.

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Demonstrate an elementary understanding of export administration, international trade, marketing, and business communication.	Fundamentals of Export Administration Basics of Export Trade Fundamentals of Marketing Fundamentals of Business Communication
Exit-level outcome 2	Explain the typical methods and procedures involved in export management and marketing.	Academic Literacy Fundamentals of Export Administration Basics of Export Trade Fundamentals of Marketing Fundamentals of Business Communication
Exit-level outcome 3	Complete an elementary search for export opportunities and be able to apply the findings to marketing and supply chain opportunities/concepts.	Basics of Export Trade Fundamentals of Marketing Fundamentals of Supply Chain Management
Exit-level outcome 4	Collect and describe relevant export logistics data/information from a wide range of sources, and examine the information in terms of the functioning of an export and/or logistics company.	Academic Literacy Academic Fundamentals of Business Numeracy Basics of Export Trade Fundamentals of Supply Chain Management
Exit-level outcome 5	Summarise and communicate export and marketing information for senior management.	Academic Literacy Fundamentals of Business Communication Fundamentals of Export Administration Fundamentals of Marketing
Exit-level outcome 6	Identify and examine/solve elementary management problems in an export and/or logistics company and supply chain context.	Fundamentals of Export Administration Basics of Export Trade Fundamentals of Supply Chain Management
Exit-level outcome 7	Discuss the importance of ethical behaviour in the field of export management and marketing, and base business decisions and actions on appropriate values.	Fundamentals of Export Administration Basics of Export Trade Fundamentals of Supply Chain Management Fundamentals of Marketing
Exit-level outcome 8	Illustrate the mastering of life-long learning skills in the dynamic field of exports and supply chain management, and the broad field of management.	Fundamentals of Export Administration Basics of Export Trade Fundamentals of Supply Chain Management

## Higher Certificate in Project Management

Programme Name	<b>Higher Certificate in Project Management</b>
Exit-level	NQF 5
Total Credits	135 credits
Purpose	<p>The purpose of the programme is to provide students qualifying with a certificate with a broad but complete knowledge of Project Management, as well as business concepts, and to guide students through the entry level application of these concepts.</p> <p>The purpose of this qualification is to equip students with the necessary knowledge, skills and abilities in order to perform project management functions at the foundation level in an organisation. This qualification affords students the opportunity to develop essential competencies needed to manage projects effectively.</p>

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	<p>Demonstrate an elementary understanding of literacy with respect to academic writing, technology, numeracy and communications.</p> <p>Identify and apply legislation and organisational policies and procedures relevant to the core processes appropriately to a given situation.</p>	<p>Academic Literacy</p> <p>Fundamentals of Business Numeracy</p> <p>Fundamentals of Business Management</p>
Exit-level outcome 2	<p>Display a complete but broad scope of knowledge in the field of project management and be able to link project management activities to the functioning of organisations.</p> <p>Evaluate a project to develop the scope of work, provide accurate cost estimates and to plan the various activities through the project phases.</p>	<p>Fundamentals of Project Management</p> <p>Project Planning: Integration and Constraints</p> <p>Project Planning: People and Risks</p> <p>Project Management: Tools and Documents</p>
Exit-level outcome 3	<p>Associate and describe within a business context the systems within which organisations operate and be able to link these to business opportunities.</p> <p>Demonstrate an understanding of risk management analysis techniques that identify the factors that put a project at risk and to quantify the likely effect of risk on project timescales.</p>	<p>Fundamentals of Project Management</p> <p>Project Planning: Integration and Constraints</p> <p>Project Planning: People and Risks</p> <p>Project Management: Tools and Documents</p>
Exit-level outcome 4	<p>Explain the typical elementary methods and procedures involved in project management</p> <p>Identify the resources required for a project and to produce a work plan and resource schedule as well as managing the documents that comprise the baseline plan.</p>	<p>Fundamentals of Project Management</p> <p>Project Planning: Integration and Constraints</p> <p>Project Planning: People and Risks</p> <p>Project Management: Tools and Documents</p>
Exit-level outcome 5	<p>Explain the theories typically applied in the field of project and business management.</p> <p>Distinguish between the different types of projects and follow the stages needed to negotiate an appropriate contract, and develop a project plan and change control systems to integrate the various project elements.</p>	<p>Fundamentals of Project Management</p> <p>Project Planning: Integration and Constraints</p> <p>Project Planning: People and Risks</p> <p>Project Management: Tools and Documents</p>
Exit-level outcome 6	<p>Solve elementary project management and business problems in organisations.</p> <p>Identify best practice relevant to operational responsibilities in terms of monitoring and evaluation.</p>	<p>Fundamentals of Project Management</p> <p>Project Planning: Integration and Constraints</p> <p>Project Planning: People and Risks</p> <p>Project Management: Tools and Documents</p>
Exit-level outcome 7	<p>Access, process and apply elementary business information, considering ethical behaviour.</p>	<p>Fundamentals of Project Management</p> <p>Project Planning: Integration and Constraints</p> <p>Project Planning: People and Risks</p> <p>Project Management: Tools and Documents</p>

## Higher Certificate in Supply Chain Management

Programme Name	<b>Higher Certificate in Supply Chain Management</b>
Exit-level	NQF 5
Total Credits	135 credits
Purpose	The purpose of the programme is to provide students with the competencies required to engage in the processes and inter-relationships across the supply chain so as to create sustainable value for organisations. This qualification is aimed at overcoming the traditional functional approach to operations and management, and at fostering supply chain integration to the advantage of all stakeholders.

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Demonstrate an elementary understanding of literacy with respect to academic writing, technology, numeracy and communications.	Academic Literacy Fundamentals of Business Numeracy
Exit-level outcome 2	Display a complete but broad scope of knowledge in the field of Supply Chain and be able to link business activities to the functioning of organisations.	Fundamentals of Supply Chain Management Fundamentals of Business Management Fundamentals of Transport and Logistics
Exit-level outcome 3	Associate and describe within a business context the systems within which organisations operate and be able to link these to supply chain opportunities.	Fundamentals of Business Management Fundamentals of Supply Chain Management Fundamentals of Transport and Logistics Fundamentals of Operations Management
Exit-level outcome 4	Explain the typical elementary methods and procedures involved in supply chain.	Fundamentals of Business Management Fundamentals of Supply Chain Management Fundamentals of Transport and Logistics Fundamentals of Operations Management
Exit-level outcome 5	Explain the theories typically applied in the field of business management.	Fundamentals of Business Management Fundamentals of Supply Chain Management Fundamentals of Transport and Logistics Fundamentals of Operations Management Fundamentals of International Trade
Exit-level outcome 6	Solve elementary supply chain and business problems in organisations.	Fundamentals of Business Management Fundamentals of Supply Chain Management Fundamentals of Transport and Logistics Fundamentals of Operations Management Fundamentals of International Trade
Exit-level outcome 7	Access, process and apply elementary business information, considering ethical behaviour.	Fundamentals of Business Management Fundamentals of Supply Chain Management Fundamentals of Transport and Logistics Fundamentals of Operations Management Fundamentals of International Trade



## Diploma in Marketing Management

Programme name	<b>Diploma in Marketing Management</b>
Exit-level	NQF 7
Total Credits	360 credits
Purpose	<p>To instil and broaden students' marketing knowledge, business management knowledge, application of marketing knowledge and expertise.</p> <p>This qualification will provide qualified students with a broad based knowledge of the principles, theories, thought schools, methods and application processes involved in the various fields required in the core marketing management function.</p> <p>This qualification lays a solid foundation for higher career advancement and further studies in the field of strategic marketing management.</p> <p>The programme is designed to provide students with a basic understanding of the underlying marketing and business principles, followed by more advanced knowledge combined with elementary practical application and concluding with specific practical application of all theory and models learnt throughout the programme.</p>

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Master a broad knowledge of marketing principles and basic application skills in marketing related field.	Principles of Marketing Applications of Marketing Principles of Digital Marketing Marketing Communications
Exit-level outcome 2	Demonstrate a broad understanding of business management knowledge, functional areas within an organisation and how it applies to the business environment.	Principles of Business Management Applications of Business Management Business Management Strategy Human Resources Management
Exit-level outcome 3	Demonstrate a broad understanding of the principles of project management and how these principles should be applied in a marketing environment.	Principles of Project Management
Exit-level outcome 4	Solve practical marketing problems by applying skills learnt in the relevant marketing modules.	Marketing Communications Application of Marketing Applications of Digital and Mobile Marketing
Exit-level outcome 5	Select, apply and evaluate typical methods and procedure to assist in making informed marketing and business decisions.	Marketing Research Business Law
Exit-level outcome 6	Students must produce a strategic marketing plan including a detailed implementation plan. To be able to do this, students must show an understanding of the scope of responsibilities required of a management position in the marketing field, and understand the accountability to senior management in an organization.	Strategic Marketing
Exit-level outcome 7	Demonstrate a broad understanding of the principles of financial management knowledge and how it applies to the marketing and business environment to ensure the students have the knowledge on how to manipulate and interpret financial records to the benefits of the business and understand how the marketing activities pursued will be affected by the finance function or may have an impact on the finance function.	Principles of Financial Management Applications of Financial Management
Exit-level outcome 8	Practically apply learnings to workplace scenarios, draw on the models, theories and concepts taught during the 3-year study period on the programme, and to practically integrate the full range of theory to practice-based situations which may contain significant parallels to workplace realities in an effort to mirror the 'real world' marketing executives are expected to deal with in a constantly changing business environment.	Work Integrated Learning/Marketing Project
Exit-level outcome 9	Furthermore, develop an understanding of the tools required to successfully start and manage a small business.	Entrepreneurship

## Diploma in Export Management (Teach out - export modules up to 2023-S2)

Programme Name	<b>Diploma in Export Management</b>
Exit-level	NQF 6
Total credits	360 credits
Purpose	The purpose of the programme is to provide for an intermediate understanding of export related matters, and an overall focus which will ensure the delivery of students who are skilled in export management and who understand the related concepts of marketing. The purpose of this qualification is also to support the connection between export management and marketing management e.g. the principles, methods and procedures involved in export management and marketing.

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Demonstrate an intermediate understanding of export management, international trade and international trade law, marketing, business communication and management principles, economics, financial management, and finance and payments.	Export Management International Trade International Trade Law 1 International Trade Law 2 Principles of Marketing Principles of Business Communication International Economics Application of Finance and Payments Finance and Payments Strategy
Exit-level outcome 2	Explain and apply the typical methods and procedures involved in export management and marketing from an export perspective.	Principles of Export Administration Application of Export Administration Principles of Marketing and Application of Marketing
Exit-level outcome 3	Conduct a search for export opportunities and be able to link the findings to an export and marketing strategy.	Entrepreneurship Export Trade
Exit-level outcome 4	Access and evaluate relevant export information from a wide range of sources, and integrate the information in terms of an export strategy, cognisant of marketing, designed for a specific company.	Academic Literacy Principles of Business Communication Export Trade Strategy Principles of Marketing and Application of Marketing
Exit-level outcome 5	Produce and communicate export plans, cognisant of marketing, to senior management.	Academic Literacy Principles of Business Communication Export Trade Strategy Principles of Marketing and Application of Marketing
Exit-level outcome 6	Describe how to lead a team of people in an export company in order to implement an export and marketing plan/project.	Principles of Project Management Principles of Business Management Application of Business Management Business Management Strategy Entrepreneurship Principles of Marketing and Application of Marketing
Exit-level outcome 7	Identify and solve management problems in an export and/or logistics company/related to an export project, including cultural differences, foreign exchange and finance etc.	Principles of Project Management Principles of Business Management Application of Business Management Business Management Strategy Principles of Export Administration Application of Export Administration Application of Finance and Payments Finance and Payments Strategy Export Trade Strategy
Exit-level outcome 8	Discuss the responsibilities of leading a team in the export industry as well as understanding the accountability to senior management in an organisation.	Principles of Project Management Principles of Business Management Application of Business Management Business Management Strategy Principles of Export Administration Application of Export Administration
Exit-level outcome 9	Show understanding of the code of ethical behaviour in the field of export management and marketing, and base business decisions and actions on appropriate values.	International Trade Principles of Project Management Principles of Business Management Application of Business Management
Exit-level outcome 10	Illustrate the mastering of life-long learning skills in the broad field of management and support the learning needs of team members.	Principles of Project Management Principles of Export Administration Application of Export Administration Export Trade Strategy

## Bachelor of Business Administration (BBA) in Marketing

Programme name	<b>Bachelor of Business Administration in Marketing</b>
Exit-level	NQF 7
Total Credits	360 credits
Purpose	<p>The main purpose of the qualification is to empower qualifiers with graduate-level knowledge, specific skills and applied competence in the field of Marketing Management to enable them to pursue practical and rewarding careers in the marketing business environment.</p> <p>The purpose of the qualification is also to provide graduates competence in marketing, business management and financial management.</p> <p>Further, the purpose of the qualification is to assist and enable the learner to develop his/her intellectual capacity, understanding of the business and marketing environment; and to think critically and innovatively and to build a foundation for further specialization in the field of marketing.</p>

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Mastered an advanced knowledge of marketing principles and basic application skills in marketing related field.	Marketing 1, Marketing 2 and Marketing 3 Retail Marketing Brand Management Business-to-Business Marketing Digital Marketing Applications
Exit-level outcome 2	Demonstrate a broad understanding of business management knowledge, functional areas within an organisation and how it applies to the business environment. Furthermore, be able to take a strategic view of an organization and align the strategies with the objectives.	Business Management 1 Business Management 2 Business Management 3
Exit-level outcome 3	Select, apply and evaluate typical methods and procedures to assist in making informed marketing decisions. Furthermore, demonstrate a broad understanding of economics in order to understand how it applies not only to the business world but also to everyday life.	Business Statistics Economic Principles Research: Theory
Exit-level outcome 4	Solve marketing problems in various types of organisations, such as retail-driven, service- related, business-to-business, government related and NPO's.	Marketing 2 Marketing Research Theory Marketing Research Project Brand Management Business-to-Business Marketing Digital Marketing Applications Retail Marketing
Exit-level outcome 5	Demonstrate a broad understanding of financial management knowledge and how it applies to the marketing and business environment.	Financial Management 1 Financial Management 2 Financial Management 3
Exit-level outcome 6	Produce a strategic marketing and business plan and be able to evaluate the success of the plan.	Marketing 3 Integrated Marketing Communications Brand Management Business-to-Business Marketing Digital Marketing Applications
Exit-level outcome 7	Produce and communicate information in a business environment by applying proper communication skills acquired which should also include the correct application of intellectual property, copyright and plagiarism.	Academic Literacy Business Communications Research: Theory Marketing Research: Project
Exit-level outcome 8	Demonstrate an advanced understanding of the economic context and systems within which organisations operate and be able to link it to marketing opportunities.	Economic Principles
Exit-level outcome 9	Understand the scope of responsibilities that go with a management position in the marketing field, and understand the accountability to senior management in an organisation.	Marketing 2 and 3 Business Management 3 Financial Management 3

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

Programme name	<b>Bachelor of Commerce in Marketing and Management Science</b>
Exit-level	NQF Level 7
Total Credits	360 credits
Purpose	<p>The purpose of this qualification is to provide candidates in the private, public and voluntary sectors with comprehensive and in-depth knowledge of the principles, major theories and paradigms, skills, methods and technology of the science and profession of the field of marketing and management. This, in order to promote sustainable growth and development and maximise prosperity in all sectors of the economy and society.</p> <p>To develop competent leaders with applied economic, management and marketing skills as well as generic cross-functional knowledge and skills to steer sustainable development, growth and prosperity in the most appropriate direction.</p> <p>To provide students who want to enrol for advanced studies in management and marketing, with a sound academic base, to apply their skills and further advancement in careers and academic studies in the field of marketing and management sciences.</p>

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Students must demonstrate an understanding of a broad scope of management knowledge and how it applies to the disciplines of management, marketing and supply chain management.	Business Management 1, 2 & 3 Marketing 1 and 2 Supply Chain Management 1, 2 and 3
Exit-level outcome 2	To demonstrate a comprehensive understanding of the knowledge regarding economics, financial management, research as applied to marketing and supply chain activities in relation to the organisation and the business environment in general.	Economic Principles Financial Management 1 & 2 Research Theory Marketing Research Project Marketing 1, 2 and 3 Business Management 1 & 2
Exit-level outcome 3	Students must be able to collect, analyse, organise and critically evaluate relevant economic, financial and marketing related information to make sound decisions in the organisation.	Business Statistics Economic Principles Financial Management 1 & 2 Marketing Research: Theory
Exit-level outcome 4	Find solutions to management, marketing, operational and supply chain problems in organisations.	Business Management 2 & 3 Marketing 3 Supply Chain Management 1, 2 and 3 Marketing Research Project Business Project Project Management
Exit-level outcome 5	Evaluate, apply, and integrate marketing and supply chain knowledge and skills and general business principles to real life situations taking into account societal, ethical, and cultural considerations.	Business Management 2 & 3 Marketing 3 Supply Chain Management 1, 2 and 3 Marketing Research Project Business Project Project Management
Exit-level outcome 6	Conceptualize and design strategic business and marketing plans and be able to evaluate the success of the plans.	Business Management 1, 2 and 3 Marketing 1, 2 and 3 Project Management
Exit-level outcome 7	Students must produce and communicate information in a business environment with respect to conventions around intellectual property, copyright and plagiarism.	Academic Literacy Research Theory Business Research Project Business Project
Exit-level outcome 8	Critically analyse contemporary marketing information and evaluate the potential future outcomes of business, marketing and supply chain management decisions.	Business Management 3 Marketing 3 Supply Chain Management 2 and 3 Business Research Project Business Project
Exit-level outcome 9	Students must show an understanding of the scope of responsibilities required of a management position in the marketing, supply chain, human resources operations, project management functions, and understand the accountability to senior management in an organisation.	Business Management 1 and 2 Marketing 1 Project Management Supply Chain Management 1, 2 and 3

## Bachelor of Commerce (BCom) in International Supply Chain Management

Programme Name	<b>Bachelor of Commerce in International Supply Chain Management</b>
Exit-level	NQF 7
Total Credits	360 credits
Purpose	To provide candidates in the private, public and voluntary sectors with core knowledge and skills about various basic as well as more specialised aspects of transport, procurement, logistics, and supply chain management, as well as the interface with business management, finance and marketing, and some key aspects of project management, financial management, international economics and trade, and logistics service provision generally, in order to promote sustainable growth and development and maximise prosperity in all sectors of the economy and society. To develop competent leaders with applied supply chain, financial, economic, management and marketing skills as well as generic cross-functional knowledge and competence to steer sustainable development, growth, and prosperity in the most appropriate direction. To provide students who want to enroll for advanced studies in supply chain, business management, and marketing, with a sound academic base, to apply their skills and further advance in their careers and academic studies.

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Demonstrate an intermediate but integrated and broad scope of management knowledge, specifically supply chain management, and how it applies to the discipline of logistics service provision, transport, procurement, management, and marketing. Include an overall understanding of and ability to apply and evaluate related key concepts in these disciplines and also the fields of international trade, economics, and finance relating to supply chain management.	Supply Chain Management 1 and 2 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 Business Management 1, 2 and 3 Financial Management 1 & 2 Economic Principles Sales & Key Account Management
Exit-level outcome 2	Demonstrate an intermediate understanding of the knowledge literacy regarding international supply chain management, and how it applies to the discipline of logistics service provision, transport, procurement, management, and marketing. This must include an overall understanding of and ability to apply and evaluate related key concepts in these disciplines and the fields of international trade, economics, and finance relating to supply chain management and activities.	Project Management Supply Chain Management 1,2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 Financial Management 1 & 2 Trade, Finance and Payments
Exit-level outcome 3	Collect, analyse, organise and critically evaluate relevant supply chain-related information. This should include various aspects and information related to supply chain management, how it applies to the discipline of logistics service provision, transport, procurement, management and marketing, and must include an overall understanding of and ability to apply and evaluate related key concepts in these disciplines and also the fields of international trade, economics, and finance relating to supply chain management.	Supply Chain Management 1,2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 Financial Management 1 & 2 Trade, Finance and Payments
Exit-level outcome 4	Solve intermediate supply chain management problems, demonstrating an understanding of supply chain problems and the ability to identify, analyse, evaluate, critically reflect on and address complex problems, applying theory and solutions in supply chain contexts.	Supply Chain Management 1, 2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 Financial Management 1 & 2 Trade, Finance and Payments
Exit-level outcome 5	Understand codes of ethical behaviour and professional practice in the field of management and specifically supply chain management, and base decisions and actions on appropriate management values.	Supply Chain Management 1, 2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3
Exit-level outcome 6	Access, process and manage information, demonstrating the ability to develop appropriate processes of information gathering for a given context or use, also independently validating the sources of information and evaluating and managing the information.	Supply Chain Management 1 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 Business Management 1, 2 and 3 Financial Management 1 & 2
Exit-level outcome 7	Use appropriate academic/professional/occupational discourse to produce and communicate information in a supply chain business environment, demonstrating their understanding and own ideas and opinions on international and supply chain-related matters. Students must do so whilst respecting conventions around intellectual property, copyright and plagiarism.	Supply Chain Management 1, 2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 International Supply Chain Project
Exit-level outcome 8	Demonstrate an intermediate understanding of the management, economic, financial and supply chain contexts and systems within which organisations operate and be able to link them to business opportunities. They must understand that supply chain role-players do not operate in isolation and must be able to demonstrate an understanding of the integrated nature of supply chain management.	Supply Chain Management 1, 2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 International Supply Chain Project

Exit-level outcome 9	Show an understanding of the scope of responsibilities required of a management position, and the need for management of own and ongoing learning and development.	Supply Chain Management 1,2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 International Supply Chain Project
Exit-level outcome 10	Show an understanding of the scope of responsibilities required of a management position, the accountability to senior management in an organisation, and the ability to take responsibility for own work, decision-making and use of resources, and decisions and actions generally.	Supply Chain Management 1,2 and 3 Procurement 1, 2 and 3 Transport & Logistics 1, 2 and 3 International Supply Chain Project

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

Programme name	<b>Bachelor of Philosophy Honours in Marketing Management</b>
Exit-level	NQF 8
Total Credits	140 credits
Purpose	<p>Individuals studying in the field of marketing can access this programme. The purpose of the proposed programme is to target senior marketing managers to ensure they effectively understand and implement the set of decisions and actions that will result in the formulation and implementation of a strategic marketing plan, designed to achieve an organisation's objectives. This will involve the planning, directing, organising and controlling of marketing strategy-related decisions and actions.</p> <p>At a senior level, managing activities internal to the organisation are only part of the manager's responsibilities. The senior manager must also respond to the challenges posed by the organisations internal and external including international environments. To deal effectively with challenges that effect the growth and profitability of the organisation, the marketing manager must implement processes that will optimise the competitive position of the organisation by maximising the anticipation of environmental changes and unexpected internal competitive demands.</p> <p>Although the scope of marketing management is quite broad, it is very important for a senior marketing manager to be able to produce and implement a strategic marketing plan, the basis of which normally depends on a substantial marketing research component.</p>

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Students must demonstrate advanced management knowledge and how it links to the discipline of marketing.	Advanced Strategic Marketing Advanced Brand Management Advanced Digital Management
Exit-level outcome 2	Students must understand the requirements of, and take full responsibility for, a senior marketing management position, as well as lead a marketing team in an organisation.	Advanced Strategic Marketing Advanced Brand Management Advanced Digital Management
Exit-level outcome 3	Students must provide an assessment of an organisation's internal conditions and capabilities, as well as the external environment, and link its resources with desirable marketing options.	Advanced Marketing Application Report
Exit-level outcome 4	Students must be able to demonstrate an advanced understanding of the national and international economic context and systems within which organisations operate and be able to link these to marketing opportunities.	Advanced Strategic Marketing
Exit-level outcome 5	Students must be able to demonstrate the critical selection of secondary and primary research information and process the information for the purpose of producing a marketing research Report.	Advanced Marketing Research Theory
Exit-level outcome 6	Students must be able to produce an advanced strategic marketing plan, communicate the plan to all relevant role players and implement the plan.	Advanced Marketing Application Report
Exit-level outcome 7	Students must be able produce and communicate information in a business environment with respect to conventions around intellectual property, copyright and plagiarism.	Advanced Marketing Research Report
Exit-level outcome 8	Students must be able to evaluate the success of the strategic marketing process as an input for future decisions.	Advanced Marketing Application Report
Exit-level outcome 9	Students must be able to illustrate the mastering of life-long learning strategies in the field of marketing management.	Advanced Marketing Application Report
Exit-level outcome 10	Students must be able to identify and address ethical issues in the field of marketing management and base decisions and actions on appropriate marketing management values.	Advanced Marketing Application Report

## Bachelor of Commerce (BCom) Honours in Supply Chain Management

Programme name	<b>Bachelor of Commerce Honours in Supply Chain Management</b>
Exit-level	NQF 8
Total Credits	120 credits
Purpose	The Bachelor of Commerce (BCom) Honours in Supply Chain Management is an advanced level, higher education qualification suitable for students who aspire to be managers in organisations with specialisation in supply chain management. In line with the history, nature, mission and vision of the IMM Graduate School of Marketing the programme is focused on the delivery of managers and professionals who are skilled in the different functions of the organisation but with a strong supply chain management focus. Supply chain management has been gaining traction as one of the most important functional areas that make up contemporary organisations because it plays an integral part of an organisation's success and the world we live in. normally depends on a substantial marketing research component.

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Evaluate advanced Supply Chain Management integration strategies across organisations and companies.	Advanced Supply Chain Business Processes Advanced International Trade
Exit-level outcome 2	Demonstrate an understanding of complex strategies and their application in Supply Chain Management.	Advanced Supply Chain Management
Exit-level outcome 3	Demonstrate use of a wide range of specialised skills to solve complex supply chain problems.	Advanced Supply Chain Business Processes
Exit-level outcome 4	Conduct research with the aim of solving supply chain problems.	Advanced Research Theory Advanced Supply Chain Research Report
Exit-level outcome 5	Demonstrate an understanding of the general principles of managing processes of purchase and supply, and the necessary information technology that underlie this, and to apply these principles.	Advanced Supply Chain Business Processes Advanced Cost Management
Exit-level outcome 6	Students must be able to produce an advanced strategic marketing plan, communicate the plan to all relevant role players and implement the plan.	Advanced Supply Chain Research Report Advanced Cost Management Advanced International Trade



## Postgraduate Diploma in Marketing Management

Programme name	<b>Postgraduate Diploma in Marketing Management</b>
Exit-level	NQF 8
Total Credits	120
Purpose	To create a platform which will provide an opportunity to those with some academic marketing knowledge with expanded insight, understanding and practical skills about marketing – from idea conceptualisation to the development, launch and maintenance of marketing plans and programmes for contributing to the achievement of the strategic business objectives of the organisation. This is, therefore, a qualification aimed at people entering the business or professional marketing environment, people at a specific developmental stage in their careers, or at the phase in their personal development when they already have suitable knowledge, training and qualifications in their specific field of knowledge but lacking an in-depth marketing background. The programme provides a practical opportunity for students to ensure a personal competitive advantage while broadening their career prospects.

Exit-Level outcome	Explanation	Module linked to exit-level outcome
Exit-level outcome 1	Demonstrate advanced skills in implementing marketing knowledge and principles, appreciating how it contributes to and draws on the other functional areas of business.	Applied Brand Management and Communications Applied Marketing Project Applied Marketing Leadership
Exit-level outcome 2	Understand and take full responsibility for a marketing position as a functional leader as well as being a contributing member of a management team in an organisation.	Applied Marketing Metrics Applied Marketing Project Applied Marketing Leadership
Exit-level outcome 3	Provide an assessment of an organisation's internal strengths and capabilities, as well as the external environment opportunities, and link the organisational resources with practical marketing activities in the field when interacting with clients.	Applied Marketing Metrics Applied Marketing Project Applied Marketing Leadership
Exit-level outcome 4	Demonstrate a practical understanding of the national and international economic context within which organisations offer their products and services to clients and institute practical action steps to capitalise on marketing opportunities the environment presents.	Applied Marketing Metrics Applied Marketing Project Applied Marketing Leadership
Exit-level outcome 5	Analyse the wider supply chain environment and identify the prevalence of risks.	Applied Brand Management and Communications Applied Marketing Project Applied Marketing Leadership
Exit-level outcome 6	Produce an action plan for identifying new clients, using appropriate information on the products and services offered by the business and documenting this for communicating the marketing plan to management.	Applied Brand Management and Communications Applied Marketing Project Applied Marketing Leadership
Exit-level outcome 7	Develop appropriate systems and methods for evaluating business progress and for quantifying the personal contribution to organisation-wide targets.	Applied Marketing Metrics Applied Marketing Project Applied Marketing Leadership
Exit-level outcome 8	Illustrate an understanding of the ongoing need for mastering life-long learning strategies in the rapidly changing field of marketing management.	Applied Brand Management and Communications Applied Marketing Project
Exit-level outcome 9	Identify and address ethical frameworks in the field of marketing management and base decisions and actions on appropriate values in keeping with generally accepted and sound principles of ethical behaviour.	Applied Brand Management and Communications Applied Marketing Project Applied Marketing Leadership

## Master of Philosophy (MPhil) in Marketing

Programme name	<b>Master of Philosophy in Marketing</b>
Exit-levels	NQF 9
Total Credits	180 credits
Purpose	<p>The research Master's Programme consists of the successful completion of a research dissertation (for which a mark is allocated), the submission of a research article prepared for publication in a recognised scientific journal (for which no mark is allocated) and/or the submission of a conference paper that is prepared for delivery at a recognised science conference (for which no mark is allocated).</p> <p>The IMM Graduate School of Marketing is in accord with the HEQSF qualification descriptors that master's graduates must be able to deal with complex issues both systematically and creatively, make sound judgements using data and information at their disposal, and communicate their conclusions clearly to specialist and non-specialist audiences, demonstrate self-direction and originality in tackling and solving problems, act autonomously in planning and implementing tasks at a professional or equivalent level, and continue to advance their knowledge, understanding and skills and conduct research independently according to recognised scientific principles and methods.</p> <p>The core intention of a Master's Programme is therefore to equip students with specialised knowledge through research training and to provide sound training in research methodologies. Candidates are not generally expected to make an original theoretical or fundamental contribution to their field of knowledge, but through the provision of new data or information they should make a definitive contribution to understanding the research problem that has been investigated and to demonstrate proficiency in research methods and the ability to work independently. Master's graduates are expected to exhibit mastery of research methodology and evidence of understanding scholarly processes at work, and manifest this knowledge through the completion of a novel project.</p>
Summative Assessment	Completion of a full dissertation as well as a publishable article or conference paper.

# **Module Exit-Level Outcomes for Certificate programmes**

Module name	<b>Academic Literacy</b>
Code	AL101C
Level	NQF 5
Credits	15
Purpose	To assist students in finding an academic voice which reflects their new knowledge gained from the academic content they are exposed to and the new levels of understanding and insight gained in the different subject fields. To help students achieve the ability to produce an acceptable academic document such as an assignment as well as to master the practical skills to prepare for and effectively participate in assessment to facilitate their own advancement.
Exit-Level Outcomes	By the end of the module, students should be able to: Write with academic rigour in producing informed reflection on theory, structuring academic argument with informed opinion and scientific application of the theory in management practice as reflective practitioners and reference this appropriately Appreciate and apply the correct use of academic writing protocols including the use of the Harvard referencing style, the structuring of academic argument, the process of integration of theory into case studies and the frame-working of their knowledge in a structure and format which conforms to accepted academic norms for such Display mastery of processes through integrating theory with case study scenarios for the development of business solutions Present written work using the knowledge, skills, values and attitudes acquired for successful use in academic study, workplace practice, the inculcation of lifelong learning and career growth

Module name	<b>Basics of Export Trade</b>
Code	BET101C
Level	NQF 5
Credits	20
Purpose	The purpose of the module is: To provide for an understanding of what exporting entails and who the major players are in the industry, the cultural issues to be considered in conducting business in foreign markets, and the logistics of exporting.
Exit-Level Outcomes	By the end of the module, students should be able to: Demonstrate an elementary understanding of international trade and export administration Explain the typical methods and procedures involved in export management and marketing Understand what exporting entails and who the major players are in the industry Explain the importance of cultural issues in conducting business in foreign markets Complete an elementary search for export opportunities and be able to apply the findings to marketing and supply chain opportunities/concepts Collect and describe relevant export logistics data/information from a wide range of sources, and examine the information in terms of the functioning of an export and/or logistics company Identify and examine/solve elementary management problems in an export and/or logistics company and supply chain context Discuss the importance of ethical behaviour in the field of export management and base business decisions and actions on appropriate values Describe the logistics of exporting and the different management and administrative skills required Illustrate the mastering of life-long learning skills in the dynamic field of exports and supply chain management, and the broad field of management

Module name	<b>Fundamentals of Business Communication</b>
Code	FBC101C
Level	NQF 5
Credits	20
Purpose	The purpose of the module is: To provide for an understanding and application of the fundamental principles of business communication.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>Engage in a process to enhance comprehension and create meaning when reading text</li> <li>Apply the fundamentals of business communication techniques in a relevant business situation, by writing business correspondence, instructions, letters, summaries and reports using appropriate formats</li> <li>Demonstrate clear and appropriate communication in a relevant business situation, by developing written and oral communication skills for informal to formal communication and organisation the information effectively</li> <li>Prepare, and communicate with the aid of, an effective presentation</li> </ul>

Module name	<b>Fundamentals of Business Management</b>
Code	FBM101C
Level	NQF 5
Credits	20
Purpose	The purpose is to provide knowledge and an understanding of the basic concepts, tasks, theories and principles of the field of business management and apply these to situations within the organisation
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>Understand the general background the field of business management, including the environment in which an enterprise functions</li> <li>Explain the different management tasks that cover the fields of planning, organising, leading, motivation and controlling</li> <li>Discuss the roles of the functional areas of business, namely operations management, logistics management, financial management, human resources management and marketing management</li> </ul>

Module name	<b>Fundamentals of Business Numeracy</b>
Code	FBN101C
Level	NQF 5
Credits	20
Purpose	To provide for an understanding and application of the fundamental principles of numeracy.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>Show insight into basic business numeracy concepts</li> <li>Undertake and perform the calculations required for basic business numeracy as well as interpret the results within the given context</li> </ul>

Module name	<b>Fundamentals of Digital Marketing</b>
Code	FDM101C
Level	NQF 5
Credits	20
Purpose	Understand the principles of digital marketing, online micro- and macro-environments and the fundamentals of digital marketing strategy development using social media.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>Identify the fundamentals of digital marketing</li> <li>Describe the micro environment and macro environment of the online marketplace</li> <li>Illustrate the role of the Internet within the Marketing Mix</li> <li>Examine how relationship marketing management can be built using digital platforms</li> <li>Describe and apply Social Media Marketing</li> </ul>

Module name	<b>Fundamentals of Export Administration</b>
Code	FEA101C
Level	NQF 5
Credits	20
Purpose	The purpose of the module is: To provide for an understanding of the fundamental principles relating to the physical movement of goods through the various stages of the export sequence.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an elementary understanding of export administration and international trade</li> <li>● Explain the typical methods and procedures involved in export marketing</li> <li>● Understand and apply the fundamental principles relating to the physical movement of goods through the various stages of the export sequence</li> <li>● Summarise and communicate export and marketing information for senior management</li> <li>● Identify and examine/solve elementary management problems in an export and/or logistics company and supply chain context</li> <li>● Identify and solve elementary management problems with regard to packing, transportation, and customs procedures</li> <li>● Discuss the importance of ethical behaviour in the field of export management and base business decisions and actions on appropriate values</li> <li>● Illustrate the mastering of life-long learning skills in the dynamic field of exports and supply chain management, and the broad field of management</li> <li>● Conduct elementary searches into the administration of the physical movement of an export consignment from its source to its destination and communicate the findings</li> <li>● Understand Incoterms in international trade transactions</li> </ul>

Module name	<b>Fundamentals of International Trade</b>
Code	FIT101C
Level	NQF 5
Credits	20
Purpose	The purpose of the module is to provide students with a broad but basic perspective of world trade and the principles governing it, with particular reference to South Africa's place in the international trade environment. This will enable them to make better-informed decisions about the development of international business if you pursue a career in this field.
Exit-level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Briefly outline the history of trade</li> <li>● Understand and explain why countries trade with other countries</li> <li>● Differentiate between visible trade and invisible trade</li> <li>● Discuss the characteristics of free market economies and economies in which the government plays a highly interventionist role</li> </ul>

Module name	<b>Fundamentals of Marketing</b>
Code	FMAR101C
Level	NQF 5
Credits	20
Purpose	To provide for an understanding and application of the fundamentals of marketing
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Describe the basic concepts and key terms of marketing</li> <li>● Describe the marketing environment</li> <li>● Illustrate the role of consumers in marketing</li> <li>● Describe the important marketing concepts such as target markets, segmentation, product positioning, product life cycle and branding</li> <li>● Describe and apply with practical examples the marketing mix using the 4Ps</li> <li>● Describe and apply with practical examples the extended marketing mix for services</li> <li>● Demonstrate the marketing planning process</li> <li>● Familiarise yourself with and evaluate career opportunities in marketing</li> </ul>

Module name	<b>Fundamentals of Operations Management</b>
Code	FOM101C
Level	NQF 5
Credits	20
Purpose	The purpose of the module is to instil a basic understanding of the key terms, concepts, facts, general principles, rules and theories related to the operations management and to equip the students with the basic application skills in an operations related field, furthermore to equip the students with a general understanding of the practical relevance and importance of the role that operations play in supply chain.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Have a fundamental knowledge and understanding of operations management and what it entails</li> <li>● Systematically identify and understand the transformational model</li> <li>● Evaluate and interpret basic information regarding operations management concepts to solve basic and real life challenges</li> <li>● Demonstrate a fundamental knowledge of operations management key concepts</li> </ul>

Module name	<b>Fundamentals of Project Management: An Introduction</b>
Code	FUPM101C
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to provide students with a basic but solid foundation in project management.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate knowledge of the fundamental phases in project management</li> <li>● Manage products in all phases of the product life cycle</li> <li>● Understand the constraints within projects</li> <li>● Know and understand the basic content and techniques of the discipline of project management.</li> </ul>

Module name	<b>Fundamentals of Project Management ( Was an elective on the HCM - not examined from 2022)</b>
Code	FPM101C
Level	NQF 5
Credits	20
Purpose	This module will enable students to face complex project challenges with confidence, prepare you to deal with common challenges and find creative solutions – all within recognised and accepted processes. This module will assist you to advance your project management skills. Project management is a highly marketable skill in our growing economy – we need more skilled and competent project managers.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Understand and apply the tools and techniques of project management</li> <li>● Gain competencies and skills associated with good project management practices</li> <li>● Understand the concepts, life-cycle phases and best practice associated with the effective planning and implementation of projects</li> </ul>

Module name	<b>Fundamentals of Sales Management (not examined from 2022)</b>
Code	FSM101C
Level	NQF 5
Credits	20
Purpose	To provide for an understanding of what sales management entails, specifically the nature of sales management, the functional areas of sales management and contemporary issues in sales.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Understand the key steps in the selling process that leads to a successful sale, from prospecting for a sale to the follow-up once the sale has been completed</li> <li>● Explain the role and place of personal selling, the impact it has on the economy, and how it ties in with marketing</li> <li>● Understand the importance of communication in the act of selling</li> <li>● Explain the different approaches and sales presentation methods</li> <li>● Understand the importance of effective time management.</li> </ul>

Module name	<b>Fundamentals of Supply Chain Management</b>
Code	FSCM101C
Level	NQF 5
Credits	20
Purpose	The purpose of the module is: To provide for an understanding and application of the fundamental principles of supply chain management.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an elementary understanding of supply chain management and planning, and its importance, activities, and role players</li> <li>● Communicate the fundamentals with respect to purchasing, suppliers, inbound transport, inventory, warehousing, operations, distribution, outbound transport, customer service, and supply chain performance</li> <li>● Complete an elementary search for export opportunities and be able to apply the findings to supply chain opportunities/concepts</li> <li>● Collect and describe relevant export logistics data/information from a wide range of sources, and examine the information in terms of the functioning of an export and/or logistics company</li> <li>● Identify and examine/solve elementary (management and other) problems in an export and/or logistics company and supply chain context</li> <li>● Understand the role and importance of ethical behaviour and decision making in the supply chain environment and field of export management, and base business decisions and actions on appropriate values</li> <li>● Illustrate the mastering of life-long learning skills in the dynamic field of exports and supply chain management, and the broad field of management</li> </ul>

Module name	<b>Fundamentals of Transport and Logistics</b>
Code	FTL101C
Level	NQF 5
Credits	20
Purpose	The purpose of the module is to provide students with a basic knowledge of transport services. This includes the evolution and current state of transport market structures in South Africa and abroad, demand elasticity in the transport sector; forecasting transport demand; scheduling and capacity management; network management; yield management; regulation of transport operations; monitoring and evaluation of the transport operations; and risk management.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Briefly outline the role of transport in the supply chain process</li> <li>● Understand and explain why transport is a valuable component of supply chain</li> <li>● Differentiate between different modes of transport</li> <li>● Discuss the characteristics of logistics</li> </ul>

Module name	<b>Project Management: Tools and Documents</b>
Code	PMTD101C
Level	NQF 5
Credits	20
Purpose	By the end of the module students should be able to describe the different tools and documents required to complete a project successfully.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an understanding of the application of different project management tools and techniques</li> <li>● Demonstrate the ability to complete the various project management documents</li> <li>● Choose and use the models for project management and best practice in the choice of an appropriate project delivery system for specific projects.</li> </ul>



Module name	<b>Project Planning: Integration and Constraints</b>
Code	PPIC101C
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to provide students with a basic understanding of the concepts of schedule, cost, quality, procurement and integration as project management body of knowledge areas.
Exit-Level Outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of the following project management body of knowledge areas: schedule, cost, quality, procurement and integration.</li> <li>• Explain the purpose of each knowledge area in the baseline plan</li> <li>• Develop a simple to moderately complex project schedule, a cost plan, quality plan, and a procurement schedule</li> <li>• Demonstrate the ability to integrate these elements of project planning</li> <li>• Develop an integrated Project Management plan for a simple to moderately complex project.</li> </ul>

Module name	<b>Project Planning: People and Risk</b>
Code	PPPR101C
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to provide students with a basic understanding of the concepts of scope, stakeholders, communication, human resource management, and risk as project management body of knowledge areas.
Exit-Level Outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of the following project management body of knowledge: scope, stakeholders, communication, human resource management, and risk</li> <li>• Explain the purpose of each knowledge area in the baseline plan</li> <li>• Develop a communication plan, a stakeholder management plan, a human resource plan, and a risk management plan</li> <li>• Demonstrate the ability to integrate these elements of project planning</li> <li>• Develop an integrated project management plan for a simple to moderately complex project.</li> </ul>

# **Module Exit-Level Outcomes for Diploma programmes**

Module name	<b>Academic Literacy (replaced by ASD 2021)</b>
Code	AL
Level	NQF 5
Credits	Non-credit bearing
Purpose	To assist students in finding an academic voice which reflects their new knowledge gained from the academic content they are exposed to and the new levels of understanding and insight gained in the different subject fields. To help students achieve the ability to produce an acceptable academic document such as an assignment as well as to master the practical skills to prepare for and effectively participate in assessment to facilitate their own advancement.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Write with academic rigour in producing informed reflection on theory, structuring academic argument with informed opinion and scientific application of the theory in management practice as reflective practitioners and reference this appropriately</li> <li>• Appreciate and apply the correct use of academic writing protocols including the use of the Harvard referencing style, the structuring of academic argument, the process of integration of theory into case studies and the frame-working of their knowledge in a structure and format which conforms to accepted academic norms for such</li> <li>• Display mastery of processes through integrating theory with case study scenarios for the development of business solutions</li> <li>• Present written work using the knowledge, skills, values and attitudes acquired for successful use in academic study, workplace practice, the inculcation of lifelong learning and career growth</li> </ul>

Module name	<b>Academic Skills Development (Micro-module)</b>
Code	ASD
Level	N/A
Credits	Non-credit bearing
Purpose	The emphasis of this micro-module is on academic literacy as an aid to acquiring the knowledge, skills, values and attitudes needed to succeed in your study and later in the workplace and your career. The module is aimed at providing a solid foundation in academic literacy - combining a thorough description of underlying principles with suggested procedures for applying these principles in compiling assignments.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Apply critical reading to academic texts</li> <li>• Apply advanced reading skills</li> <li>• Conduct a literature search</li> <li>• Structure an assignment</li> <li>• Manage writing as organisation of knowledge</li> <li>• Develop an argument</li> <li>• Apply correct referencing skills</li> <li>• Edit and revise academic documents</li> </ul>

Module name	<b>Application of Export Administration (teach out end 2023)</b>
Code	AEA201D
Level	NQF 6
Credits	20
Purpose	The purpose of the module is to provide for an understanding of export methods and procedures, transactions, functions, support services, documents, insurance and risks, and Incoterms.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Describe the functions of an export division</li> <li>• Demonstrate an understanding of the benefits from organisations which provide export support services</li> <li>• Explain and apply the typical methods and procedures involved in export management</li> <li>• Show the purpose of and correctly complete and submit export- related documents</li> <li>• Demonstrate an understanding of the fundamentals of marine insurance and effectively apply practical measures to spread risks relating to international trade</li> <li>• Discuss and apply Incoterms in international trade transactions so as to minimise potential risks and losses</li> <li>• Identify and solve management problems in an export and/or logistics company/related to an export project, including cultural differences, foreign exchange and finance etc.</li> <li>• Discuss the responsibilities of leading a team in the export industry as well as understanding the accountability to senior management in an organisation</li> <li>• Explain the importance of the mastering of life-long learning skills in</li> <li>• the broad field of management and the supporting of the learning needs of team members</li> </ul>

Module name	<b>Application of Finance and Payments (teach out end 2023)</b>
Code	AFP201D
Level	NQF6
Credits	20
Purpose	The purpose of the module is to provide for an understanding of international trade and exports and in that context, finance and payments, including understanding financial reports, basic financial techniques, total cost of an export consignment and accurate quotes, foreign exchange risks, and export finance.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an intermediate understanding of finance and payments</li> <li>● Demonstrate an intermediate understanding of the fundamental principles of costing and finance in export</li> <li>● Calculate the total cost of an export consignment to ensure correct quotes</li> <li>● Discuss the most suitable method of payment</li> <li>● Discuss the importance of short term export credit insurance and the procedures involved</li> <li>● Discuss the benefits of government and private sector export assistance programmes</li> <li>● Identify and discuss management problems in an export and/or logistics company/related to an export project, foreign exchange and finance etc.</li> </ul>

Module name	<b>Application of Business Management</b>
Code	ABM202D
Level	NQF 6
Credits	20
Purpose	The purpose is to develop an understanding of what management entails.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Use information of the concepts, theories and principles of business management and apply to practical problems</li> <li>● Grasp the meaning of, and apply the processes of effective strategic planning, goal setting, organising, leadership and control</li> <li>● Assess the value of the systems approach to managing change and how to manage diversity and change within an organisational culture</li> <li>● Compare and distinguish between the types of managerial decisions and power/authority concept</li> </ul>

Module name	<b>Application of Digital &amp; Mobile Marketing</b>
Code	ADMM201D
Level	NQF 6
Credits	20
Purpose	Understand the practice of digital and mobile marketing, delivering communications using digital media and mobile media.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Describe the digital marketing fundamentals</li> <li>● Explain digital marketing: implementation and practice Describe mobile marketing fundamentals</li> <li>● Explain mobile marketing: implementation and practice</li> <li>● Analyse and identify the power of digital and mobile marketing as an 'always on and always connected' communication channel</li> </ul>

Module name	<b>Application of Financial Management</b>
Code	AFM202D
Level	NQF 6
Credits	20
Purpose	To equip the student with the knowledge to manipulate and interpret financial records for the benefit of the business. From a marketing perspective it is important to understand how the activities pursued will be affected by the finance function, such as the firm's cash and credit management policies, ethical behaviours, role of financial markets in raising capital as well as other financial issues.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Understand the role of financial managers</li> <li>● Analyse financial statements</li> <li>● Analyse expenditure and income of a business successfully</li> <li>● Understand the time value of money</li> <li>● Carry out short-term financial decisions</li> </ul>

Module name	<b>Application of Marketing</b>
Code	AM202D
Level	NQF 6
Credits	20
Purpose	The purpose of this module is to have a clear understanding of the how all the elements of a marketing mix should be applied to an organisation's product / service offering. In order to do this the module's further purpose is to ensure the student understand the role of the customer, the industry and the elements involved in market segmentation, target market selection and positioning play in the ultimate development of the marketing mix for the specific offering.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Describe the influences of customer behaviour on the marketing mix</li> <li>• Describe marketing dynamics in organisations, marketing and the value creation process;</li> <li>• Identify trends in the market- and marketing environment and how they affect marketing planning</li> <li>• Apply and adapt the marketing mix</li> <li>• Segment the market, select a target audience and recommend a positioning statement for a product / service.</li> </ul>

Module name	<b>Business Law</b>
Code	BL201D
Level	NQF 5
Credits	20
Purpose	The purpose is to provide students with an overview of the legal position in South Africa and understand the impact of the law on their business and marketing activities.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Describe the legal system in South Africa</li> <li>• Discuss the types of contracts concluded in the business world</li> <li>• Explain and understand the laws of contract, sale, lease, credit agreements, insolvency, negotiable instruments, and suretyship</li> <li>• Discuss intellectual property and competition law, especially trademarks, copyright , and patents</li> <li>• Discuss the formation and operation of these contracts</li> <li>• Discuss partnership contracts</li> <li>• Discuss the concepts of labour law</li> <li>• Discuss the legal concept of agency</li> <li>• Explain the law regarding business names</li> <li>• Explain the legal position on consumer credit, consumer protection measures and laws.</li> <li>• Explain the law relating to electronic commerce with specific reference to marketing and consumer protection.</li> <li>• Discuss the legal concept of insurance</li> </ul>

Module name	<b>Business Management Strategy (teach out end 2023)</b>
Code	BMS303D
Level	NQF 7
Credits	20
Purpose	The purpose is to enable students to take a strategic view of an organisation, and align the strategies with the objectives
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Understand the role of strategic management</li> <li>• Analyse the external environment</li> <li>• Formulate a strategy based on objectives</li> <li>• Understand how to implement a strategy</li> </ul>

Module name	<b>Entrepreneurship</b>
Code	ENT301D
Level	NQF 7
Credits	20
Purpose	To provide learners with the tools required to successfully start and manage a small business.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Start and manage a small business, franchise or buy-out</li> <li>● Use information to draft the Business Plan</li> <li>● Understanding a Firm's Financial Statements</li> <li>● Master the value of Customer Relationship building</li> <li>● Understand product development, supply chain management, pricing and credit decisions and promotional planning within a small business environment</li> <li>● Understand how to manage Human Resources, Operations, Assets and risk within a small business</li> </ul>

Module Name	<b>Export Management (each out end 2023)</b>
Code	EM201D
Level	NQF 6
Credits	20
Purpose	The purpose of the module is to provide for an understanding of opportunities and threats in the business environments of foreign markets and appropriate actions (aligned with correct identification, determination, planning, coordinating, and implementing). To provide for an understanding of the functions, staff and budgets of an international division, and an export strategy to meet the company's overall business objectives
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an intermediate understanding of export management</li> <li>● Demonstrate an understanding of the fact that the business environments in which an export company operates differ from country to country</li> <li>● Discuss the concept of globalisation and why it is important to have a global vision</li> <li>● Describe why clusters and networks are important, especially for small and medium-sized companies operating internationally</li> <li>● Demonstrate an understanding of the additional dimension that exporting brings to the function of management</li> <li>● Explain the importance of managing money in an export environment</li> <li>● Describe and be able to apply the principles of international business planning</li> <li>● Demonstrate an understanding of the functions and structural possibilities of the export division</li> <li>● Identify opportunities and threats in the business environments of foreign markets and determine and implement appropriate actions</li> <li>● Discuss the structuring and effective management</li> <li>● Discuss the planning, coordinating and implementing of an export strategy to meet the company's overall business objectives</li> </ul>

Module name	<b>Export Trade Strategy (teach out end 2023)</b>
Code	ETS301D
Level	NQF 7
Credits	20
Purpose	The purpose of the module is to provide for an understanding of export management and strategic international trade issues.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an intermediate understanding of export management, international marketing, economics, financial management, international trade law, finance and payments, business communication and management principles in general</li> <li>● Discuss export management and strategic international trade issues as they affect companies</li> <li>● Conduct a search for export opportunities and be able to link the findings to an export strategy</li> <li>● Complete and communicate export plans, cognisant of marketing, to senior management</li> <li>● Access and evaluate relevant export information from a wide range of sources, and integrate the information in terms of an export strategy, cognisant of marketing, designed for a specific company</li> <li>● Identify and solve management problems in an export and/or logistics company/related to an export project, including cultural differences, foreign exchange and finance etc.</li> <li>● Apply knowledge of export management and strategic international trade issues in a 'real life' situation</li> <li>● Complete and communicate a report on the 'real life' situation</li> <li>● Discuss the analytical, interpretive and problem-solving skills required in an international trade environment</li> <li>● Show an understanding of the responsibilities, ethics and skills required for the 'real life' situation related to the international trade environment</li> <li>● Explain the importance of the mastering of life-long learning skills in the broad field of management and the supporting of the learning needs of team members</li> </ul>

Module name	<b>Finance and Payments Strategy (teach out end 2023)</b>
Code	FPS302D
Level	NQF7
Credits	20
Purpose	The purpose of the module is to provide for an understanding of the foreign exchange market, foreign exchange rates, cross and forward rates, and how to use these in preparing export quotations and contracts. To provide for an understanding in assessing and managing risks in foreign exchange in international transactions, and sources and methods of financing.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an intermediate understanding of international trade, export management, financial management, and finance and payments</li> <li>• Understand the foreign exchange market, foreign exchange rates, cross and forward rates</li> <li>• Use these rates in preparing export quotations</li> <li>• Assess and manage foreign exchange risks in international transactions in a competent manner</li> <li>• Identify and solve management problems in an export and/or logistics company/related to an export project, including foreign exchange and finance etc.</li> </ul>

Module name	<b>Human Resource Management</b>
Code	HRM301D
Level	NQF 7
Credits	20
Purpose	Understand the general background to the field of human resources management, including the environment in which an enterprise functions
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Have a clear general introduction to human resources management</li> <li>• Interpret sound Human Resources practices for application in the legislative environment</li> <li>• Use theoretical frameworks in the practice of staffing the organisation and maintaining people</li> <li>• Solve problems using knowledge of the behavioural aspects of human resource management</li> <li>• Master subject matter related to the management of employees, groups and empowerment processes</li> <li>• Solve problems using acquired skills in the practice of strategic and international human resources management</li> </ul>

Module name	<b>International Economics (teach out end 2023)</b>
Code	IE301D
Level	NQF 6
Credits	20
Purpose	The purpose of the module is to provide for an understanding of economic concepts, systems, organisations related to international markets, national growth and development, and local impacts, for example as a background to conducting research for export opportunities and producing export plans.
Exit-level outcomes	By the end of this module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an intermediate understanding of export management, and international trade and economics</li> <li>• Explain the concepts of international economics and use the basic macroeconomic tools to analyse the impact of international and local disturbances to macroeconomic equilibrium</li> <li>• Discuss the various classical and modern theories of international trade and their impact on current trade policies and agreements</li> <li>• Discuss and analyse disturbances in Balance of Payments and Exchange Rate equilibria and measures that can be taken to re-establish equilibrium</li> <li>• Discuss the role of the International Monetary Fund, the World Bank, the World Trade Organisation and other regional development banks</li> <li>• Discuss and analyse the impact of international and local politics on the South African economy</li> <li>• Distinguish between economic growth and economic development and discuss various theories and factors that influence these</li> </ul>

Module name	<b>International Trade (teach out end 2023)</b>
Code	IT101D
Level	NQF 5
Credits	20
Purpose	The purpose of the module is to provide for an understanding of international trade and the impact internationally, regionally, nationally and locally with specific reference to the role of government, trade restrictions, trading blocks, trade and development bodies, and export development and policy.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an intermediate understanding of export management and administration</li> <li>• Describe the role and importance of international trade to the world economy and to southern Africa</li> <li>• Describe the framework for international trade within which South African businesses operate</li> </ul>

	<ul style="list-style-type: none"> <li>• Examine South Africa's foreign trade patterns and foreign trade partners</li> <li>• Demonstrate an understanding of the roles of the government and the private sector in South Africa in promoting South Africa's exports</li> <li>• Identify South Africa's foreign trade strengths and weaknesses</li> <li>• Show an understanding of the code of ethical behaviour in the field of export management and base business decisions and actions on appropriate values</li> </ul>
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Module name	<b>International Trade Law 1 (teach out end 2023)</b>
Code	ITL201D
Level	NQF 6
Credits	20
Purpose	The purpose of the module is to provide for an intermediate understanding of export management from the perspective of international trade law and to explain and apply methods and procedures related to the international sale of goods, payments in international trade, and settlement of international trade disputes.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an intermediate understanding of international trade law and the important legal principles relevant to international commercial transactions</li> <li>• Discuss key principles of South African law (statutory and common law) concerning contracts, specifically the contract of sale and related contracts</li> <li>• Explain and apply the methods of payment concerning international trade</li> <li>• Demonstrate an intermediate understanding and be able to apply, in an elementary manner, principles and procedures of dispute resolution procedures to be followed in international trade disputes</li> </ul>

Module name	<b>International Trade Law 2 (teach out end 2023)</b>
Code	ITL301D
Level	NQF
Credits	20
Purpose	The purpose of the module is to provide for an understanding of areas of law affecting international trade, and the specific application in South African and for South African entities.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an intermediate understanding of international trade law and the areas of law covering conflict of laws, how foreign judgements are enforced in South Africa, and various international trade regulations</li> <li>• Explain the legal nature of bills of exchange, promissory notes and letters of credit, and determine the nature of the relationship between an agent, principal and third party</li> <li>• Demonstrate an understanding of the various types of international trade regulations and their respective implications specifically the Customs and Excise Act</li> <li>• Determine and explain what is entailed in carriage of goods by sea in general</li> </ul>

Module name	<b>Marketing Communications</b>
Code	MC201D
Level	NQF 6
Credits	20
Purpose	To assist you in understanding the environment of Marketing Communications, to help you in the planning and execution of your marketing communication strategy.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Describe the practice of Marketing Communications (MC), taking into consideration the buyers / users of products and services.</li> <li>• Explain how to apply the elements of the Marketing Communications planning process</li> <li>• Describe advertising management</li> <li>• Describe the creation of advertising messages</li> <li>• Contrast the various media choices available</li> <li>• Select the most appropriate advertising effectiveness measurement tool to use for a specific campaign</li> </ul>

Module name	<b>Marketing Project</b>
Code	MP301D
Level	NQF 7
Credits	40
Purpose	This module aims to create an opportunity for students to practically apply their learning to workplace scenarios contained in case studies, scenarios and in practical and workplace settings. Draw on the models, theories and concepts taught during the 3-year study period on the Programme for practical application. Practically integrate the full range of theory to practice based situations which may contain significant parallels to workplace realities in an effort to mirror the 'real world' marketing executives are expected to deal within a constantly changing business environment.



Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Actively think and act on workplace situations and demands using the skill of selecting appropriate theoretical frameworks and models, adapting these according to the situation and then drawing on the pertinent application touchpoints for finding management solutions to workplace challenges</li> <li>● Analyse workplace challenges using ordered cognitive processes founded on scientific principles</li> <li>● Practice the management skill of planned, active reflection to evaluate challenge resolution activities</li> </ul>
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Module name	<b>Marketing Research</b>
Code	MR201D
Level	NQF 6
Credits	20
Purpose	Understand the fundamental theory and concepts of marketing research and be able to conduct a limited marketing research project.
Exit-Level Outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Have a clear understanding of the perspectives of marketing research</li> <li>● Have an overview of the marketing research process</li> <li>● Practice problem definition and research objectives</li> <li>● Use methods, concepts and theories about research in the process of collecting secondary data and primary data</li> <li>● Draft a research plan</li> <li>● Use information to draft a research proposal and be able to decide whether or not a research project should be implemented</li> </ul>

Module name	<b>Principles of Business Communication</b>
Code	PBC101D
Level	NQF 5
Credits	20
Purpose	The module is aimed at introducing and entrenching the process around the conceptualisation, planning, crafting and eventual delivery of communication messages internally as well as to clients outside the organisation.
Exit-Level Outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Identify the basics of the theory of communication</li> <li>● Discuss group and team communication</li> <li>● Improve writing style with more awareness of the demands of grammar and form</li> <li>● Recognise the different media knowing which approach is going to work best and what the generic demands of individual media are.</li> <li>● Identify the challenges of oral presentations and how to prepare to face these with a good level of skill</li> <li>● Understand the role communication and messages in general play in the world of employment</li> </ul>

Module name	<b>Principles of Business Management</b>
Code	PBM101D
Level	NQF 5
Credits	20
Purpose	To provide knowledge and an understanding of the basic concepts, tasks, theories and principles of the field of business management and apply these to situations within the organisation.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Understand the general background to the field of business management, including the environment in which an enterprise functions</li> <li>● Have a fundamental knowledge of the different management tasks that cover the fields of planning, organising, leading, motivation and controlling</li> <li>● Have an understanding of the roles of the functional areas of business, namely operations management, logistics management, financial management, human resources management and marketing management</li> <li>● Understand the role of entrepreneurship</li> <li>● Construct a basic business plan</li> </ul>

Module name	<b>Principles of Digital Marketing</b>
Code	PDM101D
Level	NQF 5
Credits	20
Purpose	Understand the principles of digital marketing, online micro- and macro- environments and the fundamentals of digital marketing strategy development using social media.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Identify the fundamentals of digital marketing</li> <li>● Describe the micro environment and macro environment of the online marketplace</li> <li>● Explain the Internet and the Marketing Mix</li> <li>● Demonstrate how relationship marketing management can be built using digital platforms</li> <li>● Describe Social Media Marketing</li> </ul>

Module name	<b>Principles of Export Administration (teach out end 2023)</b>
Code	PEA101D
Level	NQF 5
Credits	20
Purpose	The purpose of the module is to provide for an understanding and application of the principles, processes and decisions relating to the physical movement of different types of cargo through the various stages of the export sequence
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Describe the fundamental principles relating to the physical movement of goods through the various modes in and stages of the export sequence</li> <li>● Describe the typical methods and procedures involved in export management</li> <li>● Administer the efficient physical movement of an export consignment from its source to its destination, taking into account packing and transportation methods, and customs procedures</li> <li>● Demonstrate an understanding of procedures and Incoterms in international trade transactions and how to minimise potential risks and losses</li> <li>● Identify and discuss management problems in an export and/or logistics company/related to an export project, including cultural differences, foreign exchange, finance, etc.</li> <li>● Discuss the responsibilities of leading a team in the export industry as well as understanding the accountability to senior management in an organisation</li> <li>● Explain the importance of the mastering of life-long learning skills in the broad field of management and the supporting of the learning needs of team members</li> </ul>

Module name	<b>Principles of Financial Management</b>
Code	PFM101D
Level	NQF 5
Credits	20
Purpose	The module will furnish the student with the ability to offer a competitive proposition in any business or entrepreneurial venture, and gain the ability to measure and communicate decisions regarding marketing and business related activities. It allows the student to learn how to maintain a correct record of financial transactions in a business.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Develop financial literacy on a theoretical and practical level by explaining accounting concepts and terminology</li> <li>● Understand the difference between management accounting and financial accounting</li> <li>● Record business transactions in the books of first entry and posting and extraction of trial balances</li> <li>● Produce and maintain financial records for a business including adjustments</li> <li>● Classification of costs in relation to products or period</li> <li>● Determine the selling price of merchandise</li> <li>● Understand stock evaluation methods and marginal costing</li> <li>● Produce cash budgets</li> </ul>

Module name	<b>Principles of Marketing</b>
Code	PMAR101D
Level	NQF 5
Credits	20
Purpose	This module provides a well-structured, solid foundation that addresses the basic principles of marketing which will provide the students with a good understanding of the essentials of marketing.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Identify the basic principles of the marketing function and what it entails</li> <li>● Describe the basic concept of the marketing environment.</li> <li>● Discuss the impact of competitors in the market</li> <li>● Describe the components of the marketing mix</li> <li>● Identify and discuss the different types of markets and the consumers in these markets and how these consumers behave</li> <li>● Apply the principles of target markets, segmentation and positioning</li> <li>● Explain how to structure the marketing mix to ensure success</li> </ul>

Module name	<b>Principles of Project Management</b>
Code	PPM101D
Level	NQF 5
Credits	20
Purpose	To provide a solid foundation of the tools and techniques of project management giving a thorough description of underlying principles, and suggest procedures for applying these principles in the export management environment.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Manage products and processes in all the phases of their product life cycle</li> <li>● Develop product and process strategies</li> <li>● Understand the foundations and practice of product and process management</li> </ul>

Module name	<b>Strategic Marketing</b>
Code	SM303D
Level	NQF 7
Credits	20
Purpose	To design a customer-driven marketing plan
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Conduct strategic analyses that should include external market analysis, industry analyses, customer analyses, competitor analyses and an internal analysis.</li> <li>● Develop a customer driven marketing strategy:</li> <li>● Produce a strategic marketing action plan that should include the development of a Marketing Mix Strategy that should include control measurements / marketing metrics</li> <li>● To include realistic financial budget for all marketing action plan elements.</li> <li>● Evaluate the success of the proposed marketing plan.</li> </ul>

Module name	<b>Work Integrated Learning (replaced by Marketing Project in 2020)</b>
Code	WIL301D
Level	NQF 7
Credits	40
Purpose	This module aims to create an opportunity for students to practically apply their learning to workplace scenarios contained in case studies, scenarios and in practical and workplace settings. Draw on the models, theories and concepts taught during the 3-year study period on the Programme for practical application. Practically integrate the full range of theory to practice based situations which may contain significant parallels to workplace realities in an effort to mirror the 'real world' marketing executives are expected to deal within a constantly changing business environment.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Actively think and act on workplace situations and demands using the skill of selecting appropriate theoretical frameworks and models, adapting these according to the situation and then drawing on the pertinent application touchpoints for finding management solutions to workplace challenges</li> <li>● Analyse workplace challenges using ordered cognitive processes founded on scientific principles</li> <li>● Practice the management skill of planned, active reflection to evaluate challenge resolution activities</li> </ul>

# **Module Exit-Level Outcomes for Degree programmes**

Module name	<b>Academic Literacy (replaced by ASD 2021)</b>
Code	AL
Level	NQF 5
Credits	Non-credit bearing
Purpose	To assist students in finding an academic voice which reflects their new knowledge gained from the academic content they are exposed to and the new levels of understanding and insight gained in the different subject fields. To help students achieve the ability to produce an acceptable academic document such as an assignment as well as to master the practical skills to prepare for and effectively participate in assessment to facilitate their own advancement.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Write with academic rigour in producing informed reflection on theory, structuring academic argument with informed opinion and scientific application of the theory in management practice as reflective practitioners and reference this appropriately</li> <li>● Appreciate and apply the correct use of academic writing protocols including the use of the Harvard referencing style, the structuring of academic argument, the process of integration of theory into case studies and the frame-working of their knowledge in a structure and format which conforms to accepted academic norms for such</li> <li>● Display mastery of processes through integrating theory with case study scenarios for the development of business solutions</li> <li>● Present written work using the knowledge, skills, values and attitudes acquired for successful use in academic study, workplace practice, the inculcation of lifelong learning and career growth</li> </ul>

Module name	<b>Academic Skills Development (Micro-module)</b>
Code	ASD
Level	N/A
Credits	Non-credit bearing
Purpose	The emphasis of this micro-module is on academic literacy as an aid to acquiring the knowledge, skills, values and attitudes needed to succeed in your study and later in the workplace and your career. The module is aimed at providing a solid foundation in academic literacy - combining a thorough description of underlying principles with suggested procedures for applying these principles in compiling assignments.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Apply critical reading to academic texts</li> <li>● Apply advanced reading skills</li> <li>● Conduct a literature search</li> <li>● Structure an assignment</li> <li>● Manage writing as organisation of knowledge</li> <li>● Develop an argument</li> <li>● Apply correct referencing skills</li> <li>● Edit and revise academic documents</li> </ul>

Module name	<b>Brand Management</b>
Code	BM201B
Level	NQF 6
Credits	20
Purpose	To understand why brands are important and what they represent to consumers and how brands should be managed. To ultimately understand brand equity and understand how marketing programmes should be designed and implemented to build, measure and manage brand equity.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Identify and describe branding fundamentals</li> <li>● Interpret and discuss different branding strategies</li> <li>● Design and implement brand marketing programmes</li> <li>● Analyse and explain sources of brand equity</li> <li>● Discover various strategies to grow and sustain brand equity</li> <li>● Conclude what makes a strong brand, today and in the future</li> </ul>

Module name	<b>Business Communication</b>
Code	BC101B
Level	NQF 5
Credits	20
Purpose	The module is aimed at introducing and entrenching the process around the conceptualisation, planning, crafting and eventual delivery of communication messages internally as well as to clients outside the organisation.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Understand of the mechanics underpinning the theory of communication</li> <li>• Understand of the role and inherent challenges of communicating in a group or team</li> <li>• Improve writing style with more awareness of the demands of grammar and form</li> <li>• Show the ability to write for the different media knowing which approach is going to work best and what the generic demands of individual media are</li> <li>• Identify the challenges of oral presentations and how to prepare to face these with a good level of skill</li> <li>• Understand the role communication and messages in general play in the world of employment, not only in finding employment but also in ensuring ongoing employment and a continuous improvement of workplace competence</li> </ul>

Module Name	<b>Business Management and Administration 1 (replaced by Business Management 1 in 2021)</b>
Code	BMA101B
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to give the business student a wide-ranging understanding of the management functions, the interrelationships between and among the different functional areas as well as the influence of the external environment on the business. Furthermore, students will be introduced to the fundamentals of systems and information systems.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Explain the philosophy of business and its challenges.</li> <li>• Evaluate the impact of the business environments on business and management.</li> <li>• Identify and explain management tasks, namely planning, organising, leading, motivating and controlling and how they relate to organisational success.</li> <li>• Demonstrate knowledge and understanding of various business functions and how they contribute to organisational success</li> </ul>

Module Name	<b>Business Management and Administration 2 (replaced by Business Management 2 in 2021)</b>
Code	BMA202B
Level	NQF 6
Credits	20
Purpose	The purpose of this module is to kit students with the essential proficiencies (knowledge, skills, and values) so that they can perform the necessary management roles and tasks as a manager at all levels of management. Students will furthermore be equipped to apply the processes intrinsic to the functions of purchasing, logistics, operations, marketing, information technology, and supply chain management.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Use information of the concepts, theories, and principles of business management and apply to practical problems</li> <li>• Grasp the meaning of, and apply the processes of effective strategic planning, goal setting, organising, leadership and control</li> <li>• Assess the value of the systems approach to managing change and how to manage diversity and change within an organisational culture</li> <li>• Compare and distinguish between managerial decision-making and creative problem solving and power/authority concept</li> <li>• Expound issues that affect the fluctuating internal and external business environment of contemporary organisations as well as the managerial challenges associated with these changes</li> </ul>

Module Name	<b>Business Management and Administration 3 (replaced by Business Management 3 in 2021)</b>
Code	BMA303B
Level	NQF 7
Credits	20
Purpose	The purpose of this module is to imbue and equip students to critically evaluate the choices in implementing strategy, and think strategically when making recommendations on strategy implementation in practical situations. Students will also be able to identify and critique strategic control measures.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Understand the role of strategic management in contemporary organisations.</li> <li>• Identify the components of the external environment.</li> <li>• Draw conclusions from the information given and formulate a strategy based on objectives.</li> <li>• Have an advanced understanding of how to implement a strategy.</li> <li>• Compare different contemporary strategic management applications</li> </ul>

Module name	<b>Business Management 1</b>
Code	BM101B
Level	NQF 5
Credits	20
Purpose	The purpose is to provide knowledge and an understanding of the basic concepts, tasks, theories and principles of the field of business management and apply these to situations within the organisation.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Understand the general background the field of business management, including the environment in which an enterprise functions</li> <li>• Have a fundamental knowledge of the different management tasks that cover the fields of planning, organising, leading, motivation and controlling</li> <li>• Have an understanding of the roles of the functional areas of business, namely operations management, logistics management, financial management, human resources management and marketing management</li> <li>• Understand the role of entrepreneurship</li> <li>• Construct a basic business plan</li> </ul>

Module name	<b>Business Management 2</b>
Code	BM202B
Level	NQF 6
Credits	20
Purpose	The purpose is to develop an understanding of what business management entails, specifically the nature of management, the functional areas of management and contemporary issues in management.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Use information of the concepts, theories and principles of business management and apply to practical problems</li> <li>• Grasp the meaning of, and apply the processes of effective strategic planning, goal setting, organising, leadership and control</li> <li>• Assess the value of the systems approach to managing change and how to manage diversity and change within an organisational culture</li> <li>• Compare and distinguish between the types of managerial decisions and power/authority concept</li> </ul>

Module name	<b>Business Management 3</b>
Code	BM303B
Level	NQF 7
Credits	20
Purpose	The purpose is to enable students to take a strategic view of an organisation, and align the strategies with the objectives.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Understand the role of strategic management</li> <li>• Identify the components of the external environment</li> <li>• Draw conclusions form information given and formulate a strategy based on objectives</li> <li>• Have an advanced understanding of how to implement a strategy</li> <li>• Compare different contemporary strategic management applications</li> </ul>

Module name	<b>Business Project</b>
Code	BP304B
Level	NQF 7
Credits	20
Purpose	The purpose is to gain experience in writing a business plan
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Develop a business plan including a marketing plan, together with budgets, actions and an implementation schedule</li> <li>• Explore the practical application of both business management and marketing in an organisation</li> </ul>

Module name	<b>Business Research Project / Marketing Research Project 302</b>
Code	BRP302B / MRP302B
Level	NQF 7
Credits	20
Purpose	The purpose is to give students an insight into the types of functions a marketing research individual will be exposed to in a working environment.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Evaluate a request or situation for information to establish whether there is a need for conducting market research or not</li> <li>● Write a market research brief by identifying and unpacking the research problem and translating it into research objectives</li> <li>● Evaluate the contents of a research proposal according to the requirements in the research brief</li> <li>● Evaluate the sampling sizes and techniques ensuring that it is truly representative of the target market and will provide valid and reliable data for decision making</li> <li>● Use methods, concepts and theories to design a questionnaire according to principles of good questionnaire design but still ensuring that all the objectives in the proposal will be covered</li> <li>● Able to interpret the findings of the research (what the data or target market feedback is telling us). Being able to tell the story without burying the audience in figures and complicated statistics but still ensuring that they are able to make informed decisions based on the findings of the research</li> </ul>

Module name	<b>Business Research Theory / Marketing Research Theory /Research Theory</b>
Code	BRT201B / MRT201B /RT201B
Level	NQF 6
Credits	20
Purpose	To provide marketing students with a thorough introduction to the practice of market and social research.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Select, apply and evaluate typical methods and procedure to assist in making informed marketing decisions and thus assist in solving marketing problems in various types of organisations. In order to achieve these outcomes the successful candidate need to be able to: <ul style="list-style-type: none"> <li>○ Apply the principles of marketing research</li> <li>○ Write a research brief</li> <li>○ Recognise and evaluate secondary research</li> <li>○ Differentiate between qualitative and quantitative research methods</li> <li>○ Demonstrate knowledge and understanding of sampling theory and practice</li> <li>○ Use appropriate information to apply the principles of questionnaire design</li> <li>○ Write a research proposal</li> <li>○ Review and communicate the findings</li> </ul> </li> </ul>

Module name	<b>Business Statistics</b>
Code	BS101B
Level	NQF 5
Credits	20
Purpose	The task of statistical analysis is to help generate accurate information for major decision makers in the world of business. The required information is often used to design a marketing strategy, and for this reason the collected information will assist in identifying marketing opportunities and threats, formulating marketing plans and actions, and evaluating and improving overall marketing performance.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Apply statistical methods in providing marketing, business and supply chain solutions</li> <li>● Recognise applications of statistical methods used in marketing research</li> <li>● Apply inferential statistical methods in solving marketing, business and supply chain problems</li> <li>● Understand the terms and concepts used in forecasting and related topics</li> </ul>



Module name	<b>Business to Business Marketing</b>
Code	BBM001B (Elective)
Level	NQF 7
Credits	20
Purpose	The ultimate objective of this programme is to equip students to analyse situations and develop workable business-to-business strategies. The successful candidate needs to be able to solve marketing problems in various types of organisations with specific focus to the business-to-business environment and would have mastered an advanced knowledge of marketing principles and basic application skills in the business-to-business marketing related field.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Identify and describe the specialised nature of business-to-business marketing</li> <li>● Describe the nature of business-to-business markets</li> <li>● Develop effective B2B strategies</li> <li>● Differentiate between business marketing and consumer marketing</li> <li>● Examine how to apply the general principles of marketing to business-to-business marketing and industrial marketing</li> </ul>

Module name	<b>Digital Marketing Applications/ Digital Marketing Application</b>
Code	DM001B (Elective module) / DMA201B (Compulsory module)
Level	NQF 7
Credits	20
Purpose	Understand the practice of digital marketing, delivering communications using digital media channels and know how to evaluate and improve digital channel performance.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Describe the digital marketing fundamentals</li> <li>● Develop a digital marketing strategy</li> <li>● Demonstrate how digital marketing should be implemented in the marketing plan or strategy</li> </ul>

Module name	<b>Economics Principles</b>
Code	ECOP101B
Level	NQF 5
Credits	20
Purpose	Economics encompasses a number of theories and principles, from both a Microeconomic and Macroeconomic context, with which a student should become familiar in order to apply them in everyday life. Students should become acquainted with the broad context of economics in order to understand how it applies not only to the business world but also to everyday life. In a business sense it is important to understand how economics applies to management, marketing and business communication found in other modules.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Understand and apply the fundamental principles of economics</li> <li>● Identify and understand Micro and Macroeconomic concepts</li> </ul>

Module name	<b>Financial Management 1</b>
Code	FM101B
Level	NQF 5
Credits	20
Purpose	The module will furnish the student with the ability to offer a competitive proposition in any business or entrepreneurial venture, and gain the ability to measure and communicate decisions regarding marketing and business related activities. Marketers may be assumed to be suppressed from time to time and excluded from certain 'boardroom conversations' as they may be assumed to not be able to communicate in 'the language of business' which involves finance. The financial management set of modules have been specifically designed to teach students how to accurately measure the possible short and long term shareholder value effects of both operational and strategic marketing decisions. Finance is not just done 'for-the-sake-of-it' but because it will add tremendous value to the qualification as the student will be able to partake in dialogue at the appropriate level to communicate the value creating marketing opportunities to the rest of the organisation.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Develop financial literacy on a theoretical and practical level by:</li> <li>● Explaining accounting concepts and terminology;</li> <li>● Determining the selling price of merchandise</li> <li>● Classifying costs into various categories</li> <li>● Demonstrating knowledge of concepts related to materials management</li> <li>● Demonstrating knowledge of concepts related to labour, overheads and job costing</li> <li>● Demonstrating an understanding of budgets and budgetary control</li> </ul>

Module name	<b>Financial Management 2</b>
Code	FM202B
Level	NQF 6
Credits	20
Purpose	Financial Management means planning, organising, directing and controlling the financial activities such as procurement and utilisation of funds of the firm. It means applying general management principles to financial resources of the firm. From a marketing perspective it is important to understand how the activities pursued will be affected by the finance function, such as the firm's cash and credit management policies, ethical behaviours, role of financial markets in raising capital as well as other financial issues.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Develop basic financial insight on a theoretical and practical level</li> <li>● Analyse expenditure and income of a business successfully</li> <li>● Prepare an income statement and balance sheet</li> <li>● Apply the knowledge acquired in solving problems in the business</li> </ul>

Module name	<b>Financial Management 3</b>
Code	FM303B
Level	NQF 7
Credits	20
Purpose	Financial Management 3 expands on financial concepts and calculations already learnt and introduces specific scenarios which will allow for the application of new skills to industry relevant financial situations. It sharpens competitiveness in understanding marketing specified costing and budgeting techniques as well as calculations relating to specified marketing projects.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Develop financial literacy on a theoretical and practical level</li> <li>● Analyse expenditure and income of a business successfully</li> <li>● Understand the importance of long and short term financial planning</li> </ul>

Module name	<b>Global Marketing (not examined from 2022)</b>
Code	GM301B
Level	NQF 7
Credits	20
Purpose	As global economic growth occurs, understanding marketing in all cultures is increasingly important. This module addressed global issues and describes concepts relevant to all international marketers.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Describe the scope of global marketing, including the orientations to global marketing and why Africa is such a unique market within the emerging markets in the world.</li> <li>● Analyse the external environment of the international company, including analysing the macro environment and cultural issues.</li> <li>● Assess opportunities in the international market and be able to discuss and develop international marketing strategies.</li> <li>● Demonstrate the most appropriate marketing concepts and strategies available for the marketing mix elements.</li> <li>● Discuss ethics and corporate social responsibility in international marketing</li> </ul>

Module name	<b>Integrated Marketing Communications</b>
Code	IMC201B
Level	NQF 6
Credits	20
Purpose	To help students understand the importance of integrated marketing communication and how they are produced and transmitted. To help students in the planning of an integrated marketing communication strategy with reference to the decisions that need to be made, the advertising message and media choices that could be used in the execution of the integrated marketing communications strategy.

Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Describe the practice and environment of Integrated Marketing Communications (IMC)</li> <li>● Describe how the understanding of how buyers make purchase decisions can assist marketers in achieving their marketing goals.</li> <li>● Demonstrate their ability to apply the elements of the IMC planning process.</li> <li>● Demonstrate how the advertising campaign management process works</li> <li>● Describe how advertising messages are created</li> <li>● Compare the various media choices available</li> <li>● Analyse the ethical requirements of an IMC campaign</li> <li>● Evaluate the effectiveness of an advertising message / campaign</li> </ul>
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Module Name	<b>International Economics</b>
Code	IECO301B
Level	NQF 7
Credits	20
Purpose	<p>The purpose of the module is:</p> <p>To provide for an understanding of economic concepts, systems, organisations related to international markets, national growth and development, and local impacts, for example as a background to conducting research for export opportunities and producing export plans.</p>
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Understand the importance and structure of a country's balance of payments in evaluating market potential</li> <li>● Describe the workings of foreign exchange markets and the influences on the international exchange rate of a country's currency</li> <li>● Explain the international monetary system as it is today and how it has evolved</li> <li>● Discuss the role of the International Monetary Fund and the World Bank Group</li> <li>● Explain the relationship between economic growth and economic development, and the role of export-led growth</li> </ul>

Module Name	<b>International Supply Chain Management 3 (replaced by Supply Chain Management 3 in 2022)</b>
Code	ISCM303B
Level	NQF 7
Credits	20
Purpose	<p>The purpose of this module is to prepare students for the strategic application of supply chain management in different organisations and conditions, bearing in mind the need for planning, processes, and controls. This module provides an overview of the fundamental concepts of strategic supply chain management and related concepts.</p>
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Discuss the purchasing function and the task of purchasing and supply management</li> <li>● Discuss the purchasing process and purchasing and supply strategies</li> <li>● Explain the assessment and selection of suppliers</li> <li>● Explain sustainable purchasing and supply management</li> <li>● Understand the management of quality in purchasing and supply</li> <li>● Describe purchasing price determination and cost analysis</li> <li>● Discuss quality and inventory management</li> <li>● Discuss purchasing capital equipment and purchasing services</li> </ul>

Module Name	<b>International Supply Chain Project</b>
Code	ISCP304B
Level	NQF 7
Credits	20
Purpose	<p>The purpose is to gain experience in conducting and reporting on desk research in the international supply chain context.</p>
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate a supply chain situation that needs research</li> <li>● Write a research brief by identifying and unpacking the research situation/problem and translating it into research objectives</li> <li>● Consider the contents of a research proposal according to the requirements in the research brief</li> <li>● Consider appropriate sampling sizes and techniques to ensure that it is representative of the target market and will provide valid and reliable data for decision making</li> <li>● Evaluate and approve a questionnaire according to principles of sound questionnaire design ensuring that all the objectives in the proposal are covered</li> <li>● Interpret the research findings (i.e. what the data or target market feedback is telling one)</li> </ul>

	<ul style="list-style-type: none"> <li>Report the findings without complicated statistics, draw conclusions and make recommendations, ensuring that the target audience would be able to make informed decisions based on the research results.</li> </ul>
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Module name	<b>Marketing 1</b>
Code	MAR101B
Level	NQF 5
Credits	20
Purpose	To instil an informed understanding of the key terms, concepts, facts, general principles, rules and theories related to the marketing field and to equip the students with the basic application skills in marketing related field and to equip the students with a general understanding of the practical relevance and importance of the role that marketing plays in business. Ultimately this module will provide students with the necessary foundation of marketing practice.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>Have a fundamental knowledge and understanding of the marketing function and what it entails</li> <li>Interpret the impact of competitors in the market that could influence the implementation of the marketing plans and marketing mix.</li> <li>Use the components of the marketing mix by applying to practical scenarios</li> <li>Identify the different types of markets and understand how the customers in these markets behave</li> <li>Identify and select the most appropriate target audience taking into account the principles of target markets and segmentation</li> <li>Modify existing positioning statements of a product / service offering based on the information obtained from the marketing mix and the selected target audience</li> </ul>

Module name	<b>Marketing 2</b>
Code	MAR202B
Level	NQF 6
Credits	20
Purpose	To instil a clear understanding on how to solve practical marketing problems in various types of organisations, such as retail-driven, service-related, business-to-business, government related and NPO's and in specific to learn how to apply the marketing mix in the various types of organisations.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>Interpret marketing dynamics in organisations, marketing and the value creation process;</li> <li>Identify and interpret trends in the marketing environment and how they affect marketing planning</li> <li>Critically analyse consumer markets and other types of markets;</li> <li>Discover the most appropriate market segmentation and target market selection for any given marketing situation;</li> <li>Recommend the most appropriate positioning for a product / service offering</li> <li>Apply all elements of the marketing mix</li> </ul>

Module name	<b>Marketing 3</b>
Code	MAR303B
Level	NQF 7
Credits	20
Purpose	Strategic application of marketing in different organisations and conditions to develop a sustainable competitive advantage.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>Conduct critical analyses of the strategic marketing environment that should include external market issues and trends, industry issues and trends, customer issues and trends, competitor issues and trends and internal issues and trends.</li> <li>Create sustainable competitive advantages through the identification and development of marketing opportunities</li> <li>Assess the competitive sustainability of existing marketing plans</li> <li>Develop a marketing strategy</li> <li>Produce a strategic marketing action plan that should include control measurements / marketing metric and realistic financial budget for all marketing action plan elements</li> <li>Evaluate the success of the proposed marketing plan</li> </ul>

Module name	<b>Marketing Research Project / Business Research Project</b>
Code	MRP302B / BRP302B /RT201B
Level	NQF 7
Credits	20
Purpose	The purpose is to give students an insight into the types of functions a marketing research individual will be exposed to in a working environment.
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Evaluate a request or situation for information to establish whether there is a need for conducting market research or not</li> <li>● Write a market research brief by identifying and unpacking the research problem and translating it into research objectives</li> <li>● Evaluate the contents of a research proposal according to the requirements in the research brief</li> <li>● Evaluate the sampling sizes and techniques ensuring that it is truly representative of the target market and will provide valid and reliable data for decision making</li> <li>● Use methods, concepts and theories to design a questionnaire according to principles of good design but still ensuring that all the objectives in the proposal will be covered</li> <li>● Interpret the findings of the research (what the data or target market feedback is telling us).</li> <li>● Being able to tell the story without burying the audience in figures and complicated statistics but still ensuring that they are able to make informed decisions based on the findings of the research</li> </ul>

Module name	<b>Marketing Research Theory /Business Research Theory / Research Theory</b>
Code	MRT201B / BRT201B
Level	NQF 6
Credits	20
Purpose	To provide marketing students with a thorough introduction to the practice of market and social research.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Select, apply and evaluate typical methods and procedure to assist in making informed marketing decisions and thus assist in solving marketing problems in various types of organisations. In order to achieve these outcomes the successful candidate need to be able to: <ul style="list-style-type: none"> <li>○ Apply the principles of marketing research</li> <li>○ Write a research brief</li> <li>○ Appreciate the value and role of secondary research</li> <li>○ Differentiate between qualitative and quantitative research methods</li> <li>○ Demonstrate knowledge and understanding of sampling theory and practice</li> <li>○ Use appropriate information to apply the principles of questionnaire design</li> <li>○ Write a research proposal</li> <li>○ Review and communicate the findings</li> </ul> </li> </ul>

Module name	<b>Operations Management (not examined from 2022)</b>
Code	OM301B
Level	NQF 7
Credits	20
Purpose	This module provides an overview of the fundamental concepts of operations management. The purpose of this module is specifically to provide students with an understanding of operations in general, and operations strategy, quality management, product and process design and layout, inventory control, operations planning, control, and JIT lean systems.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Understand operations management and the role it plays within an organization</li> <li>● Apply operations management concepts to the day to day</li> <li>● running of an organization or business and the management thereof</li> </ul>

Module Name	<b>Procurement 1</b>
Code	PROC101B
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to provide students with an overview of the fundamental basic concepts of procurement and supply, by considering the role of procurement in different organizational sectors, macro and micro environmental factors that affect procurement, documents used in procurement, various pricing arrangements used by suppliers, and a range of internal and external relationships for procurement and supply

Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Explain the role and scope of procurement and supply in different economic sectors</li> <li>● Discuss the macro environment and the market forces that impact procurement and supply</li> <li>● Explain the workflow involved when making agreements with suppliers, the delivery of effective customer service to improve workflow and the interpretation of data relating to workflow in procurement and supply.</li> <li>● Develop a standard purchase order for goods or services</li> <li>● Identify a range of internal and external relationships in procurement and supply and discuss the elements of a commercial relationship between purchasers and suppliers</li> <li>● Understand the contribution that marketing makes to develop customer and supplier relationships</li> </ul>
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Module Name	<b>Procurement 2</b>
Code	PROC202B
Level	NQF 6
Credits	20
Purpose	The purpose of this module is to provide students with an appreciation of value-adding activities applied to procurement and supply such as, observing the 5 RIGHTS of procurement, the sourcing process, procurement organizational infrastructure, business case development, effective specifications and KPIs, the concept of outsourcing, terms and conditions of a contract and effective negotiation skills
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Explain the added value that can be achieved through procurement and supply chain management</li> <li>● Examine the main aspects of organisational infrastructure that shape the scope of a procurement or supply chain function</li> <li>● Demonstrate and understand the need for compliance with requirements when undertaking procurement activities in different sectors</li> <li>● Evaluate specifications, key performance indicators and main clauses that are included in contractual arrangements made with suppliers</li> <li>● Understand the main implications of outsourced work or outsourced services for procurement</li> <li>● Appraise the main approaches in the negotiation of commercial agreements and explain how to prepare for negotiations with external organisations</li> </ul>

Module name	<b>Procurement 3</b>
Code	PROC303B
Level	NQF 7
Credits	20
Purpose	The purpose of this module is to provide students with a thorough understanding of procurement functional strategies applied at a strategic business unit levels such as management of individuals and teams, procurement and supply risk management strategies and competitive advantage strategies
Exit-level outcomes	<p>By the end of this module students should be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate an understanding of the development of management and organisational behavior</li> <li>● Evaluate the main approaches to managing individuals and teams involved in the procurement and supply function</li> <li>● Develop a plan for the main aspects of human resource management for the procurement and supply function</li> <li>● Discuss the nature of risks affecting supply chains and projects and propose risk management strategies to mitigate risks in supply chains</li> <li>● Understand how effective project management can mitigate risks in supply chains</li> <li>● Develop a plan to achieve a competitive advantage and appraise the main techniques for supplier development to improve supply chains</li> </ul>

Module name	<b>Project Management (not examined from 2022-S2)</b>
Code	PRM201B
Level	NQF 6
Credits	20
Purpose	The emphasis of this module is on project management as a tool and methodology to implement projects in a business, supply chain and marketing environment. Such projects could be in the fields of: Marketing research Product development, Advertising, and Market development, Supply chain and Project management is a rigorously structured process, and a thorough understanding of its tools and techniques will assist in achieving marketing objectives. Therefore, the module: Provides a solid foundation of the tools and techniques of project management; Gives a thorough description of underlying principles, and suggests procedures for applying these principles.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Manage products and processes in all the phases of their product life cycle</li> <li>● Develop product and process strategies and manage products</li> <li>● Understand the foundations and practice of product and process management</li> </ul>

Module name	<b>Project Management 1</b>
Code	PRM101B
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to develop the necessary competencies to operate effectively as project managers.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Plan for a project</li> <li>● Execute, monitor and control the project</li> <li>● Handover and close the project</li> <li>● Lead and manage team members</li> <li>● Apply the knowledge areas to a project</li> </ul>

Module name	<b>Project Management 2</b>
Code	PRM202B
Level	NQF 6
Credits	20
Purpose	The purpose of this module is to assist students in acquiring a comprehensive and inter-related understanding of project management theories and practices
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Implement and manage advanced project management concepts</li> <li>● Manage more complex projects</li> <li>● Explain good corporate governance principles and ethics</li> <li>● Manage resources and personnel to minimise risks and costs</li> <li>● Analyse, interpret and evaluate processes that are necessary for the implementation of projects</li> <li>● Identify and solve problems, make the right decisions, apply critical and creative thinking when dealing with issues relating to project management</li> </ul>

Module name	<b>Project Management 3</b>
Code	PRM303B
Level	NQF 7
Credits	20
Purpose	The purpose of this module is to assist students with the deepening of their knowledge and understanding of project management theories, methodologies and practice. Learners will be able to demonstrate how project management integrates with management theories and organisational theories, which will ensure the learner understands the context of a project in a business setting.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Evaluate and apply project management principles</li> <li>● Understand the complexities of programme management and continuous improvement principles, and apply these to enhance organisational performance</li> <li>● Reflect critically on the role of quality and performance management</li> <li>● Compare business strategy theory with practice to meet challenges in both internal and external organisational environments</li> <li>● Evaluate the creation of an effective and efficient project and process teams</li> <li>● Demonstrate a systematic and comprehensive understanding of the core principles related to project management</li> <li>● Analyse problems and propose strategies to address and resolve complex project management problems</li> <li>● Engage in high-level and successful communication with project stakeholders</li> </ul>

Module name	<b>Research Theory / Business Research Theory / Marketing Research Theory</b>
Code	RT201B / BRT201B / MRT201B
Level	NQF 6
Credits	20
Purpose	To provide marketing students with a thorough introduction to the practice of market and social research.

Exit-Level Outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Select, apply and evaluate typical methods and procedure to assist in making informed marketing decisions and thus assist in solving marketing problems in various types of organisations. In order to achieve these outcomes the successful candidate need to be able to: <ul style="list-style-type: none"> <li>○ Apply the principles of marketing research</li> <li>○ Write a research brief</li> <li>○ Recognise and evaluate secondary research</li> <li>○ Differentiate between qualitative and quantitative research methods</li> <li>○ Demonstrate knowledge and understanding of sampling theory and practice</li> <li>○ Use appropriate information to apply the principles of questionnaire design</li> <li>○ Write a research proposal</li> <li>○ Review and communicate the findings</li> </ul> </li> </ul>
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Module name	<b>Retail Marketing</b>
Code	RM001B (Elective)
Level	NQF 7
Credits	20
Purpose	<p>To provide the student with an exhaustive knowledge of the activities involved in retail marketing, which will enable the student to operate within the retail environment and operate as a marketer responsible for liaising with retailers as clients.</p> <p>The successful candidate needs to be able to solve marketing problems in various types of organisations with specific focus to the retail environment and would have mastered an advanced knowledge of marketing principles and basic application skills in the retail marketing related field.</p>
Exit-level outcomes	<p>In order to achieve the purpose of this module the candidate must be able to:</p> <ul style="list-style-type: none"> <li>● Describe the world of retailing</li> <li>● Distinguish between the various types of retailers</li> <li>● Describe multichannel retailing and customer buying</li> <li>● Examine the essential concepts of a retailing strategy</li> <li>● Develop a retailing strategy</li> <li>● Describe aspects of merchandising management</li> <li>● Examine the critical factors involved in store management and layout Develop the capacity for store operation and delivering customer service</li> </ul>

Module Name	<b>Risk Management (not examined from 2021-S2)</b>
Code	RMAN201B
Level	NQF 6
Credits	20
Purpose	<p>The purpose of this module is to provide students in both private, public and voluntary sectors with core knowledge and skills about operations risk management; from risk, identification to risk management. This module provides an overview of the fundamental concepts of operations risk management particular and business ethics and corporate governance in general.</p>
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate an intermediate understanding of the broad scope of operations risk management knowledge and how it applies to business in general and the discipline of supply chain management in particular</li> <li>● Demonstrate an understanding of how to monitor, control and mitigate the various operational risks that can be identified in operations</li> <li>● Demonstrate an understanding of business ethics and corporate social responsibility in South Africa including capitalism, colonialism, postcolonialism, de-colonialism, and challenges facing South Africa</li> <li>● Discuss how effectively managed business ethics and corporate social responsibility, can contribute towards the management of operational risks within an organisation and its supply chain</li> <li>● Demonstrate an understanding of the key components of effective corporate governance and reasons why corporate governance is necessary for organisations</li> <li>● Demonstrate an understanding of how effective corporate governance can be used to manage operational and business risk</li> </ul>

Module name	<b>Sales and Key Account Management (not examined from 2021-S2)</b>
Code	SKAM101B
Level	NQF 5
Credits	20
Purpose	<p>The purpose of this module is to provide students in both private, public and voluntary sectors with an overview of the model of relationship selling and sales management, as well as an understanding of the crucial role of key account management.</p>
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate an understanding of the model of relationship selling and sales management,</li> </ul>



	<ul style="list-style-type: none"> <li>• Apply the principles, practices, and skills of successful sales performance,</li> <li>• Discuss the key concepts in relationship selling and sales management in both the internal and external environments,</li> <li>• Understand the many issues involved in managing a sales force</li> <li>• Show the crucial role of key account management</li> </ul>
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Module name	<b>Sales and Key Account Management</b>
Code	SKAM101B
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to provide students in both private, public and voluntary sectors with an overview of the model of relationship selling and sales management, as well as an understanding of the crucial role of key account management.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of the model of relationship selling and sales management,</li> <li>• Apply the principles, practices, and skills of successful sales performance,</li> <li>• Discuss the key concepts in relationship selling and sales management in both the internal and external environments,</li> <li>• Understand the many issues involved in managing a sales force</li> </ul> <p>Show the crucial role of key account management</p>

Module name	<b>Sales Management 1 (No longer examined from 2023-S1)</b>
Code	SAM101B
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to develop the necessary competencies to operate effectively as sales managers
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Plan, manage and execute the various Sales Management tasks and responsibilities.</li> <li>• Demonstrate how to manage sales teams through applying recruiting and training, leading and motivating, remuneration and evaluation theories.</li> <li>• Lead and coach sales teams through authority, responsibility, fairness, and delegation.</li> <li>• Establish collaborative cross-functional teams with other departments in an organisation.</li> <li>• Build and sustain relationships with the organisation's internal and external stakeholders.</li> </ul>

Module name	<b>Sales Management 2 (No longer examined from 2023-S2)</b>
Code	SAM202B
Level	NQF 6
Credits	20
Purpose	The purpose of this module is to assist students in acquiring a comprehensive and inter-related understanding of sales- management theories and practices.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Implement and manage advanced sales management concepts</li> <li>• Successfully manage the sales team to reach targets and company objectives</li> <li>• Analyse, interpret and evaluate processes that are necessary for the implementation of sales management</li> <li>• Identify and solve problems, make the right decisions, apply critical and creative thinking when dealing with issues relating to sales management</li> </ul>

Module name	<b>Sales Management 3 (No longer examined from 2024)</b>
Code	SAM303B
Level	NQF 7
Credits	20
Purpose	The purpose of this module is to assist with the deepening of their knowledge and understanding of sales- management theories, methodologies, and practice. Learners will be able to demonstrate how sales management integrates with management theories and organisational theories, which will ensure the learner understands the context of sales management in a business setting.
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate and apply sales management principles</li> <li>• Understand the complexities of sales management and continuous improvement principles, and apply these to enhance organisational objectives</li> <li>• Reflect critically on the role of sales management within the organisation</li> <li>• Demonstrate a systematic and comprehensive understanding of the core principles related to sales management</li> <li>• Analyse problems and propose strategies to address and resolve complex sales management problems</li> <li>• Engage in high-level and successful communication with sales management stakeholders</li> </ul>

Module name	<b>Services Marketing (not examined from 2022)</b>
Code	SEM001B (Elective)
Level	NQF 7
Credits	20
Purpose	To make students aware of the unique challenges of marketing a service that is essentially an intangible entity within the increasingly competitive environment that businesses operate. The ultimate objective of this module is to equip students to analyse situations and develop workable services-marketing strategies.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Describe and apply the fundamental principles of services marketing</li> <li>• Explain the need for the 4 P's in services marketing</li> <li>• Describe and apply the basic concepts and philosophy in services marketing</li> <li>• Develop and analyse the fundamental strategies and marketing plans of service businesses</li> <li>• Develop a marketing mix for service organisations</li> </ul>

Module name	<b>Supply Chain Management 1</b>
Code	SCM101B
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to provide students in both private, public and voluntary sectors with core knowledge and skills about the various supply chain management concepts. This module provides an overview of the fundamental concepts of supply chain management and supply chain planning, by considering the purchasing management, supplier management, inbound transport, inventory management, warehouse management, operations management, distribution management, and outbound transport.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an intermediate understanding of a broad scope of management knowledge and how it applies to the discipline of supply chain management</li> <li>• Demonstrate an understanding of supply chain management and planning concepts and information, and supply chain principles, problems and planning</li> <li>• Examine and communicate theory, decisions and actions regarding the management of purchasing, suppliers, inbound transport, inventory, warehousing, operations, distribution, outbound transport, customer service, and performance in the supply chain</li> <li>• Discuss the importance of solutions to supply chain problems in organisations</li> <li>• Evaluate and discuss supply chain knowledge and skills and general business principles to real life situations, taking into account societal, ethical, and cultural considerations</li> <li>• Demonstrate an understanding of the scope of responsibilities required of a management position in supply chain management, and discuss the accountability to senior management in an organisation</li> </ul>

Module name	<b>Supply Chain Management 2</b>
Code	SCM202B
Level	NQF 6
Credits	20
Purpose	The purpose of this module is to provide students in both private, public and voluntary sectors with core knowledge and skills about the various supply chain management principles, problems, decisions and actions. This module provides an overview of the value of business logistics, strategic logistics issues, financial aspects, production management, and the management of the various logistics activities in a supply chain context.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an understanding of the broad scope of management knowledge and how it applies to the discipline of supply chain management Demonstrate an understanding of the advantages of, and management knowledge related to, logistics</li> <li>• Examine and communicate the principles and problems, and decisions and actions involved in forecasting and procurement, warehousing, transport and reverse logistics</li> <li>• Identify and describe solutions to supply chain problems in organisations Evaluate and integrate supply chain knowledge and skills and general business principles to real life situations, taking into account societal, ethical, and cultural considerations</li> <li>• Analyse contemporary business information and the impact on potential future outcomes of supply chain management decisions</li> <li>• Demonstrate an understanding of the scope of responsibilities required of a management position in supply chain management, and explain the accountability to senior management in an organisation</li> </ul>

Module name	<b>Supply Chain Management 3</b>
Code	SCM303B
Level	NQF 7
Credits	20
Purpose	The purpose of this module is to prepare students for the strategic application of supply management in different organisations and conditions, bearing in mind the need for planning, processes, and controls. This module provides an overview of the fundamental concepts of purchasing and supply management and related concepts.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an in-depth understanding of the broad scope of management knowledge and how it applies to the discipline of supply chain management</li> <li>● Demonstrate a broad knowledge of purchasing and supply management and related concepts, issues, tasks, processes, procedures, policies and strategies</li> <li>● Demonstrate an understanding of the management of the supply base, and communicate decisions, actions and areas of application in purchasing and supply</li> <li>● Find and evaluate solutions to supply chain problems in organisations</li> <li>● Understand ethical behaviour, accountability and key performance areas in supply management</li> <li>● Evaluate, integrate and apply supply chain knowledge and skills, and general business principles to real life situations, taking into account societal, ethical, and cultural considerations</li> <li>● Analyse, critically, contemporary business information and the impact on the supply chain, as well as the scope of responsibilities required of a management position in supply chain management</li> </ul>

Module Name	<b>Trade Finance and Payments</b>
Code	TFP301B
Level	NQF7
Credits	20
Purpose	The purpose of the module is: To provide for an understanding of the foreign exchange market, foreign exchange rates, cross and forward rates, and how to use these in preparing export quotations and contracts To provide for an understanding in assessing and managing risks in foreign exchange in international transactions, and sources and methods of financing
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Understand and apply the fundamental principles of costing and finance in export</li> <li>● Calculate the total cost of an export consignment to ensure correct quotes</li> <li>● Select the most suitable method of payment</li> <li>● Understand the importance of short term export credit insurance and the procedures involved</li> <li>● Understand the benefits of government and private sector export assistance programmes</li> <li>● Understand the foreign exchange market, foreign exchange rates, cross, and forward rates, and use these rates</li> <li>● Assess and manage foreign exchange risks in international transactions</li> </ul>

Title	<b>Transport and Logistics 1</b>
Code	TL101B
Level	NQF 5
Credits	20
Purpose	The purpose of this module is to provide the basis for professionals in the logistics industry so that they are able to demonstrate an understanding of the principles and fundamentals of effective, safe and legal movement of goods and people by the principal modes in a national and international context. The module presents the key generic aspects of transport operations as an introduction to the Transport and Logistics space. The module covers the nature of transport, an appreciation of its supply and demand characteristics and the different ways in which the transport product can be delivered effectively and efficiently.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Demonstrate an understanding of the role of government in transport and the relationship between transport and economic development</li> <li>● Discuss the nature of supply and demand in transport and how this product (service) is supplied by different modes</li> <li>● Demonstrate an understanding of the concept of market segmentation and the characteristics of different transport modes used for the carriage of goods and people</li> <li>● Demonstrate an understanding of the level of integration and the interchange requirements needed to produce a “seamless journey”</li> </ul>

Module Name	<b>Transport and Logistics 2</b>
Code	TL202B
Level	NQF 6
Credits	20
Purpose	This module provides the underlying knowledge for the movement of goods in a national and international context. It addresses the responses of the transport operator to the characteristics of goods and places the latter's movements in the context of the total logistics concept. The choice of mode, vehicle, and route are integral and the external and internal issues relating to modal infrastructures are featured. A further key element is the fundamental warehouse management knowledge required of managers in logistics and the storage and distribution industry. It covers the role of the warehouse and how warehouse strategy fits into the logistics strategy including the role of information exchange and how critical information is to logistics strategy formulation.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Demonstrate an understanding of knowledge of the safety and security requirements of goods to be moved including their handling and unitization methods</li> <li>• Evaluate the characteristics of the various modes of transport and their infrastructure requirements as well as factors that influence the flow variation of goods to be moved.</li> <li>• Evaluate the role of the warehouse and information exchange in a logistics strategy, discussing why information exchange is important</li> <li>• Discuss the basic concepts of inventory control and demonstrate an understanding of the resource requirements needed in a warehouse and the characteristics and requirements of different products</li> <li>• Evaluate how technology interfaces the warehouse with customers and the rest of the supply chain and demonstrate an understanding of the legislation applicable to a warehouse</li> </ul>

Module Name	<b>Transport and Logistics 3</b>
Code	TL303B
Level	NQF 7
Credits	20
Purpose	This module reviews the technical processes involved in transport planning from a strategic level. It provides technical knowledge on the quantitative processes which underpin strategic transport planning processes. It incorporates the development of strategic plans at an international regional and local level, enabling the application of appropriate analytical methods to given scenarios, with the idea of the implementation of appropriate sampling processes and techniques. The module focuses on forecasting the impact of change on transport networks, applying appropriate models to the design of transport networks, principal stages in the strategic planning processes are also included for example trip generation, modal split, network building, trip assignment, and generalized cost. Logistics managers should be able to identify and correct network problems, develop plans from a given strategy and implement policy reviews.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Discuss the economic concepts of supply and demand and demonstrate an understanding of the principal stages in transport planning</li> <li>• Discuss the advantages and disadvantages of the different forecasting techniques, evaluating data collection techniques</li> <li>• Evaluate the principles of network design and the appropriate modelling techniques and demonstrate that they understand the process for the development of transport strategies and plans.</li> <li>• Demonstrate that they are able to identify and define network operational problems and evaluate the strengths and limitations of public and private funding mechanisms.</li> <li>• Demonstrate an understanding of the approval procedure for transport projects and evaluate and communicate the processes of performance monitoring and policy review.</li> </ul>

## Introduction to Postgraduate Programmes

The IMM Graduate School's 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 mind-set 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 reshape 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

# **Module Exit-Level Outcomes for Postgraduate programmes**

Module name	<b>Advanced Brand Management</b>
Code	ABM401H (Elective)
Level	NQF 8
Credits	20
Purpose	The purpose is to develop an understanding of what strategic brand management entails
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Develop a brand strategy which would enable them to:</li> <li>• Recommend how to build brand equity and how to create strong brands.</li> <li>• Compare and distinguish how brand performance can be measured.</li> <li>• Design brand marketing programmes</li> </ul>

Module name	<b>Advanced Digital Marketing</b>
Code	ADM401H
Level	NQF 8
Credits	20
Purpose	The purpose is to master core concepts, principles and techniques of digital marketing
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Apply advanced digital marketing concepts and practices</li> <li>• Formulate a digital marketing strategy</li> </ul>

Module name	<b>Advanced Global Marketing (not examined from 2022)</b>
Code	AGM401H
Level	NQF 8
Credits	20
Purpose	The overall purpose of the Advanced Global Marketing module is to provide you with the ability to understand the differences between domestic and global marketing and to strategically apply marketing in different international organisations and conditions to develop a sustainable competitive advantage.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Understand the scope of globalisation.</li> <li>• Critically analyse the global marketing environment (including sub-Saharan Africa) and be able to illustrate how it influences global decision making.</li> <li>• Assess the opportunities in the international market and be able to discuss and develop international marketing strategies.</li> <li>• Apply the marketing mix principles to a global or sub-Saharan Africa organisation.</li> <li>• Apply the issues relating to the implementation and coordination of global marketing operations.</li> </ul>

Module name	<b>Advanced Marketing Applications Report</b>
Code	AMAR401H
Level	NQF 8
Credits	30
Purpose	The purpose is to provide the opportunity for the Postgraduate student to gain practical experience associated with their studies in the marketing industry
Exit-Level Outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Experience the demands of a job market-related position, thereby ensuring that once they have completed their studies and are preparing to enter the workplace, they will have experienced workplace reality</li> <li>• Present themselves with practical marketing experience when applying for employment</li> <li>• Explore the power of critical reflective analysis</li> </ul>

Module name	<b>Advanced Marketing Research: Report</b>
Code	AMRR402H
Level	NQF 8
Credits	30
Purpose	The purpose is to gain a broad, practical understanding of solving marketing issues or problems through exposure to theoretical and practical issues
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>• Submit a valid and reliable research report, sufficient to provide a platform for marketing decisions.</li> <li>• Use information and methods to establish and maintain the golden thread in the research process.</li> <li>• Assess the value and role of the validity of the research</li> <li>• Verify the contribution of the project in terms of the role of marketing research within the marketing domain</li> <li>• Completion of a full and thorough research project and the culmination of a research report</li> </ul>

Module name	<b>Advanced Cost Management</b>
Code	ACM401H
Level	NQF 8
Credits	20
Purpose	The purpose of this module is to provide students with a deep understanding of cost management within the domain of supply chain management at an advanced postgraduate level. One of the key objectives in SCM is the reduction of costs in the chain without having to compromise the quality of products, services and information. The content of this module explains how this is done in an efficient manner. The module analyses different research approaches to the reduction of costs in the supply chain. The module also discusses the conceptual framework of supply chain costing, proactive cost management and how best to manage cost throughout the supply chain. The subject also includes the framework for extending lean accounting in the supply chain and integrating lifecycle costing and lifecycle assessment for managing costs in the chain. Also covered in the module is the organisational setting in supply chain costing, transfer pricing in supply chains, cost efficiency and the role of finance in supply chains.
Exit-level outcomes	<p>By the end of this module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Formulate strategies to reduce costs throughout the supply chain</li> <li>● Implement methods for proactive cost management in the supply chain</li> <li>● Propose a framework for extending lean accounting in the supply chain</li> <li>● Integrate lifecycle costing with lifecycle assessment for managing costs in the chain</li> <li>● Use the Internet and IT to purchase goods and services and in so doing reduce costs in the chain</li> <li>● Develop methodologies to reduce costs in conducting business in international supply chains</li> <li>● Formulate strategies to manage stock more efficiently in supply chains</li> <li>● Propose how the balanced scorecard can be used for organisational performance management and measurement in supply chains</li> <li>● Propose methods to reduce stock outs at retail level and in so doing diminish lost sales</li> <li>● Formulate strategies to increase cost efficacy in supply chains</li> <li>● Use the appropriate costing tools to procure more effectively and efficiently such as net present value (NPV), payback period, total cost of ownership, return on investment (ROI) and so on</li> </ul>



Module name	<b>Advanced International Trade</b>
Code	AIT401H
Level	NQF 8
Credits	20
Purpose	The Advanced International Trade module covers the history of international trade and the essential skill sets one would need to manage an international supply chain. Effective global supply chain management entails managing a company's flow of goods, information and finances within international networks in the most efficient and profitable manner. This module covers the use of appropriate terms to move products across international boundaries without documentary errors and within regulations (international and local). Finally, the course covers how to increase revenue by reducing risk and efficiently dealing with intermediaries like freight forwarders, Third Party Logistics service providers (3PLs) and brokers. In essence the module offers insight into the movement across borders of goods produced by the supply chain and how to manage technologies and methods of international payment.
Exit-level outcomes	<p>By the end of this module, students should be able to:</p> <ul style="list-style-type: none"> <li>● Understand global trade supply chains and how to design such chains more effectively</li> <li>● Contrast between developed and developing countries and understand the difficulties facing developing countries</li> <li>● Understand the reasons why countries import and export and the benefits they expect to derive from it</li> <li>● Contrast the different forms of regional economic integration, trade blocs and trade agreements</li> <li>● Differentiate the key activities and benefits of the various international trade intermediaries and the services they provide and propose which intermediary should be used in a given circumstance</li> <li>● Argue the benefits of exporting for an organisation and a country and explain the export process</li> <li>● Evaluate the readiness of an organisation to export goods internationally and globally</li> <li>● Understand the customs infrastructure and recommend the appropriate export documentation to use when export goods to another country</li> <li>● Explain import trading and the import process and sequence for the arrival of goods in a country</li> <li>● Discuss international finance in relation to exporting and importing, the various intermediaries' roles and responsibilities and the mode of payment applicable to international trade</li> <li>● Understand foreign exchange, its impact on international trade and propose techniques and strategies to reduce risk in this regard</li> </ul>

**Please note: Should you submit your report and fail then a brand new topic and research must be submitted when next registering due to submission to Turnitin**

Module name	<b>Advanced Marketing Research: Theory/Advanced Research: Theory</b>
Code	AMRT401H/ART401H
Level	NQF 8
Credits	20
Purpose	The purpose is to gain a broad, practical understanding of marketing research through exposure to theoretical and practical issues
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Assess and appreciate the value of the process of marketing research through exposure to both theoretical and practical issues</li> <li>● Compare and distinguish between research options applicable for a particular project which needs completion</li> <li>● Make a presentation of various choices related to the research process based on reasoned and scientific argument</li> <li>● Generalise from the theory to the specific research problem and project</li> <li>● Identify the appropriate</li> </ul>

Module name	<b>Advanced Research: Theory</b>
Code	ART401H
Level	NQF 8
Credits	20
Purpose	The purpose is to gain a broad, practical understanding of marketing research through exposure to theoretical and practical issues
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Assess and appreciate the value of the process of marketing research through exposure to both theoretical and practical issues</li> <li>● Compare and distinguish between research options applicable for a particular project which needs completion</li> <li>● Make a presentation of various choices related to the research process based on reasoned and scientific argument</li> <li>● Generalise from the theory to the specific research problem and project</li> <li>● Identify the appropriate</li> </ul>

Module name	<b>Advanced Services Marketing (not examined from 2022)</b>
Code	ASER401H (Elective)
Level	NQF 8
Credits	20
Purpose	The purpose of this module is to master core concepts, frameworks and techniques that define the field of services marketing. The unique challenges and opportunities offered by services industry are explored, gaps identified, strategies developed and implemented to enhance service quality and the customer experience.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Apply the core concepts, frameworks and techniques for services marketing</li> <li>● Analyse consumer needs, knowledge and expectations when delivering services</li> <li>● Demonstrate how models can be used to determine the quality of a service delivered</li> <li>● Assess service quality and the alignment of service design, standards and blueprinting and the importance of servicescape within an organisation</li> <li>● Develop service deliverables that perform according to all stakeholder expectations</li> <li>● Analyse the roles of employees, intermediaries and customers in service delivery and the importance of managing the service promise and service recovery</li> <li>● Create a marketing communications plan for a services organisation</li> <li>● Assess the impact of services marketing on the financial performance of a business</li> </ul>

Module name	<b>Advanced Strategic Marketing</b>
Code	ASM401H
Level	NQF 8
Credits	20
Purpose	The purpose is to develop techniques used for the development of a strategic marketing process
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>● Analyse the sustainability of strategic marketing plans</li> <li>● Develop a strategic marketing plan</li> </ul>

Module name	<b>Advanced Strategic Operations Management (Not examined from 2022)</b>
Code	ASOM401H
Level	NQF 8
Credits	20
Purpose	<p>Essentially, operations management is an area of management concerned with managing the resources which are devoted to the production and delivery of products and services. It is concerned with the design, planning and operations of value-creating processes in organisations. Whereas in the past this field was known as production management because it was mainly concerned with managing manufacturing operations, in a modern context the field of operations management refers to every activity in the process of delivering a product or service.</p> <p>The aim of this module is to demonstrate how strategic operations management can influence and shape competitive strategy. Specific topics include the examination of modern business and value drivers and competitive performance (time compression, responsiveness, waste elimination etc.), the achievement of a competitive advantage through operations management, globalisation and supply chains, agility and Efficient Consumer Response and operations performance measurement. Leading-edge operational practice is analysed within each topic covered. This includes designing and managing operations in sync with other supply chain partners.</p> <p>Under the strategy segment of the module, the content covers the role of operations strategy, the setting of operations objectives, what an operations strategy consists of (e.g. characteristics of strategy, strategic management issues, strategy formulation, strategy implementation and strategy control), and the value drivers of strategy, operations strategy issues and lastly operations strategy analysis.</p> <p>Importantly, the operations strategy of the organisation is then linked to the operations strategy of the upstream and downstream partners in the organisation's supply chain as without operational cohesion, the chain will not function optimally. Operations management therefore includes logistics management, which collectively fall under the umbrella of supply chain management.</p>
Exit-level outcomes	<p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Develop a conviction that operations can be managed as a strategic resource and understand the strategic role and importance of operations</li> <li>• Understand the drivers and dimensions of competitive performance and apply such drivers and dimensions so that a competitive advantage can be enjoyed by the organisation and its supply chain partners</li> <li>• Demonstrate an awareness of the principles governing modern approaches to the management of operations</li> <li>• Identify and apply methods for establishing fit between markets, operations and supply chains</li> <li>• Understand the key differences between manufacturing organisations and those involved in the provision of service in an operations management context</li> <li>• Demonstrate an understanding and awareness of operations in a service-oriented business, how to measure service gaps by using the SERVQUAL model and how to use the model to close such gaps</li> <li>• Interpret operations success and business health and performance using a range of financial and non-financial measures</li> <li>• Identify a range of operations and supply chain management initiatives and techniques that can be considered in the development of an operations strategy</li> <li>• Understand the operations strategy process and practice in the context of its importance to the success of the organisation in its market and design an appropriate operations strategy for an organisation</li> <li>• Evaluate how an organisation's strategy can impact on its operations strategy as well as the supply chain management strategy and vice versa</li> </ul>

Module Name	<b>Advanced Supply Chain Business Processes</b>
Code	ASCB401H
Level	NQF 8
Credits	20
Purpose	<p>As products have become more sophisticated and more complex because the supply chain has morphed from a local to a global basis, it is impossible for organisations to manage all of their operations within and outside of the firm, without effective and efficient business processes. Management systems have been introduced to speed up business processes and at the same time provide timely, responsive and accurate information and services to the various internal and external customers that are involved with a business' value and supply chains.</p> <p>To operate a business effectively and efficiently, especially large and internationally-structured businesses, business processes ought to be in place to ensure that they have the capacity, capability and methodology to run the business effectively and profitably.</p>

	<p>This module provides an in-depth insight into Materials Requirement Planning (1 and 2), Enterprise Resources Planning, Management Information Systems, Inventory Management Systems, and others. It also consists of two ERP independent yet linked programmes, namely, the ERPfoundation and SAP ERP (TERP10) course.</p> <p>The ERPfoundation module uses the concept of self-organised learning and provides the students with an understanding of how companies use SAP software to run their processes. Centred in a virtual company, students learn how complex processes run in different parts of the organization. As a result, graduates of this training receive certification and improve their career opportunities. The ERPfoundation has two main features, namely a Process Orientation and Integration of ERP software and addresses the following areas:</p> <ul style="list-style-type: none"> <li>• Organisational structures;</li> <li>• Process orientated navigation in an ERP system;</li> <li>• Process design;</li> <li>• Logistics;</li> <li>• Purchasing;</li> <li>• Sales;</li> <li>• Material requirement planning (MRP); and</li> <li>• Reporting</li> </ul> <p>The SAP ERP (TERP10) course focuses on the topic of ERP using the world’s leading standard software package, SAP ERP. The course participants will be provided with a general overview of the theoretical base of ERP using the business software SAP ERP. The theoretical knowledge is then put into practice and consolidated using case studies on integrated business processes which the course participants will carry out actively in the SAP system. A practical approach for teaching is used to cover both the theoretical basis and the case studies for the complete spectrum of SAP ERP. This gives the course participants a chance to get an in-depth overview of the SAP ERP system functions: logistics (LO), financial accounting (FI), controlling (CO), and human capital management (HCM). The integration aspects to the SAP systems SAP Business Intelligence (BI) and SAP Business Objects (BO) are also part of the course.</p> <p>The participants are furthermore also prepared for the original certificate exam of SAP’s own course TERP10. The certificate exam is organised by SAP (as part of this pilot project with the SAP University Alliances) and is held on site. Participants can take the SAP Consultant Certificate Exam (C_TERP10_66) after completing the course. This certificate is recognised as a worldwide standard in all industrial sectors.</p> <p>On completion of the course the participants will have a broad theoretical and practical knowledge of the SAP ERP system due to its wide range of practical experience and detailed explanations on the individual SAP ERP modules. This specifically applies to technical aspects, organisational structure and the integration of a number of business processes and functions.</p>
Exit-level Outcomes	<p>By the end of the module, students should be able:</p> <ul style="list-style-type: none"> <li>• To have an overall view of the ERP (Enterprise Resource Planning) systems option</li> <li>• To outline the paradigmatic characteristics by which ERP systems are the core of enterprise systems</li> <li>• To outline architecture of ERP platforms</li> <li>• To understand Fit-Gap Analysis</li> <li>• To understand the impact of ERP systems on Enterprises</li> <li>• To explain the organizational structures used in each business process</li> <li>• To Identify the key master data which must be maintained to execute each business process</li> <li>• To discuss the ERP transactions required to complete each business process cycle</li> <li>• To discuss the ERP transactions required to complete each business process cycle</li> <li>• To explain how to management inventory more effectively and profitably</li> </ul>

Module name	<b>Advanced Supply Chain Management</b>
Code	ASCM401H
Level	NQF 8
Credits	20
Purpose	<p>The purpose of this module is to provide students in both private, public and voluntary sectors with advanced knowledge and skills about the various supply chain management principles, problems, decisions and actions. This module provides an in-depth overview of the value of business logistics, strategic logistics issues, production management, and the management of the various logistics activities in a supply chain context.</p>
Exit-level Outcomes	<p>By the end of the module, students should be able:</p> <ul style="list-style-type: none"> <li>• Demonstrate an advanced understanding of the broad scope of management knowledge and how it applies to the discipline of supply chain management</li> <li>• Recommend strategies and tactics to facilitate better organisational value production and delivery</li> <li>• Formulate methods to maintain organisational growth via customer centrisim by means of the utilisation of appropriate value chain drivers</li> <li>• Understand the importance of future-oriented customer relationship management and debate the critical success factors in the new economy</li> <li>• Deduce how to better plan and control in the value chain network</li> <li>• Appreciate the concept that a sustainable competitive advantage is a pipedream in modern business as a result of dynamic environments at organisational, market, industry and macro level. In other words, it is extremely unlikely that in a modern business environment one could sustain a competitive advantage unless one’s IP is fully protected</li> <li>• Demonstrate an understanding of the advantages of, and management knowledge related to, logistics</li> </ul>

	<ul style="list-style-type: none"> <li>Identify and describe solutions to complex supply chain problems in organisations</li> <li>Evaluate and integrate supply chain knowledge and skills and general business principles to real life situations, considering societal, ethical, and cultural considerations</li> <li>Analyse contemporary business information and the impact on potential future outcomes of strategic supply chain management decisions</li> <li>Demonstrate an understanding of the scope of responsibilities required of a management position in supply chain management, and explain the accountability to senior management in an organisation</li> </ul>
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Module name	<b>Advanced Supply Chain Research: Report</b>
Code	ASCR402H
Level	NQF 8
Credits	30
Purpose	The purpose of this module is to gain a broad, practical understanding of how to plan and execute a primary research project to gather the necessary information to inform decisions regarding advanced supply chain management issues or problems. This is facilitated through exposure to theoretical and practical issues. Evidence of the ability to do this will be illustrated by embarking on the research process for gathering primary data and presenting an academically sound research report.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>Submit a valid and reliable research report, sufficient to provide a platform for supply chain management decisions</li> <li>Use information and employ methods to establish and maintain the golden thread in the research process</li> <li>Assess the value and role of the validity of the research</li> <li>Verify the contribution of the project in terms of the role of supply chain management research within the supply chain domain</li> <li>Completion of a full and thorough research project report as the culmination of a primary data research project</li> </ul>

Module name	<b>Applied Brand Management and Communications</b>
Code	ABMC401P
Level	NQF 8
Credits	20
Purpose	Create good levels of understanding of the role and value of brands and how to communicate the brand promise to potential customers.
Exit-level outcomes	By the end of the module, students should be able to: <ul style="list-style-type: none"> <li>Understand what brand management and the communication of brand characteristics to customers, entails</li> <li>Understand how to practically build brand equity and thereby create strong brands</li> <li>Identify, develop and implement the types of brand messages which will support its growth in the market</li> <li>Understand the planning, communication and implementation of brand marketing initiatives</li> <li>Contribute practically to the creative thinking which result in the development of innovative communication for brand building</li> <li>Understand and maintain corporate reputation</li> </ul>

Module name	<b>Applied Digital Marketing Dynamics</b>
Code	ADMD401P
Level	NQF 8
Credits	20
Purpose	The purpose of this module is to ensure students can apply advanced digital marketing principles and competencies in a leadership capacity in an organisation. To ensure students can apply their learning, the module focuses on the practical application of aspects of digital marketing strategy integration, and the impact of digital markets on traditional business and revenue models. The legal, moral, and ethical constraints of digital marketing are discussed and applied, as well as the imperative to adhere to relevant constraints in this context. Students are also exposed to the development of a framework for digital marketing planning and will practice utilising the advantages of various digital marketing channels to ultimately benefit the organisation. All the aforementioned elements are applied using outcomes based, practical application of the theory across a range of tasks and case studies spread throughout the study guide.
Exit-level outcomes	By the end of this module, students should be able to: <ul style="list-style-type: none"> <li>Apply advanced digital marketing principles and competencies in a leadership capacity in an organisation</li> <li>Develop, implement, and monitor a digital marketing strategy for an organisation</li> <li>Utilise the latest digital marketing technology and techniques for the operational benefit of the organisation and towards self-development as a digital marketing practitioner.</li> <li>Operationalise digital marketing principles and strategy in different organisational contexts.</li> </ul>

Module name	<b>Applied Global Marketing Dynamics (No longer examined from 2023-S1)</b>
Code	AGMD401P
Level	NQF 8
Credits	20
Purpose	Create an integrated understanding of the role transnational activities have on the marketing plans and activities as well as the messages of Southern African organisations.
Exit-level outcomes	By the end of this module, students should be able to: <ul style="list-style-type: none"> <li>• Understand the scope of globalisation</li> <li>• Critically analyse the global marketing environment (including sub-Saharan Africa) and based on that, make recommendations on that make provisional recommendations on potential foreign countries that a company can enter</li> <li>• Assess the opportunities in the international market and be able to discuss and develop international marketing strategies</li> <li>• Apply the marketing mix principles to a global or sub-Saharan Africa organization</li> <li>• Apply the issues relating to the implementation and coordination of global marketing operations</li> </ul>

Module name	<b>Applied Marketing Leadership</b>
Code	AML401P
Level	NQF 8
Credits	20
Purpose	Instil a framework for identifying the skills and the activities to be adopted by leaders in the marketing environment.
Exit-level outcomes	By the end of this module, students should be able to: <ul style="list-style-type: none"> <li>• Develop techniques to be used for acquiring skills to lead a marketing team.</li> <li>• Analyse the role that empathy plays in the enactment of marketing leadership behaviour at strategic levels in the organisation</li> <li>• Analyse strategic marketing learning frameworks for use as a basis for marketing strategy formation</li> <li>• Explore a new model for redefining the brand value proposition based on the understanding and appreciation of Strategic Empathy</li> <li>• Design and implement a Strategic Learning Journey Process as part of the marketing strategy formation</li> <li>• Develop and maintain leadership actions which inspire and contribute to positive team dynamics and goal achievement.</li> </ul>

Module name	<b>Applied Marketing Metrics</b>
Code	AMM401P
Level	NQF 8
Credits	20
Purpose	The broaden understanding of the need to set up, monitor and measure the ROI of marketing spend and the related activities resulting from it.
Exit-Level Outcomes	By the end of this module, students should be able to: <ul style="list-style-type: none"> <li>• Master core concepts, principles and techniques for developing key success indicators to guide the management of the relationship with individual clients</li> <li>• Developing appropriate and robust marketing and business metrics for each individual client in accordance with the client needs and the business strategic objectives</li> <li>• Formulation of relevant, ethically sound and commercially rewarding action plans for interacting with each client</li> <li>• Monitoring the client interactions using appropriate metric tools for recording progress, challenges and implemented corrective actions</li> <li>• Formulating an individualised management plan for each client to reflect the unique requirements of the client and maintaining alignment with the corporate objectives</li> </ul>

Module name	<b>Applied Marketing Project</b>
Code	AMP401P
Level	NQF 8
Credits	40
Purpose	To create a practical platform for the integration of various elements in the marketing environment through the integration of these into an integrated business marketing project aimed at improving the marketing function an aspect of the organisational strategic action.
Exit-Level Outcomes	By the end of this module, students should be able to: <ul style="list-style-type: none"> <li>• Illustrate the practical experience associated with their studies in marketing gained through an industry related work project</li> <li>• Experience the marketing job market, thereby ensuring that once they have completed their studies and are preparing to enter the workplace, they will have experienced workplace reality</li> <li>• Reflect on having been exposed to valuable training, enabling them to use taught skills and insights present</li> </ul>



**Programmes offered  
to IMM Graduate School  
students who registered from  
the 2011 academic year up to  
and including the first semester  
of 2018**



The following programmes structures were offered to IMM Graduate School students who registered as from the 2011 academic year up and including first semester of 2018. Qualifications from second semester of 2018 had a change in structure but previous qualifications are all still registered with SAQA.

Students are expected to complete their qualification within the time frame stipulated when they first registered

The IMM Graduate School offered 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/Economic Principles 1 (20 credits)

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

### **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 (HEQSF 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 Higher Certificate in Marketing 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 (HEQSF 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 Higher Certificate in Export Management must be completed within 4 years.

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

The Diploma in Marketing Management will be offered at level 6 of the NQF (HEQSF 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.

### **Diploma in Export Management**

The Diploma in Export Management will be offered at level 6 of the NQF (HEQSF 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 (ETS301) - 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 (HEQSF 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

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 (programme offered by the IMM Graduate School prior to 2011) to the BBA in Marketing Management

### Admission criteria

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

Application 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 1 (FM101) – 20 credits
- Financial Management 2 (FM202) – 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 offered by the IMM Graduate School 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
- Economic 2 (ECO201) – 20 credits
- Financial Management 1 (FM101) – 20 credits
- Financial Management 2 (FM202) – 20 credits
- Financial Management 3 (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

## **Articulation from the Diploma in Marketing Management offered by the IMM Graduate School to the BBA in Marketing Management**

### **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 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 Management 3 (BM303) – 20 credits
- Business Statistics (BS101) – 20 credits
- Economics 201 (ECO201) – 20 credits
- Financial Management 3 (FM303) – 20 credits
- Marketing Research: Project 3 (MRP302) - 20 credits
- Marketing Research: Theory 3 (MRT301) - 20 credits

\*If Business Law 1 was passed as an elective on the Diploma in Marketing Management the student must choose an additional elective.

### **Electives**

A student must choose two/three 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

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

### **Bachelor of Commerce (BCom) in Marketing and Management Science offered up to including the 2014 academic year**

The BCom in Marketing and Management Science will be offered at level 7 of the NQF

(HEQSF aligned) and will consist of 360 credits. This qualification comprises 19 compulsory modules. This structure of the BCom changed in 2015 to include Supply Chain Management 1, 2 and 3.

#### **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 2 (DLM201) – 20 credits
- Economics 2 (ECO201) - 20 credits
- Financial Management 2 (FM202) - 20 credits
- Project Management 2 (PM201) - 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
- Human Resource Management 3 (HRM301) – 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 Graduate School, 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 Graduate School pre 2011) to the BCom in Marketing and Management Science**

**Admission Criteria for students who articulated up to 2014:**

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 will consist of nine modules. 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 (BRP302) – 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 offered in the 2015 academic year**

The BCom in Marketing and Management Science will be offered at level 7 of the NQF

(HEQSF aligned) and will consist 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 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 (FM202) - 20 credits
- Project Management 2 (PRM201) - 20 credits
- Supply Chain Management 2 (SCM202) – 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
- Operations Management 3 (OM301) - 20 credits
- Supply Chain Management 3 (SCM303) – 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 Graduate School, to the BCom in Marketing and Management Science for students who articulated in 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 Management 3 (BM303) - 20 credits
- Business Research: Project 3 (BRP302) - 20 credits
- Business Research: Theory 3 (BRT301) - 20 credits
- Business Statistics 1 (BS101) - 20 credits
- Economics 2 (ECO201) - 20 credits
- Operations Management 3 (OM301) - 20 credits
- Project Management 2 (PM201) - 20 credits
- Supply Chain Management 1 (SCM101) - 20 credits
- Supply Chain Management 2 (SCM202) - 20 credits
- Supply Chain Management 2 (SCM303) - 20 credits

### **Articulation from the Diploma in Marketing (programme offered by the IMM Graduate School pre 2011) to the BCom in Marketing and Management Science for students who articulated in 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 ten 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 2 (SCM303) - 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.*

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

## **Articulation from the Diploma in Export Management offered by the IMM Graduate School 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 thirteen compulsory modules. The articulation must be completed in four years.

### **Compulsory modules**

- Business Research: Theory 3 (BRT301) - 20 credits
- Business Research: Project 3 (BRT302) - 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 3 (FM303) – 20 credits
- Marketing 3 (MAR303) – 20 credits
- Operations Management 3 (OM301) – 20 credits
- Project Management 2 (PRM201) – 20 credits
- Supply Chain Management 1 (SCM101) – 20 credits
- Supply Chain Management 2 (SCM202) – 20 credits
- Supply Chain Management 3 (SCM303) – 20 credits



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

## Programmes offered prior to 2011

All programmes listed below will enter the teach-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 offered 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 Graduate School teach-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 are indicated below, however all students were required to complete their qualification by the end of 2014:

### 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 Graduate School 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 programmes may use the following designator letters:

Diploma in Marketing	Dip Mkt (IMM)
Diploma in Advertising	Dip Adv (IMM)
Diploma in Marketing Research	Dip Mkt Res (IMM)
Bachelor of Business Administration	BBA Mkt (IMM)
Postgraduate Diploma in Marketing	P Gr Dip Mkt (IMM)

## Undergraduate programmes

### 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 programmes**

### **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 equity
- Introduction to the accounting equation in the form of assets = owner equity plus 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 to 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 in 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 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 communication studies.

### 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 Graduate School.

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

