



**VAAAL UNIVERSITY  
OF TECHNOLOGY**

**MANAGEMENT  
SCIENCES**

**Prospectus**

First published 2009  
Second edition 2010  
Third edition 2012  
Fourth edition 2013  
Fifth edition 2014  
Sixth edition 2015  
Seventh edition 2016  
Eighth edition 2018  
Ninth edition 2019  
Tenth Edition 2020  
Eleventh Edition 2021  
Twelfth Edition 2022

*Copies of the Faculty Prospectus are obtainable from:*

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**NB:**

Although the information contained in this Faculty Prospectus has been compiled as accurately as possible, the Council and the Senate of the Vaal University of Technology accept no responsibility for any errors or omissions.

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## 1. WELCOMING BY THE EXECUTIVE DEAN

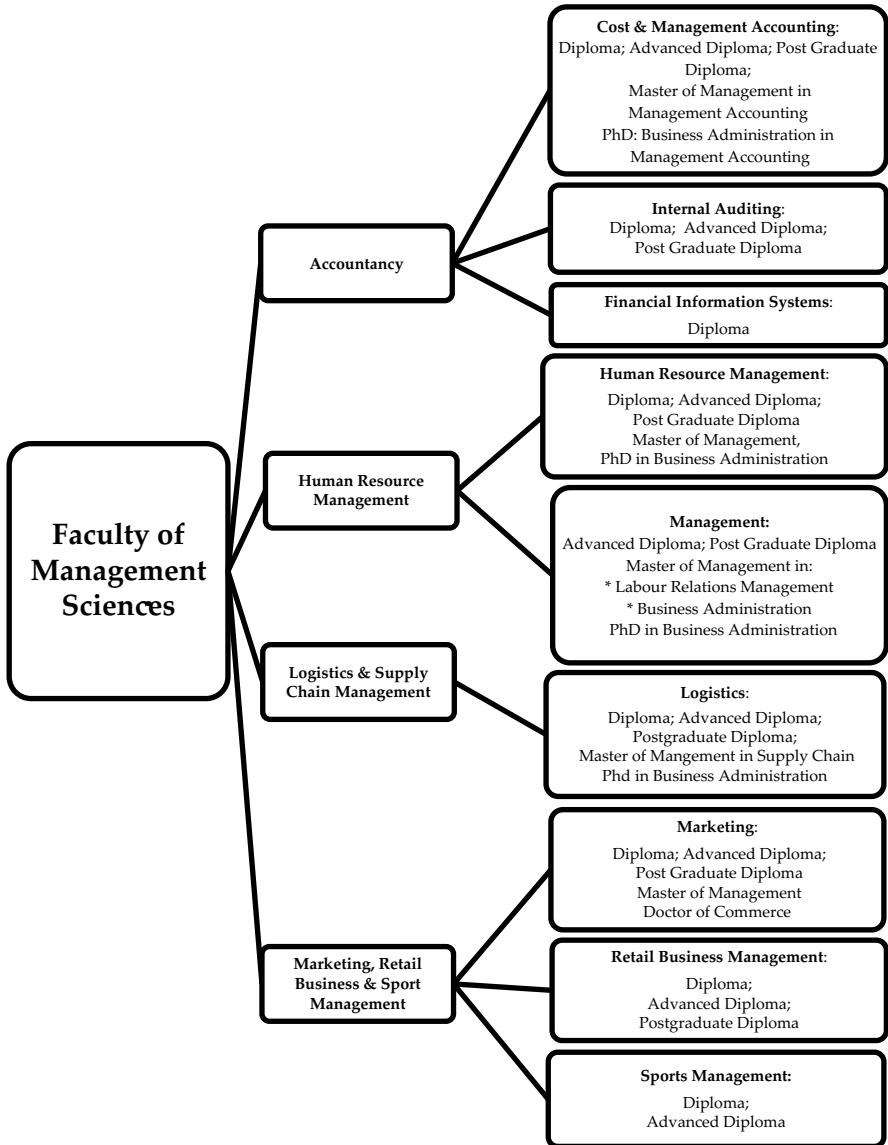
Welcome to the Faculty of Management Sciences of the Vaal University of Technology (VUT); a diverse and vibrant community dedicated to discovery, to making knowledge matter and to developing its staff and students to their utmost potential. With a combination of expertise and innovation and in keeping with the national priorities of the country, the faculty thrives within the fields of Accountancy, Marketing, Human Resource Management, Sport and Logistics. Our faculty is committed to the scholarship of teaching and learning, research and community engagement. We have assembled an extraordinary group of scholars in the various fields in the faculty who are committed to offering quality programmes that prepare our students to meet national and international priorities. Our faculty members bring an unparalleled devotion to teaching and a shared goal of enabling students to succeed.

Our students are sought after and are placed in high-quality first jobs upon graduation in the challenging job-market. This is an exciting time to be a student in the Faculty of Management Sciences as we continue to grow and enhance our programmes to maintain national eminence. I encourage you to fully embrace and take full advantage of the rich learning environment available at the VUT. I enthusiastically welcome your interest in the Faculty of Management Sciences.

On our website, you can read more about our faculty and you can learn about the core curriculum and departments that brings management sciences together. We look forward to receiving you in our faculty and being part of our lively family of staff and students at the VUT.

**Prof M Dhurup**  
**Executive Dean**

## 2. DEPARTMENTAL STRUCTURE OF QUALIFICATIONS



### 3. DEPARTMENT OF ACCOUNTANCY

#### *Departmental Staff Details*

<b>Surname, Initials &amp; Title</b>	<b>Designation</b>	<b>Highest Qualification</b>
Maseko, GJ (Dr)	HoD	PhD
Mofoka, Q (Ms)	Administrator	BTech
Motlounge, SM (Ms)	Office Assistant	N3
Beneke, J (Dr)	Senior Lecturer	PhD
Fouché, G (Ms)	Senior Lecturer	M Tech
Havenga, R (Ms)	Senior Lecturer	B Com (Hons)
Janse van Rensburg, I (Ms)	Senior lecturer	B Com (Hons)
Manuel, S (Dr)	Senior lecturer	PhD
Mitton, DM (Mr)	Senior lecturer	MBA
Mitton, MM (Ms)	Senior lecturer	M Com (Taxation)
Mosai, W (Mr)	Senior lecturer	M Int. Finance
Pooe, JB (Dr)	Senior lecturer	PhD
Venzke, S (Ms)	Senior lecturer	M Ed
Cassim, R (Dr)	Lecturer	PhD
Chikobvu, M (Ms)	Lecturer	M Com (Risk analysis)
Haribhai-Pitamber, H (Ms)	Lecturer	M Tech (CMA)
Jiyane, N (Ms)	Lecturer	M Com; CIA
Makhuvele, E (Mr)	Lecturer	B Tech
Marx, R (Mr)	Lecturer	M Com
Mokoena, C (Ms)	Lecturer	M Tech (CMA)
Mudhombo, I (Mr)	Lecturer	MSc (Statistics)
Radebe, L (Ms)	Lecturer	M Tech (CMA)
Rafube, T (Ms)	Lecturer	M Acc
Robbetze, N (Ms)	Lecturer	M Com (Acc)
Rundora, R (Ms)	Lecturer	M Tech (CMA)
Sibanda, D (Mr)	Lecturer	MSc (NUST)
Siewe, CL (Mr)	Lecturer	M Tech (CMA)
Imuezerua, E (Mr)	Lecturer	M Tech (CMA)
Lisene-Kesi, M (Ms)	Lecturer	M Com (Accountancy)
Koloko, B (Ms)	Lecturer	M Tech (CMA)
Maluleke, M (Mr)	Lecturer	M Com
Pienaar, R (Dr)	Lecturer	PhD
Cele. S (Mr)	Lecturer	B Tech
Manuel, L (Mr)	Lecturer	M Tech
Mokotong, D (Mr)	Lecturer	B Com (Accounting)
Murudi, AN (Mr)	Lecturer	MBA
Ntshani, S (Mr)	Lecturer	BSc (Hons)
Radebe, T (Mr)	Lecturer	BSc
Khumalo, R (Ms)	Lecturer (nGAP)	M Com
Trollip, R (Ms)	Junior lecturer	B Compt
Ziemerink, C (Ms)	Junior lecturer	B Com (Hons)

### 3.1 Diploma: Cost & Management Accounting

Six semesters / three years full-time of class attendance at the University.

#### *What are the Functions of a Cost & Management Accountant Graduate?*

Management accounting is concerned with the provisions and use of accounting information to managers within organisations, to provide them with the basis to make informed business decisions that will allow them to be better equipped in their management and control functions. A management accountant needs to set up cash flow forecasts and budgets, do standard costing and analyse variances, evaluate and use various costing systems, do break-even-analysis and investment appraisals.

#### *Career Opportunities*

A career in Cost & Management Accounting offers challenging and exciting opportunities in both the private and public sectors. There is a continuous demand for trained Management Accountants.

Entry level : Costing /Accounting Clerk  
 Middle level : Cost Analyst / Assistant Accountant  
 Top level : Accountant /Chartered Management Accountant /  
 Financial Manager

Research opportunities available at both industry and research institutions.

#### *Curriculum*

YEAR 1	
Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Financial Accounting 1</li> <li>• Commercial Law for Accountants 1(Module 1)</li> <li>• Economics (Module 1)</li> <li>• Applied Communication 1 (Module 1)</li> <li>• ICT Skills 1</li> </ul>	<ul style="list-style-type: none"> <li>• Cost and Management Accounting 1</li> <li>• Commercial Law for Accountants 1 (Module 2)</li> <li>• Economics (Module 2)</li> <li>• Applied Communication Skills 1 (Module 2)</li> <li>• Auditing 1</li> </ul>
YEAR 2	
Semester 3	Semester 4
<ul style="list-style-type: none"> <li>• Financial Accounting 2 (Module 1)</li> <li>• Cost &amp; Management Accounting 2 (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Accounting 2 (Module 2)</li> </ul>

<ul style="list-style-type: none"> <li>• Auditing 2 (Module 1)</li> <li>• Commercial Law for Accountants 2 (Module 1)</li> <li>• Taxation 1</li> <li>• Applied Communication Skills 2 (Module 1)</li> <li>• Accounting Technology 1</li> </ul>	<ul style="list-style-type: none"> <li>• Cost &amp; Management Accounting 2 (Module 2)</li> <li>• Auditing 2 (Module 2)</li> <li>• Commercial Law for Accountants 2 (Module 2)</li> <li>• Applied Communication Skills 2 (Module 2)</li> </ul>
<b>YEAR 3</b>	
<b>Semester 5</b>	<b>Semester 6</b>
<ul style="list-style-type: none"> <li>• Financial Accounting 3 (Module 1)</li> <li>• Cost &amp; Management Accounting 3 (Module 1)</li> <li>• Taxation 2 (Module 1)</li> <li>• Statistics 1 (Module 1)</li> <li>• Business Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Accounting 3 (Module 2)</li> <li>• Cost &amp; Management Accounting 3 (Module 2)</li> <li>• Taxation 2 (Module 2)</li> <li>• Statistics 1 (Module 2)</li> <li>• Entrepreneurial Skills 1</li> <li>• Accounting Technology 2</li> </ul>

**Assessment**

Assessment takes the form of tests, assignments, practical, tutorials and final examinations.

**Articulation Options**

**3.2 Advanced Diploma: Cost & Management Accounting**

**Admission Requirements:**

A completed 360 credits NQF level 6 relevant qualification (Diploma in Cost & Management Accounting), with an average of 60% on all the core (major) subjects/modules.

**Duration:**

This is a one-year full-time course. No part time classes offered.

**Curriculum:**

<b>Semester 1</b>	<b>Semester 2</b>
<ul style="list-style-type: none"> <li>• Advanced Management Accounting (Module 1)</li> <li>• Advanced Financial Accounting (Module 1)</li> <li>• Systems &amp; Project Management (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Management Accounting (Module 2)</li> <li>• Advanced Financial Accounting (Module 2)</li> <li>• Systems &amp; Project Management (Module 2)</li> </ul>



• Financial Management	• Research Methodology
------------------------	------------------------

### 3.3 Postgraduate Diploma: Cost and Management Accounting

**Admission Requirements:**

A completed NQF level 7 relevant qualification (Advanced Diploma in Cost and Management Accounting or equivalent) with an average of 60% for all the core subjects.

**Duration:**

This is a one-year full-time course. No part time classes offered.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Cost &amp; Management Accounting (Module 1)</li> <li>• Financial Reporting (Module 1)</li> <li>• Business Strategy (Module 1)</li> <li>• Strategic Financial Management (Module 1)</li> <li>• Research Project (year)</li> </ul>	<ul style="list-style-type: none"> <li>• Cost &amp; Management Accounting (Module 2)</li> <li>• Financial Reporting (Module 2)</li> <li>• Business Strategy (Module 2)</li> <li>• Strategic Financial Management (Module 2)</li> <li>• Research Project (year)</li> </ul>

### 3.4 Master of Management in Cost and Management Accounting

**Admission Requirements:**

A relevant Post Graduate Diploma (NQF 8, 120 credits) or a four-year relevant degree approved by SAQA (NQF 8, 120 credits). Average pass percentage of 65% with a minimum of 65% for Research Methodology or research project is required. Successful achievement of Faculty selection criteria.

**Duration:**

Two years full-time or four years part-time.

**Curriculum:**

Research by dissertation.

### **3.5 PhD: Business Administration in Cost and Management Accounting**

#### *Admission Requirements:*

- Relevant Master's degree or an equivalent qualification (NQF 8) approved by SAQA.
- Proof of Research Methodology course completed.
- Proof of previous research experience.
- Successful achievement of the Faculty selection criteria

#### *Duration:*

Two years full-time or four years part-time.

#### *Curriculum:*

Research by thesis.

#### *Professional Bodies*

Membership to a professional body is not compulsory but is advisable. However, students at Advanced Diploma, Masters and PhD levels are advised to affiliate with the Chartered Institute of Management Accountants (CIMA) which is the world's leading and largest professional body of Management Accountants. In the Department of Accountancy, the Cost & Management Accounting qualification is accredited by CIMA (2007). Other options are the South African Institute of Professional Accountants (SAIPA) and the South African Institute of Business Accountants (SAIBA). Students can also affiliate with Accounting Technicians South Africa AT (SA). These associations require prospective members to sit an entrance examination to qualify for membership.

### **3.6 Diploma: Internal Auditing**

Six semesters / three years full-time class attendance at the University.

#### *What are the Functions of an Internal Auditing Graduate?*

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. In doing this the internal auditor will analyse the efficiency of operations, the reliability of financial reporting, detecting and investigating fraud, safeguarding assets and compliance with laws and regulations.

#### *Career Opportunities*

A career in Internal Auditing offers challenging and exciting opportunities in both the private and public sectors. There is a continuous demand for certified internal auditors.

Entry level : Internal Audit Trainee

Middle level : Junior Internal Auditor  
 Top level : Chief Audit Executive

Research opportunities available at both industry and research institutions.

**Curriculum**

<b>YEAR 1</b>	
<b>Semester 1</b>	<b>Semester 2</b>
<ul style="list-style-type: none"> <li>• Financial Accounting 1</li> <li>• Commercial Law for Accountants 1 (Module 1)</li> <li>• Economics (Module 1)</li> <li>• Applied Communication 1 (Module 1)</li> <li>• ICT Skills 1</li> </ul>	<ul style="list-style-type: none"> <li>• Cost &amp; Management Accounting 1</li> <li>• Commercial Law for Accountants 1 (Module 2)</li> <li>• Economics (Module 2)</li> <li>• Applied Communication Skills 1 (Module 2)</li> <li>• Internal Auditing 1</li> </ul>
<b>YEAR 2</b>	
<b>Semester 3</b>	<b>Semester 4</b>
<ul style="list-style-type: none"> <li>• Financial Accounting 2 (Module 1)</li> <li>• Cost &amp; Management Accounting 2 (Module 1)</li> <li>• Internal Auditing 2 (Module 1)</li> <li>• Statistics 1 (Module 1)</li> <li>• Applied Communication Skills 2 (Module 1)</li> <li>• Taxation 1 (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Accounting 2 (Module 2)</li> <li>• Cost &amp; Management Accounting 2 (Module 2)</li> <li>• Internal Auditing 2 (Module 2)</li> <li>• Statistics 1 (Module 2)</li> <li>• Applied Communication Skills 2 (Module 2)</li> </ul>
<b>YEAR 3</b>	
<b>Semester 5</b>	<b>Semester 6</b>
<ul style="list-style-type: none"> <li>• Financial Accounting 3 (Module 1)</li> <li>• Cost &amp; Management Accounting 3 (Module 1)</li> <li>• Internal Auditing 3 (Module 1)</li> <li>• Taxation 1</li> <li>• Business Ethics 1</li> <li>• Commercial Law for Accountants 2</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Accounting 3 (Module 2)</li> <li>• Cost &amp; Management Accounting 3 (Module 2)</li> <li>• Internal Auditing 3 (Module 2)</li> <li>• Information Systems Auditing 1</li> <li>• Entrepreneurial Skills 1</li> <li>• Accounting Technology 2</li> </ul>

**Assessment**

Assessment takes the form of tests, assignments, practical, tutorials and final examinations.

**Articulation Options**

### 3.7 Advanced Diploma: Internal Auditing

**Admission Requirements:**

A completed 360 credits NQF level 6 relevant qualification (Diploma in Internal Auditing), with an average of 60% on all the core (major) subjects/ modules.

**Duration:**

This is a one-year full-time course. No part time classes offered.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Advanced Internal Auditing (Module 1)</li> <li>• Advanced Management Accounting (Module 1)</li> <li>• Advanced Financial Accounting (Module 1)</li> <li>• Research Methodology</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Internal Auditing (Module 2)</li> <li>• Advanced Management Accounting (Module 2)</li> <li>• Advanced Financial Accounting (Module 2)</li> <li>• Advanced Information Systems Auditing</li> <li>• Advanced Business Communication for Internal Auditing</li> </ul>

### 3.8 Postgraduate Diploma: Internal Auditing

**Admission Requirements:**

A completed NQF level 7 relevant qualification (Advanced Diploma in Internal Auditing or equivalent) with an average of 60%.

**Duration:**

This is a one-year full-time course. No part time classes offered.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Financial Accounting (Module 1)</li> <li>• E-Commerce Auditing</li> <li>• Forensic Auditing</li> <li>• Risk-based Auditing</li> <li>• Research Project (year)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Accounting (Module 2)</li> <li>• Corporate Governance</li> <li>• Environmental Auditing</li> <li>• Organisational Dynamics</li> <li>• Research Project (year)</li> </ul>

***Professional Bodies***

Membership to a professional body is not compulsory but is advisable. However, students at Advanced Diploma level are advised to affiliate with the Institute of Internal Auditors (IIA). The IIA offers the only globally accepted Certification of Internal Auditors (CIA). Students can also affiliate with South African Institute of Professional Accountants (SAIPA) which equips its members with optimum accountancy practices, or ISACA (Information Systems Audit and Control Association) that focuses on the roles of information systems governance, security, audit, and assurance professionals. Students can also affiliate with Accounting Technicians South Africa AT (SA). These associations require prospective members to sit an entrance examination to qualify for membership

**3.9 Diploma: Financial Information Systems**

Six semesters / three years full-time of class attendance at the University.

***What are the Functions of a Financial Information Systems Graduate?***

Financial Information Systems is a profession and activity involved in helping organisations achieve their objectives. It entails collecting and organising financial and operational data to enable you to advice the various levels of management as to where they stand in relation to short, medium and long-term plans. The graduate must also be able to advice the trends of inadequate profits and where opportunities exist that may be exploited in the dynamic and competitive business environment. The graduate plays a key role in day-to-day decision-making as well as in the long-term capital investment decisions. With this programming knowledge, the graduate is a vital link between the computer department and the accountants of the organisation.

***Career Opportunities***

A career in Financial Information Systems offers challenging and exciting opportunities in both the private and public sectors. There is a continuous demand for Financial Systems Programmers. Qualified candidates could easily be promoted from Clerk to Accountant to Management. People in possession of this qualification are in demand in commerce, industry and the public sector. They could also head the Electronic Data Processing Department using their management skills and programming knowledge.

***Curriculum***

YEAR 1	
Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Financial Accounting 1</li> <li>• Commercial Law for Accountants 1 (Module 1)</li> <li>• Applied Communication 1 (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Cost &amp; Management Accounting 1</li> <li>• Commercial Law for Accountants 1 (Module 2)</li> <li>• Applied Communication Skills 1 (Module 2)</li> </ul>

<ul style="list-style-type: none"> <li>ICT Skills 1</li> </ul>	<ul style="list-style-type: none"> <li>Auditing 1</li> <li>Financial Information Systems 1</li> </ul>
<b>YEAR 2</b>	
<b>Semester 3</b>	<b>Semester 4</b>
<ul style="list-style-type: none"> <li>Financial Information Systems 2 (Module 1)</li> <li>Financial Accounting 2 (Module I)</li> <li>Cost &amp; Management Accounting 2 (Module I)</li> <li>Auditing 2 (Module 1)</li> <li>Applied Communication Skills 2 (Module 1)</li> <li>Taxation 1</li> <li>Accounting Technology 1</li> </ul>	<ul style="list-style-type: none"> <li>Financial Information Systems 2 (Module 2)</li> <li>Financial Accounting 2 (Module 2)</li> <li>Cost &amp; Management Accounting 2 (Module 2)</li> <li>Auditing 2 (Module 2)</li> <li>Applied Communication Skills 2 (Module 2)</li> <li>Entrepreneurial Skills</li> </ul>
<b>YEAR 3</b>	
<b>Semester 5</b>	<b>Semester 6</b>
<ul style="list-style-type: none"> <li>Financial Information Systems 3 (Module 1)</li> <li>Financial Accounting 3 (Module 1)</li> <li>Cost &amp; Management Accounting 3 (Module 1)</li> <li>Taxation 2 (Module 1)</li> <li>Statistics 1 (Module 1)</li> <li>Business Ethics 1</li> </ul>	<ul style="list-style-type: none"> <li>Financial Information Systems 3 (Module 2)</li> <li>Financial Accounting 3 (Module 2)</li> <li>Cost &amp; Management Accounting 3 (Module 2)</li> <li>Taxation 2 (Module 2)</li> <li>Accounting Technology 2</li> </ul>

**Assessment**

Assessment takes the form of tests, assignments, practical, tutorials and final examinations.

**Articulation Options**

**3.10 Advanced Diploma: Cost and Management Accounting**

After completing the Diploma: Financial Information Systems, students can articulate to the Advanced Diploma: Cost and Management Accounting.

**Work Integrated Learning**

Work Integrated Learning refers to that component of co-operative education that can be conducted by the employer. This learning provides the student with an

opportunity to apply and develop the academic knowledge he / she received at the University to relevant problem situations in industry and exposure to typical organisational culture, human relations and working conditions.

### ***Professional Bodies***

Membership to a professional body is not compulsory but is advisable. However, students at Advanced diploma level are advised to affiliate with the South African Institute of Professional Accountants (SAIPA) which furnish its members with optimum accountancy practices. Students can also affiliate with Accounting Technicians South Africa AT (SA). These associations require prospective members to sit an entrance examination to qualify for membership

### ***Enquiries***

Enquiries may be addressed to:

HoD: Department of Accountancy  
Faculty of Management Sciences  
Vaal University of Technology  
Private Bag X021  
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Website : [www.vut.ac.za](http://www.vut.ac.za)

or

Postgraduate Office  
Mrs N Kokoali

Tel : +27 16 950 9822  
E-Mail : [nomathembak@vut.ac.za](mailto:nomathembak@vut.ac.za)

#### 4. DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

##### *Departmental Staff Details*

<b>Surname, Initials &amp; Title</b>	<b>Designation</b>	<b>Highest Qualification</b>
Isabirye, A (Dr)	HoD	PhD
Moolman, R (Ms)	Administrator	AD
Janse van Rensburg, C (Dr)	Senior Lecturer	PhD
Mahomed, FE (Dr)	Senior Lecturer	PhD
Marais, C (Dr)	Senior Lecturer	PhD
Van Zyl, Y (Dr)	Senior Lecturer	PhD
Zeni, M (Dr)	Senior Lecturer	DTech
Barbosa, S (Ms)	Lecturer	MA
Beukes, B (Ms)	Lecturer	MBA
Masete, LJ (Mr)	Lecturer	BCom Hons
Masoka, JC (Mr)	Lecturer	MTech
Mlaza, TR (Mr)	Lecturer	BTech
Moletsane, M (Ms)	Lecturer	BTech
Motaung, T (Ms)	Lecturer	MTech
Ndlangamandla, M (Mr)	Lecturer	MCom
Tsepetsi, T (Mr)	Lecturer	MTech
Tshabalala, M (Ms)	Lecturer	MComm

#### 4.1 Diploma: Human Resource Management

Three years (six semesters) full-time or four years (eight semesters) part-time class attendance at the University.

##### *Career Opportunities*

Human Resource Management offers a challenging and exciting career, as organisations in both the private and public sectors are experiencing an increasing need for people in this field.

Entry level : Job Analyst, Recruitment Officer, HR Trainee and Assistant HR Practitioner

Middle level : Managers in charge of the various functional branches of HR management



**Curriculum**

<p><b>Semester 1</b></p> <ul style="list-style-type: none"> <li>• Workplace Psychology</li> <li>• Business Management 1 (Module 1)</li> <li>• Labour Law 1 (Module 1)</li> <li>• Applied Communication Skills 1 (Module 1)</li> <li>• Economics 1 (Module 1)</li> </ul>	<p><b>Semester 2</b></p> <ul style="list-style-type: none"> <li>• Sociological Aspects</li> <li>• Business Management 1 (Module 2)</li> <li>• Labour Law 1 (Module 2)</li> <li>• Applied Communication Skills 1 (Module 2)</li> <li>• Economics 1 (Module 2)</li> <li>• ICT Skills</li> </ul>
<p><b>Semester 3</b></p> <ul style="list-style-type: none"> <li>• Fundamentals of Human Resource Management</li> <li>• Business Management 2 (Module 1)</li> <li>• Introduction to Human Resource Development</li> <li>• Introduction to Employment Relations</li> <li>• Descriptive Statistics</li> </ul>	<p><b>Semester 4</b></p> <ul style="list-style-type: none"> <li>• Workforce Planning</li> <li>• Business Management 2 (Module 2)</li> <li>• Education Training and Development Practices</li> <li>• Employment Relations Practices</li> <li>• Accounting Aspects</li> </ul>
<p><b>Semester 5</b></p> <ul style="list-style-type: none"> <li>• Talent Management</li> <li>• Applied Communication Skills 2 (Module 1)</li> <li>• Education Training and Development Management</li> <li>• Macro Employment Relations Management</li> <li>• Entrepreneurship</li> </ul>	<p><b>Semester 6</b></p> <ul style="list-style-type: none"> <li>• Compensation Management</li> <li>• Applied Communication Skills 2 (Module 2)</li> <li>• Human Resource Development Interventions</li> <li>• Micro Employment Relations Management</li> <li>• Human Resource Practice</li> </ul>

**Assessment**

Formative, summative and continuous assessment used in all qualifications.

**Professional Bodies**

After successful completion of the Diploma: Human Resource Management a student may apply for membership at the SABPP (SA Board for People Practices).

**Articulation Options**

## 4.2 Advanced Diploma in Human Resource Management

### *Admission Requirements:*

Relevant Diploma or equivalent qualification or SAQA approved qualification on NQF level 6 with at least 360 credits of theory and 3 600 notional hours.

An average of 60%.

### *Duration:*

One year (two semesters) day-time or evening-time class attendance at the University.

### *Curriculum:*

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Advanced Human Resource Management 4 (Module 1)</li> <li>• Advanced Human Resource Development 4 (Module 1)</li> <li>• Advanced Labour Relations 4 (Module 1)</li> <li>• Advanced Business Management 4 (Module 1)</li> <li>• Research Methodology 4 (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Human Resource Management 4 (Module 2)</li> <li>• Advanced Human Resource Development 4 (Module 2)</li> <li>• Advanced Labour Relations 4 (Module 2)</li> <li>• Advanced Business Management 4 (Module 2)</li> <li>• Research Methodology 4 (Module 2)</li> </ul>

## 4.3 Advanced Diploma in Management

### *Admission Requirements:*

Relevant Diploma or equivalent qualification or SAQA approved qualification on NQF level 6 with at least 360 credits of theory and 3 600 notional hours.

An average of 60%.

### *Duration:*

One year (two semesters) day-time or evening-time class attendance at the University.

### *Curriculum:*

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Management Theory 4 (Module 1)</li> <li>• Human Resource Practice 4</li> <li>• Research Methodology 4 (Module 1)</li> <li>• Economics for Managers 4</li> <li>• Supply Chain Management 4</li> </ul>	<ul style="list-style-type: none"> <li>• Management Theory 4 (Module 2)</li> <li>• Employment Relations Management 4</li> <li>• Research Methodology 4 (Module 2)</li> <li>• Accounting for Managers 4</li> <li>• Marketing Management 4</li> </ul>

#### 4.4 Post Graduate Diploma in Human Resource Management

**Admission Requirements:**

Relevant Advanced Diploma in Human Resource Management or equivalent qualification or relevant SAQA approved qualification on NQF level 7.

**Duration:**

One year (two semesters) full-time class attendance at the University.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Strategic Human Resource Management 5 (Module 1)</li> <li>• Labour Relations Management 5 (Module 1)</li> <li>• Strategic Human Resource Development 5 (Module 1)</li> <li>• Project Management 5 (Module 1)</li> <li>• Organisational Behaviour 5 (Module 1)</li> <li>• Research Project in Human Resource Management (year)</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Human Resource Management 5 (Module 2)</li> <li>• Labour Relations Management 5 (Module 2)</li> <li>• Strategic Human Resource Development 5 (Module 2)</li> <li>• Project Management 5 (Module 2)</li> <li>• Organisational Behaviour 5 (Module 2)O</li> </ul>

#### 4.5 Post Graduate Diploma in Human Resource Development

**Admission Requirements:**

Relevant Advanced Diploma in Human Resource Management or equivalent qualification or relevant SAQA approved qualification on NQF level 7.

**Duration:**

One year (two semesters) full-time class attendance at the University.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"><li>• Strategic Human Resource Development 5 (Module 1)</li><li>• Organisational Development 5 (Module 1)</li><li>• Strategic Management 5 (Module 1)</li><li>• Project Management 5 (Module 1)</li><li>• Organisational Behaviour 5 (Module 1)</li><li>• Research Project in Human Resource Development (year)</li></ul>	<ul style="list-style-type: none"><li>• Strategic Human Resource Development 5 (Module 2)</li><li>• Organisational Development 5 (Module 2)</li><li>• Strategic Management 5 (Module 2)</li><li>• Project Management 5 (Module 2)</li><li>• Organisational Behaviour 5 (Module 2)</li></ul>

#### 4.6 Post Graduate Diploma in Labour Relations Management

**Admission Requirements:**

Relevant Advanced Diploma in Human Resource Management or equivalent qualification or relevant SAQA approved qualification on NQF level 7.

**Duration:**

One year (two semesters) full-time class attendance at the University.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Labour Economics 5 (Module 1)</li> <li>• Advanced Labour Law 5 (Module 1)</li> <li>• Labour Relations Management 5 (Module 1)</li> <li>• Project Management 5 (Module 1)</li> <li>• Organisational Behaviour 5 (Module 1)</li> <li>• Research Project in Labour Relations Management (year)</li> </ul>	<ul style="list-style-type: none"> <li>• Labour Economics 5 (Module 2)</li> <li>• Advanced Labour Law 5 (Module 2)</li> <li>• Labour Relations Management 5 (Module 2)</li> <li>• Project Management 5 (Module 2)</li> <li>• Organisational Behaviour 5 (Module 2)</li> </ul>

**4.7 Post Graduate Diploma in Management**

**Admission Requirements:**

Relevant Advanced Diploma in Management or equivalent qualification or relevant SAQA approved qualification on NQF level 7.

**Duration:**

One year (two semesters) full-time class attendance at the University.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Strategic Management 5 (Module 1)</li> <li>• Financial Management 5 (Module 1)</li> <li>• Project Management 5 (Module 1)</li> <li>• Organisational Behaviour 5 (Module 1)</li> <li>• Research Project in Management (year)</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Management 5 (Module 2)</li> <li>• Financial Management 5 (Module 2)</li> <li>• Project Management 5 (Module 2)</li> <li>• Organisational Behaviour 5 (Module 2)</li> </ul>

**4.8 Master of Management in Human Resource Management**

**Admission Requirements:**

A relevant Post Graduate Diploma (NQF 8, 120 credits) or a four-year relevant degree approved by SAQA (NQF 8, 120 credits).

Average pass percentage of 65% with a minimum of 65% for Research Methodology or research project is required.

Successful achievement of Faculty selection criteria.

***Duration:***

Two years minimum or four years maximum.

***Curriculum:***

Research by dissertation.

#### **4.9 Master of Management in Labour Relations Management**

***Admission Requirements:***

A relevant Post Graduate Diploma (NQF 8, 120 credits) or a four-year relevant degree approved by SAQA (NQF 8, 120 credits).

Average pass percentage of 65% with a minimum of 65% for Research Methodology or research project is required.

Successful achievement of Faculty selection criteria.

***Duration:***

Two years minimum or four years maximum.

***Curriculum:***

Research by dissertation.

#### **4.10 Master of Management in Business Administration**

***Admission Requirements:***

A relevant Post Graduate Diploma (NQF 8, 120 credits) or a four-year relevant degree approved by SAQA (NQF 8, 120 credits).

Average pass percentage of 65% with a minimum of 65% for Research Methodology or research project is required.

Successful achievement of Faculty selection criteria.

***Duration:***

Two years minimum or four years maximum.

***Curriculum:***

Research by dissertation.

**4.11 PhD in Business Administration**

***Admission Requirements:***

Relevant Master's degree or an equivalent qualification (NQF 9) approved by SAQA.

Proof of research Methodology course completed.

Proof of previous research experience.

Successful achievement of the Faculty selection criteria.

***Duration:***

Two years minimum or six years maximum.

***Curriculum:***

Research by thesis.

***Enquiries***

Enquiries may be addressed to:

HoD: Human Resource Management	Tel	:	+27 16 950 6872
Faculty of Management Sciences	Fax	:	+27 86 614 1322
Vaal University of Technology	E-Mail	:	<a href="mailto:rochelle@vut.ac.za">rochelle@vut.ac.za</a>
Private Bag X021	Website	:	<a href="http://www.vut.ac.za">www.vut.ac.za</a>

VANDERBIJLPARK, 1900

OR

Postgraduate Office	Tel	:	+27 16 950 9822
Mrs N Kokoali	E-Mail	:	<a href="mailto:nomathembak@vut.ac.za">nomathembak@vut.ac.za</a>

**5. DEPARTMENT OF LOGISTICS & SUPPLY CHAIN  
MANAGEMENT**

***Departmental Staff Details***

Surname, Initials & Title	Designation	Highest Qualification
Mafini, C (Prof)	HoD	PhD
Leemisa, EC (Ms)	Administrator	BTech/PGDE
Ntshingila, L (Dr)	Senior Lecturer	PhD
Van der Westhuizen, J (Dr)	Senior Lecturer	PhD
Chinomona, E (Dr)	Senior Lecturer	DTech
Govuzela, S (Dr)	Lecturer	MTech
Monaisa-Magakgala, KEG (Ms)	Lecturer	MCom
Rangaza, K (Ms)	Lecturer	MCom
Matsheke, OT (Ms)	Lecturer	MTech
Mothibi, G (Ms)	Lecturer	MBA
Matsheke MJ (Mr)	Lecturer	MBA
Mashiloane M (Ms)	Lecturer	MTech
Dunga, H (Dr)	Lecturer	PhD
Mofokeng, T (Mr)	nGAP Lecturer	MTech
Loury-Okoumba, WV (Dr)	Lecturer	DTech
Tlale M (Dr)	Lecturer	D Tech
Nwogbo, AE (Mr)	Lecturer	MCom
Omara-Ojungu, L (Mrs)	Lecturer	MCom

## 5.1 Diploma in Logistics

Six semesters / three years full-time of class attendance at the University.

### *What are the Functions of a Logistics Management Graduate?*

Upon completion the respective student should be in the position to analyse and conceptualise Logistics processes, policies and procedures in a critical manner with the aim of executing all related dispatching, sourcing, warehousing, transportation, commodity expediting and procurement responsibilities.

### *Career Opportunities*

A career in Logistics offers challenging and exciting opportunities in both the private and public sectors. There is a continuous demand for trained Logisticians.

Entry level	:	Junior Buyer and Order Clerk
Middle level	:	Senior Purchaser and Assistant Logistics Manager
Top level	:	Logistics Manager, Procurement Manager, Chief Procurement Officer and Transport Manager

### *Curriculum*

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>Accounting Skills 1.1</li> <li>Applied Communication Skills 1.1</li> <li>Business Management 1.1</li> <li>Costing &amp; Estimating 1.1</li> <li>Procurement Management 1.1</li> </ul>	<ul style="list-style-type: none"> <li>Applied Communication Skills 1.2</li> <li>Business Management 1.2</li> <li>Costing &amp; Estimating 1.2</li> <li>ICT Skills 1</li> <li>Procurement Management 1.2</li> </ul>



Semester 3	Semester 4
<ul style="list-style-type: none"> <li>• Applied Communication Skills 2.1</li> <li>• Business Management 2.1</li> <li>• Commercial Law 1.1</li> <li>• Microeconomics</li> <li>• Procurement Management 2.1</li> <li>• Logistics Management 2.1</li> </ul>	<ul style="list-style-type: none"> <li>• Business Management 2.2</li> <li>• Commercial Law 1.2</li> <li>• Macroeconomics</li> <li>• Procurement Management 2.2</li> <li>• Logistics Management 2.2</li> </ul>
Semester 5	Semester 6
<ul style="list-style-type: none"> <li>• Transport Economics 1.1</li> <li>• Entrepreneurship 1</li> <li>• Logistics Management 3.1</li> <li>• Operations Management 1.1</li> <li>• Procurement Management 3.1</li> </ul>	<ul style="list-style-type: none"> <li>• Transport Economics 1.2</li> <li>• Logistics Management 3.2</li> <li>• Operations Management 1.2</li> <li>• Procurement Management 3.2</li> </ul>

**Assessment**

Assessment takes the form of tests, assignments, practicals, tutorials and final examinations.

**Articulation Options**

**5.2 Advanced Diploma in Logistics**

**Admission Requirements:**

Relevant National Diploma/ Diploma or equivalent qualification or SAQA approved qualification on NQF level 6 with at least 300 credits of theory.

An average of 60% is required in the exit level subjects (3<sup>rd</sup> year) in the diploma.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Advanced Logistics Management (Module 1)</li> <li>• Advanced Transport Economics (Module 1)</li> <li>• Supply Chain Management (Module 1)</li> <li>• Advanced Procurement Management (Module 1)</li> <li>• Research Methodology (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Logistics Management (Module 2)</li> <li>• Advanced Transport Economics (Module 2)</li> <li>• Supply Chain Management (Module 2)</li> <li>• Advanced Procurement Management (Module 2)</li> <li>• Research Methodology (Module 2)</li> </ul>

### 5.3 Postgraduate Diploma in Logistics

**Admission Requirements:**

Relevant Advanced Diploma or equivalent qualification or SAQA approved qualification on NQF level 7 with at least 120 credits of theory.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Strategic logistics (Module 1)</li> <li>• Advanced supply chain management (Module 1)</li> <li>• Logistics project management, (Module 1)</li> <li>• Strategic Procurement Management (Module 1)</li> <li>• Research project in Logistics (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic logistics (Module 2)</li> <li>• Advanced supply chain management (Module 2)</li> <li>• Logistics project management, (Module 2)</li> <li>• Strategic Procurement Management (Module 2)</li> <li>• Research project in Logistics (Module 2)</li> </ul>

### 5.4 Master of Management in Supply Chain Management

**Admission Requirements:**

65% average for a completed B.Tech/ B.Com (Hons) degree, postgraduate diploma (NQF 8, 120 credits) or equivalent qualification in Logistics/Supply Chain Management or any related discipline.

65% average for Research Methodology or Research Project is also required. Successful achievement of the faculty selection criteria

**Curriculum:**

Research- based dissertation

### 5.5 PhD in Business Administration

**Admission Requirements:**

A relevant master’s degree on NQF 8/9 in a related discipline Proof of research methodology course completed. Proof of previous research experience. Successful achievement of the Faculty selection criteria.

**Curriculum:**

Research-based thesis.

***Professional Bodies***

Membership to a professional body is not compulsory but is advisable. However, students at Advanced Diploma, Masters and doctoral levels are advised to affiliate with the Chartered Institute of Procurement and Supply (CIPS) and the Chartered Institute of Logistics and Transport, which are associations that relate to matters in the field / industry of supply chain management.

***Enquiries***

Enquiries may be addressed to:

HoD: Logistics & Supply Chain Management	Tel	:	+27 16 950 6883
Faculty of Management Sciences	Fax	:	+27 86 614 1322
Vaal University of Technology	E-Mail	:	<a href="mailto:elizabeth@vut.ac.za">elizabeth@vut.ac.za</a>
Private Bag X021	Website	:	<a href="http://www.vut.ac.za">www.vut.ac.za</a>
VANDERBIJLPARK, 1900			
OR			
Postgraduate Office	Tel	:	+27 16 950 9822
Mrs N Kokoali	E-Mail	:	<a href="mailto:nomathembak@vut.ac.za">nomathembak@vut.ac.za</a>

## 6. DEPARTMENT OF MARKETING, RETAIL BUSINESS & SPORT MANAGEMENT

### Departmental Staff Details

Surname, Initials	Designation	Highest qualification
Dlodlo, N (Dr)	Head of Department	PhD (Marketing management)
Mosani, A.D (Ms)	Administrator	BTech Business Administration
Mokoena, BA	Associate Professor	DTech (Marketing)
Chauke, XD (Dr)	Senior lecturer	PhD (Marketing Management)
Mareka, TT (Dr)	Senior lecturer	PhD (Business management)
Motale, MDB (Dr)	Senior lecturer	PhD (Marketing management)
Strydom, E (Dr)	Senior lecturer	PhD (Marketing management)
Tesnear, S (Dr)	Senior lecturer	PhD (Recreation Science)
Dlamini, ZL (Ms)	Lecturer	MTech Marketing ( <i>Cum Laude</i> )
Khosa, PVN (Mrs)	Lecturer	Masters (Business Leadership)
Magapa, TJ (Mr)	Lecturer	Master of Business (Marketing)
Mahao, BB (Mr)	Lecturer	MTech (Marketing)
Masitenyane, LM (Dr)	Lecturer	DTech (Marketing)
Shamhuyenhanzwa, M (Mr)	Lecturer	M.Com (Marketing Management)
Mabasa, PN (Mr)	Junior Lecturer	BTech (Business Administration)
Mathibela, K (Ms)	Junior Lecturer	BComm Honours (Sport Science)

### 6.1 Diploma: Marketing

Six semesters / three years full-time of class attendance at the University.

#### *What are the Functions of a Marketer?*

A marketing graduate determines market trends through systematic research and then implements set strategies, programs and sales & marketing tactical actions relevant to a marketing unit. This includes the implementation of the organisation's marketing programme relating to the product, price, promotion, distribution, processes, people, packaging, proof (physical evidence), pictures (multi-media graphics) and personality. In doing this, the early-entry marketer will be involved in overseeing and developing industry-relevant marketing campaigns, product activations, brand campaigns among other promotional activities. Control and coordinate marketing activities such as transport, storage, packaging promotions, etc. Control and monitor marketing functions and activities and measure the results. Service, warranties, etc.

#### *Career Opportunities*

Marketing Management offers a challenging and exciting career in the private, public and non-profit sector. There is a great demand for experts who can identify and utilise marketing opportunities.

Entry level	:	Marketing intern, Junior Sales Consultant, Inbound and outbound marketing consultant, Promotion Officer, Marketing Researcher, Brand traffic controller and Social media marketing intern.
Middle level	:	Key accounts executive, Community and engagement lead specialist, Marketing manager, Brand strategist, Export co-ordinator, Product development manager, Promotions co-ordinator, Associate Brand manager, Brand affiliate, Marketing communications specialist, Marketing Business support, Relationship manager, Social media manager, Junior brand manager, Digital and Internet marketing co-ordinator, Content Marketing specialist and Web content marketing specialist.
Top level	:	Regional Marketing Lead, Corporate brand manager, Consumer market insights executive, Marketing Director.

### Curriculum

<b>Semester 1</b>	<b>Semester 2</b>
<ul style="list-style-type: none"> <li>• Marketing I (Module 1)</li> <li>• Accounting Skills (Module 1)</li> <li>• Consumer Behaviour (Module 1)</li> <li>• Applied Communication Skills I (Module 1)</li> <li>• Personal Selling (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing I (Module 2)</li> <li>• Accounting Skills (Module 2)</li> <li>• Consumer Behaviour (Module 2)</li> <li>• Applied Communication Skills I (Module 2)</li> <li>• Personal Selling (Module 2)</li> <li>• ICT Skills</li> </ul>
<b>Semester 3</b>	<b>Semester 4</b>
<ul style="list-style-type: none"> <li>• Marketing II (Module 1)</li> <li>• Applied Communication Skills II (Module 1)</li> <li>• Quantitative Techniques (Module 1)</li> <li>• Microeconomics (Module 1)</li> <li>• Mercantile Law (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing II (Module 2)</li> <li>• Applied Communication Skills II (Module 2)</li> <li>• Quantitative Techniques (Module 2)</li> <li>• Macroeconomics (Module 2)</li> <li>• Mercantile Law (Module 2)</li> </ul>
<b>Semester 5</b>	<b>Semester 6</b>
<ul style="list-style-type: none"> <li>• Marketing III (Module 1)</li> <li>• Sales Management (Module 1)</li> <li>• Marketing Research 3 (Module 1)</li> <li>• Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing III (Module 2)</li> <li>• Sales Management (Module 2)</li> <li>• Marketing Research 3 (Module 2)</li> </ul>

<ul style="list-style-type: none"> <li>• Integrated Marketing Communication (Module 1)</li> <li>• Applied Marketing Management</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Marketing Communication (Module 2)</li> <li>• Applied Marketing Management</li> </ul>
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**Assessment**

Assessment takes the form of tests (open-book and closed-book), project-based assignments, discussion threads and final examinations. Final year modules are externally moderated by experts in the discipline.

**Articulation Options**

**6.2 Advanced Diploma in Marketing Management**

**Admission Requirements**

- ✓ A completed National Diploma/Diploma in Marketing/ Bachelor’s or equivalent qualification or SAQA approved qualification with Marketing majors on NQF level 6 with at least 360 credits (3600 notional hours) of theory.
- ✓ An average of 60% is required in all the exit level modules (3<sup>rd</sup> year) in the National Diploma/Diploma in Marketing.

**Duration:**

This is a one-year full-time course.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Advanced Marketing Management (Module 1)</li> <li>• Financial Management for Non-Financial Managers (Module 1)</li> <li>• International Marketing (Module 1)</li> <li>• Advanced Digital Marketing (Module 1)</li> <li>• Advanced Marketing Research (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Marketing Management (Module 2)</li> <li>• Financial Management for Non-Financial Managers (Module 2)</li> <li>• International Marketing (Module 2)</li> <li>• Advanced Digital Marketing (Module 2)</li> <li>• Advanced Marketing Research (Module 2)</li> </ul>

**Assessment**

Assessment takes the form of tests (open-book and closed-book), written and oral assignments, Wikis, discussion threads and final examinations. All the modules in this qualification are externally moderated by experts in the discipline.

### 6.3 Postgraduate Diploma in Marketing Management

#### *Admission Requirements*

- ✓ A completed Advanced Diploma/ BComm/ BTech in Marketing Management or equivalent qualification or SAQA approved qualification on NQF level 7 with at least 120 credits (1200 notional hours) of theory.
- ✓ All applicants received by the published closing date will be evaluated and ranked according to the average achieved for all third-year subjects. Only the top performing applicants will be selected as per the Departmental Student Enrolment Plan (SEP).

#### *Duration:*

This is a one-year full-time course.

#### *Curriculum:*

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Strategic Marketing (Module 1)</li> <li>• Research Project (Year Course)</li> <li>• Advertising Management (Module 1)</li> <li>• International Brand Management (Module 1)</li> <li>• Contemporary Marketing Management Issue (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Marketing (Module 2)</li> <li>• Research Project (Year Course)</li> <li>• Advertising Management (Module 2)</li> <li>• International Brand Management (Module 2)</li> <li>• Contemporary Marketing Management Issue (Module 2)</li> </ul>

#### **Assessment**

Assessment takes the form of tests (open-book and closed-book), written and oral assignments, Wikis, Online Blogs, discussion threads and final examinations. All the modules in this qualification are externally moderated by experts in the discipline.

## 6.4 Master of Management in Marketing

### *Admission Requirements:*

- ✓ A relevant Post Graduate Diploma (NQF 8, 120 credits) or a four-year degree approved by SAQA.
- ✓ Average pass percentage of 65% with a minimum of 65% on Research methodology or research project is required .
- ✓ Successful completion of Faculty selection criteria.

### *Duration:*

Two years minimum or four years maximum.

### *Curriculum:*

Research by dissertation.

## 6.5 Doctor of Commerce in Marketing

### *Admission Requirements:*

- ✓ A relevant master's degree on NQF 8/9 in a related discipline.
  - ✓ Proof of research methodology course completed.
  - ✓ Proof of previous research experience.
- ✓ Successful achievement of the Faculty selection criteria.

### *Duration:*

Two years minimum or six years maximum.

### *Curriculum:*

Research by thesis.

### *Professional Bodies*

Membership to a professional body is not compulsory but advisable. However, students at Advanced Diploma, Masters and Doctoral levels are advised to affiliate with the student Chapter of the Marketing Association of South Africa (MASA).

## 6.6 Diploma: Retail Business Management

Six semester / three years full-time of class attendance at the University.

### *What are the Functions of a Retail Business Manager?*

The Retail Business Manager determines all the activities in the sale of goods and services to the consumer as well as the management of a retail establishment. These activities include supervising retail employees, managing inventory, developing tactical action plans for marketing retail products and services, bookkeeping, security, shopping centre management, purchasing, customer service, merchandising and enforcing company policy.



### *Career Opportunities*

Retail Business Management offers a challenging and exciting career in the private sector. There is a great demand for professionals in the retail business sector.

Entry level	:	Retail store intern, Sales Assistant, Distribution & Stock Controller, Junior Branch store manager or Trainee Store Manager.
Middle level	:	Territory manager for retail sales, Retail Pharmacist, Fashion consultant, Senior consultant (Retail Product development), Store fulfilment operations Manager, Footwear Buyer, Store Leader, Store Manager, Buyer, Category Manager, Brand Manager and Merchandiser.
Top level	:	Regional Retail Lead, Corporate Retail manager, Retail Consumer insights executive, International Buyer.

This qualification also offers the opportunity to start your own business.

### *Curriculum*

<b>Semester 1</b>	<b>Semester 2</b>
<ul style="list-style-type: none"> <li>• Retail Business Management I (Module 1)</li> <li>• Retail Operations Management I (Module 1)</li> <li>• Accounting Skills (Module 1)</li> <li>• Consumer Behaviour (Module 1)</li> <li>• Applied Communication Skills I (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Retail Business Management I (Module 2)</li> <li>• Retail Operations Management I (Module 2)</li> <li>• Accounting Skills (Module 2)</li> <li>• Consumer Behaviour (Module 2)</li> <li>• Applied Communication Skills I (Module 2)</li> <li>• ICT Skills</li> </ul>
<b>Semester 3</b>	<b>Semester 4</b>
<ul style="list-style-type: none"> <li>• Retail Business Management II (Module 1)</li> <li>• Retail Operations Management II (Module 1)</li> <li>• Logistics I (Module 1)</li> <li>• Applied communication skills II (Module 1)</li> <li>• Mercantile Law (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Retail Business Management II (Module 2)</li> <li>• Retail Operations Management II (Module 2)</li> <li>• Logistics I (Module 2)</li> <li>• Applied communication skills II (Module 2)</li> <li>• Mercantile Law (Module 2)</li> </ul>
<b>Semester 5</b>	<b>Semester 6</b>
<ul style="list-style-type: none"> <li>• Retail Business Management III (Module 1)</li> <li>• Retail Operations Management III (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Retail Business Management III (Module 2)</li> <li>• Retail Operations Management III (Module 2)</li> </ul>

<ul style="list-style-type: none"><li>• Shopping Centre Management (Module 1)</li><li>• Personal Selling (Module 1)</li><li>• Entrepreneurship</li><li>• Applied Retail Management</li></ul>	<ul style="list-style-type: none"><li>• Shopping Centre Management (Module 2)</li><li>• Personal Selling (Module 2)</li><li>• Applied Retail Management</li></ul>
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**Assessment**

Assessment takes the form of tests (open-book and closed-book), project-based assignments, discussion threads and final examinations. Final year modules are externally moderated by experts in the discipline.

**Articulation Options**

**6.7 Advanced Diploma in Retail Business Management**

**Admission Requirements**

- ✓ A completed Diploma, **or** National Diploma in Retail Business Management, **or** an equivalent qualification at NQF level 6 with minimum 360 credits (3600 notional hours) of theory.
- ✓ All applicants received by the published closing date will be evaluated and ranked according to the average achieved for all third-year subjects. Only the top performing applicants will be selected as per the Departmental Student Enrolment Plan (SEP).

**Duration:**

This is a one-year full-time course.

**Curriculum:**

<b>Semester 1</b>	<b>Semester 2</b>
<ul style="list-style-type: none"> <li>• Advanced Retail Business Management (Module 1)</li> <li>• Advanced Retail Operations Management (Module 1)</li> <li>• Research Methodology (Module 1)</li> <li>• Advanced Retail Logistics Management</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Retail Business Management (Module 2)</li> <li>• Advanced Retail Operations Management (Module 2)</li> <li>• Research Methodology (Module 2)</li> <li>• Advanced Retail Supply Chain Management</li> </ul>

**Assessment**

Assessment takes the form of tests (open-book and closed-book), written and oral assignments, Wikis, discussion threads and final examinations. All the modules in this qualification are externally moderated by experts in the discipline.

**Professional Bodies**

Membership to a professional body is not compulsory but advisable. However, students enrolled for the Advanced Diploma are encouraged to be affiliated with various professional bodies including the South African Institute of Management Scientists (SAIMS). The Wholesale and Retail Sectoral and Educational Training Authority (W&RSETA) also offers exciting opportunities for projects, funding and other training specifically aimed at students in retail business management.

**6.8 Postgraduate Diploma in Retail Business Management**

**Admission Requirements**

- ✓ A completed Advanced Diploma in Retail Business Management or equivalent qualification or SAQA approved qualification on NQF level 7 with at least 120 credits (1200 notional hours) of theory.
- ✓ All applicants received by the published closing date will be evaluated and ranked according to the average achieved for all third-year subjects. Only the top performing applicants will be selected as per the Departmental Student Enrolment Plan (SEP).

**Duration:**

This is a one-year full-time course.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Strategic Retailing (Module 1)</li> <li>• Research Project (Year course)</li> <li>• Project Management (Module 1)</li> <li>• Contemporary Issues in Retail Business Management (Module 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Retailing (Module 2)</li> <li>• Research Project (Year course)</li> <li>• Project Management (Module 2)</li> <li>• Contemporary Issues in Retail Business Management (Module 2)</li> </ul>

### Assessment

Assessment takes the form of tests (open-book and closed-book), written and oral assignments, Wikis, Online Blogs, discussion threads and final examinations. All the modules in this qualification are externally moderated by experts in the discipline.

## 6.9 Diploma: Sport Management

Six semester / three years full-time of class attendance at the University.

### *What are the Functions of a Sports Manager?*

A Sports Manager is responsible for the administration of various sports facilities including stadium, clubhouses, athletes and community recreation centres. Their roles and responsibilities include managing the human resource function to do with athletes, identifying and recruiting school talent, negotiating athletes' contracts, coaching, organising training resources for athletes, managing various club programmes, identifying the nutritional programme for athletes, facility and event maintenance, procuring supplies for a sports facility, controlling the finances of a sports facility and motivating and supporting the athletes in the sports facility.

### *Career Opportunities*

Sport Management offers a challenging and exciting career in the private, public and non-profit sector. Sport Managers are regularly required to run the local and provincial government institutions, metropolitan sub-structures, industries, tertiary institutions and sport clubs. As an alternative, candidates can also follow a career in sports broadcasting, public relations or start their own sport enterprises and clubhouses.

Entry level	:	Sports facility intern, Assistant Coach, Sales consultant at a fitness centre.
Middle level	:	Athletic coach, Sport Agent, Fitness Manager, Athletics development Specialist, Contract Administrator, Business Development Co-ordinator, Contract negotiations Manager, Sport Events Co-ordinator or Facility Manager.
Top level	:	Athletics Director or Sports Facility Executive or Athletics Association President.

**Curriculum**

<p><b>Semester 1</b></p> <ul style="list-style-type: none"> <li>• Sport Management I (Module 1)</li> <li>• Sport Practical I (Year Module)</li> <li>• Sport &amp; Physical Recreation I (Module 1)</li> <li>• Sport Marketing I (Module 1)</li> <li>• Public Relations I (Module 1)</li> <li>• Applied Communication Skills I (Module 1)</li> </ul>	<p><b>Semester 2</b></p> <ul style="list-style-type: none"> <li>• Sport Management I (Module 2)</li> <li>• Sport &amp; Physical Recreation I (Module 2)</li> <li>• Sport Marketing I (Module 2)</li> <li>• Public Relations I (Module 2)</li> <li>• Applied Communication Skills I (Module 2)</li> <li>• ICT Skills</li> </ul>
<p><b>Semester 3</b></p> <ul style="list-style-type: none"> <li>• Sport Management II (Module 1)</li> <li>• Sport Practical II (Year Module)</li> <li>• Sport &amp; Physical Recreation II (Module 1)</li> <li>• Sport Marketing II (Module 1)</li> <li>• Sport Consumer Behaviour (Module 1)</li> <li>• Accounting Skills (Module 1)</li> <li>• Applied Communication Skills 2 (Module 1)</li> </ul>	<p><b>Semester 4</b></p> <ul style="list-style-type: none"> <li>• Sport Management II (Module 2)</li> <li>• Sport &amp; Physical Recreation II (Module 2)</li> <li>• Sport Marketing II (Module 2)</li> <li>• Sport Consumer Behaviour (Module 2)</li> <li>• Accounting Skills (Module 2)</li> <li>• Applied Communication Skills 2 (Module 2)</li> </ul>
<p><b>Semester 5</b></p> <ul style="list-style-type: none"> <li>• Sport Management III (Module 1)</li> <li>• Sport Practical III</li> <li>• Sport &amp; Physical Recreation III</li> <li>• Entrepreneurship</li> </ul>	<p><b>Semester 6</b></p> <ul style="list-style-type: none"> <li>• Work Integrated Learning</li> </ul>

**Assessment**

Assessment takes the form of tests (open-book and closed-book), written assignments, Sport practicals and exercises, discussion threads and final examinations. Please note that all the final year modules in this course are externally moderated by experts in the discipline.

**Work Integrated Learning**

The diploma in Sport Management offers a Work-integrated Learning (WIL) component during the third year. Work Integrated Learning refers to that component of co-operative education that involves authentic learning through direct

access to various sport facilities for a duration of 720 notional hours. This learning provides the student with an opportunity to develop and apply theoretic knowledge in actual settings, after being registered for placement at various sporting facilities. This priceless opportunity introduces the students to the typical administrative and managerial functions of a sport Manager in practise, as well as exposure to the typical organisation culture, human relations and working conditions of various sporting bodies or institutions.

**Articulation Options**

**6.10 Advanced Diploma in Sport Management**

**Admission Requirements**

- ✓ A completed Diploma, **or** National Diploma in Sport Management, **or** an equivalent qualification at NQF level 6 with minimum 360 credits (3600 notional hours) of theory.
- ✓ All applicants received by the published closing date will be evaluated and ranked according to the average achieved for all third-year subjects. Only the top performing applicants will be selected as per the Departmental Student Enrolment Plan (SEP).

**Duration:**

This is a one-year full-time course.

**Curriculum:**

Semester 1	Semester 2
<ul style="list-style-type: none"> <li>• Advanced Sport Management (Module 1)</li> <li>• Aspects of sport Psychology</li> <li>• Advanced Sport Research Methodology (Module 1)</li> <li>• Finance for non-financial Managers (Module 1)</li> <li>• Advanced Sport Marketing (Module 1)</li> <li>• Sport Exercise &amp; Fitness</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Sport Management (Module 2)</li> <li>• Sport Sociology</li> <li>• Advanced Sport Research Methodology (Module 2)</li> <li>• Finance for non-financial Managers (Module 2)</li> <li>• Advanced Sport Marketing (Module 2)</li> <li>• Aspects of Sport Law</li> </ul>

**Assessment**

Assessment takes the form of tests (open-book and closed-book), written and oral assignments, Wikis, discussion threads and final examinations. All the modules in this qualification are externally moderated by experts in the discipline.

### ***Professional Bodies***

Membership to a professional body is not compulsory but advisable. However, students enrolled for the Advanced Diploma are encouraged to look out for local and international organisations to be affiliated with through conference attendance and Webinar presentations such as the World Leisure Organisation, North-American Society for Sport Management (NASSM) and the European Association for Sport Management (EASM).

### ***Enquiries***

Enquiries may be addressed to:

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## 7. SYLLABI

### *Accounting for Managers*

Understand the fundamental principles of financial management, basic accounting and economics within the economy. Appreciate their contribution to the strategic financial plan for an organisation, department and businesses they are operating in. Demonstrate an understanding of the role played by financial markets and institutions. Demonstrate the understanding of the preparation of the comprehensive income statement, comprehensive statement of financial position and the cash flow statement. Analyse these financial statements and the use of ratios. Understand and apply the concept of time value of money

### *Accounting Skills*

Basic financial accounting concepts, double entry system, VAT, Bank reconciliation statements, financial statement and analysis, Cost accounting concepts and price determination, break-even analysis and budgets.

### *Accounting Technology 1*

Advanced Microsoft Word, Advanced Microsoft Excel, Microsoft PowerPoint, Microsoft Access and the use of E Mail and Cloud.

### *Accounting Technology 2*

Accounting package, Auditing package, Tax package, Payroll package.

### *Advanced Business Management 4*

The nature of operations management, importance and development of operations strategies, competitive priorities in operations management, operations decisions and processes, global trends and challenges in operations management, operations management as a competitive tool, operational innovation, quality management in operations. Marketing environment, marketing research process, segmentation and target markets, positioning the firm and its products, marketing mix: product concepts; promotion, place and pricing, and strategic marketing and marketing plan.

### *Advanced Business Communication for Internal Auditors*

Important business communication aspects for managers, building blocks of effective communication, business communication, the role of interpersonal and group communication in the business environment, public presentations and job resumes.

### *Advanced Digital Marketing*



Introduction to the online marketing environment, the development, implementation and evaluation of digital marketing practices.

***Advanced Financial Accounting (Module 1)***

IFRS 15: Revenue, IAS 12: Income taxes, IAS 16: Property, plant and equipment, IAS 36: Impairment of assets, IAS 38: Intangible assets and IFRS 5: Non-current assets held for sale and discontinued operations.

***Advanced Financial Accounting (Module 2)***

IA 8: Accounting policies, changes in accounting estimates and errors, IAS 37: Provisions and contingencies, IAS 10: Events after reporting period. IFRS 10: Consolidated Financial Statements. IAS 28: Investments in Associates and Joint Ventures. IAS 32: Financial Instruments: Presentation, IFRS 7: Financial Instruments: Disclosures and IFRS 9: Financial instruments.

***Advanced Human Resource Development 4***

The theoretical foundation of the Human Resource Development field, introducing the strategic role of HRD, the concepts of training for activity and training for performance improvement; and the systematic approach to Human Resource Development. The importance of marketing the HRD function, exposing to the students the elements of an HRD marketing plan. It is also empowers the students with knowledge and skills to formulate a marketing strategy for an HRD function in an organisation. Issue pertaining managing quality in HRD and evaluation of HRD interventions are also dealt with in the module.

***Advanced Human Resource Management 4***

Wellness management; health management; occupational health, safety and risk. Policies and strategic analysis with emphasis on awareness and decision making on safety issues. Efficiency of human resource operations, human resource and best practice indexes, casual chains and human resource dashboards or scorecards with emphasis on reducing unnecessary production costs at the same time improve the working relations with the workforce.

***Advanced Information Systems Auditing***

IS audit overview, IS governance, legal and ethical issues for IS auditors, IS risks and controls, IS deployment risks, IS networks and telecommunications risks, E-business risks and controls, Computer Assisted Tools and techniques, conducting an IS audit, fraud and forensic auditing.

***Advanced Internal Auditing (Module 1)***

Applying the IPPF in management of the internal audit activity, Control self-assessment, Enterprise risk management, internal auditing in the public sector, performing operational/performance internal audits.

### ***Advanced Internal Auditing (Module 2)***

Reporting internal audit findings and the relevant legislation and regulations in internal auditing, for example King Code of Governance, Company Act, Sarbanes Oxley Act, PFMA, MFMA, COBIT, Regulatory bodies and Contemporary legislations.

### ***Advanced Labour Law***

Introduces concepts of both Individual Labour law and Collective Labour Law. The subject is broken down into 10 chapters during a twelve-month period. Each chapter goes through different aspects of understanding Labour Law which consist of the following: The historical underpinning of the labour relations system (including various labour legislations and amendments to labour laws), The Labour Relations Act, Unfair Dismissals, Unfair Labour Practices, Dispute Resolution, Basic Conditions of Employment Act, Unfair Discrimination and Employment Equity, Collective Bargaining, Strikes and lockouts, Workplace Forums. Introduces concepts of both Individual Labour law and Collective Labour Law. The subject is broken down into 10 chapters during a twelve-month period. Each chapter goes through different aspects of understanding Labour Law which consist of the following: The historical underpinning of the labour relations system (including various labour legislations and amendments to labour laws), The Labour Relations Act, Unfair Dismissals, Unfair Labour Practices, Dispute Resolution, Basic Conditions of Employment Act, Unfair Discrimination and Employment Equity, Collective Bargaining, Strikes and lockouts, Workplace Forums.

### ***Advanced Labour Relations 4***

The concept of an industrial psychological approaches to labour relations, conflict generation, conflict handling, power dynamics, the nature of negotiation, preparation for negotiations, the conduct of negotiations, skills to facilitate negotiations, and third-party intervention. The concept of negotiating for climate, negotiating for common ground, persuasive communication, handling aggression during collective bargaining, and specialised negotiation areas.

### ***Advanced Logistics Management***

Overview of information systems within logistics, Electronic Data Interchange (EDI) and Extended Mark-up Language (XML) route planning, Enterprise Resource

Planning (ERP), track & trace, customer relationship management (CRM) and order management systems, decision-making support systems, system integration, product data management (PDM) systems, WMS warehouse management, system support for production, developments within logistical system support

***Advanced Management Accounting (Module 1)***

Strategic performance management systems budgeting and standard setting, activity-based costing (service firms) and activity based management, pricing and revenue maximization.

***Advanced Management Accounting (Module 2)***

Apply appropriate techniques to support short decision making, advanced management accounting control systems -quality management methodologies, strategic custom performance management - value management techniques.

***Advanced Marketing Finance***

Introduction and definition of financial management; relationship between financial management, management accounting, financial accounting and economics; goal of financial management; The agency problem; Financial markets and institutions; The flow of funds in an economic system; Identify the different types of financial statements; Preparation of the Income statement and Balance Sheet in accordance with GAAP; Preparation of the Cash flow statement and the cash management principle; Cash management, cash cycle, cash turnover rate and minimum operating cash balance; Different types of budgets, advantage and disadvantages of budgeting; preparation and importance of a cash budget; the debtors collection schedule and the creditors payment schedules; Calculations of the different types of ratios: Profitability, Liquidity, Activity, Debt; The time value of money concept, present value and future value; Management of working capital: stock, debtors, creditors, cash and cash equivalent, bank overdraft and marketable securities.

### ***Advanced Marketing Management***

Introduction to the marketing strategies, market opportunities analysis, formulating marketing strategies for specific situations, implementation and control of marketing strategy, marketing plan and trends affecting the strategic role of marketing.

### ***Advanced Marketing Research***

Introduction to research methods and research methodology, sampling techniques, sampling applications, strategic marketing studies, forecasting techniques and research approaches specific to the marketing sector.

### ***Advanced Procurement Management***

Procurement capital equipment, contract buying, retail buying, engineering and construction contracting, state and industrial procurement, international buying, make or buy, negotiations, procurement research, measuring procurement management and total cost of ownership, strategic procurement, evaluation techniques, staffing, advanced negotiation techniques, project procurement, buying decision models, research, procurement for small business, procurement administration, supply dynamics, system design modelling, logistics, manoeuvrability, marketing and reporting techniques.

### ***Advanced Recreation Management***

Advanced Recreation Management examines the meaningfulness of parks, recreation and leisure, leisure and recreation in society, recreation program areas and formats, the various delivery systems used in leisure programming, recreation in the public and non-profit sector, commercial recreation and tourism, therapeutic recreation and recreation programming for unique groups. Similarly, the subject will examine inclusive physical recreation for all, the leisure experience as a service, strategies used in the organisation of recreation services, understanding customer behaviour, needs identification and assessment, corporate recreation including wellness and education and volunteerism.

### ***Advanced Retail Logistics Management***

Relationships in the supply chain, the internalisation of supply chains, On-shelf, in-store and order fulfilment, the development of eTail logistics, Improving the environmental performance of retail logistics, transportation and the flow of retail supply chains, Managing cold supply chains.

### ***Advanced Retail Operations Management***

Introduction to cost and management accounting, Materials and inventory management and control, Retail employees, Classification and analysis of retail overheads, analysis of Cashflow statements, Cost-volume-profit-analysis, Preparing budgets for retailing organisations, Standard Costing.

### ***Advanced Retail Supply Chain Management***

Introduction to supply chain management, Procurement, Demand management, order management and customer service, Inventory and warehouse management, Packaging and materials handling, Supply chain technology and understanding the Supply chain management practices in the public sector.

### ***Advanced Retail Business Management***

Building and sustaining relationships in retailing, strategic planning in retailing, retail institutions in the strategy mix, web, non-store and non-traditional retailing, identifying and understanding consumer information gathering and processing in relationships. Trade area analysis, site location, developing merchandise plans, establishing and maintaining a retail image and integrating and controlling the retail strategy.

### ***Advanced Sport Management***

Advanced Sport Management examines the entrepreneurial nature of sport by incorporating the literature associated with entrepreneurship with the sport management profession. The skill of managing sport facilities are of great importance to sport managers. As a sport manager, one has to be well equipped in planning, maintaining and managing many different types of sport facilities.

### ***Advanced Sport Research Methodology***

Introduction to research concepts, Research ethics, Creation of Research Questions, Research design, Data Collection and Analysis, Quantitative surveys in sport management, Qualitative interviews in sport management, Observation research in sport management, Case Study Research in sport management, Historical and Legal research in sport management.

### ***Advanced Supply Chain Management***

Strategic supply chain management, globalised supply chains, supply chain risk and vulnerability, supply chain agility, supply chain resilience, supply chain balance, supply chain efficiency and effectiveness, supply chain robustness, supply chain ambidexterity, supply chain flexibility, dynamic capabilities, supply chain execution, supply chain competitiveness.

### ***Advanced Transport Economics***

History and development of transportation, network planning, evaluation of transport proposals, key performance indicators and their influence on transport infrastructure strategy, transportation modes and models, materials handling packaging and transportation systems, cost-benefit considerations in transport management, infrastructure financing and investment decisions, fleet management, intermodal and special carriers, international transportation.

### ***Advertising Management***

Advertising planning and management process, structuring of advertising messages, creativity in advertising, advertising strategies, analysing the advertising environment and emerging trends, advertising media planning, advertising media selection, formulating advertising strategies, advertising strategy implementation and evaluating advertising effectiveness (role of marketing metrics).

### ***Applied Communication Skills I (Module 1)***

The subject has as exit level outcome that the student must be able to communicate clearly and appropriately in a range of business and marketing contexts. The specific outcome expects the student to demonstrate advanced writing and presentation skills in all communication.

### ***Applied Communication Skills I (Module 2)***

Elements of the communication process, types of non-verbal communication, effective business writing, compile forms of business correspondence, compile curriculum vitae with covering letter, follow appropriate meeting procedures and write short formal investigative reports.

### ***Applied Logistics***

Logistics Operation Processes – Managing products and services, logistics process management and logistics design decisions. Channel transaction and relationship management – Channel management and channel decisions.

### ***Applied Marketing Management***

Aims to bring authenticated learning experiences that involve contact with existing marketing organisations that students can relate to. The industry engagement culminates in project-based learning on solving various problems in the functioning

of marketing, culminating in the development of a summative portfolio of evidence related to a chosen marketing organisation.

### ***Applied Promotion IV***

Promotion strategy, forms of promotion, promotion control and evaluation and promotion budget and control.

### ***Applied Retail Management***

Aims to bring authenticated learning experiences that involve contact with existing retail organisations that students can relate to. The industry engagement culminates in project-based learning on solving various problems in the retail business sphere, culminating in the development of a summative portfolio of evidence related to a chosen retailing organisation.

### ***Aspects of Sport Law***

Introduction to the South African legal system, sport law and product liability, risk management and agency law. A comprehensive guide on the fundamental legal issues in sport and sport management using a jargon-free approach. The content covers legal and management matters most commonly found in sport management, including liability issues, protecting the legal rights of athletes and employees and managing legal risk. This module will help students to understand the types of laws that are most relevant to sport management professionals.

### ***Aspects of Sport Psychology***

Introduction to sport psychology, sport physiology, psychological aspects of human beings including personality, motivation, arousal, aggression and anxiety, Group cohesion, the influence of steroids and other substances of the body in Sport, Anorexia and Bulimia among sportspersons.

### ***Auditing 1***

Introduction to auditing; The accounting profession; Introduction to the financial statement audit (audit/review, roles of various parties, various acts, ISA's, assertions, professional scepticism and professional judgement) auditing postulates; Principles of Internal control.

### ***Auditing 2 (Module 1)***

Introduction to the auditing profession, Regulatory and standard setting procedure, Financial Statement Audit Engagement, ethics governing the profession and

business, rights, duties, responsibilities and liabilities of auditors, audit evidence, the audit process, reporting.

***Auditing 2 (Module 2)***

Internal control framework, business cycles and control activities: Revenue and receipt cycle, Acquisition and payment cycle, Bank and cash, Inventory and production; Human resources and payroll cycle.

***Auditing 3 (Module 1)***

Managing the engagement and audit approach, IT concepts, the audit of the business cycles and control activities: Revenue and receipt cycle, Acquisition and payment cycle, Bank and cash, communicating results.

***Auditing 3 (Module 2)***

Corporate governance codes and legislation, organisational ethics, Computer Assisted Auditing Techniques and Tools (CAATTs), Quantitative methods, Sampling, Fraud and the internal auditor, Human resources and payroll.

***Business Ethics***

Principles of ethics, Philosophical foundations, Ethical decision-making, resolving ethical dilemmas, Macro ethics, Aspects of business ethics, Professional ethics

***Business Information Systems 3***

This module introduces BIS concepts, terms and components. It focuses on evaluating BIS choices and the acquisition methods, system development lifecycle (SDLC), waterfall model and BIS project management. BIS acquisition related ethics and laws would also be considered.

***Business Management I***

Business and its challenges; the business environment; the task of management; planning, leading and motivation; Entrepreneurship and business plan; operations management; logistics management; human resource management; financial management and marketing management.

***Business Management II***

*Module 1:* Introduction to Corporate Financial Management; Measurement of business performance by means of financial statement and ratios; Investment decisions: calculating the time value of money and Investment Appraisal methods; Appraising Investment Risk and the Capital Structure.



*Module 2: Essentials of Project Management; Project Management Life Cycle and Project Documentation; Organisational Arrangements and Project Governance; Project Management Knowledge Areas.*

***Business Management III***

The management function, the marketing function, the procurement function, the HR function, supply dynamics, systems design and logistics.

***Business Strategy Module 1 (PGD: CMA)***

The nature of strategic management, business vision and mission, external assessment, internal assessment and strategies in action.

***Business Strategy Module 2 (PGD: CMA)***

Strategy analysis and choice, implementing strategies, evaluating strategies and social responsibility.

***Business Studies***

The introduction of management as a science, examining the operation of the business enterprise, the interplay between the enterprise and its environment as well as the critical role of the business enterprise in providing for the needs of the society.

***Commercial Law I***

A brief overview of South African Law, general principles of the Law of Contract with special reference to purchase contracts, credit agreements and agency, insolvency, lease, and Labour Relations Act. Business entities, competition law, consumer protection and business ethics.

***Commercial Law for Accountants 1 (Module 1)***

A brief overview of South African Law, stressing its origin and administration, general principles and the Law of Contracts, special reference to the purchase and sales contracts and the Law of Agency and to understand the Constitution of 1996.

***Commercial Law for Accountants 1 (Module 2)***

Know the basic principles governing specific contracts such as, the Contract of Sale, Lease and Occupancy, Agency, Employment. Know the most important principles of the Credit Agreements, Labour Legislation, Law of Insolvency, Internet Law and Securities.

***Commercial Law for Accountants 2 (Module 1)***

The principles of corporate personality and limited liability, a detailed knowledge of current Companies Act and Close Corporation Act, their interpretation and practical application and partnership as a business form.

***Commercial Law for Accountants 2 (Module 2)***

Gain knowledge and understanding of the principles of Corporate Law and the procedures of meetings.

***Commercial law for Accountants 2 (Only for internal auditing students)***

Companies Act; Shareholders and company meetings; Directors and board meetings; Financial records and reporting; auditors, audit committees and company secretary; remedies, enforcement agencies and alternative dispute resolutions.

***Compensation Management***

Remuneration strategy; broad-banding; individual performance-, competence-, team- and skills-based pay; pay structures; total packages; payroll management; remuneration governance.

***Consumer Behaviour***

Consumer decision making process, impact of individual and environment influencing variables, diffusion and adoption process, purchasing behaviour, consumer decision-making process on individual and group factors.

### ***Contemporary Issues in Retailing***

Dark Stores, Offshore sourcing, the Spatial Transformation of Retail Structures and the Township Economy, International retail operations, Social and Green Retailing Issues, Ethical Issues in Retailing, Retailing in the 4IR and 5IR.

### ***Contemporary Marketing Management Issues***

Evolution and growth of green marketing, green marketing as a social marketing movement, consumer response behaviour towards green marketing, implications of green marketing on marketing strategy, marketing metrics, the importance of marketing metrics, classification of marketing metrics, computation of marketing metrics and the application of marketing metrics (strategy formulation and evaluation).

### ***Corporate Governance***

Corporate governance in South Africa and the regulatory framework; International developments in corporate governance; Governance, risk management and internal control; Composition and role of the board of directors; Duties and liabilities of directors; Board committees; Combined assurance; Good corporate governance practices; Financial Reporting and communication; Integrated reporting.

### ***Costing & Estimating (Module 1)***

Basic cost accounting, cost classification, behaviour and estimation; Inventory management and control; Labour cost and control; Manufacturing overheads; Statement of cost of goods manufactured and sold.

### ***Costing & Estimating (Module 2)***

Budgets; Standard costing and variance analysis; Cost-volume profit analysis.

### ***Cost & Management Accounting 1***

Introduction to cost & management accounting, cost classification, cost behaviour, statement of goods manufactured and sold, operational budgeting and cash budgeting

### ***Cost & Management Accounting 2 (Module 1)***

Pricing decisions, Construction contract costing, Direct and absorption costing.

***Cost & Management Accounting 2 (Module 2)***

Integrated accounting systems, Job costing, Process costing, Joint and by-products.

***Cost & Management Accounting 3 (Module 1)***

Budgets and budgetary control, Standard costing and variance analysis and reconciliation of actual and budgeted profit, integrating marginal cost accounting, absorption cost accounting.

***Cost & Management Accounting 3 (Module 2)***

Decision making, risk and uncertainty, Break-even analysis.

***Cost & Management Accounting (Module 1) (PGD: CMA)***

Pricing strategies for maximizing profit in imperfect markets and financial consequences of pricing strategies, managing and controlling the performance of responsibility units, behavioral and transfer price issues related to the management of responsibility centers integrated operational case studies

***Cost & Management Accounting (Module 2) (PGD: CMA)***

Cost management and cost transformation methodology to manage costs and improve profitability, compare and contrast quality management methodologies, apply value management techniques to manage costs and improve value creation, risk and uncertainty associated with medium- term decision making integrated operational case studies.

***Corporate Governance***

Corporate governance in South Africa and the regulatory framework; International developments in corporate governance; Governance, risk management and internal control; Composition and role of the board of directors; Duties and liabilities of directors; Board committees; Combined assurance; Good corporate governance practices; Financial Reporting and communication; Integrated reporting.

***E-Commerce Auditing***

Introduction to e-commerce: Components of e-commerce, Regulatory guidelines; E-commerce law; E-commerce risks and controls; E-commerce auditing: Compliance and operational e-commerce audits, Plan and development an e commerce audit based on the risk assessment, Tools and techniques used in e-commerce auditing, Reporting and recommendations.

***Environmental Auditing***

Background of environmental auditing; Environmental management systems; Environmental auditing, Distinguish between compliance and operational environment audits, Perform an environmental risk assessment, Plan and development an environmental audit, Apply the tools and techniques used in environmental auditing, Prepare an audit report and make relevant recommendations.

### ***Economics 1 (Micro and Macro)***

Micro-economics: nature and scope of economics, economics systems and working economy, micro theory: price theory, market mechanism, consumer equilibrium, cost and price formation, market forms and factors of production. Macro-economics: national income, money and banking, international trade and public finance.

### ***Economics for Managers***

Knowledge of fundamental principles of micro-economics and macro-economics and their relevance to managerial decision-making. The module will cover the following topics: Principles and key concepts for economics for business, Demand and Supply, Demand theory analysis, Elasticity of demand, Production theory and analysis, Cost theory and analysis, Market structures, The labour market, National income/Economic growth, Business cycles, Unemployment and inflation, International trade and finance, Fiscal and monetary policy, Economic theory and policy debate.

### ***Education Training and Development Management***

Managerial approach to training and development, Strategic human resource development, the administration of training and development, Management development, sustaining training and development capability in an organisation, the profession and practice of training and development, Contemporary issues in human resource development.

### ***Education Training and Development Practices***

The concepts, Education, Training and Development, Generalised approaches to training, determining training and development needs, programme design and development, preparing and presenting training, assessment of learning and programme evaluation.

### ***Employee Relations Management 4***

origins of contract of employment, labour relations, trade unions, Employment equity, affirmative action, dismissals, disciplines and procedural fairness in the case of disciplinary matters, substantive fairness, retrenchment and redundancy (operational requirements) and HIV and Aids in the workplace.

### ***Employment Relations Practices***

Labour economics: theory and application, classical and neo classical labour market theory, labour market models and wage determinations, The South African labour market: labour market principles of demand and supply, labour market problems, labour market issues, unemployment, Labour market issues. Intergroup conflict: analysis and facilitation, the conflict phenomenon, variables determining conflict levels, conflict escalation, conflict resolution, incapacity, operational requirements, mergers, transfers, dismissals, retrenchment, redundancy, outsourcing.

### ***Entrepreneurial Skills I***

Entrepreneurship defined, creativity and innovation, business opportunities, business start-up, franchising, the entrepreneurial management team, marketing plan, operations, financial plan, business plan.

### ***Entrepreneurship (Innovation) I***

Principles of entrepreneurship, explaining entrepreneurs, creativity and innovation, identification of opportunities, entrepreneur options, identification of supporting sources, feasibility studies, market research, marketing plan, financing and provision of manpower, operational and administrative plan, business plan and aspects of the law.

### ***Environmental Auditing***

Background of environmental auditing; Environmental management systems; Environmental auditing, Distinguish between compliance and operational environment audits, Perform an environmental risk assessment, Plan and development an environmental audit, Apply the tools and techniques used in environmental auditing, Prepare an audit report and make relevant recommendations.

### ***Financial Accounting 1***

Introduction to accounting concepts and terminology, financial calculations, conceptual framework, books of prime entry, reconciliations of debtors, creditors and bank, posting to the general ledger, trial balance, financial statements of sole trader with adjustments, incomplete records.

### ***Financial Accounting 2 (Module 1)***

Financial instruments (Share transactions); Partnerships, Close corporations, branch accounting (centralised method); IAS 7: Statement of cash flows.

### ***Financial Accounting 2 (Module 2)***

Conceptual framework; IAS 1 principles are revised, focus on the applications of recognition criteria to specific IAS/IFRS; IAS 2: inventories; IFRS 15: Revenue; IAS 21: foreign exchange; IAS 16: Property, plant and equipment.

### ***Financial Accounting 3 (Module 1)***

IAS 33: Earnings per share; IAS 12: Income taxes; IAS 36: Impairment of assets; IAS 16: Property, plant and equipment; IFRS 16: Leases.

### ***Financial Accounting 3 (Module 2)***

Analysis and interpretation of financial statements; Investment accounting; Accounting for groups; IFRS 15: Revenue from contracts with customers.

### ***Financial Information Systems 1***

The stages of the SDLC – Theoretical, Advantages & Disadvantages of File systems and databases Role-players in systems etc. Design a database (degrees of relationships, supertypes & subtypes, normalisation) Implement a database in Access.

### ***Financial Information Systems II***

Stovepipes and how to get rid of it, Applications of patterns in Database design, Value Systems, Value chain and business process diagrams, Data flow diagrams for different business processes, Converting conceptual framework to logical framework (ERDs to tables). Sale and collection business process, Acquisition and payment business process, Merging different business processes. The conversion, financing and HR business processes, Risk controls, ERP systems, and E-Commerce modelling. Excel basic operations, functions and formulas, simple VBA programs with Excel, program control, Arrays.

### ***Financial Information Systems III***

Project Management in IT, MS Project, Advanced database management techniques, different architectures, data quality concepts and the beginning of ETL and data warehousing. More advanced VBA programming with Excel, macros, VBA and Access, SQL, Data validation and error trapping, Programming with ADO.

### ***Financial Management for Advanced Diploma***

Fundamentals of financial management; Analyse financial markets, institutions and securities; Time value of money; Capital budgeting techniques; Cost of capital; Financial management reports.

### ***Financial Management for Non-Financial Managers***

Introduction and definition of financial management; relationship between financial management, management accounting, financial accounting and economics; goal of financial management; The agency problem; Financial markets and institutions; The flow of funds in an economic system; Identify the different types of financial statements; Preparation of the Income statement and Balance Sheet in accordance with GAAP; Preparation of the Cash flow statement and the cash management principles; Cash management, cash cycle, cash turnover rate and minimum operating cash balance; Different types of budgets, advantage and disadvantages of budgeting; preparation and importance of a cash budget; the debtors collection schedule and the creditors payment schedules; Calculation of different types of ratios: Profitability, Liquidity, Activity, Debt; The time value of money concept, present value and future value; Management of working capital: stock, debtors, creditors, cash and cash equivalent, bank overdraft and marketable securities.

### ***Financial Management for Postgraduate Diploma in Management***

Understand the role and environment of financial management. Understand the principles underlying business strategy and the strategic planning process. Understand the importance of financial markets and institutions in the economy. Understand the three main types of financial statements. Understand the impact of time value of money on financial decision-making. Understand the impact of risk and return on financial decision-making. Read and interpret financial statements and understand the effect of qualitative factors on quantitative analysis. Understand the importance different shares and bonds in the economy.

### ***Financial Management 1 (Module 1)***

Fundamentals of financial management; Financial markets, institutions and securities; Sources of short-term and long-term finance; The concept of time value of



money; Capital budgeting techniques; Analysing financial statements; Valuation of shares and debentures.

***Financial Management 1 (Module 2)***

Working capital management; Leasing finance and convertible securities; Risk and return; Cost of capital; Bonds Valuation; Leverage and capital structure; Dividend policy

***Financial Reporting/Accounting (Module 1) (PGD: CMA & IA)***

Conceptual framework and companies act. Investment properties. Borrowing costs. Government grants and assistance.

***Financial Reporting/Accounting (Module 2) (PGD: CMA & IA)***

Employee benefits. Foreign currency. Hedge accounting. Earnings per share. Financial instruments. Liquidation of companies.

***Forensic Auditing***

Understand the history of fraud and the Anti-fraud Profession; Explain the fraud cycle, profile of a fraudster; Understand the keys to effective fraud investigation and fraud taxonomies; Define and distinguish between: Fraud, Theft, and Embezzlement; Understand the evolution of a typical fraud; Knowledge of financial statement schemes, corruption schemes and asset misappropriation schemes; Identify common and specific red flags; Understanding of risk assessment models; Identification of risk factors; Knowledge of Risk Assessment Best Practices; Applying a Risk Management Checklists in a simple organisation Documentation of risk assessment outcome; Appreciation of the role of the control environment on prevention of fraud and perception of detection; Understanding of fraud prevention models and other prevention measures; Fraud Detection Sayings; Knowledge of common and specific detection methods; Understand the Fraud Policy and its components; Understand the composite Fraud Response Team; Evaluate the fraud management plan; Plan and development a forensic audit/investigation; Apply the tools and techniques to obtain and evaluate evidence used in forensic auditing/investigation; Prepare an audit report and make relevant recommendations; History and Evolution of Computer Crimes; Computer Crime Theories and Categorisations; Characteristics of the Computer Environment; Information Security (INFOSEC); Profile Internet Fraudsters.

***Fundamentals of Human Resource Management***

The foundation and challenges of Human Resource Management; professionalisation of Human Resource Management; Information Technology for Human Resources; managing diversity; strategic HR planning; HR research.

### ***Human Resource Development Interventions***

Assessment of training needs, planning and designing outcomes-based learning, facilitating and assessing learning, Methods, media in learning facilitation, assessment and moderation of learner achievement, Evaluation of programme effectiveness, on and off the job development interventions, assessment centres and management by objectives (MBO) as training interventions, Organisational development as a means to address change in an organisation.

### ***Human Resource Practices 4***

Staffing, job design and analysis, training and development, diversity management, performance management and improvement and compensation and reward. The application of theoretical principles and practice is contextualised in international and local best practice environments, including aspects of globalisation, embracing new technology and developing human capital, ethics and competitive advantage through people.

### ***Human Resource Practice***

Introduction to human resources management: overview, manpower planning and job analysis techniques; manpower provisioning and maintenance processes; performance appraisal mechanisms; job evaluation and compensation principles; Absenteeism and labour turnover methodology; motivation theories and applications; health and safety issues; Quality of work life and social responsibility concepts; training and development – functional application; interpersonal relationships –stress, alcoholism and stereotypes. Introduction to labour and industrial relations; monitoring and auditing industrial relations; labour market analysis; unfair labour practices and resultant action; trade unions and trade unions structures; coping with trade unions; concluding an agreement; labour relations policy; discipline and grievances; handling discipline and grievances; collective bargaining; the negotiator; negotiation; regulating industrial conflict.

### ***ICT Skills***

ICT Skills is a module that focuses on promoting computer literacy through both simulated and real environments. Computer literacy is the knowledge and ability to use computers and technology efficiently. On completion of this module, learners should have a thorough understanding of what a personal computer is and how it

can be broadly and efficiently utilised in higher education life and beyond. This module will also provide learners with computer literacy skills in the utilisation of the following applications: Microsoft Word 2010, Microsoft Excel 2010, Microsoft PowerPoint 2010, Microsoft Outlook 2010, and Internet Explorer.

### ***Information Systems Auditing***

Concept of Computerised Assisted Audit Techniques (CAATS); Access database for storing and manipulating large amounts of information and creating tables, reports and queries. Make use of Mail Merge to prepare letters for verification purposes; Use Excel for spreadsheets, financial calculations, pivot tables, advance filtering and conditional formatting to analyse information. Introduce ACL to assist the internal or external auditor with sampling and analysing.

### ***Integrated Marketing Communication***

Planning of a marketing promotion programme, execution and evaluation, measuring advertising efficiency, types of promotion and managing the promotions budget of a marketing organisation.

### ***Internal Auditing 1***

Introduction to auditing; The accounting profession; Introduction to the financial statement audit (audit/review, roles of various parties, various acts, ISA's, assertions, professional scepticism and professional judgement) auditing postulates; Principles of Internal control.

### ***Internal Auditing 2 (Module 1)***

Introduction to the internal auditing profession, Relationship between the internal audit function and other role players, the International Professional Practices Framework (Core principles, Definition, code of Ethics, Attribute Standards), Internal audit process, tools and techniques, Health and safety in the workplace.

### ***Internal Auditing 2 (Module 2)***

Internal control framework, System descriptions, risks and typical control activities and control effectiveness procedures for the following business cycles in a manual set-up: Revenue and receipt cycle, Purchases and payment cycle, Inventory, production and warehousing cycle.

### ***Internal Auditing 3 (Module 1)***

Performing the IA engagement, IT concepts, the audit of the business cycles and control activities: Inventory & warehousing cycle, Bank and cash, Communicating results.

### ***Internal Auditing 3 (Module 2)***

About the business, Introduction to governance, Introduction to Enterprise Risk Management, Organisational ethics, Advanced Computer Assisted Auditing Techniques and Tools (CAATTs), Fraud and the internal auditor, the audit of the business cycles and control activities of Human resources and payroll cycle.

### ***International Brand Management***

The international brand management environment, positioning of brands in the international marketing environment (strategic imperatives), brand building in international markets, brand structure in international markets (brand customisation and standardisation), formulating brand management strategies for international markets, implementing brand management strategies in diverse global markets, strategic branding issues (market perceptions and challenges associated with creating strong international brands), implementing global brand management strategies and evaluating global brand management strategies.

### ***International Marketing***

Formulation and implementation of global marketing strategies, the production, pricing, distribution, promotion and complexities associated with international/global markets.

### ***Introduction to Human Resource Development***

Training and development in the south African context, Global models shaping the South African training and development system, The basic psychology of learning, an overview of Education, Training and Development legislation in South Africa, statutory training and development structures in South Africa. The south African occupational learning system.

### ***Introduction to Employment Relations***

A conceptual analysis of the employment relationship, Understanding the concept, The impact of power on the employment relationship, Traditional approaches to the employment relationship, The labour relations system as a societal structure, The composition of a labour relations system, The role of the state, Employer and employee representation.

### ***Labour Economics***

Introduce the concept of a labour market, the supply for and demand for labour, wages and the cost of labour, trade unions, collective bargaining and minimum wages. Provides an overview of productivity and labour market flexibility, globalisation, unemployment, human capital, labour market inequalities and social dialogue and codetermination in the workplace.

### ***Labour Law I***

Common law contract of service, Compensation for Occupational Injuries and Diseases Act, Wage Act, Skills Development Act, Occupational Health and Safety Act, Basic Conditions of Employment Act, Labour Relations Act and Employment Equity Act.

### ***Labour Relations Management***

Introduce the concept of origins of unfair dismissals, disciplines and dismissals, procedural fairness in the case of disciplinary matters, substantive fairness, retrenchment and redundancy (operational requirements), the contract of employment, HIV and Aids in the workplace. Introduce the concept of unfair discrimination, affirmative action, employment equity plan, conducting organisational audit, general provisions of the Employment Equity Act, psychometric testing, employment equity, outsourcing of labour and diversity management.

### ***Logistics I***

General introduction to logistics foundations, system and market foundations. Capacity foundations, movement process, foundations and performance foundations.

### ***Logistics Project Management***

Principles of project management, logistics project life cycle, logistics project planning, project-driven vs. non-project driven logistics, constraints and problems

in logistics project management, skills and capabilities required for effective management of logistics projects.

### ***Macro Employment Relations Management***

SA labour legislative framework, managing labour relations in the workplace, collective bargaining and organisational rights, negotiation.

### ***Macroeconomics***

Macroeconomic theory, national income, monetary policy, fiscal policy, unemployment, inflation and deflation, international trade and public finance.

### ***Management Theory 4***

The concept of management, the nature of organisations, managerial competencies, ethics and corporate social responsibility, strategic analysis with focus on an organisation's external and internal environments, planning and strategy formulation and decision-making. Organisational change and learning, the dynamics of leadership, motivation for performance, organisational communication, group work and teams, organisational culture and workforce diversity and control in organisations.

### ***Marketing I***

Influence of the marketing environment on the firm, market segmentation and the role of the consumer. Introduction to marketing, the market, product, price, distribution, wholesalers and retail – basic principles and marketing communication. The market concept. The SA marketing environment, market segmentation and the marketing mix.

### ***Marketing II***

Influence of the marketing environment of the firm, market segmentation, the role of the consumer, international marketing, service marketing and direct marketing.

### ***Marketing III***

Strategy formulation process, SWOT analysis, generic strategy options, strategic changes and marketing ethics.

### ***Marketing Management***

Marketing environment, marketing research process, segmentation and target markets, positioning the firm and its products, marketing mix: product concepts; promotion, place and pricing, and strategic marketing and marketing plan.

### ***Marketing Research III***

The planning of a research project, secondary data, primary data, questionnaire design and fieldwork, sampling methods, data processing and reports.

### ***Mercantile Law***

A brief review of the SA Law and general principles of the Law of Contract, Purchasing and Exchange Controls.

### ***Microeconomics***

Nature and scope of economics, economics systems and working economy, microeconomic theory: price theory, market mechanism, consumer equilibrium, cost and price formation, market forms and factors of production.

### ***Micro Employment Relations Management***

Labour disputes and resolutions, strikes and lock-outs, international labour relations, industrial democracy and workers participation.

### ***Operations Management I***

The organisation; mission, strategies, objectives and operational tasks. Introduction to operations management; activities and responsibilities of operations managers. Strategic operations management; SWOT analysis and operations planning. Functional operations management; aggregate planning, forecasting techniques, productivity, make or buy decision, value analysis and value engineering. Functions of the operations system. Management problem areas in operations management. Operational management; operations scheduling, operations control and work-study.

### ***Organisational Behaviour***

Organisational behaviour, organisational culture and ethics, diversity in the workplace (national and global), groups and teams, motivation and engagement of the South African workforce and communication in the information age. Power, empowerment, decision making, leadership and followership, wellness and stress, conflict management, organisational design, change and innovation.

### ***Organisational Development***

The concepts Organisational Development and Organisational Transformation, strategic Organisational Development, leadership, the Organisational Development consulting process, Organisational Development Interventions, communication, skills development, Organisational Development In the workplace today, change In

the workplace, the learning organisation. Knowledge management, technology, ethics, diversity and employment equity, performance management, employee well-being, emotional Intelligence, talent management.

### ***Organisational Dynamics***

Organisations and Organisational Effectiveness, Stakeholders, Managers, and Ethics, Organising in a Changing Global Environment, Basic Challenges of Organisational Design, Designing Organisational Structure, Creating and Managing Organisational Culture, Organisational Design and Strategy in a Changing Global Environment, Organisational Design, Competences, and Technology, Types and Forms of Organisational Change, Organisational Transformations, Decision Making, Learning, Knowledge Management, and Information Technology, Innovation, Intrapreneurship, and Creativity, Managing Conflict, Power, and Politics.

### ***Procurement Management I***

Procurement role in business, relationships with other departments, procedures, forms and records, basic policies / planning, organisations, procurement control and budgeting ethics / public relations.

### ***Procurement Management II***

Sourcing quality, quality determination, right time, price and surplus materials. The organisation; mission, strategies, objectives and operational tasks. Introduction to production management; activities and responsibilities of production managers. Strategic production management; SWOT analysis and production planning. Functional production management; aggregate planning, forecasting techniques, productivity, make or buy decision, value analysis and value engineering. Functions of the production system. Management problem areas in production management. Operational production management; production scheduling, production control and work-study.

### ***Procurement Management III***

Procurement capital equipment, contract buying, retail buying, engineering and construction contracting, state and industrial procurement, international buying, make or buy, negotiations, procurement research, measuring procurement management and total cost of ownership.

### ***Project Management***

Project management body of knowledge (PMBOK) is the paradigm adopted in the teaching of project management in this module. The focus areas in module 1 include



an introduction to project management which aims to familiarise learners with terminology used in the discipline. The various processes critical to an effective project management are explained and the manner in which projects are planned is elaborated upon. The module entails lifecycle of projects and the feasibility study that should be conducted ahead of the roll-out of projects. Emphasis is also placed on the scope management to determine which activities should/not constitute project activities. The Work Breakdown Structure (WBS) constitutes the critical learning unit of the module which develops skills to decompose the entire projects into manageable work packages. Important in this module is the estimating of duration for each of the activities and the project as a whole (time estimating), which shall ensure that projects are completed on time. By and large, eight learning units are the bedrock of this module. Encompasses the critical path method (CPM) which assists in the sequencing of project activities and these are illustrated by means of a Gantt Chart. The latter project management technique facilitates management of projects as they unfold. Procurement schedule and resources planning are integral components of the module both of which ensure continued and timeous supply of raw materials, components and labour as the project is executed. Project cost estimating is also pivotal learning unit in order to equip learners with cost management techniques that will enable them to estimate project costs; thus, executing and completing projects within financial constraints. Embedded in the module is the risk management techniques which assist in the identification of risks, costing of the risk, and development of response mechanism. Coupled with this is the determination of quality of deliverables (quality management) with the absolute objective of ensuring that the project deliverables meet customers' expectations and project specifications. The communication process is also discussed as this process facilitates the flow of essential information among the main office, project offices and project personnel. Again, eight learning units are covered in this module.

***Project Management (PGD Retail Business Management)***

Introduction to project management and the Project management body of knowledge (PMBOK), which is the paradigm adopted in the teaching of project management in this module. Processes critical to effective Project Management, Project selection and prioritisation, Organisational capability; structure, culture and roles, Chartering & stakeholder planning for a retail project, Scope planning and scheduling of a retail project, Project management knowledge areas, Resourcing projects, Budgeting and risk planning for a retail project, Project quality planning, Project supply chain management, Leading and managing project teams, Project ethics and governance.

***Quantitative Techniques / Statistics 1 (Module 1)***

Basic Mathematics; Statistics in Management (The language of statistics, components of statistics, data types and measurement scales, data sources, data collection methods); Exploratory Data Analysis - Summarising Data: Summary Tables and Graphs, Numeric Descriptive Statistics (measure of central and non-central location, measure of dispersion, measure of skewness); Basic Probability Concepts and Probability Distributions (Binomial, Poisson and Normal distributions); Excel (based on all content covered).

***Quantitative Techniques / Statistics 1 (Module 2)***

Inferential Statistics: Sampling and Sampling Distributions, Confidence Interval Estimation, Hypothesis Testing: Single population (means and proportions), Hypothesis Testing: Difference between two means, Chi-squared hypothesis tests; Statistical Models for Forecasting and Planning: Simple Linear Regression and correlation Analysis, Index Numbers, Time Series Analysis; Excel (based on all content covered).

***Research Methodology Advanced Diploma (CMA & Internal Auditing)***

Introduction to the theory of research methodology, including different types of research design, literature studies, sampling, data collection, statistical methods ensuring reliability and validity, formulation of problem statements, research questions, hypotheses and variables, as well as interpretation and report writing.

***Research Methodology Advanced Diploma (Retail Business Management)***

The basics of market research, research objectives, ethics and ethics principles, philosophies, designs and methodologies. An introduction to quantitative and qualitative research and sampling. Questionnaire design and fieldwork, turning data into findings, reporting on and communicating findings, professional development and the market research industry.

***Research Methodology Advanced Diploma (Retail Business Management)***

The basics of retail market research, Researcher ethics, Research problem and identification of research objectives, Research philosophies and designs, Introduction to qualitative research, Introduction to quantitative research, Introduction to Sampling, Questionnaire design and fieldwork, turning Research data into findings, Reporting and communicating findings and other Professional development and the market research industry.

***Research Methodology Generic***

The concept research, focus on the application of scientific writing principles, distinguish between the various research paradigms and methodologies, provide an overview of the lay-out and content of a research proposal, and critical engagement with scholarly literature. An overview of both qualitative and quantitative research methods as it relates to design, sampling, data collection, data analysis, and the presentation of findings.

***Research Methodology IV (HR department)***

The concept research, be able to apply the principles of scientific writing, distinguish between the various research paradigms and methodologies, comprehend what constitutes a research proposal, and critically engage with scholarly literature. describe the relevance of research design. Distinguish between methods available for sampling, Comprehend the application value of the various data collection methods, Conduct elementary data collection and interpretation of results, Realise the implications of research findings, Address issues of quality and ethics within the context of both qualitative and quantitative methodologies.

***Research Project (PGD: CMA & IA)***

Compiling a research proposal consisting of all or some of the following items depending on the research methodology to be used: Introduction; Background to the problem; Problem statement; Main and sub-objectives; Research methodology; Ethical considerations; Limitations to the study; Chapter layout

***Research Project (PGD: HR & Management)***

This year course will focus on the contextualisation of a discipline-specific research problem, the independent undertaking of a critical literature review, the justification of sampling decisions, the design and application of a self-constructed data collection instrument, the analysis of collected data, the presentation of findings and recommendations for future research. The research project will culminate in the draft of a publishable journal article.

***Research Methodology (PGD: Logistics)***

Application of research methodology to resolve logistics and supply chain management problems in organisations. Development of a research proposal and mini-dissertation under the guidance of a supervisor.

***Research Project (PGD: Marketing)***

Defining marketing research problems or opportunities, formulating business propositions, evidence-based decision making, research designs and research methodologies, preparation and validation of measuring instruments, fieldwork administration, defining marketing research problems or opportunities, formulation of business propositions, evidence based decision making, research designs and research methodologies, preparation and validation of measuring instruments and fieldwork administration.

***Retail Business Management I***

Introduction to the nature and evolution of retailing, the six Rs' of retailing, the Retailing environment, Selection of suppliers and supplier relations, being in the right place, Selecting the right quantity, the right price and the right service.

***Retail Business Management II***

The role of Retailing, the Marketing structures in the Retail industry, Location strategy, Retail shopper behaviour, Retailer stakeholders, Retail store layout and design, Retail communication, Managing and determination of retail pricing, Retail Merchandising, Online and Mobile Retailer channel options.

### ***Retail Business Management III***

The Buyer's role in retail buying and merchandising, planning the purchase, additional buying responsibilities and making the purchase (local and international buying).

### ***Retail Operations Management I***

The Retail business management, The Retail Business environment, Retail business planning, organising, leading, motivating and controlling activities and resources. Introduction to various retail operations including; logistics management, financial management, Employment Relations management, Marketing management and the management of retail assets and risks.

### ***Retail Operations Management II***

Introduction to Retail Marketing management, retail Marketing strategy, Retail consumer behaviour, Segmentation, Retail product and brand management, Retail buying and merchandising principles, Retail Buying, Retail communications, Legislation and ethics in Retailing, International retail marketing and emerging issues, Customer loyalty, Customer care and Customer complaints handling.

### ***Retail Operations Management III***

The employment relationship, The labour relations system, Labour legislation, Employee representation, Collective bargaining and traditional negotiation. The South African labour market, Employee grievances, Termination of employment, Employment equity, Dispute resolution and coercion.

### ***Risk-based Auditing***

Introduction to Enterprise Risk Management; Evaluating the risk management process; Compilation of risk and audit universe; Assurance role of the internal auditor; Consulting role of the internal auditor; Setting an audit strategy; Current trends in risk-based auditing.

### ***Sales Management III***

Selection and appointment of sales people, training and remuneration of sales people, sales planning, organisation and sales budgeting.

### ***Shopping Centre Management***

What is a shopping centre, site selection, design principles, maintenance, tenant mix, insurance and safety management, feasibility study, customer services, finance and administration, presentation, refurbishments, financial feasibility and centre promotion.

### ***Sociological Aspects***

Human social institutions & social relationships; Industrial sociology; Social theory; Social organisation & structure; Family structures; Social groups; Human impact on the environment.

### ***Sport Event Management***

This module explains the literature and different methods of organising and planning sport events. These sport events include large international and smaller national events. The sport managers would need to gain the skill of working with different organisations like the media and be strategic in planning the event with regards to long and short-term objectives. This module focusses on the sport events managers' capability of using different operational strategies throughout the different parts of planning and monitoring sport events. The module also includes an in-depth analysis of the bidding process and evaluation of different sport events.

### ***Sport Exercise & Fitness***

This module will focus on the interaction among the energy system and muscle metabolism, hormonal control during exercise, the cardiovascular and respiratory response to acute exercise, interaction between resistance training and diet, resistance training for special populations, adaptations to aerobic and anaerobic training and environmental influences on performance.

### ***Sport Management I***

Managing Sports, the Sport Industry Environment, Creative Problem Solving & Decision Making, Club Management and Records management, planning for Sports Events, Organising sports functions, managing change and Human resource management at a sports facility including the behaviour, motivation and leading of staff and employees in Sport facilities.

### ***Sport Management II***

Introduction to sports Events, ensuring Bids for the Sports Event, Human Resource Management during the sports event, Budgeting for the sport event, Sponsorships, Marketing the Sport Event, Managing the Media and Public Relations of the Sports Event, Legal aspects involved in Sports Event Management, Risk Management of the Sports Event, Services and Logistics involved during sports event management, Event-day Management and Evaluation of the success of a Sports Event.

### ***Sport Management III***

Introduction to Labour relations in Sport, an overview to Facility Management, Efficient tour and team management, Introduction to Sport risks, including Financial Risks and Ethics in Sport Management.

### ***Sport Marketing 1***

The special nature of sport marketing, Strategic Marketing Management, Understanding the Sport Consumer, Market Research in the Sport Industry, Market Segmentation, the Sport Product, Managing Sport Brands, Sport Sales and Service, Delivering and Distributing Core Sport Products and Extensions as well as an introduction to the Legal Aspects of Sport Marketing.

### ***Sport Marketing II***

Understanding fans and their consumption of sport, Sport distribution and media rights, Formulating and implementing sports marketing strategies, Ticket strategies in the sports industry, the sports product and brand building decisions, Globalisation of the Sport product, managing sports sponsorship programs, Sport marketing under uncertainty, Sport Promotions and paid media, the use of social media in Sports, Direct marketing techniques in sport and Guerrilla marketing techniques.

### ***Sport Practical 1***

In this practical-based course, the students participate in outdoor activities which will introduce them to at least 5 contact-based Sporting codes including Hockey, Football, Rugby, Basketball and Boxing. In the latter half of the year, the students will be introduced to at least 5 semi-contact based Sporting codes including Volleyball, Netball, Softball, Cricket and Karate.

### ***Sport Practical II***

In this practical-based course, the students participate in outdoor activities which will introduce them to at least 4 or 5 Sporting codes that are non-contact including Aerobics, Athletics, Tennis and Chess. In addition, the students will be introduced to various indigenous games so they may understand their value and position in the South African sporting industry. In the latter half of the year, the students will be introduced to various teaching and learning modalities such as workshops and seminars that will help to enhance their administrative skills (such as meeting preparation and diary-management), soft skills (such as Communication, Motivation and Self-confidence, Problem-solving and critical thinking skills). The practicals will also incorporate several hours of volunteering around the community.

### ***Sport Practical III***

In this module, the students will be required to initiate a Sporting Event based on the project-based design and application of the theory they would have completed in the second year course in Sport Management 2. In addition, the practical component of this module will comprise the completion of a SAFA/CAF D Licensing course as well as the completion of a First Aid course.

### ***Sports and Physical recreation I***

An overview of the Structures and Functioning of the body, Chemical Aspects influencing Athletic Participation, Cells and Tissues of the Human Organism in relation to Physical Activity, Organ Systems of the body, The Physiology of the Skeletal systems, The Physiology of the Muscular system, The role of the Nervous System in Physical Activity, The influence of the endocrine system on physical activity, Digestive organ's role for physical activity, Nutrients and metabolisms impact on athletic performance, Acid-base balance influencing physical Activity, Structures and movements of human body, understanding Kinetic anatomy including the Upper Extremity (shoulder, elbow, forearm, wrist and hand), the Lower Extremity (hip, thigh, knee, lower leg, ankle and foot) as well as the injuries prone to the head, spinal column, thorax and pelvis.

### ***Sports and Physical recreation II***

Introduction to leisure and recreation, understanding the power, potential and possibilities of parks, recreation and leisure, Theoretical underpinning of leisure, recreation and play, Delivery systems, Public recreation and the Non-profit sector,



Commercial recreation and tourism, & Unique groups, Leisure Programming concepts, the leisure service programmer, Understanding leisure behaviour, Leisure programming, Leisure needs identification and assessment, Establishing direction of a leisure programme, Leisure Programme Development & Leisure Programme areas, Leisure Programme formats, Delivering Leisure Programs as well as the evaluation and quality assurance of leisure programmes.

### ***Sports and Physical recreation III***

Introduction to sport, Exercise and Fitness, the Warm-up, Energy production, Metabolic Training principles and Adaptation, Cardiorespiratory training principles and adaptation and Thermoregulation.

### ***Sport Sociology***

Introduction to sport sociology, children in sport, aggression among athletics, women and gender in sport, training principles, individual differences in sport, muscular fitness components, energy systems and programme development. The subject also includes, sport programme budgeting, resource alignment, programme promotion and delivering leisure programmes.

### ***Strategic Financial Management (Module 1)***

Overview of financial management, business strategy and risk, time value of money, risk and return, portfolio management, cost of capital, and financial statement analysis.

### ***Strategic Financial Management (Module 2)***

Sources of finance, practical issues of capital budgeting, capital structure and leverage, liquidity management, dividend policy, mergers and acquisitions, business failure and business rescue mechanisms.

### ***Strategic Logistics***

Logistics and the supply chain, customer relationship management, value and logistics costs, International logistics, managing the lead time frontier, logistics planning and control

### ***Strategic Human Resource Development***

Provides a framework from which professionals can practice impact driven HRD in organisational context. It focuses on specific aspects to which contemporary HRD professionals/practitioners should pay attention for improved organisational performance. The module explores the concepts of “impact driven HRD”, emphasising the need of training for performance improvement as opposed to training for activity, managing quality in HRD and evaluation of HRD interventions. This module develops a range of people management, academic and HR practitioner skills. During the course students are expected to develop a number of specific skills regarding the analysis of business situations and understanding how the HR contextual elements are applied. There is a range of underpinning knowledge that will have been learnt and provided in other modules that will be re-applied in this module. Develops a range of personal, academic and HRD practitioner skills. During the module students are expected to develop a number of specific skills regarding the analysis of business situations and understanding how the HRD contextual elements are applied. It also focuses on the strategic impact an HRD function should have in meeting the challenges face the new world of work. There is a range of underpinning knowledge that will have been learnt and provided in other modules that will be re-applied in this module.

### ***Strategic Human Resource Management***

Organisational objectives, internal and external socio-economic, political and technological environment, strategic direction and sustainable people practices, framework of HR element of the organisational governance, risk and compliance, HR structure and HR strategic objectives. HR risk management in the South African context, benefits and key areas of HR risk management, people risk, governance, risk and compliance, problem-risk-crisis chain reaction, type of risks in organisations, strategic approaches to compliance, the SABPP HR management system standard model, the ISO 31000 international standard on risk, objectives of HR risk management standard, HR risk management application standard, implementation of HR risk management in the workplace, elements included in risk (identification, evaluation, mitigation and monitoring), practical ideas of how to manage risks in organisations, creation and development of a risk culture, the effect of macro risks on organisations, HR's role in responding to macro risks, positive versus negative side of HR risk, opportunities and challenges for HR risk management of the future.

### ***Strategic Management***

The assessment of the internal and external environments of any organisation and the impact these environments may have on the vision and mission of organisations remain pivotal pillars of the module. Coupled with this, the module considers formulation of the vision statement, strategic intent and mission statement to be critically important for organisations, let alone the inextricable interwoven of the three strategic processes. To this end, students are introduced to these three concepts. Furthermore, the module focuses on industry analysis that ascertains that organisations remain competitive. The module considers the critical role played by various strategic drivers (e.g. leadership, organisational structure, organisational culture, compensation, resources) and instruments (e.g. policies, action plans) in the effective implementation of strategies chosen. The module introduces students to a variety of control and evaluation techniques to appraise the extent to which the strategy has been implemented effectively. Various strategic techniques for non-profit organisations are also unravelled.

### ***Strategic Marketing***

Strategic planning process for a marketing organisation, development of strategic marketing plans, internal analysis and its role in strategic marketing planning, strategic positioning and differentiation of the organisation's market offerings, assessment and evaluation of marketing segments, strategy implementation and control, drivers for and barriers against strategy implementation, communicating marketing strategies to key stakeholders, marketing strategy evaluation and control and the strategic marketing process and decision making.

### ***Strategic Procurement Management***

Public sector and sustainable procurement, Contract management, Category and commodity procurement, procurement as driver of business performance, e-procurement, sustainability and socially responsible procurement, procurement risk management, procurement 4.0 (adoption of i4.0 into procurement)

### ***Strategic Retailing***

Strategic planning process for a retail organisation, internal analysis, Competitor analysis, Strategic positioning and differentiation of the retail organisation's market offerings, assessment and evaluation of retailing segments, strategy implementation and control, drivers for and barriers against strategy implementation. Apply a case study approach to understand retailing strategy.

### ***Supply Chain Management***

Introduction to supply chain management, theories, strategies, practices, determinants, benefits and challenges, public vs private supply chain management, green supply chain management, supply chain performance.

***Systems and Project Management for Advanced Diploma (Module 1)***

Project management: Concepts, characteristics of the different phases within a project, tools and techniques, management and leadership issues.

***Systems and Project Management for Advanced Diploma (Module 2)***

Information systems (the purpose and role of information systems); Evaluation and opportunities for the use of information technology and information systems.

***Talent Management***

Introduction of talent management; talent management challenges; focus areas of talent management; inclusive leadership; in-market action learning; performance management linked to rewarding talent; managing local talent; talent fit for emerging countries.

***Taxation 1 (Module 1)***

The student gains a thorough knowledge of the current Income Tax Act and its practical applications, especially to individuals.

***Taxation 2 (Module 1)***

The student gains a thorough knowledge of the current Income Tax Act and its practical application. Focusing on tax for partnerships, companies, close corporations and labour brokers.

***Taxation 2 (Module 2)***

The student gains a thorough knowledge of the current Income Tax Act and its practical applications, especially to farmers, Value Added Tax and Capital Gains Tax.

***Transport Economics (Module 1)***

Transportation's role in the supply chain, transportation's role in the economy; essentials and SA regulations and policy on transportation, transportation modes/models and roles in supply chain/economy, key issues and challenges of transportation, transport technology.

***Transport Economics (Module 2)***

Intermodal and transportation costing/pricing, transportation outsourcing, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> party logistics, international transportation, monitoring and evaluation of the transport operations; and transportation risk management, relationship management in transportation.

***Work Integrated Learning***

Work based learning under supervision of mentors and supervisors in the Sport and Recreation and Fitness industry.

***Workforce Planning***

Job design; job analysis; recruitment; selection; induction; motivation; retention.

***Workplace Psychology***

Introduction to the nature of psychology, subfields, nature and identity of Industrial and Organisational Psychology (IOP), frameworks for thinking and practice in IOP, human and career development, sensory and perceptual processes, cognitive processes, motivation and emotion, attitudes and values, psychological well-being, psychological assessment. .













Faculty Prospectus

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