



PROGRAMME
MASTER OF BUSINESS ADMINISTRATION
(MBA YEAR 1)

INTAKE
JANUARY 2012

COURSE AND ASSIGNMENT
HANDBOOK

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1. WELCOME

1.1 MESSAGE FROM THE PRINCIPAL AND CHAIRMAN OF THE BOARD OF GOVERNORS PROF YUSUF KARODIA



Choosing a business school is certainly one of the most important decisions, made even more difficult in our changing times where the world has lost its old equilibrium without having found new values.

The frontiers of the economy are reforming and in continuous evolution and work opportunities are emerging. In this brave new world tertiary institutions can no longer limit itself to provide text book knowledge and mere academic preparation reducing itself to an 'exam house' attaching titles and empty labels, neither can it continue to ignore the changing needs of a global employment market and the profound changes in the environment awaiting the students beyond the campuses.

MANCOSA's mission is to prepare a new breed of leaders, courageous, sincere individuals with the intellectual abilities, cross cultural versatility, practical skills and ethics needed to operate in today's business world. With programmes designed to accommodate individuals with diverse needs and lifestyles, MANCOSA distance learning programmes are in great demand with the rigour and innovation to create reflective practitioners. Participants are immersed in an active education that will challenge their assumptions, disrupt their ordinary ways of doing business, and introduce them to new and unexpected ways of thinking. By participating, you will be prepared for the next step in your career and life, demonstrating leadership skills among your peers. Most important, you will return to your organisation with fresh ideas, new business skills, and a greater capacity for addressing the challenges your company will face.

MANCOSA programmes promote a high level of independence through innovative learning and assessment interventions. You can expect a carefully integrated mix of lectures; access to well designed self study materials and online learning resources. One key feature of MANCOSA is its use of case studies, an active learning model that teaches participants how to assess, analyse, and act upon complex business issues. Rooted in real-life experiences, the business case method develops analytical skills, sound judgment, and the leadership potential within each participant. This will equip you with cutting-edge skills that will position you to be a leader in your organisation and community.

For those who are prepared to embrace the challenges of this programme, you will find unique rewards with lasting impact for your organisation and career. We wish you well in your academic endeavours and assure you of our continued support towards realising your goals. I wish you well in your studies.

A handwritten signature in black ink, appearing to read 'Y. Karodia'.

Prof YM Karodia

1.2 MESSAGE FROM THE ACADEMIC DIRECTOR

DR AI MOOLLA

Welcome to the MANCOSA MBA programme. You are about to embark upon a challenging, new journey, discovering new horizons and breaking new frontiers of knowledge. For the duration of the programme you will be exposed to outstanding teachers who will not only share with you their knowledge of the current management practices necessary for a global, dynamic and turbulent environment, but who will also guide you and mentor you to enable you to develop critical-thinking and life-long learning skills. The programme commences with compulsory modules in stage one and stage two with an elective of choice in stage two; and culminates with the research dissertation where you will experience the merging of theory with practice and develop the ability to generate rational solutions to business problems. You can expect to experience high quality, innovation, cutting-edge knowledge and scientific rigor in terms of research, teaching, learning and assessment. Enjoy your journey on this road that will lead you to a higher level of knowledge, skills and abilities.

2. INTRODUCTION TO MANCOSA

2.1 BRIEF HISTORY OF MANCOSA

The Management College of Southern Africa (MANCOSA) is a private Higher Education institute registered in terms of the Higher Education Act (*Act 101 of 1997*). It was established in 1995 as a post-apartheid empowerment institution offering affordable and accessible management education primarily to persons previously denied access to post graduate education. MANCOSA has 100% Black ownership, i.e. it is owned entirely by previously disadvantaged individuals in the South African context. The Master of Business Administration (MBA) programme has been offered since 1995. Between 1995 and 2000 MANCOSA provided management programmes in association with the Buckinghamshire Chilterns University College (BCUC), a College of the University of Brunel in the United Kingdom. During this period MANCOSA was successfully quality assured by the British Quality Assurance Agency (QAA). In 2002 MANCOSA received full institutional accreditation from the Higher Education Quality Committee (HEQC), the quality assuring committee of the Council on Higher Education (CHE).

MANCOSA is one of the leading providers of international and local management programmes through supported distance learning in Southern Africa. Recent developments have included the introduction of tuition classes which cater for those learners that prefer additional support. In delivering its range of Management Education programmes to a diverse body of learners from both the public and private sectors, MANCOSA has developed significant infrastructural, academic and intellectual capacity. As a leading provider of management programmes by supported distance education, MANCOSA has considerable expertise in the design and development of high quality and relevant course materials. It has developed unique teaching and learning strategies, particularly suited for transferring knowledge and skills to adult learners, the majority of whom are in full time employment. Through its active research focus, MANCOSA is also at the cutting edge of the latest management and leadership training trends.

2.2 PROGRAMME OFFERINGS

MANCOSA programmes cover the areas of business administration, commerce, tourism management, functional management and leadership and range from Certificate programmes to Master's degrees.

MANCOSA offers the following accredited and registered programmes:

- | | |
|---|---------------|
| 1. Certificate in Project Management | (NQF Level 4) |
| 2. Certificate in Supervisory Management | (NQF Level 4) |
| 3. National Certificate in Project Management | (NQF Level 5) |
| 4. National Certificate in Supervisory Management | (NQF Level 5) |
| 5. National Certificate in Office Administration | (NQF Level 5) |
| 6. Higher Certificate in Business Management | (NQF Level 5) |
| 7. Higher Certificate in Local Government and Development Management | (NQF Level 5) |
| 8. Higher Certificate in Labour Studies | (NQF Level 5) |
| 9. Certificate in School Governance | (NQF Level 5) |
| 10. Advanced Certificate in Management Studies (CM) | (NQF Level 6) |
| 11. Diploma in Advanced Management (AMD) | (NQF Level 6) |
| 12. Bachelor of Business Administration (BBA) degree | (NQF Level 7) |
| 13. Bachelor of Public Administration (BPA) degree | (NQF Level 7) |
| 14. Bachelor of Commerce (BCom): HRM degree | (NQF Level 7) |
| 15. Bachelor of Commerce (BCom): Marketing degree | (NQF Level 7) |
| 16. Bachelor of Commerce (BCom): Information Management and Technology degree | (NQF Level 7) |
| 17. Bachelor of Commerce (BCom): Supply Chain Management degree | (NQF Level 7) |
| 18. Bachelor of Commerce (BCom): HRM degree - Honours | (NQF Level 8) |
| 19. Bachelor of Commerce (BCom): Marketing degree - Honours | (NQF Level 8) |
| 20. Bachelor of Public Administration (BPA) degree - Honours | (NQF Level 8) |
| 21. Postgraduate Diploma in Educational Management | (NQF Level 8) |
| 22. Postgraduate Diploma in Business Management (DBM) | (NQF Level 8) |
| 23. Postgraduate Diploma in Project Management | (NQF Level 8) |
| 24. Master of Business Administration (MBA): General degree | (NQF Level 9) |
| 25. MBA: Tourism Development and Management degree | (NQF Level 9) |

2.3 DIRECTORS

DESIGNATION	NAME
Principal	Prof YM Karodia
Managing Director	Prof H Rasool
Director: Quality Assurance	Prof A Hansraj
Director: Finance	Mr MY Karodia
Director: Academic	Prof AI Moolla
Director: Marketing	Mrs F Ussuph

3. THE MANCOSA MISSION

The Management College of Southern Africa seeks to contribute to the changing management education demands of Southern Africa through learning programmes responsive to the needs of students, the community and the region as a whole.

In pursuit of this mission, MANCOSA is committed to:

- Directing all its resources to the pursuit of quality, equity and excellence in empowering people by providing opportunities to advance their careers;
- Catering for the education and training needs of all sectors of our society by providing affordable, accessible and accredited programmes;
- Providing quality management education and training programmes to develop the entrepreneurial spirit in the Southern African region;
- Serving the Southern African economic region through academic and training programmes responsive to the unique needs of its people and their goals;
- Developing national and international collaborative relationships in order to enhance the quality and range of its education and training programmes;
- Benchmarking its programmes against best national and international practice;
- Maintaining a quality of service that maximises the realisation of student potential, both in the private and public sectors, by responding to the changing needs of the labour market;
- Contributing to the transformation process of higher education in Southern Africa;
- Promoting opportunity, equality and social justice irrespective of race, colour, creed and gender.

4. OUR VISION

MANCOSA's vision is to be recognised as a leading, world-class higher education institution that is committed to quality, equity and excellence in the development and delivery of its programmes.

MANCOSA's vision includes expanding its programmes into the SADC countries, thus providing much needed higher education to develop an entrepreneurial spirit that ultimately facilitates social and economic development in the regions.

MANCOSA is also committed to contributing towards:

- Facilitating access to, and mobility and progression within education, training and career paths;
- Enhancing the quality of education and training provision;
- Accelerating the redress of past unfair discrimination in education, training and employment opportunities;
- Contributing to the full personal development of each learner and the social and economic development of the nation at large.

5. MBA PROGRAMME STRUCTURE

5.1 OVERALL PROGRAMME OBJECTIVES

The MBA programme focuses on the following key learning objectives:

- The successful application of advanced management principles and theories in a variety of organizational settings.
- The development of a multi-disciplinary and global view of business problems and situations.
- An understanding of the challenges and opportunities that are created by the cultural and ethnic diversity in Southern Africa.
- The creation of a strategic perspective with respect to organizational decision-making.
- An understanding of the ethical and societal implications of organizational decision-making.
- The application of technology to business functions and an integrated e-business economy.
- The effective analysis of the financial implications of business decisions.
- The use of quantitative tools to analyze complex business problems in order to generate decision-making strategies.
- The generation of potential strategic solutions to business problems, through the application of appropriate research methodologies and the scientific collection and analysis of literature and data.
- The application of new knowledge to research and career opportunities.

5.2 PROGRAMME FOCUS

From the very outset, the MANCOSA MBA Programme strives to maximise personal development, grow management and leadership skills and contribute to positive economic change in the countries from which students are drawn. The main focus of the programme is to ensure that students develop the ability to apply management theory in practice.

The MANCOSA MBA programme comprises of 12 modules together with a dissertation component and is spread over 30 months. On completion of all 12 coursework modules students are required to register for the dissertation component. The student has 6 months in which to complete the research methods component and the dissertation.

STAGE 1

Compulsory

Human Resource Management
 Management Information Systems
 Marketing Management
 Operations Management
 Quantitative Methods
 Economics

STAGE 2

Compulsory

International Business
 Corporate Strategy
 Accounting for Decision- Making
 Managing Strategic Change
 Managerial Finance
Choose One (1) elective from:
 Entrepreneurship
 Management Science
 Business and Professional Ethics
 Investment and Portfolio Management
 Environmental Management
 Project Management
 Managing Health Care

STAGE 3

Compulsory

Dissertation

5.3 MODULE DESCRIPTION AND RATIONALE**STAGE 1****(i) Human Resource Management**

The module is concerned with effective management and utilisation of human resource management. It deals with HRM from both a strategic and operational point of view. From a strategic perspective, it draws the link between the importance of aligning HRM policies and practices to support and reinforce more general business strategies and objectives. At operational level, HRM is concerned with the design and implementation of procedures to optimise the day-to-day management of people in the organisation. The central focus is on improving the student's knowledge of critical areas of HRM so that they can develop and implement effective policies for management of people.

(ii) Management Information Systems

Globalization of trade, the emergence of information economics, and the growth of the Internet and other global communications networks have recast the role of information systems in business and management. This module is based on the premise that it is difficult, if not impossible to manage a modern organisation without at least some knowledge of information systems – what they are, how they affect the organization and its employees, and how they can make businesses more competitive and efficient. Information systems have become essential for creating competitive firms, managing global corporations, and providing useful products and services to customers.

(iii) Marketing Management

The focus of the module is the management marketing process. It is structured around the steps in the analytical and decision-making process involved in formulating, implementing, and controlling a strategic marketing programme for a given product-market entry. This involves researching the relevant market place to understand its dynamics and to identify opportunities to meet latent needs. It also involves segmenting the market and selecting those segments that a company can satisfy in its own superior way. Students are expected to formulate a broad strategy and refine it into a detailed action plan.

(iv) Operations Management

Operations management is a function in most organisations and the course is thus designed to impart a holistic knowledge of the functioning of operations management through the study of relevant literature and its practical application. Students will study methods to improve the productivity levels of an organisation in order to compete more successfully in both the domestic and global markets. As the operations management environment is dynamic, the course is designed to instill in the participants an ability to accept and react to continuous change.

(v) Quantitative Methods

The intention is to equip learners with elementary and basic quantitative methods to examine, analyse, interpret and use statistical data within the commercial environment for better management, monitoring and planning. Again it centres around the effective use of quantitative methods to improve efficiency within a business organisation.

(vi) Economics

This section of the module covers essential economics for business management, decision-making and planning. It includes basic economic concepts and principles underlying business practices and offers an introduction to both microeconomics and macroeconomics. The emphasis is on the application of economic tools in a meaningful way to equip managers with the necessary theory and analytical skills to formulate effective business strategies and enhance decision-making.

STAGE 2**(i) International Business**

This module explains how and why the world's countries differ by presenting a thorough review of the economics and politics of international trade and investment. The functions and form of the global monetary system is examined along with the strategies and structures of international business.

(ii) Accounting for Decision-Making

This module explains and develops the role and nature of accounting. It begins by explaining the distinction between management and financial accounting and continues to identify the main users of accounting information and discusses their needs. The key objective of this module is to explain how management accounting can fulfil the needs of managers especially in decision making.

(iii) Corporate Strategy

This module explains the concepts of strategy in an organisational context and how to apply these concepts within the business sector. Corporate policy and governance issues, and the structures to implement strategy are discussed in greater depth.

(iv) Managing Strategic Change

The module enhances student understanding of the reasons for organisational change and the human resource issues associated with it.

The operational issues:

- Allow students to recognise the pressures for change being experienced by logistics supply change providers
- Synthesise a range of new and developing logistics techniques
- Evaluate supply chain situations where these new techniques would be appropriate.

(v) Managerial Finance

The financial management module explores the financial well being of the firm and its shareholders by investigating the management of long-term and working capital, the financial measurement and choice of projects to invest in, and the overall financial strategy of a business. This module also introduces participants to the financial environment in which business activity takes place.

(vi) Management Science (Elective)

This module gives students an awareness of the scope and application of management science methods, particularly in problem solving. It enables students to tackle management problems using appropriate soft and hard methodologies.

(vi) Business and Professional Ethics (Elective)

The module allows for a more holistic understanding of the nature of business activity. Students are made aware of the benefits and limitations of bringing ethical theory into the managerial decision making process. This elective gives students a basic grounding in ethical theory, as well as understanding how ethics can be applied to various business-related topics.

(vi) Investment and Portfolio Management (Elective)

This module explores the risk-return trade-off and the principles of rational portfolio choice associated with it. It also deals with the allocation of investment funds and the strategies of passive and active management of funds. Furthermore, it develops a sound understanding of the theoretical and practical applications of the equilibrium pricing relationships in order to profit from the pricing inefficiencies that may exist.

(vi) Entrepreneurship (Elective)

The twenty-first century has dawned with entrepreneurship as a major force shaping the global economy. The future growth of this economy lies in the hands of men and women committed to achieving success through innovative customer-focused new products and services. At the heart of this global movement are entrepreneurs who demonstrate their willingness to assume the risks associated with creating new business ventures. This module focuses on the next generation of entrepreneurs. It contains tools that students need to master the most essential and critical issues involved in starting and managing a successful new business venture.

(vi) Environmental Management (Elective)

The module is concerned with identifying, assessing and managing the impact that human activities and business activities have on the environment. It explores how environmental problems arise and details the diverse tools that are used to assess the scale of those problems. It also explores control measures and actions that can be applied in particular situations. The subject matter is topical, absorbing and wide-ranging, and will appeal to individuals interested in the environment and seeking a varied subject mix

(vi) Project Management (Elective)

This module examines the organization, planning, and controlling of projects and provides practical knowledge on managing project scope, schedule and resources. Topics include project life cycle, work breakdown structure and Gantt charts, network diagrams, scheduling techniques, and resource allocation decisions.

(vi) Managing Health Care (Elective)

The South African and international milieu of the healthcare arena is constantly changing and evolving. As a consequence, managers of healthcare institutions often find themselves having to deal with complex environments, which require management and leadership proficiency. This module explores the realm of healthcare management, the common experiences and challenges within the healthcare sector and the application of modern management and organisational techniques in the healthcare sector.

STAGE 3**(i) Dissertation**

The dissertation stage represents an opportunity to juxtapose theory against the reality of the business world, by the application of appropriate research methodologies and the scientific collection and analysis of literature and data in order to generate potential strategic solutions to business problems

6. PROGRAMME ADMINISTRATION

6.1 PROGRAMME MANAGEMENT

The MANCOSA Management team will undertake the responsibility of administering the course from the point of recruitment to the point of graduation. All queries associated with course management and implementation should be directed to the **Student Support Division** (sss@mancosa.ac.za) or the respective Departmental Heads.

6.2 PROGRAMME REGISTRATION

MANCOSA has two intakes per year. Every student must complete an Enrolment Contract as well as a MANCOSA application form at the start of each academic year, in order that he/she may become an officially enrolled student. Upon successful completion of a year of study, students are required to register for the following year of study.

All queries regarding registration must be forwarded to:

Head: Student Recruitment - mba@mancosa.ac.za

Students who have outstanding modules will need to re-register for these modules.

Queries in this regard must be forwarded to:

Co-ordinator: Re-registration and Deferrals - rereg@mancosa.ac.za

6.3 REGISTRY AND DESPATCH

The registry department captures all student information on the MANCOSA student database. In the event of changes to these details, as well as the issuing of student cards, queries must be forwarded to:

Head: Registry and Despatch - registry@mancosa.ac.za

All course material is despatched to students on completion of the required forms and payment of the required fee.

Any queries regarding receipt of course material should be forwarded to:

The Despatch Officer - dispatch@mancosa.ac.za

6.4 FINANCE

All queries relating to student accounts should be forwarded to:

Head: Finance - finance@mancosa.ac.za

6.4.1 Fee Payment

- Where a student has sponsorship in respect of financial support from an employer or any other sponsoring body in respect of fees, the student must supply proof of sponsorship at enrolment.
- The student, however, is ultimately responsible for all and any payment owing to MANCOSA in the case of default by the sponsor.
- Students can pay fees in the following ways:
 - Cash at MANCOSA offices in Durban and Johannesburg
 - By Credit Card Payment (Appendix F must be completed and sent to the finance department in Durban). Please contact the MANCOSA: Finance department for further information in this regard.
 - Pay on website with Credit Card
 - Debit Order (Appendix G must be completed and sent to the finance department in Durban)
- Please contact the MANCOSA office if you require information on alternative payment methods.

6.4.2 Payment of Fees and Other Dues

All fees and other payments owing to MANCOSA for tuition and/or services provided must be paid by the due dates as stipulated in the fee schedule. Penalties will be imposed on all overdue accounts at the discretion of MANCOSA.

In addition, if students have outstanding financial obligations, MANCOSA may:

- withhold the results of assignments and examinations,
- withhold the release of certificates,

6.4.3 Re - enrolment

- No student may re-enrol for another year or enrol for a different course whilst in debt to MANCOSA.

6.4.4 Payment Plans

- The payment of fees by instalment is available as long as the terms of such an arrangement are strictly adhered to.
- Students who fail to pay by the due date will automatically move to the next payment plan or have their accounts adjusted accordingly, thereby increasing their debt to MANCOSA.

6.4.5 Additional Fees/Charges

- The following additional fees are levied:
 - Graduation Fees : R 300.00
 - Assignment re-mark fee : R 200.00 per re-mark
 - Assignment re-submission fee : R 200.00 per re-submission
 - Exam script re-mark fee : R 250.00 per re-mark
 - Supplementary Examination : R 250.00 per module
 - Aegrotat Examination : R 250.00 per module
 - Graduating in absentia : R 200.00
 - Transcript/ Certificate copies : R 100.00 per copy
- A charge of R50.00 will be levied to cover administrative and bank charges in respect of:
 - returned cheques and/or
 - unpaid debit orders

6.4.6 Deferrals

A deferral allows a student to postpone his/her academic studies as a result of unavoidable circumstances.

The following rules apply to deferrals:

- (a) A student is allowed to defer only once during the course of his/her studies.
- (b) An application for deferral must reach MANCOSA before the due date of the second assignment of that particular semester.
- (c) Deferrals will only be granted on application on the prescribed form, which is available from the MANCOSA re-registration department.
- (d) A deferral will only be processed on receipt of the applicable fee.
- (e) The student must continue with the current fee payment plan as per the original registration.

To process an application for deferral, please contact:

The Co-ordinator: Re-registration and Deferrals: rereg@mancosa.ac.za

The deferral fee is as follows:

Deferral Fee (Including application fee): R 2000.00

6.4.7 Miscellaneous Costs

- Students requesting additional material not included in the course fee will be charged accordingly.
- These miscellaneous costs include photocopying, postage etc.

6.4.8 Cancellation of Registration/Fee Liability

- A student who intends cancelling his/her registration must:
 - (a) Notify MANCOSA in writing, and
 - (b) Complete a de-registration form (available from the MANCOSA office).
- The student will:
 - be liable for a **non-refundable registration** fee of R 2000.00 if the cancellation occurs within 14 days of initial registration, or
 - be liable for the **payment of full fees** if cancellation of registration occurs beyond 14 days of initial registration.
- Refunds will not be granted for deferred de-registrations/cancellations.
- To process an application for de-registration, please contact:
The Co-ordinator: Re-registration and Deferrals: rereg@mancosa.ac.za

6.4.9 Registration for Specific/Incomplete Modules


- Students who re-register for outstanding modules will be liable for the following:
 1. A re-registration fee (Administration fee), and
 2. The fee for the module
- Applications for re-registration for incomplete modules must be forwarded to:
The Co-ordinator: Re-registration and Deferrals: rereg@mancosa.ac.za

6.4.10 Payments

- The following information must accompany all payments made to MANCOSA.
 - full name,
 - student number and
 - current course
- Proof of payment/transfer must be faxed to: **MANCOSA: Finance**
+27 31 3007298
- If all details are not accurately provided to MANCOSA, your account may not be credited.

6.4.11 Account Details

All payments should be made into ANY ONE of the following accounts:

Bank	ABSA Bank	
Account Holder	MANCOSA (Pty) Ltd	
Branch	ABSA Corporate & Business Banking KZN	
Account Number	40-6845-6934	
Branch Code	634926	

OR

Bank	Standard Bank	
Account Holder	MANCOSA (Pty) Ltd	
Branch	Overport City, Durban	
Account Number	05 261 572 3	
Branch Code	043826	

6.4.12 Foreign Payments

- It is important to note that foreign payments take at least 3 days to reflect in the MANCOSA accounts. The onus therefore lies with the student to ensure timeous payment of fees to avoid unnecessary problems.
- The SWIFT CODE for International payments are as follows:
 - ABSA Bank: ABSAZAJJ
 - STANDARD Bank: SBZAJJ

6.5 ASSESSMENTS

Assignments

All queries relating to the submission of assignments and the assessment thereof must be directed to the consultant responsible for your region. The contact details for each region can be found on **page 34**.

Examinations

All queries relating to examinations must be directed to:

Head: Examinations

E-Mail: exams@mancosa.ac.za

6.5.1 Method of Assessment

- The assessment of this programme is by:
 - (1) Assignments and
 - (2) examinations.
- The contribution to the final mark is as follows:
 - (1) Assignment - 50% and
 - (2) Examination - 50%
- To pass a module a final combined mark of 50% is required.
- Entrance to the examination is dependent on the successful completion of assignments for each semester.
- A sub - minimum of 40% is required in each form of assessment.

6.5.2 Mitigating Circumstances

6.5.2.1 General

- These are defined as unforeseeable or unavoidable serious disruptions of studies caused by circumstances beyond the students' control.
- Students who wish to inform MANCOSA of mitigating circumstances must:
 - Submit this in writing at least 5 days after the scheduled examination and/or assignment submission date.
 - Provide a full and complete account of dates on which the mitigating circumstances apply specifying assignments and/or examinations affected.
 - Ensure that application is accompanied by independent supporting evidence, e.g. medical certificates, etc.
- Medical certificates dated 1 week before or after the scheduled assignment date will **not** be accepted.
- Students may be asked to submit evidence of work already completed together with their appeals.
- Mitigating circumstances must be submitted on the correct form available from MANCOSA offices.

6.5.2.2 Complaints Procedure

A complaint is considered to be an expression of a legitimate concern regarding some aspect of MANCOSA's provision and/or operation which needs a response.

(a) Principles:

- Every attempt will be made to deal with student complaints as effectively as possible.
- Complaints will be treated in confidence and no victimisation or discrimination of any kind will apply to the complainant.
- Anonymous complaints against a person or persons will **NOT** be considered.

(b) Procedure

- Formal complaints must be made in writing and addressed to:
 - The Registrar: Academic, for assignments
 - The Head: Assessments, for examinations
- The complaint will be logged.
- The complaint will then be investigated and a final response will be provided to the complainant within 30 days.
- A proposal, remedy or redress will be included in the response.
- Where the complainant is not satisfied with either the investigation or the outcome, a further written complaint may be made to the Registrar: Academic.
- The Registrar: Academic will respond within 30 days following further investigation.

6.5.3 Appeals (Refer to Appendix D for the Appeal Form)**Notes to Appeal Form:****(a) Grounds for Appeal**

- That there exist circumstances materially affecting the student's performance which were not known to the Board of Examiners when its decision was taken and which was not reasonably practicable for the student to make known to the Board beforehand.
- That there were procedural irregularities in the conduct of the examination and/or coursework assessment as to create a reasonable possibility that the result might have been different had they not occurred;
- That there is evidence of prejudice, bias or inadequate assessment on the part of one or more examiners or assessors.

Note: No appeal will be considered which challenges academic judgement.

(b) Time Limit

- The time limit within which you may appeal is 21 days from notification of the result. The time limit applies to notification received by the Registrar: Academic. Discussions within the Faculty do NOT count as notification of appeal. This form should be submitted to the Registrar: Academic without delay.
- It is *your responsibility* to ensure that MANCOSA has your correct contact details. It is *your responsibility* to check the mail at this address, or to contact the post office regarding any recorded delivery notification.

(c) Additional Documents

- Any additional document should be the original, typed or word-processed, or hand-written legibly. Faxes and photocopies are not acceptable.

(d) Reasons for Appeal

- You are advised to ensure that your reasons for appeal are as factual and specific as possible and fall within one or more of the categories in Note (a) above.

(e) Evidence

- Your reasons for appeal must be supported by evidence. You must not make unsupported claims or make unsupported allegations against an individual or a group of staff.
- False information and defamatory allegations will be dealt with under the Code of Conduct.

(f) Advice

- Advice is available from:
 - Registrar: Academic
 - Registrar: Administration, or student counselors

(g) Contact Details

- (i) Examinations (All students) - exams@mancosa.ac.za , and
- (ii) Academic /Assignment Administration – Refer to e-mail contacts on page 34.

6.5.4 Plagiarism

- Students are assessed on the basis that work presented is their own as per the declaration on the assignment cover sheet.
- Cheating, plagiarism and fabrication of information are offences.
- Assignments, research proposals and dissertations will be scanned by TURNITIN plagiarism software to ensure that information used in work submitted is not plagiarised.
- The MANCOSA examination board will investigate allegations of such offences.
- If the allegation is proved correct, the outcome of the investigation could be one of the following:
 - The student receives a warning and is allowed to proceed with the programme. Such assessments will be capped.
 - The student fails the entire year or semester.
 - The student is suspended or expelled from the programme.

6.5.5 Re-Registration for a Programme/Module

- Students failing a module at the first attempt or after writing the supplementary/aegrotat examination are required to re-register for the module.
- Only two further registrations for a module are permitted.
- Students who do not pass at the third attempt must submit a written motivation to continue with the programme.

6.5.6 Progression

Upon successful completion of all modules in Year 1 of the programme, a student is eligible to proceed to Year 2 of the MBA programme. The student is required to register at each stage of the programme.

6.5.7 Award of Qualification

The student has 5 years from time of first registration to graduation in which to complete the MBA programme. Failure to do so in the stipulated time period will result in:

- (a) Credit being issued for modules completed, and/or
- (b) Issuing of the qualification, Postgraduate Diploma in Business Management where students meet the criteria for such an award.

Note: MANCOSA will not award a qualification certificate on the successful completion of the Year 1 of the MBA programme.

6.5.8 Marking Criteria

All assignments are marked according to the following criteria.

A	Excellent 75%+	Excellent work which demonstrates an authoritative grasp of the concepts, methodology and content appropriate to the subject discipline. Indication of originality in the application of ideas, in synthesis of material or in performance; personal insights reflecting depth and confidence of understanding and real critical analysis. Work is well structured and presented with full referencing.
B	Very Good 70 – 74%	Very good work which demonstrates a sound level of understanding based on a competent grasp of relevant concepts, methodology and content; displays skill in interpreting and analysing complex material; material well organised.
C	Good 60 – 69%	Good work that demonstrates a good level of understanding based on a grasp of relevant concepts, methodology and content; display some skill in analysing complex material; material well organized
D	Acceptable 50 – 59%	Work that demonstrates a coherent response to the requirements of the assessment task; clear expression of ideas; uses relevant source material; demonstrates some understanding of the concepts; draws relevant conclusions; appropriate organisation of response
E	Unacceptable 40 – 49%	Recognisable if limited awareness of requirements of assessment task; evidence of some understanding; some attempt to draw relevant conclusions.
F	Fail 33 – 39%	Marginal grade. Unsatisfactory but showing some evidence of understanding.
G	Fail 0 – 33 %	Little evidence of understanding or application.

6.6 STUDENT SUPPORT

6.6.1 The MANCOSA Student Support Centre

The **MANCOSA Student Support Centre** is the first point of contact for all administrative student queries.

All queries in this regard must be forwarded to a Support Centre consultant on:

E-mail: sss@mancosa.ac.za

Tel: +27 31 3007200

6.6.2 Regional Offices Representatives

MANCOSA has offices/representatives situated in various regions. The details of these offices/representatives are given below:

CITY/COUNTRY	MANCOSA REPRESENTATIVE	CONTACT DETAILS
South Africa (Durban)	MANCOSA Staff	MANCOSA Campus 26 Samora Machel Street, Durban, 4000 Tel: +27 31 3007200 Fax: +27 31 3007299 E-mail: Durban@staff.mancosa.co.za
South Africa (Johannesburg)	MANCOSA Staff	MANCOSA Office, Ground Floor Sunnyside Centre 13 Frost Avenue, Sunnyside, Auckland Park Johannesburg, 2092 Tel: +27 11 4829852 Fax: +27 11 4829072 E-mail: JHB@staff.mancosa.co.za
South Africa (Polokwane)	Ms H Thoka	MANCOSA Office, Edupark Edupark Avenue, Off Dorp Street, Polokwane Tel: +27 15 2902896 or +27 15 2902899 Fax: +27 15 2902841 E-mail: Polokwane@staff.mancosa.co.za
South Africa (Cape Town)	Ms S Ebrahim	MANCOSA Office Ebden House 3 rd Floor, Belmont Park, Belmont Road Rondebosch, 7700, Cape Town Tel: +27 21 6859072 Fax: +27 21 6859067 E-mail: CapeTown@staff.mancosa.co.za
Namibia (Windhoek)	Mr G Hoabeb	MANCOSA Namibia, Bachran Property Investments (BPI House) 269 Independence Avenue, Mezzanine Floor, Office 27, Windhoek Tel: 00264 61 301354 Fax: 00264 61 301353 Fax-to-email: 088629830 Cell: 00264 81 2332469 E-Mail: Namibia@staff.mancosa.co.za

Zambia (Lusaka)	Mr K Mainga	House No. 16 Enock Kavu Road Rhodespark, Lusaka, Zambia Tel: To be confirmed (Check MANCOSA Website) Fax: To be confirmed (Check MANCOSA Website) E-mail: Zambia@staff.mancosa.co.za Cell: 00260 966864455
Botswana (Gaborone)	MANCOSA Staff	MANCOSA Campus Plot 50759, Block 9, Gaborone, Botswana Te: 00267 3914587 Cell: 00267 3914562 E-mail: Botswana@staff.mancosa.co.za
Mozambique (Maputo)	Mr P Cardoso	Av Maguiguane 809, 1 st floor, right side, Maputo, Mozambique Tel: 00258 21326941 Fax: 00258 21326941 Cell: 00258 828605880 E-mail: Mozambique@staff.mancosa.co.za
Zimbabwe (Harare)	Ms B Mgandani	Cell: 00263 733411679 Cell: 00263 714169874 E-mail: Zimbabwe@staff.mancosa.co.za
Malawi (Lilongwe)	Dr Wellington Nakanga	Tel: 00265 1911019 Cell: 00265 999565037 E-mail: Malawi@staff.mancosa.co.za
Kenya (Nairobi)	Prof. Charles Mayaka	Tel: 00254 20 3606214 Cell: 00254 722 679469 E-mail: Kenya@staff.mancosa.co.za
Swaziland (Mbabane)	Ms Lindiwe Khumalo	Cell: 00268 76021347 E-mail: Swaziland@staff.mancosa.co.za
Mauritius (Bel Village)	Mrs T. Burkutally	YK Business School, SNIT Complex, Old Moka Road, Bell Village Tel: 230 2116559 E-mail: registry@ykbs.ac.mu
Russia	Ms O Savostina	Tel: 07 383 201 6364 E-mail: mba@nsaem.ru

6.7 ACADEMIC SUPPORT

6.7.1 Regional Tutor Support (Academic Faculty)

Each region has highly qualified academic faculty appointed to ensure the highest standard of academic delivery to students. Their duties include:

- Delivery of the scheduled lectures
- Telephonic support
- E-mail support

You are required to contact the relevant tutors at times as prescribed at their lecture. The details for these tutors may be obtained at the scheduled workshops.

Note: Tutors may be changed at short notice due to unforeseen circumstances.

6.7.2 Module Co-ordination and E-Mail Support

A Subject Coordinator is appointed for each module. This Subject Coordinator is a full-time MANCOSA lecturer who is available during office hours to provide academic support to students. These faculty members also provide e-mail support via the dedicated e-mail address provided for each module.

Note: E-mail is the preferred method of communication with academic faculty.

The academic support e-mail address for each module is as follows:

HUMAN RESOURCE MANAGEMENT
mba1-hrm@mancosa.ac.za
MANAGEMENT INFORMATION SYSTEMS
mba1-mis@mancosa.ac.za
MARKETING MANAGEMENT
mba1-markman@mancosa.ac.za
OPERATIONS MANAGEMENT
mba1-opman@mancosa.ac.za
QUANTITATIVE METHODS
mba1-quantmeth@mancosa.ac.za
ECONOMICS
mba1-eco@mancosa.ac.za

6.7.3 Library Services

Please refer to the library guide for a comprehensive list of library facilities and resources available in all regions.

6.7.4 Website/ Online Learning Centre

MANCOSA's website (<http://www.mancosa.co.za>) offers the following services to students:

- Information on news and events
- Photo gallery
- Programme and Module descriptions
- Enrolment documentation
- Online request for information and registration
- On-line payment options
- Contact details (Local and International)
- Frequently Asked Questions (FAQ's)
- Link to student portal (<http://www.mymancosa.com/>)
- Social Feeds (Twitter and Facebook)
- Alumni portal

Online Learning Centre (Multimedia Support)

Students can access interactive learning material through the **My-Mancosa website** at <http://www.mymancosa.com>.

The website amongst other features contains the following:

- Important news and announcements
- Course and module information
- On-line journal database access eg. Emerald On-line, EBSCO, Google Scholar, Informing Science, Directory of Open Access Journal (DOAJ), etc
- Course and Assignment Handbooks
- Power point presentations
- Past year papers
- Workshop notes
- Exam guidelines
- Research and dissertation writing guidelines
- Exam results and assignment mark details
- Student details
- Exam schedule, assignment due dates and personalised time tables
- Buy/sell second hand textbooks

6.7.5 Module Guides

On registration, all MANCOSA students are issued with a comprehensive set of module guides, which outline the syllabus and details of content to be covered in each module for the academic year. Please complete the acknowledgement of receipt form attached as APPENDIX E.

However, it must be noted that all study material provided must be read in conjunction with the textbooks that are prescribed for each of the modules.

6.7.6 Prescribed textbooks

All prescribed texts may be purchased from Shesha Books or an accredited bookseller.

You can contact Shesha Books on +27 31 3322702 or e-mail sales@sheshabooks.co.za for further details.

A list of the prescribed texts for each module is found below:

MODULE	PRESCRIBED BOOK & AUTHOR/S	ED	PUBLISHER
Human Resource Management	Human Resources Management Nel, Werner, Haasbroek, Poisat, Sono and Schultz	8 th	Oxford University Press
	Human Resource Management: Gaining a Competitive Advantage Noe, Hollenbeck, Gerhart and Wright	7 th	McGraw Hill
Management Information Systems	Managing the Digital Firm Laudon and Laudon	11 th	Pearson Prentice Hall
Marketing Management	Marketing Management Kotler and Keller	14 th	Pearson Prentice Hall
Operations Management	Operations Management Heizer and Render	10 th	Pearson Prentice Hall
	Operations Management Schroeder	5 th	McGraw Hill
Quantitative Methods	Applied Business Statistics: Methods and Applications Wegner	2 nd	Juta and Co Ltd: Cape Town
	Recommended: Statistical Techniques in Business and Economics Lind, Marchal & Wathen	14 th	McGraw Hill/Irwin
Economics	Economics for South African Students Mohr and Fourie	4 th	Van Schaik
	The Economy Today Schiller	12 th	McGraw Hill

Note: The above prescribed readings have been provided at the time of publication of this handbook. Should an updated edition be available, students can use either version.

6.8 IT AND WEBSITE

In the event of the student experiencing difficulty accessing any of the MANCOSA electronic facilities, queries must be directed to:

The Head: IT - webmaster@mancosa.ac.za

6.9 RESEARCH

It is important to note that on completion of all coursework modules, it is compulsory for students to register for the dissertation component. The registration process will be facilitated through the MANCOSA Recruitment Division.

All queries regarding registration for the dissertation must be forwarded to:

The Head: Student Recruitment - rereg@mancosa.ac.za

The research directorate will undertake the administration of the dissertation process.

All queries regarding the administration of the dissertation process must be forwarded to:

The Research Co-ordinator - research@mancosa.ac.za

6.10 GENERAL

6.10.1 Ownership of Work Produced by Students

- When a course at MANCOSA for which a student is registered leads directly to the origination of any copyright to which the student has made contribution, ownership of all such intellectual property will normally reside with MANCOSA.
- MANCOSA may require students to sign a formal acknowledgement.
- All copyright of research and dissertations done by students becomes the intellectual capital of MANCOSA.

6.10.2 Publication or Display of Project Reports

- MANCOSA reserves the right to publish reports of projects arising from course work carried out by students and will normally wish to do so. e.g. by placing copies in the MANCOSA Library.

6.10.3 Equal Opportunities - Statement of Intent

- MANCOSA provides education and training to a range of students reflecting diversity of cultures languages and faiths.
- MANCOSA recognises that in society, groups and individuals suffer disadvantages through direct and indirect discrimination.
- MANCOSA is opposed to any form of discrimination and believe its elimination will enhance and enrich the cultural, educational and working experience of all concerned.
- MANCOSA is committed through our management, teaching, support staff and students to the equal treatment of the people within our institution.
- The Board of Governors has responsibility for MANCOSA's equal Opportunities Strategy. The Management and staff have the responsibility for its implementation.

6.10.4 Freedom of Speech

Freedom of speech is basic to the healthy life of an institution.

- The governing body of MANCOSA therefore requires all staff employed by MANCOSA and all students of MANCOSA to tolerate and protect the expression of opinions within the law whether or not these opinions are repugnant to them.
- Accordingly, the governing body has approved and adopted a Code of Practice.

6.10.5 Graduation

- On successful completion of all coursework required and on the settlement of all outstanding fees, the student is eligible to attend a graduation ceremony where the award will be conferred upon the student.
- All students graduating are liable for a fee of R 300.00. This amount does not include the cost of the academic attire.
- A separate charge will be levied per guest.
- Students graduating in absentia will be liable for a fee of R 200.00. This includes the cost of postage/courier to the student.

6.10.6 Recognition of Prior Learning

- Applications for exemption/s from a module or part of a course on the basis of Recognition of Prior Learning are accepted.
- This application is evaluated by the Students Admission Committee to determine the applicants' eligibility.
- The application form is available on request from a student counsellor.

7. WORKSHOPS

7.1 WORKSHOP VENUES

CITY	COUNTRY	VENUE
Johannesburg	South Africa	College of Education at Wits (formerly JCE) 27 St Andrews Road, Parktown, Johannesburg
Durban	South Africa	MANCOSA Lecture Hall 26 Samora Machel Street, Durban
Pretoria	South Africa	UNISA (Muckleneuk Campus) Theo Van Wyk Building, Preller Street, Pretoria
East London	South Africa	Buffalo City FET College Lukin Road, Selborne, East London
Cape Town	South Africa	MANCOSA Office Ebden House 3 rd Floor, Belmont Park, Belmont Road, Rondebosch
Polokwane	South Africa	Edupark Edupark Avenue, Off Dorp Street, Polokwane
Bloemfontein	South Africa	Bloem Spa Lodge and Conference Centre Rayton Road, Lilyvale, Rayton, Bloemfontein
Nelspruit	South Africa	Tshwane University of Technology Techno Street (Off Madiba Drive) – On Road to Barberton
Mafikeng	South Africa	Thatch Haven Hotel 24 William Dick Drive, Libertas, Mafikeng
Mthatha	South Africa	Walter Sisulu University To be Confirmed - Contact Regional Administrator
Windhoek	Namibia	Gamams Training Centre (Transnamib) Hosea Kutako Drive, Pionierspark, Windhoek
Lusaka	Zambia	ZAMCOM Plot 3529 Government Road, Near Ministry of Finance, Lusaka
Gaborone	Botswana	MANCOSA Campus Plot 50759, Block 9, Gaborone
Matsapha	Swaziland	Swaziland Institute of Mgt & Public Administration (SIMPA) New Campus Opposite the University of Swaziland, Kwa Luseni, Lozitha Road, Matsapha
Maputo	Mozambique	Universidade Eduardo Mondlane Faculdade de Economia Campus, Universitario, Maputo
Harare	Zimbabwe	University of Zimbabwe (Faculty Of Law) Mount Pleasant, Harare
Lilongwe	Malawi	To be Confirmed Contact Regional Administrator
Blantyre	Malawi	To be Confirmed Contact Regional Administrator
Nairobi	Kenya	AMREF International Training Centre Along Langlata Road, Opposite Wilson Airport
Maseru	Lesotho	To be Confirmed Contact Regional Administrator
Juba	South Sudan	United Nations, UNDP Meeting Hall Juba, South Sudan

Note: Please contact MANCOSA prior to the workshop to confirm your workshop venue.

7.2 WORKSHOP DATES

CITY	COUNTRY	SEMESTER 1			SEMESTER 2		
		WORKSHOP 1	WORKSHOP 2	WORKSHOP 3	WORKSHOP 4	WORKSHOP 5	WORKSHOP 6
Johannesburg	South Africa	10/11 March 2012	14/15 April 2012	02/03 June 2012	07/08 July 2012	08/09 September 2012	10/11 November 2012
Durban	South Africa	17/18 March 2012	21/22 April 2012	26/27 May 2012	14/15 July 2012	15/16 September 2012	03/04 November 2012
Pretoria	South Africa	17/18 March 2012	21/22 April 2012	02/03 June 2012	14/15 July 2012	15/16 September 2012	10/11 November 2012
East London	South Africa	17/18 March 2012	21/22 April 2012	02/03 June 2012	11/12 August 2012	15/16 September 2012	10/11 November 2012
Cape Town	South Africa	10/11 March 2012	14/15 April 2012	26/27 May 2012	07/08 July 2012	08/09 September 2012	03/04 November 2012
Polokwane	South Africa	17/18 March 2012	21/22 April 2012	02/03 June 2012	14/15 July 2012	15/16 September 2012	10/11 November 2012
Bloemfontein	South Africa	10/11 March 2012	14/15 April 2012	26/27 May 2012	04/05 August 2012	01/02 September 2012	27/28 October 2012
Nelspruit	South Africa	17/18 March 2012	21/22 April 2012	02/03 June 2012	04/05 August 2012	15/16 September 2012	10/11 November 2012
Mafikeng	South Africa	17/18 March 2012	21/22 April 2012	02/03 June 2012	14/15 July 2012	15/16 September 2012	10/11 November 2012
Mthatha	South Africa	03/04 March 2012	31 March/ 01 April 2012	19/20 May 2012	04/05 August 2012	01/02 September 2012	27/28 October 2012
Windhoek	Namibia	10/11 March 2012	14/15 April 2012	26/27 May 2012	07/08 July 2012	08/09 September 2012	03/04 November 2012
Lusaka	Zambia	17/18 March 2012	21/22 April 2012	02/03 June 2012	14/15 July 2012	15/16 September 2012	10/11 November 2012
Gaborone	Botswana	17/18 March 2012	21/22 April 2012	02/03 June 2012	14/15 July 2012	15/16 September 2012	10/11 November 2012
Mbabane	Swaziland	17/18 March 2012	21/22 April 2012	02/03 June 2012	18/19 August 2012	15/16 September 2012	10/11 November 2012
Maputo	Mozambique	10/11 March 2012	14/15 April 2012	26/27 May 2012	07/08 July 2012	08/09 September 2012	03/04 November 2012
Harare	Zimbabwe	17/18 March 2012	21/22 April 2012	02/03 June 2012	18/19 August 2012	15/16 September 2012	10/11 November 2012
Lilongwe	Malawi	10/11 March 2012	14/15 April 2012	26/27 May 2012	11/12 August 2012	08/09 September 2012	03/04 November 2012
Blantyre	Malawi	10/11 March 2012	14/15 April 2012	26/27 May 2012	11/12 August 2012	08/09 September 2012	03/04 November 2012
Nairobi	Kenya	17/18 March 2012	21/22 April 2012	02/03 June 2012	18/19 August 2012	15/16 September 2012	10/11 November 2012
Maseru	Lesotho	17/18 March 2012	21/22 April 2012	02/03 June 2012	18/19 August 2012	15/16 September 2012	10/11 November 2012
Juba	Sudan	03/04 March 2012	21/22 April 2012	02/03 June 2012	04/05 August 2012	15/16 September 2012	10/11 November 2012

7.3 WORKSHOP PROGRAMMES

	JOHANNESBURG	DURBAN	PRETORIA	EAST LONDON
Time	Activity/Module	Activity/Module	Activity/Module	Activity/Module
SEMESTER 1 WORKSHOP 1				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 09h00	Orientation	Orientation	Orientation	Orientation
09h00 – 09h30	Break	Break	Break	Break
09h30 – 12h30	HR Management	HR Management	HR Management	HR Management
12h30 – 13h30	Break	Break	Break	Break
13h30 – 16h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 11h30	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
WORKSHOP 2 AND 3				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	HR Management	HR Management	HR Management	HR Management
12h00 – 13h00	Break	Break	Break	Break
13h00 – 17h00	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SEMESTER 2 WORKSHOP 4, 5 AND 6				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	Economics	Operations Mgt	Operations Mgt	Operations Mgt
12h00 – 13h00	Lunch	Lunch	Lunch	Lunch
13h00 – 17h00	Operations Mgt	Economics	Economics	Economics
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Quant Methods	Quant Methods	Quant Methods	Quant Methods

	CAPE TOWN	POLOKWANE	BLOEMFONTEIN	NELSPRUIT
Time	Activity/Module	Activity/Module	Activity/Module	Activity/Module
SEMESTER 1 WORKSHOP 1				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 09h00	Orientation	Orientation	Orientation	Orientation
09h00 – 09h30	Break	Break	Break	Break
09h30 – 12h30	HR Management	HR Management	HR Management	HR Management
12h30 – 13h30	Break	Break	Break	Break
13h30 – 16h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 11h30	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
WORKSHOP 2 AND 3				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	HR Management	HR Management	HR Management	HR Management
12h00 – 13h00	Break	Break	Break	Break
13h00 – 17h00	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SEMESTER 2 WORKSHOP 4, 5 AND 6				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	Economics	Operations Mgt	Operations Mgt	Operations Mgt
12h00 – 13h00	Lunch	Lunch	Lunch	Lunch
13h00 – 17h00	Operations Mgt	Economics	Economics	Economics
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Quant Methods	Quant Methods	Quant Methods	Quant Methods

	MAFIKENG	MTHATHA	NAMIBIA	ZAMBIA
Time	Activity/Module	Activity/Module	Activity/Module	Activity/Module
SEMESTER 1 WORKSHOP 1				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 09h00	Orientation	Orientation	Orientation	Orientation
09h00 – 09h30	Break	Break	Break	Break
09h30 – 12h30	HR Management	HR Management	HR Management	HR Management
12h30 – 13h30	Break	Break	Break	Break
13h30 – 16h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 11h30	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
WORKSHOP 2 AND 3				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	HR Management	HR Management	HR Management	HR Management
12h00 – 13h00	Break	Break	Break	Break
13h00 – 17h00	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SEMESTER 2 WORKSHOP 4, 5 AND 6				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	Economics	Operations Mgt	Operations Mgt	Operations Mgt
12h00 – 13h00	Lunch	Lunch	Lunch	Lunch
13h00 – 17h00	Operations Mgt	Economics	Economics	Economics
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Quant Methods	Quant Methods	Quant Methods	Quant Methods

	BOTSWANA	SWAZILAND	MOZAMBIQUE	ZIMBABWE
Time	Activity/Module	Activity/Module	Activity/Module	Activity/Module
SEMESTER 1 WORKSHOP 1				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 09h00	Orientation	Orientation	Orientation	Orientation
09h00 – 09h30	Break	Break	Break	Break
09h30 – 12h30	HR Management	HR Management	HR Management	HR Management
12h30 – 13h30	Break	Break	Break	Break
13h30 – 16h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 11h30	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
WORKSHOP 2 AND 3				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	HR Management	HR Management	HR Management	HR Management
12h00 – 13h00	Break	Break	Break	Break
13h00 – 17h00	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SEMESTER 2 WORKSHOP 4, 5 AND 6				
SATURDAY				
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	Economics	Operations Mgt	Operations Mgt	Operations Mgt
12h00 – 13h00	Lunch	Lunch	Lunch	Lunch
13h00 – 17h00	Operations Mgt	Economics	Economics	Economics
SUNDAY				
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Quant Methods	Quant Methods	Quant Methods	Quant Methods

	MALAWI (LILONGWE)	MALAWI (BLANTYRE)	KENYA	LESOTHO	SOUTH SUDAN
Time	Activity/Module	Activity/Module	Activity/Module	Activity/Module	Activity/Module
SEMESTER 1					
WORKSHOP 1					
SATURDAY					
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 09h00	Orientation	Orientation	Orientation	Orientation	Orientation
09h00 – 09h30	Break	Break	Break	Break	Break
09h30 – 12h30	HR Management	HR Management	HR Management	HR Management	HR Management
12h30 – 13h30	Break	Break	Break	Break	Break
13h30 – 16h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SUNDAY					
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 11h30	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
WORKSHOP 2 AND 3					
SATURDAY					
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	HR Management	HR Management	HR Management	HR Management	HR Management
12h00 – 13h00	Break	Break	Break	Break	Break
13h00 – 17h00	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems	Mgt Info Systems
SUNDAY					
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt	Marketing Mgt
SEMESTER 2					
WORKSHOP 4, 5 AND 6					
SATURDAY					
07h30 – 08h00	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h00 – 12h00	Economics	Operations Mgt	Operations Mgt	Operations Mgt	Operations Mgt
12h00 – 13h00	Lunch	Lunch	Lunch	Lunch	Lunch
13h00 – 17h00	Operations Mgt	Economics	Economics	Economics	Economics
SUNDAY					
08h15 – 08h30	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue	Arrival at venue
08h30 – 12h30	Quant Methods	Quant Methods	Quant Methods	Quant Methods	Quant Methods

NOTE:

- (1) **Workshop programmes are provisional and may be adjusted on the day of the workshop.** Please call our offices to confirm the programme for your specific venue a week before to the workshop.
- (2) Students are therefore reminded to carry all study material on the 1st day of the workshop.
- (3) Please read all relevant modules prior to attending workshops in order participate in the discussions.
- (4) Students are reminded that work on assignments should commence prior to the workshops.
- (5) Students are allowed and are encouraged to attend second semester workshops even if they were unsuccessful in one or more first semester modules or without having their first semester results.
- (6) While attendance at workshops is not compulsory, it is advisable that you make use of the opportunity to interact with academic faculty and fellow students.

8. ASSIGNMENTS

8.1 SUBMISSION

8.1.1 Mode of Delivery of Assignments

All assignments **must be** submitted online.

Note: No other mode of submission will be accepted.

Please go to <http://www.mancosa.co.za/assignments> for assignment uploading procedures.

8.1.2 Assignment Administrative Support

Depending on your choice of examination venue, students may contact support staff with regards to queries on their assignments. These queries should be directed to the contact details reflected in the table below.

REGION	E-MAIL CONTACT	PROCESSING OFFICE	TELEPHONE CONTACT
Johannesburg	pgassignjhb@staff.mancosa.co.za	Johannesburg	+27 11 4829852
Durban	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Pretoria	pgassignjhb@staff.mancosa.co.za	Johannesburg	+27 11 4829852
East London	pgassigncpt@staff.mancosa.co.za	Cape Town	+27 21 6859072
Cape Town	pgassigncpt@staff.mancosa.co.za	Cape Town	+27 21 6859072
Polokwane	pgassignjhb@staff.mancosa.co.za	Johannesburg	+27 11 4829852
Bloemfontein	pgassignjhb@staff.mancosa.co.za	Johannesburg	+27 11 4829852
Nelspruit	pgassignjhb@staff.mancosa.co.za	Johannesburg	+27 11 4829852
Mafikeng	pgassignjhb@staff.mancosa.co.za	Johannesburg	+27 11 4829852
Kimberley	pgassigncpt@staff.mancosa.co.za	Cape Town	+27 21 6859072
Port Elizabeth	pgassigncpt@staff.mancosa.co.za	Cape Town	+27 21 6859072
Mthatha	pgassigncpt@staff.mancosa.co.za	Cape Town	+27 21 6859072
Windhoek	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Zambia	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Botswana	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Swaziland	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Mozambique	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Zimbabwe	pgassignjhb@staff.mancosa.co.za	Johannesburg	+27 11 4829852
Malawi	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Kenya	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Lesotho	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
South Sudan	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Tanzania	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200
Other Regions	pgassign@staff.mancosa.co.za	Durban	+27 31 3007200

Note: Do not submit assignments to the above e-mail addresses as these will not be assessed.

8.1.3 Assignment Submission Procedure

Please go to <http://www.mancosa.co.za/assignments> for assignment submission procedures.

8.1.4 General guidelines to submission of assignments

- Only one assignment per student is required. Multiple copies of the same assignment slows the smooth processing of assignments.
- Before sending an assignment the onus is on the student to ensure that the assignment is properly labeled.
- Assignments sent without cover pages will not be accepted. A sample cover page can be found as APPENDIX A at the end of the Course and Assignment handbook.
- Cover pages should be added as the first page of an assignment and not as the last page.
- The cover page, table of contents and bibliography should not be added to the final word count of an assignment. Word limits should be strictly adhered to.
- Students need to be vigilant that the proper version of their assignments is sent to MANCOSA. If students send a wrong version of an assignment and this assignment is marked, the student will unfortunately be credited with the low mark.

8.1.5 Policy regarding group assignments and plagiarism

While students are encouraged to form student and support groups, given the wealth of information available, each student **MUST** produce original pieces of work when submitting assignments. Students found guilty of plagiarism and dishonesty will be instructed to complete a new assignment, which will be capped at 50%. Capping means that the student will not be awarded an assessment mark of greater than 50%, irrespective of the academic merit of the assignment.

8.1.6 Acknowledgement of receipt of assignments

- Students must ensure that they receive online confirmation of receipt of assignment.
- It is the student's responsibility to check that they upload their complete assignment.

8.1.7 Release of assignment results

- All assignments received by the due date will be marked and results will be available to students within 30 days of receipt of assignment.
- MANCOSA will not be held responsible for the delayed return of assignments that have been submitted late.

8.1.8 Extension of submission dates

- Students will only be granted an extension for the submission of an assignment in exceptional circumstances. The academic administration department should be contacted in this regard.
- Normal pressure of work is not considered a valid reason to request for extensions.
Note: Only one extension per semester will be granted.
- An extension request form must be completed. Refer to **Appendix B** for the extension request form. This request must be forwarded to an e-mail address as stipulated in the table on page 34.
- Extensions will not be granted on the due date of the assignment. All extension requests must be received by the academic administration department at least one (1) week prior to the due date of the assignment.

8.1.9 Late submission of assignments

- A late submission is an assignment received by MANCOSA after the deadline date as stipulated in the assignment schedule or the extension date granted by MANCOSA.
- Assignments submitted late without the proper authorisation will be subject to a penalty. These assignments will be capped at 50 %.
- The final date of submission of all assignments excluding re-submitted assignments is two weeks after the due date of the last assignment for that semester. No extensions will be granted in this regard.

8.1.10 Re - submission of assignments

- A student who obtains a mark of less than 45% may have another attempt at improving his/her grade on that assignment by a re-submission.
- The re-submitted assignment will be capped at 50%.
- The fee for a re-submission is R200.00
- Resubmitted assignments must reach MANCOSA two (2) weeks after receipt of the original submission. No concessions will be granted in this respect.
- Students will be required to answer a new assignment question for all assignment re-submissions.

8.1.11 Re- marking of assignments

- Assignments will be re-examined at the request of the student. This will be done at a charge of R 200.00 per assignment. Proof of payment must be submitted together with the assignment.
- In the event of a discrepancy between the original mark and the re - mark, the higher mark will be retained.

8.1.12 Assignment coversheet

- All assignments must include a cover page. This cover page should include all information as indicated on **Appendix A**. Please ensure that all details are correctly completed.
- A copy of the assignment cover page may be obtained from:
<http://www.mymancosa.com/documents/orderforms/Assignment%20Cover%20Sheet.doc>

8.1.13 Return of assignments to students

- Please note that marked assignments **will not** be posted back to students. All assignments will be scanned and e-mailed back to students.

8.2 ASSIGNMENT SUBMISSION DATES

SEMESTER 1		
NO	MODULE	ASSIGNMENT DUE DATE
1	Human Resource Management	02 April 2012
2	Management Information Systems	16 April 2012
3	Marketing Management	02 May 2012
SEMESTER 2		
4	Operations Management	10 September 2012
5	Quantitative Methods	25 September 2012
6	Economics	08 October 2012

8.3 ASSIGNMENT QUESTIONS

ASSIGNMENT 1: HUMAN RESOURCE MANAGEMENT

DUE DATE: 02 APRIL 2012

Read the Case Study below and answer the questions that follow:

[100]



Established in 1985, the City Lodge hospitality group caters to leisure and business travellers, offering 4 989 rooms at 44 sites throughout the country, representing a choice of budgets, features and locations. The Group prides itself on its distinguishing factors including quality accommodation, homely ambience and friendly service.

The Group considers its people to be its greatest asset; and the importance attached to consistent staff satisfaction is evidenced by the fact that many team members have remained with the Group throughout its 25 years of existence.

As the Group grows, it is challenged with finding ever more effective and innovative communication channels that achieve reach among all employees. It is also disputing the pervasive perception that the hospitality industry offers little scope for career development.

The City Lodge chain presents a portfolio of four brands to meet travellers' varied needs: the premier Courtyard brand, which offers a range of accommodation options suited for longer stays, including features like a personalized shopping service, which emphasise the brand's exclusivity, as well as City Lodge, which has become synonymous with comfortable accommodation and a home from-home atmosphere, located throughout southern Africa. Also in the portfolio are Town Lodge, where the draw card is accessibility and strategic location within close proximity to major motorways; and the value for money brand, Road Lodge.

Marcel Kobilski, Divisional Director: Human Resources, and Maxine Muir, Manager: Orientation and Management development, identify five priorities concerning the group at present: leadership development, diversity, employee engagement, learning and development, and succession planning. Specific actions are being taken to ensure each of these is effectively addressed, adds Human Resources Director Marcel Kobilski. For instance, in the area of leadership development, the Group has established the City Lodge Academy, which offers a three-year Hotel Management qualification, in conjunction with the University of Johannesburg, while the Accelerated Development and Deployment Programme (ADDP) aims to nurture black management talent. These initiatives ensure that the group has a well-fed succession pipeline. Leaders are encouraged to access the GetAbstract business book website as a knowledge sharing platform, while the 'CityPedia' intranet site currently being established will help maintain an open communication channel between members of the succession pool, the ADDP and Executive Committee. 'We're proud to have been the first group in South Africa to be recognised as an Investor in People by the Investors in People organisation. We feel this indicates our commitment to talent management and development,' comments Kobilski. Diversity, meanwhile, is fostered through the employment equity plans that have been implemented at each hotel. Kobilski notes that efforts in this area are augmented by the Group's development activities, which are largely focused on fostering black talent. Employee engagement is another area receiving significant attention. City Lodge's induction programme plays a key role in this regard, with each employee undergoing an intense process to familiarise them with the group's values, credo and vision. 'This provides an excellent opportunity for employees to engage with the organisation's culture,' Muir observes – important, because the Group's flat structure requires that all employees are able to apply their skills across a number of areas of the business. This approach is one of the

organisation's strengths, as it encourages skills development and therefore career opportunities. Indeed, learning and development is viewed as vital: Clifford Ross, Chief Executive, laments the fact that the hospitality industry has rarely been considered a valid option for those desiring a dynamic career, thanks to the lingering misconception that it offers a limited number of positions, and with limited mobility at that. 'It is one of our greatest wishes to prove that there is, in fact, enormous career potential within the group,' he explains. He notes that Muir's appointment as a dedicated Orientation and Management Development Manager to oversee the recruitment, on-boarding, development, progression and retention of staffers shows the importance attached to this challenge. Linked to this is the emphasis placed on succession planning. Defined career paths are mapped out for identified employees, including clear development goals and qualifications. 'With the right drive, commitment and determination, our staff can progress at an enormous pace,' Kobilski says. A case in point: a number of staffers have joined the group as General Services Attendants, and have climbed the ranks to General Manager positions.

Employees are remunerated at the 75th – and in some cases, the 90th – industry percentile. Incentives are generous: junior, middle, senior and top management participate in a performance bonus scheme, while a share incentive scheme is in place for senior management and executives. Employees throughout the organisation (except senior and top management) take part in a share ownership scheme, through which they own around 7,69% of the Group's issued shares. Not only does this make them one of the largest shareholders in the company; it also ensures that, through dividends and share growth, many receive up to an extra salary cheque – monies which have empowered them by paying towards houses, cars and children's education. In addition, remuneration packages include a 13th cheque. Other benefits include generous leave, with 30 days' annual leave for each hotel-based employee, five days of compassionate leave for each event, extended maternity leave and study leave (as well as assistance). The company further offers pension and provident fund, medical aid and an education assistance loan scheme for employees' children. The company celebrates employee achievements through Long Service Awards, Gotcha Awards (granted when staff are caught 'doing something right') and a number of awards in various categories that are presented on the Awards Evening, a highlight of the City Lodge Annual Executives Conference.

Transformation is a strategic imperative for achieving City Lodge's objectives, says Ross. This is borne out by the appointment of a divisional director, responsible for driving the group's transformation strategy, as well as the conclusion of BEE ownership deals, and the allocation of 5,3% of payroll on skills development. The company is ranked a Level 4 contributor on the Department of Trade and Industry Scorecard, while according to the industry scorecard, it is a Level 3 contributor.

Ross describes City Lodge's corporate social investment programme as 'deliberate, focused, coherent, and progressive', noting that it is guided by a common policy framework with clear focus areas. Importantly, the programme is designed to be mutually beneficial, and is seen as a strategic business function aligned to the core business. Key focus areas include skills training and development, enterprise development, sports and community development. In keeping with the duties of a responsible corporate citizen, equal emphasis is placed on corporate governance and sustainability. The latter point is proved through the group's commitment to responsible tourism, as a signatory to a charter introduced during the 2002 World Summit on Sustainable Development. Moreover, an operations director from the group has been tasked with formulating a sustainability strategy, with the goal of becoming carbon neutral. The organisation takes its cue in this regard from the International Hotel and Restaurant Association, and the Prince of Wales Trust.

City Lodge may not be operating beyond South African borders just yet – but plans are afoot to venture into the SADC region. 'Our goal is to establish a similar footprint in a suitable emerging market,' informs Ross.

Ross is particularly excited about what 2010 will bring, noting that the group is entering its largest growth phase ever. The year will see two new hotels opened, with another seven under construction. 'By year's end, we will have 52 hotels representing 6 443 rooms,' he enthuses. Kobilski and Muir share his excitement: from an HR perspective, this creates many job opportunities, they say.

In keeping with City Lodge's commitment to providing opportunities for employees, all vacant positions are advertised internally, although recruitment portals and agencies are also consulted. 'We are looking for individuals who typify our motto: "People caring for people". This applies to our employees as well as guests,' says Muir. She adds that the ideal City Lodge employee is willing to invest in their own development, recognising that the employee relationships require input from both sides. Although head office functions separately from the hotels, communication with general managers is ongoing, and takes the form of regular meetings. Representatives from the four City Lodge brands each have a 'brand day', where they discuss the issues and trends affecting their brand. The annual conference is also an opportunity to communicate with employees, and have fun at the same time. An intranet is in place, as well as memo boards and manuals. Staff meetings are held at the hotels on a monthly basis, while Feedback Fridays provide a platform for employees to comment on the management styles of their immediate supervisors.

The City Lodge motto, 'People caring for people' is the pillar on which all aspects of the company culture are built, ensuring an atmosphere rooted in trust and respect.

Source: (www.bestemployers.co.za)

Question 1 (30)

Analyse City Lodge's talent management and development strategy in terms of the five priorities, namely, leadership development, diversity, employee engagement, learning and development, and succession planning.

Question 2 (25)

As is evident at City Lodge, benefits account for a large share of employee compensation. Critically analyse City Lodges reward and compensation system, discussing the role that compensation plays in creating a motivated workforce.

Question 3 (20)

Discuss the recruitment policy of City Lodge that making them an attractive employer to the labour market.

Question 4 (25)

Evaluate the extent of strategic integration of the human resource management function at City Lodge within its own policy areas and the integration of employees with the goals of the organisation and its future.

Assignment Format

- Word Limit: Your assignment (excluding index, cover page, list of references and appendices) must not exceed 5000 words.
- Your assignment must include a Table of Contents page.
- Text: Font: Arial or Times New Roman (12), Spacing: 1½ lines. All text must be justified at each margin.
- Your answers must include any theories, charts, tables, appendices or exhibits necessary to support your analysis and recommendations.
- References - At least 8 sources of reference (textbooks, journals, press reports, internet, etc) must be included in your list of references. The Harvard system of referencing must be used.
- You MUST use theory/literature to support your discussion/observation and opinions. Do not merely extract information from the Case Study.
- Ensure that readings are not merely reproduced in the assignment without original critical comments and views.

ASSIGNMENT 2: MANAGEMENT INFORMATION SYSTEMS**DUE DATE: 16 APRIL 2012**

Read the Case Study below and answer the questions that follow:

DiscoveryWorld: Web Strategy Reality Check

It was December 2000 and John Robertson, the chief information officer (CIO) of Discovery, a healthcare finance and life insurance company, had to decide what to do with DiscoveryWorld, the group's e-commerce problem child. The project had been conceived at the end of 1999, in the full flush of dotcom optimism. It was an attempt to put into action a grandiose plan to dazzle Discovery's customers by creating an exciting site that they would enjoy visiting, at the same time as positioning Discovery as more than just another healthcare company.

Now the project was a source of ever-increasing conflict and dissension within the group. Operating as a separate division that reported directly to the board, it was gobbling money and rubbing other members of the group up the wrong way with an arrogant and dismissive attitude. Moreover, DiscoveryWorld had not delivered on its promises, although there was definite potential in some of the functionality that it was developing. There had been high expectations of DiscoveryWorld when it started out, but the devil seemed to be in the implementation. Was the project worth salvaging? If so, what was the best way to do this?

Discovery Background

In 2000 the Discovery group consisted of five divisions: Discovery Health (healthcare finance), Discovery Vitality (a wellness/loyalty programme for Discovery members), Discovery Life (life insurance), Destiny Health, a new operation that Discovery had recently started in North America that enabled members to put money aside for their post-retirement healthcare costs, and DiscoveryWorld.

Discovery CEO, Adrian Gore, had launched Discovery Health in 1992. With him was Barry Swartzberg. Both of them had a background in the life insurance industry and were actuaries by training. Gore had headed up the research and development department at Liberty Life, one of South Africa's biggest insurance houses, from 1986 to the time he left to start Discovery. At Liberty he had been responsible for developing its Medical Lifestyle Product, a medical expenses top-up scheme that had proven remarkably successful, selling 1 000 policies on the first day.

Gore's assessment of the medical aid industry at the time he launched Discovery Health was that it lacked actuarial and managerial discipline, and that there was room in the market for actuarially structured products. At the same time he predicted that, with the demise of apartheid, there would be a significant increase in demand for private healthcare. In turn, this would mean that more people would be in the market for medical cover. He knew, therefore, that the business case for launching the company was sound.

More important for him, however, was that he and the other founders shared a common dream: they wanted to create an unbelievable company that would change the world. For him it was all about the passion and the dream.

His first business plan didn't even contain a cash flow statement. He felt that a cash flow statement would degrade that dream. His idea was to bring insurance industry savvy into what he thought of as essentially a "cottage industry". He intended to blur the distinction between banking, insurance and healthcare financing and build a skills base on all three of these disciplines. He wanted the company to be characterized by intellectual leadership in the industry, and intended to develop skills that he believed were not previously used in healthcare financing, namely actuarial, financial, administrative, technological and marketing. (See **Exhibit 1** for Discovery's values statement.)

At that time finance house, Rand Merchant Bank (RMB), owned a dormant life insurance licence, so Gore approached RMB's CEO, Laurie Dippenaar, with his idea with a view to using this license to launch his health insurance company. Dippenaar agreed to the proposal and initially Discovery was launched under the banner of Momentum Health, an RMB subsidiary that already had a presence in the healthcare finance market. Soon, however, Discovery developed such a strong brand identity that the link to Momentum was severed completely. In 1999 it became the first company focussed solely on health insurance to list on the JSE Securities Exchange.

By then the company had cornered 10% of the healthcare finance market, with more than 500 000 people covered by its products. By the following year the number of lives covered had increased to 720 000 and was growing at a rate of 25 000 a month. On the back of this growth, premium income had increased by 72%. (See **Exhibit 2** for a copy of the group's financials.)

Although Discovery had some branch offices throughout the country, most of its interaction with doctors and its members took place through its call centre. It had corporate relations consultants who served corporate clients, and broker consultants who communicated marketing and product information to its brokers. Brokers would generally use the call centre when communicating with Discovery directly.

Discovery Life was launched in 2000 (the same year as DiscoveryWorld), while Discovery Vitality had been launched a few years earlier, in 1996. With Vitality, Discovery became the first healthcare funder to launch a wellness/loyalty programme, which proved to be a very popular benefit among Discovery members.

Industry Context

There were 165 medical schemes in South Africa in 2000, covering the lives of more than 7 million people – a marginal increase of 0.4% on the year before. Gross income from contributions amounted to almost R31 billion, up from just on R30 billion in 1999.

Although there were more restricted medical schemes than open schemes, the latter were generally far bigger than the restricted schemes and accounted for more than two thirds of those covered by medical schemes. Discovery Health was the largest open medical scheme, with almost 300 000 principal members. Bonitas (administered by Medscheme) was the second largest, with 245 000 principal members. Fedhealth was the third largest, with 152 000 principal members.

The industry as a whole was facing significant challenges, as was reflected in the financial situation of the ten biggest open schemes. They registered a cumulative operating loss in 2000 of more than R720 million. Only four of them registered an operating profit and Discovery, with a profit of R16 million, was the only of the three biggest open schemes to register a profit at all. Bonitas had made a loss of R69 million and Fedhealth a loss of R265 million.

The Board of Healthcare Funders of Southern Africa described the industry at the time as inherently unstable, and said that this was partly as a consequence of the extra demands placed on the industry by the Medical Schemes Act of 1998.

This act had been promulgated in 1999, fully implemented in 2000, and brought far-reaching changes to the industry. Among other things, it had introduced a compulsory minimum benefits package for all schemes, prohibited discrimination on the basis of age, medical history and health status, and required contributions to be determined only on the basis of income and/or number of dependants. The 1993 Act had allowed for detailed and individual-specific risk rating and many variations in both the level and structuring of benefits. The 1998 changes brought about community risk rating and more controlled levels and structuring of benefits.

The healthcare insurance industry had been vehement in its opposition to the new Act. It said that, although the government aimed to use the legislation to increase access to medical coverage, the result would be the opposite. It predicted that the Act would lead to heavy increases in medical scheme contributions, as the industry sought to cope with these new demands. Medical aid contributions saw an average increase of 18% in January 2000, against a 7% increase in consumer price inflation.

IT at Discovery

In an information-intensive industry, Discovery's business hinged on its IT systems. They were, said Robertson, the "heart and soul of the business".²⁰ Approximately 15% of the group's operating costs (around 2.4% of revenue) were allocated to IT.

In the beginning Discovery used an outsourced IT system from RAD Medical Aid, but soon found that this system did not meet its needs. The company therefore decided to build its own systems and had since then adopted a policy of doing as much in-house systems development as possible. IT was so integral to the company that it did not want to give this function to outsiders to perform. Moreover, it often had difficulty working with consultants because they seldom managed to deliver to Discovery's requirements.

Discovery IT had built its systems using Magic, a fourth-generation language that allowed applications to be developed quickly and easily, and had served internal users well. For years its database ran on CI SAM (which was a flat file database, as opposed to a relational database, and reliable, although not leading-edge technology), but just before DiscoveryWorld was founded, the group had converted to an Oracle database.

The IT department at Discovery had been a strong supporting factor in the overall success of the Discovery business. The staff had a reputation for delivering very quickly and ensuring that the product development capability that was a key competitive advantage of Discovery was appropriately supported with systems. The rapid development of the systems within Discovery meant, however, that the architecture had some flaws. The systems were somewhat proprietary and not easily accessible to outside systems, such as the proposed new Internet offering.

Robertson, who had headed up Discovery's IT department for six years, regarded the IT department's function as being to support the business in achieving its objectives. He did not see IT strategy as an end in itself. Instead he believed the function of the department was to interpret the business's key business drivers and the way that technology could support and facilitate these, and then to deliver appropriate technology. For example, the medical management team (who authorised hospital treatment of Discovery members) might be required to take calls from hospitals at all times, regardless of the time of day or the day of the week. The IT department's job would be to ascertain how technology might facilitate this process and then to develop systems accordingly.

One of the key challenges that Discovery's IT department faced was that of coping with the group's exponential membership growth. As the membership base expanded, so did the number of people Discovery needed to service to these members. In turn this meant that Discovery's IT systems became more complex, requiring more people to service both these systems and their internal users. By the end of 2000 Discovery's internal IT department was employing around 120 people.

Motivation for DiscoveryWorld

The initial developments on DiscoveryWorld began in late 1999, when excitement about dotcoms was at its zenith. It was a time when the conventional wisdom was that every innovative company had to have a commercial operation on the Internet – a ‘dotcom play’. “Ever since the Internet burst into the public realm, it has held aloft the promise of a commercial revolution. The promise is of a radical new world of business – a friction-free arena where millions of buyers and sellers complete their transactions cheaply, instantaneously and anonymously,” wrote Debora Spar, an associate professor at Harvard Business School, and Jeffrey Bussgang, a director of transaction products at Open Market, in *Harvard Business Review* in May 1996.

“Cut free from layers of middlemen, companies will be able to sell their products directly to their customers, consumers will be able to customize their products, interact with the companies that supply them, and conduct business from the comfort of their own homes. By bringing companies and customers together, the Internet thus promises to widen markets, increase efficiencies, and lower costs. Those are radical promises, and on their strength thousands of companies have already joined a massive scramble to cyberspace.”

IT research group, Gartner, later commented that “technology stocks were the toast of Wall Street, and companies could not plan their initial public offerings (IPOs) quickly enough”. In November 1999 the Wall Street technology index, the NASDAQ, had shown extraordinary growth of more than 80% in just over four months.

In South Africa dotcom enthusiasm was no less intense. The number of people subscribing to the Internet, although relatively small (at 1.2 million people), had doubled every year between 1994 (when the Internet became commercially available in SA) and 1998. It had then grown by 86% between 1998 and 1999. Internet research organisation, Media Africa, predicted that there would be 1.8 million subscribers by the end of 1999. The managing director (MD) of Media Africa and a well-known commentator on the Internet, Arthur Goldstuck, estimated that South Africans would spend R2 billion online in 1999, double that of the previous year.

The possibilities presented by the Internet spawned entrepreneurs with a new, iconoclastic outlook on business: one that saw no place for the conventional approach of big business. “Big business’s technology and business model is out of date and is not very adaptable to the Net,” said James Dreyer, managing partner of Accel Partners, a venture capital firm in Palo Alto, California.

“Ask big companies about their goals for the Web, for example, and they are likely to reply, ‘Cautious testing’. Ask dot-coms the same question, and they declare, ‘Total world domination’!” said Rosabeth Moss Kanter, a professor of business administration at Harvard Business School.

The kind of business plan that succeeded, said the director of the venture capital firm Garage.com, Guy Kawasaki (who made a name for himself by writing the Ten Rules for Revolutionaries – see **Exhibit 3**), was anything that offered “a ‘next big thing’ play – brave new world, leaving the dinosaur-like brick-and-mortar corporation in the dust, disintermediation, taking entities out of the supply chain that didn’t add value.” The characteristics of the people companies were looking for, he said, were “youth and romance, [people] unencumbered by silly notions such as profitability. They were, if you will, looking for cereal entrepreneurs – C E R E A L – ie: people who are still young and eating Cherios and Captain Crunch.”

There were sceptics – people who did not believe that the dotcom bubble could last, but dotcom enthusiasts were scathing in their criticism of detractors. In November/December 1999 William Sahlman, a professor of business administration at Harvard Business School, likened the warning by Fed chairman, Alan Greenspan that the technology bubble could burst to Chicken Little’s warning that the sky would fall in.

“The new economy is strong because it is based on a business system that works. It makes sense – simple as that. Any business system that relentlessly drives out inefficiency, forces intelligent business process reengineering, and gives customers more of what they want will be sustainable,” he said. “On top of that, the new economy is strong because it is built on several important factors to which traditional economists don’t usually lend credence: America’s admiration for entrepreneurs and its tolerance of failure, not to mention its access to easy capital. The new economy is strong, too, because it is attracting the best and brightest minds in the country. There was a time when all the smart MBAs went into consulting and investment banking. Now they’re becoming entrepreneurs or zipping off to Silicon Valley to join an existing team, where they turn the cranks and pull the levers that make the new economy thrive.”

Discovery on the Web

At the end of 1999 Discovery Health had a website called Discovery Link that offered a limited range of services, such as online claims submission for members, new application tracking for brokers and viewing and updating of employee details for employers. Discovery had had the same vision for Discovery Link as it subsequently articulated for DiscoveryWorld – to create a place that would help to position Discovery as more than just another healthcare company and which would be an exciting place for people to visit.³⁵ The group employed The Internet Solution, a firm of Internet consultants that was started by a group of young entrepreneurs and was the leading player in the Internet arena in South Africa at the time to help it to deliver DiscoveryLink.

The website did not live up to expectations, however. By 1999 it had only around 15 000 users. It had limited functionality and was user-unfriendly – even for people who were at ease with Internet technology. It provided little incentive for people to revisit the site. The Discovery business units did not give it much support and there was the perception amongst Discovery customers and brokers that the group was simply asking them to do the work it should be doing itself. Meetings held to discuss innovation for the site had deteriorated into little more than complaint sessions.

Still, in light of the prevailing enthusiasm for dotcoms, Gore saw in the Internet both threats and opportunities for Discovery, and these motivated him to pursue an Internet strategy further. He saw opportunities both to “dazzle clients” and obtain operational efficiencies through sophisticated functionality. He saw the threat of another organisation coming up with a successful Internet offering, leaving Discovery to play catch-up. This was not a prospect he liked. Discovery’s philosophy was that to stay ahead, it had to set the rules. Gore did not like the idea that another company might enter the Internet space and change the rules before Discovery did.

He therefore headhunted Trent Rossini, who was then working for The Internet Solution on DiscoveryLink. Gore believed that there was a strong macro business case for the venture. He had confidence in Rossini’s ability and thought that with the backing of the Discovery brand, Rossini could “make something unbelievable”. His brief to Rossini was broad. Discovery needed a dotcom play and Rossini should come up with a proposal. This was music to Rossini’s ears.

Rossini’s Proposal

Rossini had spent the past 7 years as consultant in various aspects of the application of IT to various large organisations. He had initiated various Internet initiatives at the consulting firm, Deloitte and Touche, before being headhunted by The Internet Solution to head up its security division. He then went on to head up the firm’s ecommerce consulting division, where he acted as consultant to various customers, including Discovery. He was convinced that the Internet would change the world and create an entirely new way of doing business. This was his chance to make the Internet dream happen.

He joined Discovery in October 1999 and spent three months peaking to people throughout the organisation, finding out what they did and how they did it. At the end of this process he put together a proposal to develop an Internet offering that would encompass two linked sites: a lifestyle portal and a Discovery site with user zones for Discovery members, intermediaries (brokers) and employers.

Rossini envisaged the lifestyle portal (working name, lifestyle.co.za) as a place where people could buy Discovery products as well as a range of sport, investment, travel, fitness and retail items. It would also offer certain services to small business, such as insurance products and directory services. (See **Exhibit 4.**) The lifestyle portal would be self-sustaining, earning revenue from Discovery Health and Discovery Life for selling and promoting their products, as well as from transaction fees, sponsorship, advertising and profit splits that would arise from the retail joint ventures into which it entered.

The member zone would allow Discovery members to do a wide range of things that they currently had to do through the call centre: view Vitality statements, make travel bookings using Vitality points, find out how to increase their Vitality points, find out more about Discovery's products, change their personal details, obtain hospital pre-authorisation, and submit and track claims, among other things.

The employer zone would allow employers a customised view of their product profiles, check their billing and bill reconciliations and update member records. The eNtermediary zone would provide a quoting system for Discovery's health and life products, allow brokers to submit new applications and track their progress, provide automated underwriting of these application as well as a system to manage new-customer leads, and allow brokers to track their commission.

There would be seamless access between the lifestyle portal and the user zones (see **Exhibit 5**) that would provide leads to Discovery for new business and customers for the lifestyle portal.

Rossini presented this proposal to the Discovery executive committee in February 2000 and said that the company could take one of two approaches to implementing the system: a "smaller iterative approach", or an "aggressive impactful approach". The latter, he said, would be real "head on the block" stuff that would require heart and soul commitment from all involved. He said it would provide a highly fertile environment for developing the site and result in rapid deployment of its various components.

He saw the former approach as less desirable, saying that it would require weak emotional commitment, mere lip service to the concept on the part of Discovery and result in a weak environment for developing the site. Moreover, he said, it would lead to slow development and deployment of the site.

Rossini proposed that the new venture should be set up as a separate division that reported directly to the board. He said this would:

- make it easier to attract and retain the best staff, because of the promise of involvement in an exciting dotcom start-up, with the prospect of gains from share options when successful;
- ensure rational investment decision making;
- give DiscoveryWorld a drive towards profitability from the start; and
- mean that the new venture would function in an entrepreneurial start-up mode, with less bureaucracy than in a large organisation, a focus on delivery and a drive towards lower costs.

In his heart Rossini believed that DiscoveryWorld would not have the scope for creativity and development that it needed if it were to be housed within the IT department of a large organisation. He regarded Discovery's IT department as being locked into in the "old paradigm" of being a support function to the business, instead of the "new paradigm" in which the start-up had the potential eventually to cannibalise the parent. He did not want to be hampered by the old paradigm. He wanted to demonstrate that the new paradigm was the one that worked and that the DiscoveryWorld way could deliver better and faster than the old way.

There was some intense debate at executive committee level about the merits of the DiscoveryWorld proposal. Some were strongly opposed to the concept: particularly that of setting it up as a separate entity. Robertson was one of the sceptics. He was concerned that for DiscoveryWorld to succeed, it had to leverage off Discovery's technology and off Discovery as a business. If it was created as a separate division, he believed that a situation could develop where incentives were misaligned.

Hershel Meyers, who headed up Discovery's newest division, Discovery Life, was another sceptic. He didn't believe that Discovery's products should be sold over the Internet. He regarded face-to face contact as essential in selling financial products and thought that the role of the Internet in the process should be to improve the service experience. He too saw the potential for misalignment of objectives if DiscoveryWorld competed with Discovery in the sale of Discovery's products.

Gore was nevertheless convinced – both by the prevailing enthusiasm for the Internet and Rossini's argument – that DiscoveryWorld should be established as a separate entity. He believed that this would enable DiscoveryWorld to attract the people and create the environment it needed to succeed. Although the concept Rossini presented was not as innovative as he had expected, he thought that it nevertheless had potential to dazzle Discovery's clients.

DiscoveryWorld Implementation

While Rossini did not get official approval for the project at this meeting, he was not told he could not continue, so he immediately set about establishing a team and finding premises for DiscoveryWorld (moving into the new offices in April 2000).

Innovation was a key element of the culture he wanted to create and he looked for this quality in the people he employed. His first priority in recruiting people was not that they had e-commerce experience. Instead he looked for bright people who wanted to make a difference in the world: people who questioned the status quo, who had high energy and who would show strong commitment to making the venture successful.

(See **Exhibit 6** for a list of the characteristics that Rossini wanted in DiscoveryWorld employees, in comparison with characteristics he did not want.)

To keep up with the demands of the business, he recruited at a fast pace and found that people were drawn to DiscoveryWorld by its vision of building the best website in the country. They were excited by the opportunity to build a new company, unrestricted by the bureaucracy that they associated with large corporations. The software developers looked forward to working with 'cool technology' – the latest, most sophisticated technology. This was, noted Nel, what all developers dreamed of doing. And now they had the opportunity. In February 2000 DiscoveryWorld had six employees. Eight months later it had more than 50. All of them were young. At 32, Rossini was among the oldest.

He grouped the activities of DiscoveryWorld according to the structure of the website and created three “communities”. He headed up the Lifestyle Portal community, Manny Teixeira was responsible for the eNtermediary and the Partner zones and Anjela da Silva for the Member and the employer zone. Teixeira was recruited from the corporate finance division of Arthur Andersen, a firm of business consultants. Da Silva joined the team from The Internet Solution and had a strong background in marketing and knowledge of user interaction and navigation elements on websites.

The three communities were staffed by teams of business analysts who were responsible for letting the Discovery business units know what functionality the site would provide them, as well as for finding out from the business units what they required from the site and then specifying the system for the software development team.

The development team was headed up by André Nel, who had worked for Discovery IT for six years. He had headed up the team responsible for DiscoveryLink and came across to DiscoveryWorld with around ten developers who had worked on DiscoveryLink. Under Nel was Lodewyk Potgieter, an architect responsible for ensuring the correct technical design of the website and identification of relevant technologies to achieve the required functionality. The software team reported to him. Business analysts would give their specifications to the architect, who was responsible for defining the system and assigning software and HTML graphics developers to the different parts of the project as they became available.

Not long into the process – at the team’s first strategy meeting in August 2000 – it drew up its own set of values, defining them as follows:

- ownership – taking personal responsibility for and complete ownership of projects and issues;
- leadership in innovation – continuously identifying business opportunities for Discovery through the use of technology;
- customer obsession – ensuring that the end customers and the internal clients are dazzled by our delivery;
- open communication – timely and honest feedback to our colleagues and clients;
- belief in ourselves – the personal motivation and perseverance to get things done;
- mutual respect – integrity and respect when dealing with others; and
- financial prudence – a continuous focus on ensuring what we do makes business sense and can be justified financially.

DiscoveryWorld employees felt that they had a great mandate, having received the support of Gore, Robertson and the executive committee, and they attacked their task enthusiastically. Rossini set a target date of the end of September for development of the eNtermediary zone. This would mean that the zone would be ready for Discovery’s annual road-show to brokers at the end of the year. The deadline for development of the rest of the site was the end of 2000, for launch to the public at the beginning of 2001. He and his team had very strong views on what the system should do and set about building a site that would achieve this vision.

The communities headed up by Da Silva and Teixeira started work in April. Work on the Lifestyle Portal began as early as March (although early on in the project Rossini decided not to develop the portal as a separate site, but to incorporate its content into the Member Zone and Vitality pages).

It was a complex site – far more so than that of DiscoveryLink. Nel was a little nervous about the size and scale of the concept, particularly as the server technology was brand new (DiscoveryWorld had purchased two Dynamo application servers on which to run the new system). No only was it new to Discovery, it was new to the country as well. He was nevertheless excited at the prospect of working on the new project.

Although there were loosely defined implementation methodologies, these were not strictly enforced and it was left up to the individual business analysts and community heads to manage the development of their components as they wanted. Teixeira's community, for example, worked closely with the brokers and the call centre in defining what was needed from the system and then did not include them much in the process afterwards. Brian Klompas, a business analyst in the lifestyle community, obtained a broad outline of requirements for the parts of the system for which he was responsible from Rossini, who had developed these requirements with the Discovery units that were covered by the member zone. Klompas then workshopped these requirements with DiscoveryWorld's architect and software developers and thereafter worked closely with his internal clients (Vitality being his main client) in developing the system.

The team had a "just do it" philosophy – even to the extent of taking a section of the software live as soon as it was ready, regardless of the time of day or night. They were more interested in getting results than in following the right process. They believed that if they spent too much time trying to define what they needed, nothing would get developed. No-one had done this before them, there was no best practice to learn from and they made up the rules as they went along.

On the software development side Rossini's philosophy was one of fast, iterative delivery – get it out as quickly as possible and fix it later if it was not perfect. In his view, because DiscoveryWorld was busy with such new technology with no precedent from which to work, it was going to be very difficult to get the software right the first time. At the same time the project was costing Discovery money and Rossini felt he could not take too much time developing perfect software. He had to deliver something quickly or he might lose the confidence of the board. He'd made big promises to the board. His criticism of Discovery's internal IT was that it took too long to deliver. He wanted to show that it was possible to implement a groundbreaking system quickly and effectively.

He had weekly meetings with Nel and the community heads to monitor progress on the project and reported on a monthly basis to the Discovery board. Rossini regarded the weekly progress meetings as essential to the process. He wanted to know exactly what was happening and what issues they were dealing with, so as to be able to address problems as soon as possible.

Rossini believed that it was important to look after the people who worked for him and to provide them with incentives for delivery. He worked out a complex bonus system to ensure that they were awarded objectively and linked to performance. He offered weekends away as rewards for completion of components of the system. He set aside a large space as a "chill room", complete with a pinball machine, pool table and coffee and cappuccino machines. He made sure that dinner was provided for those who worked late. Staff would joke that the "social welfare" at DiscoveryWorld was great.

Problems Encountered

Almost from the outset, however, DiscoveryWorld started running into difficulties. The first of these related to the fact that it was using such new technology. As a result the team was trying to develop the system on technology that none of them understood fully and about which there was little knowledge or backup in the country. Even the local suppliers did not know much about the technology, with the result that when DiscoveryWorld encountered difficulties, there was no-one who could help them. Eventually Nel decided to bypass the local vendor and set up a direct link with the international supplier.

In addition, Nel found it very difficult to find software developers who were competent in Java, a new software development language that was believed to be the best language for the Internet, even though it was relatively new and untested. At that stage very few people in South Africa had received Java training and those who had were being lured away by overseas companies who had the advantage of being able to pay in strong foreign currency.

Further challenges arose from the demands that the new Web technology made on the Discovery's Legacy systems. DiscoveryWorld wanted to enable real-time, online functionality in areas such as travel booking, updating of client details, claims submission and new-application submission. Up until then access to the Discovery systems had been restricted to Discovery employees only. Now the core systems were to be exposed to Web users and these systems were simply not designed for that type of transparency.

DiscoveryWorld's cause was not helped by the fact that the Discovery IT department took exception to the attitude displayed towards them by DiscoveryWorld developers, who regarded Magic as old technology and rather *infra dig*. "What? You develop in Magic!" they would exclaim, rather disdainfully. Discovery IT staff resented this attitude, particularly as the system they had developed was working well within Discovery. They saw DiscoveryWorld staff acting as if they had the monopoly on innovation and believed this not to be justified. At a technical level there was a great deal of interdependence between DiscoveryWorld and Discovery's core IT systems. This meant that DiscoveryWorld staff needed the support of Discovery staff to get their job done. Their attitude towards Discovery IT meant that this support was both reluctant and slow in coming.

In fact, the relationship between DiscoveryWorld and Discovery in general was troubled. The more informal approach that DiscoveryWorld took to software development did not go down very well with some at Discovery. They were used to developers following a more conventional systems development lifecycle and found the looser approach frustrating to deal with.

Furthermore, from the outset many at Discovery were not convinced that the company needed a dotcom play. (DiscoveryWorld referred to them as part of the 'old school'.) They therefore bumped heads quite frequently with Rossini, who was part of the 'new school'. "You're not catering to our needs," they would tell him. "But you're still thinking in the old paradigm," he would reply. "You need to move to the new paradigm, because this is where the future is." When dotcoms started to fail in increasing numbers in the middle of 2000, it became very hard for Rossini to defend his position.

Moreover Rossini and his team found little intuitive acceptance of the potential benefits presented by technology, even outside of the dotcom scenario, and a reluctance to change business practices to fit the demands of this new technology. DiscoveryWorld's approach placed demands on the traditional ways in which Discovery did business. Discovery's operations were divided functionally, for example. The individuals and systems that dealt with new applications and the commissions that were due to brokers as a result were different and did not interface regularly with each other. There were different call centre numbers for different types of queries, which meant that call centre agents needed only to be expert in that particular area.

DiscoveryWorld was calling for a more integrated approach, where tracking of new applications and commissions were on the same system and where one call centre would be able to answer all queries. The integrated, on-line, real-time concept according to which DiscoveryWorld wanted to operate was foreign to people in Discovery. DiscoveryWorld regarded the website users (brokers, members, employers and service providers) as its customers. The way in which it wanted to offer services to these customers on-line often brought it into conflict with the way in which Discovery staff had offered the same services off-line.

Teixeira observed that DiscoveryWorld had made a great effort to sell the concept to the executive committee, and believing that this was sufficient to secure company-wide support, had not done such a good job with the rest of Discovery.

In Discovery there was a widely held view that those at DiscoveryWorld were a bunch of upstarts playing on their pinball machines, chasing an unworkable ideal and placing unreasonable demands on the business.

In the face of this opposition, DiscoveryWorld's position was made weaker by the fact that it had grossly underestimated the size and complexity of the project, both in terms of the depth of functionality required and the practicality of coding it. As a result the project moved slower than expected. Although the eNtermediary zone was launched at the end of September 2000, it was slow and difficult to use. Discovery staff and brokers were not impressed. It soon became clear that the rest of the site would not be ready by the end of December 2000, but that it could take a lot longer.

Rossini had to wear a hard hat to executive committee meetings and was finding it increasingly difficult to justify the R1 million a month budget he'd been given. "You're mad!" they would tell him when he asked for more time or more staff. "You've got 60 people working for you! What do you do all day – play pinball?"

The Way Forward

Things simply could not continue as they had been. Robertson knew that. He was not so sure, however, how to fix the problem. Undoubtedly, DiscoveryWorld could provide the group with some excellent functionality. Electronic statements alone were of sufficient value to keep the project going, not to mention the value of the service provided for brokers – even if the site was currently poorly constructed and difficult to use.

He knew, too, that although DiscoveryWorld's R10 million budget was a significant sum of money, it was quite small in comparison with other ecommerce sites (such as those developed by one or two of the big banks), which were rumoured to have cost as much as R80 million.

Yet thus far DiscoveryWorld had delivered only an eNtermediary Zone that no-one liked and generated bad vibes with the rest of Discovery. How could he ensure that Discovery enjoyed the benefits of DiscoveryWorld and also fix the problems that had emerged during implementation? The executive committee wanted an answer.

Exhibit 1 Discovery's Values

- Innovation and optimism
- Intellectual leadership
- Great people
- Liberating the best in our people
- Integrity and honesty
- Business astuteness and prudence
- Tenacity, drive and urgency
- Dazzling clients

Exhibit 2a Discovery Financials

Balance Sheet	GROUP	Pro forma	GROUP	COMPANY
	2000	1999	2000	2000
	Rm	Rm	Rm	Rm
ASSETS				
Non-current assets	866.2	574.8		434.0
Fixed assets	128.8	78.9		
Investments	737.4	495.9		
Investments in subsidiaries and associate				434.0
Current assets	524.7	373.4		53.9
Agents and other receivables	282.1	131.2		53.9
Cash and cash equivalents	242.6	242.2		
Total assets	1 390.9	948.2		487.9
EQUITY AND LIABILITIES				
Capital and reserves	597.6	295.7		486.5
Issued share capital	486.5	295.7		486.5
Translation reserve	3.4			
Accumulated profits	107.7			
Minority interest	0.4			
Actuarial liabilities and reserves	464.4	385.6		
Current liabilities	328.5	266.9		1.4
Agents and other creditors	258.3	266.9		1.4
Taxation payable	2.8			
Deferred taxation	67.4			
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	1 390.9	948.2		487.9

Exhibit 2b Discovery's Financial Statements

Income Statement	Pro forma	
	GROUP 2000 Rm	GROUP COMPANY 1999 2000 Rm
INCOME	1 978.8	1 101.2
Gross revenue	3 546.7	2 144.5
Less: -	1 675.3	1 095.5
Reinsurance premiums	143.7	296.9
Medical scheme contributions	1 310.3	798.6
Money market contributions	221.3	
Net premium income	1 871.4	1 049.0
Investment income	107.4	52.2
OUTGO	1 684.8	911.9
Claims and policyholders' benefits	1 208.3	619.4
Management expenses	317.3	196.7
Vitality benefits	43.6	11.2
Commissions	115.6	84.6
Excess of income over outgo	294.	189.3
TRANSFERS	78.8	97.
To investment reserves	.2	3.5
To actuarial reserves	32.4	36.3
To contingency and other reserves	46.2	57.2
Profit from operations of Discovery Health and Vitality	215.2	92.3
Start-up costs	37.5	.9
Discovery Life	2.6	
Discovery World	3.3	
Destiny Health	31.6	.9
Profit before taxation	177.7	91.4
Taxation -	70.2	
Attributable to current year	45.4	
Arising on prior years' profits as a result of changes in income tax legislation	24.8	
Profit after taxation	107.5	91.4
Minority interest	.2	
Net profit attributable to ordinary shareholders	107.7	91.4
Earnings per share [cents]	28.8	27.4
Headline earnings per share [cents]	35.4	27.4

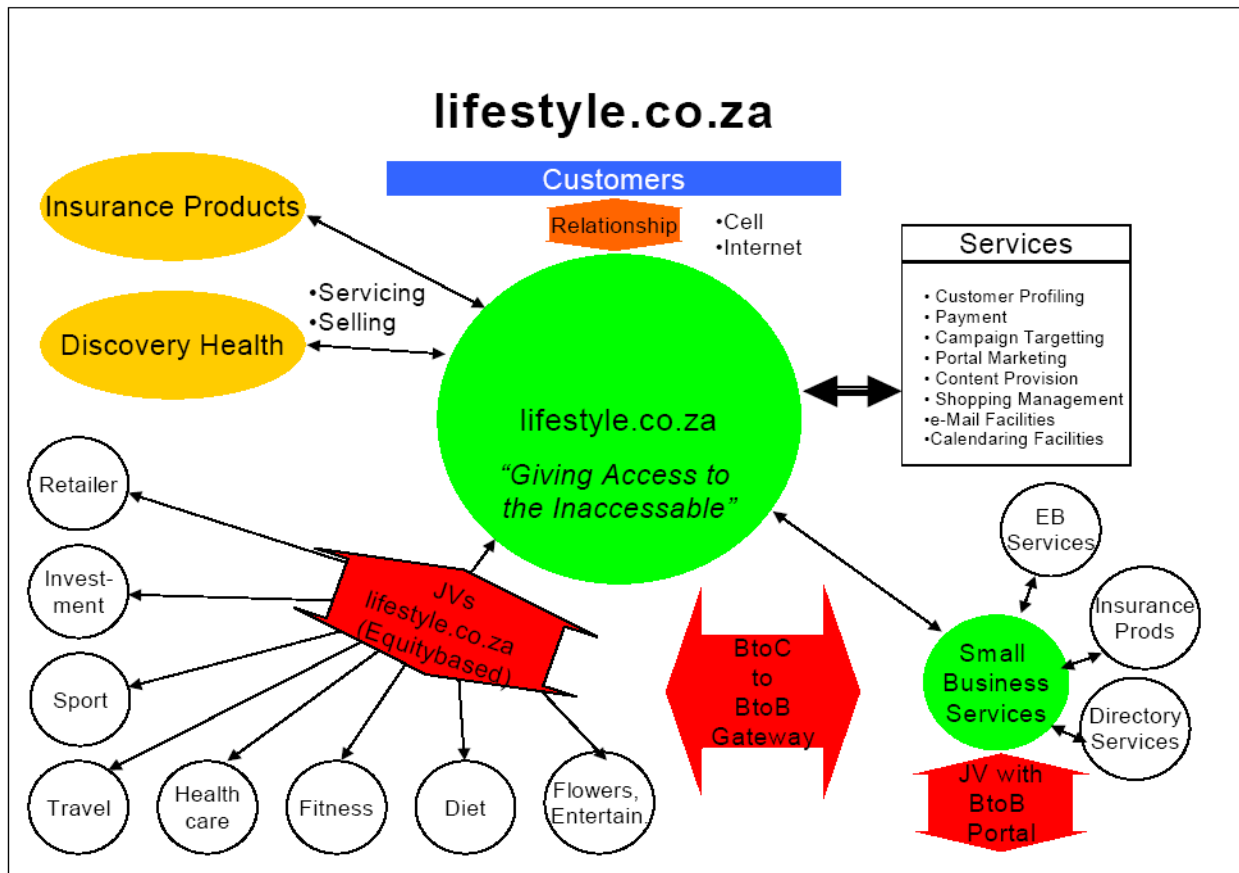
Source: Discovery Annual Report 2000

Exhibit 3 Ten Rules for Revolutionaries

1. Jump to the next curve
2. Don't worry, be crappy
3. Churn, baby, churn
4. Break down barriers
5. Make evangelists, not sales
6. Let a thousand flowers bloom
7. Eat like a bird, poop like an elephant
8. Think digital, act analog
9. Don't ask people to do something that you wouldn't do
10. Don't let the bozos grind you down

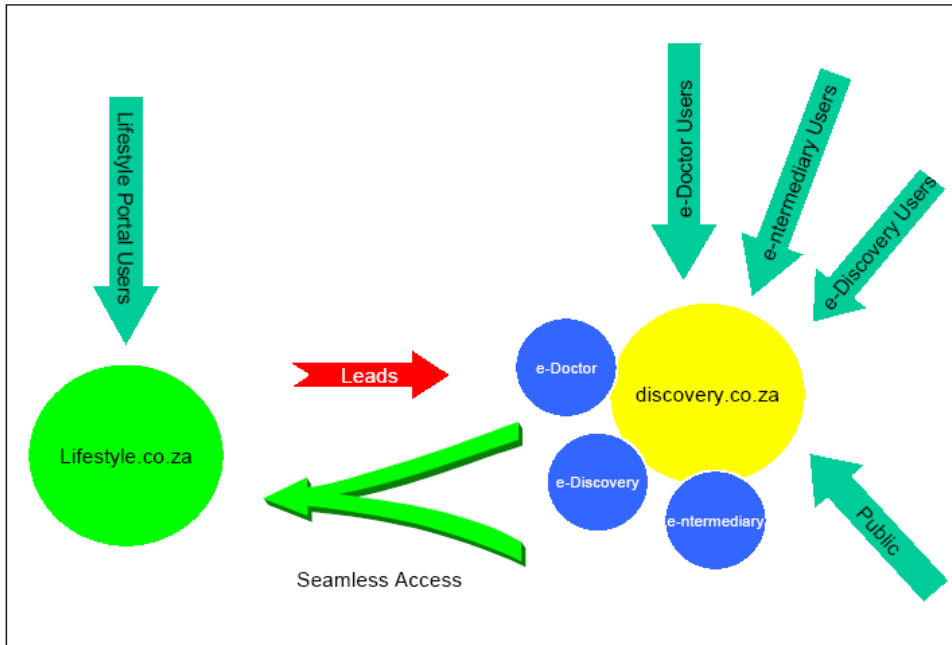
Source: G Kawasaki, *Rules for Revolutionaries*, available www.garage.com (accessed 25 June 2003).

Exhibit 4 Diagram of the Proposed Lifestyle Portal



Source: Slide from a presentation for a Discovery Health Lifestyle Portal workshop, provided by Trent Rossini, 16 January 2003.

Exhibit 5



Source: Slide from a presentation for a Discovery Health Lifestyle Portal workshop, provided by Trent Rossini, 16 January 2003.

Exhibit 6 Characteristics of the People Rossini Wanted to Hire

Kinds of People to Hire

- What position is available?
- What are my career prospects?
- What is my salary?
- What training programs do you have?
- Who do I report to?
- How will my performance be measured?
- What is my title?
- Do I get an office?
- How can I add value?
- Will I be able to be part of a team achieving great things?
- What are my share options?
- Will there be a fertile environment allowing me to learn?
- How are the people I will work with?
- I want to put my heart into something where I give 100%
- What is your vision?
- Do I get a laptop?

Source: Slide from a presentation for a Discovery Health Lifestyle Portal workshop, provided by Trent Rossini, 16 January 2003.

Questions:**Question 1 (10)**

Describe the information systems at Discovery Health.

Question 2 (15)

Discuss the management, organisational and technical problems faced by Rosini with regard to the DiscoveryWorld project.

Question 3 (15)

Explain how a fully integrated information system would add benefit to Discovery in each of the following areas:

- 3.1 Decision-making
- 3.2 Business Operations
- 3.3 Globalisation
- 3.4 Attaining a strategic Advantage
- 3.5 Enterprise inter networking (5 x 3)

Question 4 (20)

Discuss the environmental factors that influenced the choice of DiscoveryWorld.

Question 5 (20)

Compare the e-commerce business model of Discovery Health with the traditional business model.

Question 6 (20)

Compile a management report for Discover Health outlining the current situation of DiscoveryWorld and proposed solutions to the problems outlined in Question 2.

Note: Feasibility analysis should form part of the report.

Assignment Guidelines

- Word limit: 10 mark questions: approximately 400 words
15 mark questions: approximately 600 words
20 mark questions: approximately 800 words
- Text - Font: Arial or Times New Roman (12),
- Spacing: one and half lines
- References - At least 8 recent sources of reference (textbooks, journals, press reports, internet, etc).
- Ensure that readings are not merely reproduced in the assignment without original critical comments and views.
- A Bibliography in strict alphabetical order correctly written out.
- Appropriate referencing of material using the full Harvard method of referencing.
- Cohesive and logical arguments reflecting original thinking.
- You MUST use theory/literature to support your discussion/observation and opinions. Do not merely extract information from the Case Study.

ASSIGNMENT 3: MARKETING MANAGEMENT**DUE DATE: 02 MAY 2012**

Read the Case Study below and answer the questions that follow:

How we see it? Three senior executives on the future of marketing
Virgin Atlantic Airways CEO Steve Ridgway, American Express CMO John Hayes, and Yahoo! Research scientist Duncan Watts on staying ahead of the changes rocking the world of marketing.

There is no quick path to success in the new era of customer engagement. Progress is likely to come incrementally—by listening to customers, making adjustments to engagement strategies, and learning through trial and error. Since diverse perspectives will be essential to mastering this new landscape, McKinsey’s Luke Collins, Tom French, and Paul Magill recently sought out three practitioners with very different vantage points on marketing’s future.

Virgin Atlantic Airways CEO Steve Ridgway talks about how his company recently has been pushing the boundaries of collaborating with customers, while experiencing the pleasant surprise of a successful mass-media campaign. American Express CMO John Hayes discusses what today’s “marketing revolution” means and describes some of the organizational steps he has taken to get ahead of it. Duncan Watts, principal research scientist of the Human Social Dynamics group at Yahoo! Research, explains how today’s data-rich environment exposes the limits of intuition in marketing and the need to take a scientific approach to understanding consumers. A summary of those conversations follows.



THE CEO: VIRGIN ATLANTIC AIRWAYS’ STEVE RIDGWAY

Steve Ridgway has been the CEO of Virgin Atlantic Airways since 2001. A native of England, he joined Virgin in 1990. Previously, he served as executive director of customer service and managed the company’s frequent-flyer program. In 2006, Queen Elizabeth II made Ridgway a commander of the Order of the British Empire (CBE) in recognition of his service to British industry.

Where mass media still matter

It’s popular these days to say that television and other traditional forms of marketing don’t work—that it’s a fragmented world out there, and marketing is henceforth all about the thousands of little things that companies do in different constituencies, markets, and segments.

I’m not sure that’s altogether right. Focused, laser-like efforts are certainly very valuable, but I worry that we might get all the “micro” things right and miss the bigger picture. I don’t want to lose sight of how important it is to have all of our marketing efforts somehow embodied in something bigger—something iconic, even.

That lesson was driven home for me by the recent success of two of our, what would be considered traditional, “above the line” television campaigns.¹ The first was in 2009, when Virgin Atlantic Airways was celebrating its 25th birthday. At the time, everyone was depressed about the world economy, and we just wanted to put a smile on our customers’ faces and on our own faces. The result was “Still red hot,” a TV campaign² that started in the UK, went viral, and had an absolutely massive effect in creating a positive halo for our brand not only among our customers but among our staff and suppliers as well. We’ve always focused heavily on brand and brand awareness, but this campaign sparked something more—it energized and engaged a whole new constituency out there before they’d even set foot on a plane.

Of course, beneath the traditional campaign sat a series of related, “below the line” efforts in all the new mediums. But it was quite a revelation—and a surprise, frankly—for us to see how powerful it can be to put ourselves out there in the market with this really big, confident shop-window, rather than concentrating on the fragmented world that everybody is telling us we have to be in. We simply wanted to reinvigorate our brand, to produce a powerful campaign to show that we were still alive and kicking and that our brand still had spirit, and it suddenly became more than that. The experience has spurred us to launch a second TV campaign, “Your airline’s either got it or it hasn’t,” and its success has taught us more still, while further convincing me of the need to have a traditional, big-hitting, resonant presence in the marketplace.

Catalyzing social-media engagement

Social media hasn’t required a huge investment from us thus far, in part because we’ve tried to build social networking into things that we knew we had to do anyway. We’ve also done some interesting things with outside “self-developer” groups, where we adopt the role of catalyst, or pump primer.

VJAM is an open-innovation initiative we did with NESTA, the UK’s National Endowment for Science, Technology, and the Arts. We provided seed capital to support the development of an outside development group that has gone on to create some very useful applications for our customers. It created a taxi-sharing app, for example, that lets passengers on the same flight or on flights arriving at a similar time share a taxi ride if they’re going the same way. This saves people money and is better for the environment—and it was all done by developers who are themselves our fans, followers, and customers. Our flight tracker app was developed in a similar way and has also become very popular.

It’s been really fun working with this group; they’re very fired up. Of course, we could have spent a fortune on a glitzier version of all this, but it wouldn’t have been better. What they’ve done is very good, and when you consider the speed at which it was done and the infectious enthusiasm they bring to the table—and the pride they take in the work—it’s just fantastic. And it’s all possible because there was sufficient motivation and engagement out there to convince these people to want to do this for us.

Customer experience as a marketing tool

Before we start marketing anything or talking about our brand proposition, we ask ourselves, are we being brave enough to get ahead of consumer expectations? One way we try to think ahead of our customers is through creating a superior customer experience. If we get our customers off the plane happy, and they go on to talk about that and get others to come and then come back again themselves—that’s a huge marketing tool for us.

Making that happen requires having the elements in place to help the staff do their jobs and make our customer experience distinct from what other airlines are offering. Those elements include things like putting our clubhouses in a different design world than the other airlines’ lounges. Differentiation also is visible onboard the aircraft in all the design work we did in our upper-class suites to get the best flatbed possible and in taking the fit and finish inside the aircraft to a whole new standard.

But getting the tools right isn’t enough. We were the first airline to put in-flight entertainment systems in our planes, for example, and now everybody’s got them. And, frankly, there are some airlines out there now—in the Middle East, for example—that have very deep pockets and spend lots of money. So we need to go further. The real key is people and developing the chemistry and the attitudes, in our staff, that create the right experience for customers. We’re constantly pushing this in our professional training because without the human element, all the rest counts for nothing. There’s massive complexity in doing this well because it extends from a customer’s first phone call to saying, “Goodbye. Come back soon.”

When we get both things right—connecting the tools and the people—then our staff can really engage customers with attitude and spirit. They feel proud of what they’re doing; they like being winners. And at the end of the day, that really matters. After all, we fly exactly the same planes as everybody else. We fly them under the same very strict safety rules. Yet if you go on one of our planes and experience the service, you’ll see it’s very different from many others.



THE CMO: AMERICAN EXPRESS’S JOHN HAYES

John Hayes has been American Express’s chief marketing officer since 2003. Previously, he was the company’s executive vice president of global advertising and brand management. Hayes joined American Express in 1995, after holding senior positions at advertising agencies, including Lowe & Partners, of which he was the president; Ammirati & Puris; and Saatchi & Saatchi Compton.

A marketing revolution

We’re going through a revolution a whole lot like the Industrial Revolution. The change is that profound. I had a conversation recently with an employee about this new age of marketing. Basically, it went like this: “As we try to go to market with your idea,” I said, “the world is going to decide whether or not this has real value, talk about it, and then position it pretty much how they want to position it.” The person responded, “OK, so we really have lost control?” I said, “Yes, that’s right. I don’t get to control everything that’s said about us.” Then I said to the person, “But understand, you’re still 100 percent accountable for the outcome.”

The reaction to me was, “That’s not fair.” And it’s not. But it’s the world we live in. It’s more exciting because if you really do have a great product or a great program, it can catch fire in the marketplace. That’s exciting. But the challenge for most people who are marketers today is, “How do you hold me accountable for the success of this when I can’t control what somebody might say about it or what somebody else might contribute to this conversation?”

Meeting the organizational challenge

I haven’t met anybody—and I talk to a lot of my colleagues in the marketing world—who feels they have the organization completely aligned with where this revolution’s going, because it’s happening so fast and so dramatically. Marketing is touching so many more parts of the company now. It touches on service; it touches on product development. We need to organize in a way that starts to break down the traditional silos in the business.

We’re creating cross-business function groups and seeing how they work. If you’re not experimenting, you’re not learning. So we’ve created a marketing council with the key marketer from each business unit. At first we wondered, “What is this marketing council really going to do?” Well, when we got everybody together, it was clear that there were issues that the whole group was having, and there were issues that some parts of the group were having with other parts of the group. Taking folks out of their business unit environment and putting them in more of an enterprise-wide environment changes some behaviors because it helps people understand more clearly that we have shared customers. We need to talk about how to serve them better, and we may have synergies between two or three of our business areas around specific growth opportunities.

We’ve done this now in a variety of areas, not just on a general marketing basis but also, for example, in areas that have to do with digital transformation. The result of some of this work is that we’re not just marketing and selling on Twitter and Facebook today, we’re servicing customers as well. When you bring these cross-functional teams together, people start to say, “Well, if people are asking questions on Facebook and Twitter about how to redeem Membership Rewards points, shouldn’t we be there answering them? Wouldn’t that help our marketing efforts?” When you start to see things come together like this, that’s when the light bulb goes on.

These cross-functional teams—some may be temporary and some may be permanent—will play a very important role in creating more fluidity, more enterprise-wide understanding, and more initiatives that lead to a more cohesive outcome for our customer base.

Understanding and engaging customers

We're fortunate to have a very passionate, action-oriented community of cardmembers. For example, they know—almost to a person—their “member since” date. Despite all those passwords and all the other things people have to remember in life, they'll immediately tell you, “Oh, I'm a member since 1991.” I can't think of too many brands where people know their tenure as a customer.

The strength of that relationship manifests itself in many different ways. Take the earthquake in Haiti that took place in January 2010. We made one small piece of communication to our cardmembers about what they could do to help relief efforts, and within eight weeks our cardmembers had donated over \$100 million and 87 million Membership Rewards points.

When you understand that this is a group of people who really feel a sense of belonging—that this brand matters to them—you start to build your marketing plans around the sense of joining a community. So if we find, based on your purchasing profile, that you love wine or you love dining out or you love golf, we can further engage you in the things you've already made clear are important to you as a person. It's really a dialogue, which isn't just us sending out an e-mail and somebody sending something back to us. The dialogue has to do with us guarding your privacy at all times but doing appropriate things to understand what interests you and then serving you better. That's part of the dialogue; that's how we listen.

We also benefit from seeing what people are writing about us in blogs, what's being said in the social space, and understanding the buzz out there. We're at the point where we can actually monitor this pretty carefully by just reading what people are saying on the Web, understanding whether there's a positive or negative sentiment, and how it compares with the buzz around our competitors. It's become very useful because we learn, for example, not to overreact to something that is likely to dissipate very quickly. It has really helped to calibrate how we respond in different circumstances.

We've created a group of measurements that are early indicators, which tell us we're on the right track. And then we have business measures that give us the ultimate outcome. Consider a program like Small Business Saturday.³ When we asked ourselves, “Did it work?” we first measured the buzz—what were people saying about it in social media? There were nearly 1.5 million people who liked this effort on Facebook. That's a lot of people and a positive early indicator. Then that support materialized into business: among all retailers that accepted our card on that day, sales increased 9 percent year on year. Among small businesses that participated in Small Business Saturday, sales rose 28 percent. Those are pretty strong numbers.



THE SCIENTIST: YAHOO! RESEARCH'S DUNCAN WATTS

Duncan Watts is the principal research scientist at Yahoo! Research and director of its Human Social Dynamics group, which explores how information diffuses and people influence one another online. The Australia-born researcher was a professor of sociology at Columbia University from 2000 to 2007. He is the author, most recently, of Everything is Obvious: Once You Know the Answer (Crown Business, March 2011).

The data revolution

Marketing has long been data driven, with a lot of survey research and polling. But the volume and kind of data that we are beginning to acquire is vastly increasing, requiring better computing facilities and greater knowledge to handle. The kinds of questions that we can ask are much more sophisticated and require a whole new science.

The study of social networks, for example, has long been something that sociologists and marketers have thought was important. But there really wasn't much we could do, because a lot of the data simply was not available to us. Prior to a few years ago, you couldn't have observed the ties that existed between hundreds of millions of individuals. Now we have Web services that provide exactly that kind of data.

The limits of intuition

One consequence is that we now need to start suspecting our intuition. We can't help thinking that we know why people do what they do or what they're going to do. But whatever hypothesis or intuition you have, however self-evident it may seem, when you test it against the data, it's wrong—not every time, but very often.

So the marketing world is about to experience a shock. We have these spontaneous intuitions about why people do certain things and how we can make them do other things, whether it's engaging with our brand or buying our product or evangelizing our product to other people. We tell ourselves plausible stories about how consumers are going to behave if we do *x*, *y*, and *z*. But then when you actually get the data, they don't do that. They don't do anything crazy; they just do something different from what you expected.

A recent example of this strong intuition that seems to be wrong is word-of-mouth influence. We imagine information or influence propagating through a network in the manner of an infectious disease. We talk about viral videos and viral media, and we really think things spread this way. What we recently stumbled on is that almost nothing spreads. Instead, the vast majority of all adoptions happen within just one degree of the seed. This is shocking to people who study diffusion, and it's shocking to viral marketers because it completely changes your premise of how things work in the social world.

Research suggests that when we do see big events—things that we call viral—something other than word-of-mouth, peer-to-peer diffusion is happening. Once you think about it, in fact, it's clear that this has to be true. If you consider the famous viral video of the little baby penguin that suddenly got 100 million views or the subservient-chicken campaign, which was one of the first to be labeled a viral campaign, all of these benefited from tremendous mass-media coverage. Once you get your so-called viral video on the front page of Yahoo!, 100 million people see that. So this is not about viral anymore. This is mass media.

Measure and react

Once you accept that your intuition about how people behave is inherently flawed, then you really need a different model for learning about the world. Everything becomes data driven in a real-time, reactive way. A classic example in the Web industry is what we call bucket testing, where you might say, "I don't know what to put on the front page of Yahoo!. I have very good editors who have plenty of ideas, and they can generate a pool of good candidates." But if we want to optimize this, we actually have to go and show these different combinations of articles to buckets of people. Within a few minutes, we've got a million clicks that we can use to tell us which articles are getting clicked on more.

We can do the same thing for the display of advertisements, for the design of pages. All sorts of design parameters and choices that were once within the purview of intuition, of experts, are now tasks that can be distributed to the user population and learned empirically in real time.

This kind of measure-and-react strategy, as I call it, is particularly powerful on the Web because the numbers are very large and the cost of generating multiple versions is very low. But, in principle, this is something that could be done in the offline world as well. We see it in the fashion industry with Zara and in the casino industry with Harrah's or in retailing, where you can systematically rearrange product positions on shelves in stores.

Making better predictions

Grasping the limits of your intuition is not the same thing as saying the world is completely unpredictable. We have this irrepressible tendency to make predictions about the future. We see it in the media all the time—talking heads and experts and pundits constantly making predictions. There are some things that we can predict and others that we cannot. We need to be able to tell the difference between the two, and if it turns out that certain things are hard to predict, it's better to know that.

Advertisers, for example, create elaborate stories about representative consumers, and then they build a campaign around selling to this person that they've created in their minds. That, to me, is deeply flawed because what we've learned from many years of psychological research—not to mention what we should have learned from actual business experience—is that if any of these assumed factors that you're including in your simulation are wrong, then the person may do something completely different. So this way of predicting behavior by simulating it in our own brains is a problem.

But if you have data on billions of mouse clicks per day by hundreds of millions of users, there are empirical regularities. They can be modeled. They can be predicted—not deterministically, with 100 percent accuracy, but that's not the point. The point is that you can do better than guessing. There are some things that are predictable. And we should learn how to predict them.

So by all means, make predictions. But record them. Nobody ever keeps track of the predictions they make. Our enthusiasm for making predictions is matched only by our reluctance to be held accountable for them. There's a tremendous amount that can be learned—both about your own ability and about your organization's collective ability to predict things—simply by measuring the track record over time. This is something that is difficult to do. But it would have a transformative effect on the way people think about their ability to predict and plan.

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Question 1 (20)

Critically analyse the various marketing strategies that three senior executives discuss.

Question 2 (25)

Duncan Watts view that word-of-mouth or viral communications play a relatively minor role in diffusion. Do you agree? Substantiate your answer

Question 3 (25)

Duncan Watts says that "There are some things that are predictable. And we should learn how to predict them." Based on the above statement how can managers effectively predict consumer behaviour and market trends.

Question 4 (30)

"I haven't met anybody—and I talk to a lot of my colleagues in the marketing world—who feels they have the organization completely aligned with where this revolution's going, because it's happening so fast and so dramatically".

4.1 Discuss the importance of having all role players in the organisation aligned to your marketing strategy. (15)

4.2 How can the marketing manager create internal branding to enhance its marketing strategy? (15)

Assignment Format

- Word Limit: Your assignment (excluding index, cover page, list of references and appendices) must not exceed 4500 words.
- Your assignment must include a Table of Contents page.
- Text: Font: Arial or Times New Roman (12), Spacing: 1½ lines. All text must be justified at each margin.
- Your answers must include any theories, charts, tables, appendices or exhibits necessary to support your analysis and recommendations.
- References - At least 6 sources of reference (textbooks, journals, press reports, internet, etc) must be included in your list of references. The Harvard system of referencing must be used.
- You MUST use theory/literature to support your discussion/observation and opinions.
- Ensure that readings are not merely reproduced in the assignment without original critical comments and views.

ASSIGNMENT 4: OPERATIONS MANAGEMENT**DUE DATE: 10 SEPTEMBER 2012****Question 1****(50)****Read the case study below and answer the questions that follow:**

“Before the crisis, the quality department was just for looks, we certainly weren’t used much for problem solving, the most we did was inspection. Data from the quality department was brought to the production meeting and they would all look at it, but no one was looking behind it”. (Quality Manager, Preston Plant).

The Preston plant of Rendall Graphics was located in Preston, Vancouver, across the continent from the headquarters in Massachusetts. The plant had been bought from the Georgetown Corporation by Rendall in March 2000. Precision coated papers for ink-jet printers accounted for the majority of the plant’s output, especially paper for specialist uses. The plant used coating machines that allowed precise coatings to be applied. After coating, the conversion department cut the coated rolls to the final size and packed the sheets in small cartons.

The Curl problem

In late 1998 Hewlett-Packard (HP), the plant’s main customer for ink-jet informed the plant of some problems it had encountered with paper curling under conditions of low humidity. There had been no customer complaints to HP, but its own personnel had noticed the problem and wanted it fixed. Over the next seven or eight months a team at the plant tried to solve the problem. Finally, in October 1999, the team made recommendations for a revised and considerably improved coating formulation. By January 2000 the process was producing acceptably. However, 1999 had not been a good year for the plant. Although sales was reasonably buoyant, the plant was making a loss of around \$2 million for the year. In October 1999, Tom Branton, previously accountant for the business, was appointed as Managing Director.

Slipping out of control

In the spring of 2000, productivity, scrap and re-work levels continued to be poor. In response to this the operations management team increased the speed of the line and made a number of changes to operating practice in order to raise productivity. “Looking back changes were made without any proper discipline and there was no real concept of control. We were always meeting specification, yet we did not fully understand how close we really were to not being able to make it. The culture here said, ‘If it’s within specification then it’s OK” and we were very diligent in making sure that the product which was shipped was in specification. However, Hewlett-Packard gets “process charts” that enables them to see more or less exactly what is happening right inside your operation. We were also getting all the reports but none of them was being internalized, we were using them just to satisfy the customer. By contrast, HP have a statistically based analytical mentality that says to itself, “You might be capable of making this product but we are thinking two or three product generations forward and asking ourselves, will you have the capability then, and do we want to invest in this relationship for the future?” (Tom Branton)

The spring of 2000 also saw two significant events. First, Hewlett-Packard asked the plant to bid for the contract to supply a new ink-jet platform, known as the Vector project, a contract that would secure healthy orders for several years. Second the plant was acquired by Rendall. “What did Rendall see when they bought us? They saw a small plant on the Pacific Coast losing lots of money”. (Finance Manager, Preston Plant)

Rendall was not impressed by what he found at the Preston plant. It was making a loss and had only just escaped incurring a major customer’s disapproval over the curl issue. If the plant did not get the Vector contract, its future looked bleak. Meanwhile, the chief concern continued to be productivity. But also, once again, there were occasional complaints about quality levels. However, Hewlett-Packard’s attitude caused some bewilderment to the operations management team. “When Hewlett-Packard asked questions about our process, the operations guy would say, “Look, we’re making roll after roll of paper, it’s within specification. What’s the problem?” (Quality Manager, Preston Plant)

But it was not until summer that the full extent of HP's disquiet was made. 'I will never forget June of 2000. I was at a meeting with HP in Chicago. It was not even about quality. But during the meeting one of their engineers handed me a control chart, one that we supplied with every batch of product. He said, "Here's your latest control chart. We think you're out of control and you don't know that you are out of control and we think that we are looking at this data more than you are". He was absolutely right and I fully understood how serious the position was. We had our most important customer telling us we couldn't run our processes just at the time we were trying to persuade them to give us the Vector contract.'"(Tom Branton)

The crisis

Tom immediately set about the task of bringing the plant back under control. They first of all decided to go back to the conditions which prevailed in the January, when the curl team's recommendations had been implemented. This was the state before productivity pressures had caused the process to be adjusted. At the same time the team worked on ways of implementing unambiguous "shut down rules" that would allow operators to decide under what conditions a line should be halted if they were in doubt about the quality of the product they were making. At one point in May of 2000 we had to throw away 64 jumbo rolls of out-of-specification product. That's over \$100 000 of product scrapped in one run. Basically that was because they had been afraid to shut the line down. Either that or they had tried to tweak the line while it was running to get rid of the defect. The shut – down guidelines in effect say, "we are not going to operate when we are not in a state of control". Until then our operators just couldn't win. If they failed to keep the machines running, we would say, "you got to keep productivity up". If they had kept the machine running but had quality problems as a result, we criticized them for making garbage. Now you get into far more trouble for violating process procedures, than you do for not meeting productivity targets (Engineer, Preston Plant).

This new approach needed to be matched by changes in the way the communications were managed in the plant. 'We did two things that we had never done before. First, each production team started holding daily reviews of control chart data. Second, one day a month we took people away from production and debated the control chart data. Several people got nervous because we were not producing anything. But it was necessary. For the first time you got operators from the three shifts meeting together and talking about the control chart data and other quality issues. Just as significantly we invited Hewlett-Packard up to attend these meetings. Remember these weren't staged meetings, it was the first time these guys had met together and there was plenty of heated discussions, all of which the Hewlett-Packard representatives witnessed.' (Engineer, Preston Plant).

At last something positive was happening in the plant and morale on the shop floor was buoyant. By September 2000 the results of the plant teams' efforts were starting to show results. Processes were coming under control, quality levels were improving and most importantly, personnel both on the shop floor and in the management team were beginning to get into the "quality mode" of thinking. Paradoxically, in spite of stopping the line periodically, the efficiency of the plant was also improving.

Yet the Preston team did not have time to enjoy their emerging success. In September 2000 the plant learned that it would not get the Vector project because of the recent quality problems. Then Rendall decided to close the plant. "We were losing millions, we had lost the Vector project, and it was really no surprise. I told the senior management team and said that we would announce it probably in April 2001. The real irony was that we knew we had actually already turned the corner '

SOURCE: Slack, N. Chambers, S and Johnston, 2007. Operations Management. 5th ed: Prentice Hall

Question 1.1 (40)

Briefly discuss the various Total Quality Management (TQM) concepts discussed in the case, and select the appropriate tools that can be used at the Preston Plant.

Your discussion should focus on:

- The concept and applicability of TQM
- Available tools for TQM
- Selection of tools based on the nature of the company and operational requirements
- Justification for the TQM tools selected
- The strategic importance of TQM to the process flow management.

Question 1.2 (10)

Explain why the Statistical Process Control measures used were not efficient and effective, and provide an action plan to rectify the inconsistencies.

Question 2 (50)**Question 2.1 (25)**

Select an appropriate company of your choice. Discuss the strategic and operational benefits of **capacity planning** to this company, in an environment of demand and supply fluctuation.

Your answer should include discussions on:

- Nature of such changing environment
- The value of process strategies to management in this environment
- The intrinsic benefits of process choices
- Factors that influence process analysis and design
- The strategic value of capacity planning

Question 2.2 (25)

Choose an appropriate manufacturing company. Discuss the inherent benefits of both **supplier relations management (SRM)** and **customer relations management (CRM)**, in gaining competitive advantage and improving financial performance.

Your answer should include discussions on:

- A specific industry and company within this industry.
- A brief description on the company's position in the industry
- The possible economic value add the SRM and CRM to the company
- Components of the SRM and CRM and a cursory description of each programme.
- Strategies and tools to be used
- The possible benefits to the company

NB: Your answer should encompass an analysis of the various theoretical and business concepts covered .

Assignment Format

- Word Limit: Your assignment (excluding index, cover page, list of references and appendices) must not exceed 5000 words. (50 mark question – 2500 words and 25 mark question – 1250 words)
- Your assignment must include a Table of Contents page.
- Text: Font: Arial or Times New Roman (12), Spacing: 1½ lines
- All text must be justified at each margin.
- Your answers must include any theories, charts, tables, appendices or exhibits necessary to support your analysis and recommendations.
- References - At least 8 sources of reference (textbooks, journals, press reports, internet, etc) must be included in your list of references.
- The Harvard system of referencing must be used.
- You **MUST** use theory/literature to support your discussion/observation and opinions. Do not merely extract information from the Case Study.
- Ensure that readings are not merely reproduced in the assignment without original critical comments and views.

ASSIGNMENT 5: QUANTITATIVE METHODS**DUE DATE: 25 SEPTEMBER 2012****Question 1****(19)**

The data displayed below represents the electricity cost during a recent month for a random sample of 50 one-bedroom apartments in a large city.

96	171	202	178	147	102	153	197	127	82
157	185	90	116	172	111	148	213	130	165
141	149	206	175	123	128	144	168	109	167
95	163	150	154	130	143	187	166	139	149
108	119	183	151	114	135	191	137	129	158

- 1.1 Using seven classes of equal width organize the above data as a less-than cumulative frequency distribution. (7)
- 1.2 Draw to scale the less-than ogive for the above data. (4)
- 1.3 Use the ogive to determine:
- 1.3.1 The percentage of apartments for which the electricity cost is in the range \$115 - \$135. (3)
- 1.3.2 The mid- 75 percentage range. (5)

Question 2**(22)**

2.1 A municipal bond service in the US has three rating categories (*A*, *B* and *C*). Suppose that of the total number of municipal bonds issued in the past year, 70% were rated *A*, 20% were rated *B* and 10% were rated *C*. Of the bonds rated *A*, 50% were issued by cities, 40% by suburbs and 10% by rural areas. Of the bonds rated *B*, 60% were issued by cities, 20% by suburbs and 20% by rural areas. Of the bonds rated *C*, 90% were issued by cities, 5% by suburbs and 5% by rural areas.

2.1.1 If a new bond is to be issued by a city, what is the probability that it will receives an *A* rating? (5)

2.1.2 What proportion of municipal bonds is issued by suburbs? (3)

2.2 Unisys.com is one of the most frequented business-to-business web sites. According to a Wall Street Journal article, business partners accessing Unisys.com spend an average of 65.7 minutes, possibly the longest average time per visit of any business-to-business Web site. Assuming that the duration of a visit to this Website is normally distributed with a mean of 65.7 minutes and a standard deviation of 15 minutes.

2.2.1 What is the probability that a randomly selected visit will last between 60 and 90 minutes? (4)

2.2.2 Less than how many minutes will only 20% of the visits last? (4)

2.2.3 Between what values, symmetrically distributed around the mean will 90% of visits last? (6)

Question 3**(14)**

The table below gives two samples selected from 10 supermarkets of the weekly sales of a popular soft drink. The first sample gives the details for a normal shelf display of the product, while the second sample gives the details for an end-aisle shelf display. Assuming equal variances, establish, at the 5% level of significance, whether there is a statistically significant difference in the mean weekly sales for the two display locations.

Normal display	End-Aisle Display
22	52
34	71
52	76
62	54
30	67
40	83
64	66
84	90
56	77
59	84

Question 4

(25)

The table below gives the quarterly enrollment in a major American business college for the period 2007-2010.

Year	Winter	Spring	Summer	Autumn
2007	2033	1871	714	2318
2008	2174	2069	840	2413
2009	2370	2254	927	2704
2010	2625	2478	1136	3001

- 4.1 Draw to scale a time series graph representing the above data. (4)
- 4.2 Using the ratio-to-moving-average method, determine the quarterly seasonal indices. (9)
- 4.3 Interpret the quarterly pattern of enrolment. (2)
- 4.4 Compute the trend equation. (6)
- 4.5 Forecast the 2011 enrolment by quarter. (4)

Question 5

(20)

A businessman has two independent investments *A* and *B* available to him, but he lacks the capital to undertake both of them simultaneously. He can choose to take *A* first and then stop, or if *A* is successful then take *B*, or vice versa. The probability of success on *A* is 0.7 while for *B* it is 0.4. Both investments require an initial capital outlay of \$2000 and both return nothing if the venture is unsuccessful. Successful completion of *A* will return \$3000 (over cost), while successful completion of *B* will return \$5000 (over cost).

Prepare a report, with the aid of a decision tree, advising the investor of the best course of action.

Instructions

1. Start each solution on a new page.
2. A spreadsheet (eg. Microsoft Excel) may be used only for the purposes of setting up tables, drawing of sketches and so forth. All solutions must be clearly shown through the use of appropriate formulae and substitution.
3. Solutions generated by software packages will not be marked.
4. No marks will be awarded if only the final answers are given. All relevant working must be shown.
5. The assignment must be typed using text font Arial or Times New Roman (size 11pt, 1½ lines spacing).
6. It is not necessary to provide references or a bibliography. Simply number each solution according to the numbering in assignment handbook.

NOTE: This instruction applies ONLY to QUANTITATIVE METHODS and NOT to the other modules.

ASSIGNMENT 6: ECONOMICS**DUE DATE: 08 OCTOBER 2012****Question 1****(25)**

Using an example of your choice within your country:

- 1.1 Explain the effectiveness of the exchange rate regime being used in terms of achieving macroeconomics objectively. (10)
- 1.2 Discuss any four macroeconomics objectives which can be used to judge the performance of the economy. (15)

Question 2**(25)**

Many analysts in both developed and developing worlds have heavily criticized the cases of monopolies. Discuss using relevant examples whether it is a good policy for the governments to completely eliminate monopoly power.

Question 3**(25)**

- 3.1 Inflation is now a key challenge in many developing countries in Africa. Explain the concept of cost-push and demand-pull inflation with aid of diagrams. Use a country of your choice to exemplify the effects. (15)
- 3.2 Evaluate the best policies you consider government should use to reduce inflammation in your country (10)

Question 4**(25)**

World Bank reports 2011 shows the lowest per capita income levels being in Africa. Provide a detailed analysis of the policies that the government could use to increase the living standards of the people.

Assignment Format

- Word Limit: Your assignment (excluding index, cover page, list of references and appendices) must not exceed 5000 words.
- Your assignment must include a Table of Contents page.
- Text: Font: Arial or Times New Roman (12), Spacing: 1½ lines
- All text must be justified at each margin.
- Your answers must include any theories, charts, tables, appendices or exhibits necessary to support your analysis and recommendations.
- References - At least 8 sources of reference (textbooks, journals, press reports, internet, etc) must be included in your list of references.
- The Harvard system of referencing must be used.
- You **MUST** use theory/literature to support your discussion/observation and opinions.
- Ensure that readings are not merely reproduced in the assignment without original critical comments and views.

9. EXAMINATIONS

9.1 EXAMINATION DATES AND TIMES

NO	MODULE	EXAMINATION	DATE	DAY	TIME
SEMESTER 1					
1	Human Resource Management	FINAL	11 June 2012	Monday	09h00 – 12h00
		SUPPLEMENTARY	23 July 2012	Monday	09h00 – 12h00
2	Management Info Systems	FINAL	13 June 2012	Wednesday	09h00 – 12h00
		SUPPLEMENTARY	24 July 2012	Tuesday	09h00 – 12h00
3	Marketing Management	FINAL	15 June 2012	Friday	09h00 – 12h00
		SUPPLEMENTARY	25 July 2012	Wednesday	09h00 – 12h00
SEMESTER 2					
4	Operations Management	FINAL	19 November 2012	Monday	09h00 – 12h00
		SUPPLEMENTARY	14 January 2013	Monday	09h00 – 12h00
5	Quantitative Methods	FINAL	21 November 2012	Wednesday	09h00 – 12h00
		SUPPLEMENTARY	15 January 2013	Tuesday	09h00 – 12h00
6	Economics	FINAL	23 November 2012	Friday	09h00 – 12h00
		SUPPLEMENTARY	16 January 2013	Wednesday	09h00 – 12h00

9.2 EXAMINATION VENUES

The examination venues listed below are provisional. All examination venues will be confirmed in writing via the examination guidelines which are issued at least 1 month prior to an examination session. The confirmed venues will be available on the **MYMANCOSA Website**.

EXAMINATION CENTRE			
CITY	COUNTRY	VENUE	ADDRESS
Johannesburg	South Africa	Turffontein Racecourse Conference Facility	Turf Club Street, Turffontein Johannesburg
Durban	South Africa	MANCOSA Campus	26 Samora Machel Street, Durban
Pretoria	South Africa	UNISA (Muckleneuk Campus)	Theo Van Wyk Building Preller Street, Pretoria
East London	South Africa	Border Cricket Association	Buffalo Park Drive, Buffalo Park East London
Cape Town	South Africa	MANCOSA Office	3 rd Floor Ebdon House, Belmont Park, Belmont Road, Rondebosch, 7700
Polokwane	South Africa	Edupark	Edupark Avenue, Off Dorp Street, Polokwane
Bloemfontein	South Africa	Bohmer Secondary School	Haldon Road, Universitas Bloemfontein
Nelspruit	South Africa	Nelspruit Community Centre	36 Branders Street, Nelspruit
Mafikeng	South Africa	Molopo Executive Country Lodge	Corner Nelson Mandela Drive and North Street, Mafikeng
Kimberley	South Africa	Don Savoy Hotel and Conference Centre	Old De Beers Road Kimberley
Port Elizabeth	South Africa	Feather Market Convention Centre	Baakens Street Central Opposite City Hall
Mthatha	South Africa	Walter Sisulu University	To be confirmed
Windhoek	Namibia	Gamams Training Centre (Transnamib)	Hosea Kutako Drive, Pionierspark, Windhoek
Lusaka	Zambia	ZAMCOM	Plot 3529 Government Road Near Ministry of Finance, Lusaka
Gaborone	Botswana	MANCOSA Campus	Plot 50759, Block 9, Gaborone
Matsapha	Swaziland	Swaziland Institute of Mgt & Pub Admin (SIMPA) New Campus	Opposite the University of Swaziland, Kwa Luseni, Lozitha Road, Matsapha
Maputo	Mozambique	Universidade Eduardo Mondlane	Faculdade de Economia Campus, Universitario, Maputo
Harare	Zimbabwe	University of Zimbabwe	Faculty Of Law Mount Pleasant, Harare
Lilongwe	Malawi	Natural Resource College	Off Mchinji Road, Lilongwe
Blantyre	Malawi	MPC Conference Centre	Kasungu Conference Centre, Blantyre 8
Nairobi	Kenya	AMREF International Training Centre	Along Langlata Road Opposite Wilson Airport
Maseru	Lesotho	Examinations Council of Lesotho	50 Constitution Road Lesotho
Juba	South Sudan	Quality Hotel	Quality Hotel Juba, South Sudan
Reduit	Mauritius	Mauritius Examination Syndicate	Reduit, Mauritius

9.3 GENERAL EXAMINATION INFORMATION

9.3.1 Eligibility to sit for an Examination

To be eligible to write an examination for a module, a student must have fulfilled the following requirements:

- (1) Completed the compulsory assignment for that module; and
- (2) Obtained at least the sub-minimum mark of 40% in the assignment for that module. If the student does not obtain at least 40% in the assignment, the student is deemed to have failed the module and should not sit for the examination for that specific module.

9.3.2 Failure to write an examination

- Students who do not attempt a final examination due to illness or circumstances beyond their control are required to submit proof to substantiate their claims. eg medical certificate, etc.
- The above-mentioned documents must be submitted to the Examinations' Officer at MANCOSA (Durban) within 5 working days after the examination date.
- A request for mitigating circumstances for an examination will only be considered if the student has submitted the assignment/s for the module/s.

9.3.3 Marking of examination scripts

- Examination scripts are assessed by the module coordinator and/or the tutor/s.
- The scripts are then moderated externally by experts in the field of study.
- The external moderator's report with respect to the students' scripts is presented to the examination board and the decision taken by the Board regarding the examination results is final and binding.

9.3.4 Re-marking of examination scripts

- The re-marking of an examination script is permitted.
- An application for re-mark must be made on the prescribed application form. Refer to **Appendix D**. The application must be e-mailed to the Examinations department at exams@mancosa.ac.za
- This form accompanied by the prescribed fee of R 250.00 must reach MANCOSA within 5 working days after the official release of the examination results.
- The prescribed fee will be refunded if the student passes the subject as a result of the re - mark.

9.3.5 Aegrotat examinations

- An aegrotat examination will be granted to students who claim and are able to provide evidence of mitigating circumstances.
- This must be applied for on the prescribed form. Refer to **Appendix C**.
- The aegrotat examination will be granted on receipt of the prescribed fee of R 250.00 per module.
- A student who has qualified for an aegrotat examination must write it at the scheduled time.
- This will be the final opportunity for the student to sit for the examination for that semester. There can be no postponement or claims of mitigating circumstances for aegrotat examinations.
- Students must e-mail all aegrotat forms to exams@mancosa.ac.za.

9.3.6 Supplementary examinations

- Students who fail a module qualify for a supplementary examination if:
 - They obtain a final mark less than the pass mark of 50%, and
 - They obtain a sub-minimum of 40% in the assignment.
- A student granted a supplementary examination must write it at the scheduled time as there can be no postponement or claims of mitigating circumstances for supplementary examinations.
- A student who does not pass the module after having written a supplementary examination will be deemed to have failed the module and will have to re - register for the module.
- The supplementary examination will be granted on receipt of the prescribed fee of R 250.00 per module.

9.3.7 Special examinations

Students that fall under certain categories may be required to write special examinations for one or more modules. Applications may be made by students to request a special examination. These applications will be reviewed and a decision regarding the outcome of the application will be communicated to the student.

9.3.8 Requirements to write an examination

- Students must present themselves at least 30 minutes prior to the commencement of the examination.
- Students must inform MANCOSA at least a month in advance if there are changes in their examination venues.
- Students must provide positive identification at examinations.
- The following are essential:
 - Student Card
 - Identity Document or Drivers licence or Passport

9.3.9 Personalised Exam Timetables

MANCOSA provides personalised timetables upon request of the student. Requests must be made in advance of the specified examination.

APPENDIX A: ASSIGNMENT COVER SHEET (SAMPLE)

MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA) ASSIGNMENT COVER SHEET			
SURNAME			
FIRSTNAME/S			
STUDENT NUMBER			
MODULE NAME			
ASSIGNMENT NUMBER			
EXAMINATION VENUE			
DATE SUBMITTED			
SUBMISSION (v)	1ST SUBMISSION		RE-SUBMISSION
POSTAL ADDRESS			
E-MAIL ADDRESS FOR RETURN OF ASSIGNMENT			
ALTERNATIVE E-MAIL			
CONTACT NUMBERS	WORK:		
	HOME:		
	MOBILE:		
COURSE/INTAKE	MBA YEAR 1 – JANUARY 2012		
DECLARATION: I hereby declare that the assignment submitted is an original piece of work produced by myself.			
SIGNATURE:		DATE:	

APPENDIX B: EXTENSION REQUEST FORM

MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA) EXTENSION REQUEST FORM (REQUEST FOR AN EXTENSION ON COUSEWORK SUBMISSION)		
SURNAME		
FIRSTNAME/S		
CONTACT DETAILS	MOBILE:	E-MAIL:
COURSE/INTAKE	MBA YEAR 1 – JANUARY 2012	
STUDENT NUMBER		
ASSIGNMENT		
ASSIGNMENT NUMBER		
TUTOR'S NAME		
DUE DATE		
REASON FOR REQUEST		
LIST OF SUPPORTING DOCUMENTS PROVIDED		
FOR OFFICIAL USE ONLY: (TO BE COMPLETED BY ACADEMIC DEPARTMENT)		
EXTENSION TO NEW DATE _____ AGREED.		
SIGNED: _____ ON BEHALF OF ACADEMIC ADMINISTRATION DEPARTMENT.		
E-MAIL THIS FORM TO THE E-MAIL ADDRESS TO WHICH YOU SUBMIT YOUR ASSIGNMENTS		

APPENDIX C: AEGROTAT APPLICATION FORM

MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA) AEGROTAT APPLICATION FORM		
SURNAME		
FIRSTNAME/S		
CONTACT DETAILS	MOBILE:	E-MAIL:
COURSE/INTAKE	MBA YEAR 1 – JANUARY 2012	
STUDENT NUMBER		
MODULE/S		
EXAMINATION DATE		
REASON FOR APPLICATION		
LIST OF SUPPORTING DOCUMENTS PROVIDED		
FOR OFFICIAL USE ONLY: (TO BE COMPLETED BY EXAMINATIONS DEPARTMENT)		
AEGROTAT EXAMINATION APPLICATION: ACCEPTED/REJECTED _____.		
STUDENT WIL SIT FOR EXAMINATION ON: _____.		
SIGNED: _____ ON BEHALF OF ACADEMIC ADMINISTRATION DEPARTMENT.		
E-MAIL THIS FORM TO: exams@mancosa.ac.za		

APPENDIX D: APPEALS FORM

MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA) APPEALS FORM		
1. PERSONAL DETAILS		
SURNAME		
FIRSTNAME/S		
STUDENT NUMBER		
CONTACT INFORMATION	ADDRESS:	MOBILE:
		E-MAIL:
2. DETAILS OF PROGRAMME		
COURSE		INTAKE:
3. NATURE OF APPEAL		
WHAT DECISION OF THE BOARD OF EXAMINERS DO YOU WISH TO APPEAL AGAINST? (PLEASE ATTACH A COPY OF THE LETTER INFORMING YOU OF THE DECISION)		
ON WHAT FACTS/GROUNDS DO YOU WISH TO BASE YOUR APPEAL? (PLEASE ATTACH A COPY OF THE LETTER INFORMING YOU OF THE DECISION)		
WHAT OUTCOME DO YOU WISH TO ACHIEVE?		
DOCUMENTARY EVIDENCE (List here the documents (or copies) you are sending with this form. These should be medical or other relevant certificates/documents)		
SIGNATURE:		DATE:

APPENDIX E: ACKNOWLEDGEMENT RECEIPT FORM

**MANAGEMENT COLLEGE OF SOUTHERN AFRICA
(MANCOSA)
ACKNOWLEDGEMENT RECEIPT FORM – MBA YEAR 1**

PLEASE ACKNOWLEDGE RECEIPT OF YOUR COMPLETE STUDY PACK BY E-MAILING THIS
ACKNOWLEDGEMENT SLIP TO dispatch@mancosa.ac.za.

PLEASE FIND ATTACHED IN YOUR STUDY PACK THE FOLLOWING:

	TICK (✓)
1. HUMAN RESOURCE MANAGEMENT STUDY GUIDE	
2. MANAGEMENT INFORMATION SYSTEMS STUDY GUIDE	
3. MARKETING MANAGEMENT STUDY GUIDE	
4. OPERATIONS MANAGEMENT STUDY GUIDE	
5. QUANTITATIVE METHODS STUDY GUIDE	
6. ECONOMICS STUDY GUIDE	
7. COURSE AND ASSIGNMENT HANDBOOK	
8. GENERAL GUIDELINES TO ASSIGNMENT WRITING	
9. PRESCRIBED BOOKLIST	
10. ACCEPTANCE LETTER	
11. STUDENT CARD	

REQUESTS FOR MISLAID MATERIAL SHOULD BE E-MAILED TO THE REGISTRY/DESPATCH DEPARTMENT. YOUR ACCOUNT WILL BE DEBITED AT A RATE OF R100.00 PER ITEM. IN ADDITION, A DELIVERY CHARGE WILL BE LEVIED

I HEREBY ACKNOWLEDGE RECEIPT OF MY COMPLETE STUDY PACK AS INDICATED ABOVE.

NAME:		SIGNATURE:	
STUDENT NUMBER:		COURSE:	MBA YEAR 1 – JANUARY 2012

APPENDIX F: CREDIT CARD PAYMENT FORM

MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA) CREDIT CARD PAYMENT FORM	
Date:	
Name of Student:	
Student Number:	
Credit Card Holder:	
Account Number:	
CVC(Last three digits at back)	
Expiry date:	
Amount:	
Signature:	
Please tick the appropriate box	
Straight	Budget (Specify No of Months: 6/12 etc)
FOR OFFICE USE ONLY	
Account Status	
Payment Approved	
Date of Payment	
Amount	
Signed	
Date	

APPENDIX G: DEBIT ORDER AUTHORISATION FORM

MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA) DEBIT ORDER AUTHORISATION FORM	
Date:	
Name of Student:	
Student Number:	
Monthly Amount:	
Name of Bank:	
Branch:	
Branch Code (COMPULSORY):	
Account Number:	
Signature:	
Please tick the appropriate box: (The Debit Order Processing Date)	
<i>The 15th day of each month</i>	<i>The last day of each month</i>
FOR OFFICE USE ONLY	
Account Status	
Debit Order Approved	
Date of Debit Order	
Amount	
Signed	
Date	