



REGENT
BUSINESS SCHOOL

HONORIS UNITED UNIVERSITIES

REGENT Business School

Postgraduate Diploma in Management

January 2020

Academic and Assessment Calendar

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1. MESSAGE FROM THE PROGRAMME COORDINATOR

Welcome to REGENT Business School (RBS).

It gives me great pleasure in addressing you as the Programme Coordinator for the Postgraduate Diploma in Management.

We at REGENT Business School are excited that you have joined our team and we hope that this year brings you much enjoyment, enthusiasm and most importantly a fruitful academic learning experience.

The Postgraduate Diploma in Management programme at REGENT Business School is a course that aims to develop your analytical, communication/inter-personal, and problem-solving skills. The Postgraduate Diploma in Management is a unique experience in that it allows for an opportunity to develop your functional as well as reflective competencies in areas such as

- Management
- Research, and
- Finance

Through the duration of your studies, you will receive academic support from your facilitators via email and electronic content will be uploaded to the student portal. Studying towards this programme requires a lot of hard work, but there is no better sense of personal achievement than the satisfaction experienced at graduation upon completion of your studies.

I therefore wish you the very best throughout your studies and look forward to getting to know you better in the months ahead.

Best wishes

Tasnim Kazi

Postgraduate Diploma in Management Programme Coordinator

2. PURPOSE OF ACADEMIC AND ASSESSMENT CALENDAR

The objective of the academic and assessment calendar is to clearly define the rollout for the academic year ahead, and assist the student in grasping the assessment terminology and requirements. Students will find the programme structure inclusive of the module outlines, timeframes and other important deliverables.

The calendar contains all the formative assessments that need to be completed and submitted, together with the summative assessment dates.

The assessment and academic calendar is a supplementary booklet, and it is imperative that it be referenced in conjunction with the General Handbook for the academic year.

3. CONTACT INFORMATION

3.1 RBS OFFICES

REGENT Business School offers its academic programme via the distance learning mode of delivery. All administration of academic programmes are conducted out of REGENT Business Schools Head office in Durban. The Johannesburg office provides administration and support services and helps facilitate communication between the Head Office and students.

The contact details of the offices are as follows:

Durban	Johannesburg
<p>Physical Address: 35 Samora Machel (Aliwal) Street Durban, 4001, South Africa</p> <p>Postal Address: PO Box 10686 Marine Parade, 4056, South Africa</p> <p>Telephone: +27 31 3044626 or 031 826 7300 Fax: +27 31 3047303</p>	<p>Physical Address: 13 Frost Avenue, Sunnyside, Auckland Park, Johannesburg, 2092</p> <p>Postal Address: PO Box 291353 Melville, Johannesburg, 2109, South Africa</p> <p>Telephone: +27 11 4821404 Fax: +27 11 4825299</p>
<p>WEBSITE: http://www.regent.ac.za</p> <p>Email: studentsupport@regent.ac.za</p>	

4. STUDENT SUPPORT SERVICES: STUDENT INFORMATION DESK (SID)

Student Centric education is one of the major policy objectives of REGENT Business School. In pursuance of this policy, the institution established a dedicated office to deal with student enquiries called the **Student Information Desk (SID)**. SID is managed by a team which is committed to the principle of excellence in service delivery.

Perhaps, more importantly, SID gives intrinsic meaning and credence to the institution's motto – *-Taking The Distance Out Of Distance Learning*". The team at SID ensures that the many challenges and problems experienced by students at a distance are dealt with efficiently.

Furthermore, in an effort to coordinate all student queries and ensure timeous and appropriate feedback; a specially designed system has been developed with the following focus:

- Formalise all queries and generate reference numbers for future communication.
- To coordinate communication between students and different divisions of the Business School.
- To follow-up on each query and bring it to a closure.
- To identify student challenges and strategise support with a view to mitigating challenges.

Once again on behalf of the management and support team, REGENT Business School would like to confirm its commitment to students to ensure that you have a rewarding and fulfilling study experience.

We wish you everything of the best with your studies. Please feel free to contact the support staff of RBS.

We are committed towards your success.

studentsupport@regent.ac.za

5. PROGRAMME STRUCTURE

Postgraduate Diploma in Management (PGDM)	
<p>SEMESTER ONE MODULES</p> <p>(EXAMINATIONS IN SEMESTER 1)</p> <ul style="list-style-type: none"> • Marketing Management • General Management • Business Research 	<p>SEMESTER TWO MODULES</p> <p>(EXAMINATIONS IN SEMESTER 2)</p> <ul style="list-style-type: none"> • Economics • Financial Management • Operations and Innovation Management

6. WORKSHOPS

RBS will conduct workshop sessions for each module in each semester; however the workshops are held in regions where there are viable student numbers per module. The workshops are held on weekends. Whilst it is not compulsory to attend these workshops, all students are encouraged to attend the workshops at the nearest available workshop venue. In addition to obtaining additional insight regarding the modules, students have the opportunity of meeting and interacting with other students and academics.

6.1 WORKSHOP VENUES FOR SEMESTER ONE AND TWO

COUNTRY	CITY	VENUE
South Africa	Cape Town	REGENT Business School 9 Hemlock Street;1st Floor Newlands Cape Town
South Africa	Durban	REGENT Business School 35 Samora Machel (Aliwal) Street, Durban
South Africa	East London	REGENT Business School 6 - 8 Donald Road Vincent East London
South Africa	Johannesburg	REGENT Business School 13 Frost Avenue, Sunnyside, Auckland Park, Johannesburg
South Africa	Polokwane	Edupark; Edupark Avenue off Dorp Street, Edupark Administration office, Polokwane
Swaziland	Manzini	REGENT Business School Lot 132 City Centre, Manzini, Mbhabha Street Commercial Area, Manzini – Near Swaziland Milling Swaziland

- Workshops will be **held** at the venues above, **depending on student enrolment**.
- In addition, workshops could be held at venues not mentioned above, depending on student enrolment.
- Workshop schedules may be adjusted on the day of the workshop.

Students should carry all study material to each workshop.

6.2 WORKSHOP MODULES AND STRUCTURE

Workshops will be conducted on the following dates:

SEMESTER ONE: JANUARY – JUNE 2020	WORKSHOP SEMESTER ONE START DATE
<ul style="list-style-type: none"> • General Management • Marketing Management • Business Research 	7/8 March 2020
SEMESTER TWO: JULY – DECEMBER 2019	WORKSHOP SEMESTER TWO START DATE
<ul style="list-style-type: none"> • Economics • Financial Management • Operations and Innovations Management 	29/30 August 2020

A DETAILED WORKSHOP SCHEDULE WILL BE UPLOADED TO THE STUDENT PORTAL

7. FORMATIVE ASSESSMENT (ASSIGNMENTS)

- A student is required to submit one assignment (formative) and one formal written examination per module (summative). Both assessments are compulsory.
- The final mark is computed as a weighted average of 40% from the formative component and 60% of the summative component.

N.B A student is required to obtain a final mark of at least 50%, a sub-minimum of 30% for the formative component and at least 40% for the summative component to obtain credit for a module.

- ***Refer to the General Handbook, for details pertaining to REGENT Business School's Assessment Policy***

8. ASSIGNMENTS

8.1 ASSIGNMENT SUBMISSION GUIDELINES

The submission of assignments is compulsory. Students who do not submit an assignment for a module may be refused entry to the examination in that module. There is normally one assignment per module. The dates indicated in the assignment submission schedule are the **final due dates**. Students will be penalised if they submit assignments after the final submission date. **Hand written** assignments will not be accepted.

Ensure that an assignment cover page is attached to your assignment before submitting. Please print your own assignment cover page. Assignments that do not have an assignment cover page will not be processed for assessment. A sample copy is attached at the back of this academic and assessments calendar.

8.2 Mode of Submission: Upload via “myRegent” Portal

- Assignments must be submitted on or before the assignment due date indicated in the assignment schedule.
- Assignments must be submitted by upload via the “myregent” online portal.
- Ensure that you upload your assignment using a laptop or computer. Uploading of assignments via a mobile device or tablet is not supported.
- Assignments must be submitted as a single **PDF** file.
- Students are required to contact REGENT Business School should you experience challenges in uploading on or prior the due date.
- A student who achieves a mark of less than 60% will have another attempt at improving his/her grade by means of a re-submission.
- All resubmitted assignments are capped at a maximum mark of 60% in the event of the student achieving a mark that is higher than 60%.
- Please refer to **the student portal** for a guide on uploading the assignments.
It is imperative that the General Handbook be further referenced on the assignment rules and guidelines for submission of assignments.

9. PRESCRIBED/RECOMMENDED READINGS

Based on the publication of new editions as well as ongoing curriculum review and development, the prescribed/recommended lists of textbooks are subject to review and/or change on a regular basis. **The latest edition of each book should be used.**

Module	Textbook Name
General Management	<i>Title: Contemporary Management – 6th Ed</i> <i>Author/s: Jones/George</i> <i>Publisher: McGraw Hill International Edition</i>
Marketing Management	<i>Title: Marketing Management – 13th /14th Ed</i> <i>Author/s: Kotler/Keller</i> <i>Publisher: Prentice Hall</i>
Business Research	<i>Title: Business Research Methods</i> <i>Author/s: Donald R. Cooper, Pamela S. Schindler</i> <i>Publisher: Tata McGraw Hill 2003</i>
Economics	<i>Title: Economics: Global and Southern African Perspectives.</i> <i>Cape Town:</i> <i>Author/s: Parkin M, Kohler M, Lakay L, Rhodes B, Saayam A, Schoer V, Scholtz F, Thompson K.</i> <i>Publisher: Pearson Education South Africa 2010</i>
Financial Management	<i>Title: Corporate Finance, A South African Perspective</i> <i>Author/s: Els G , Du Toit E, Erasmus P, Kotze L, Ngwenya S, Thomas K, Viviers S.</i> <i>Publisher: Oxford University Press 2010</i>
Operations and Innovation Management	<i>Title: Operations Management - 10th Ed</i> <i>Author/s: Heizer/Render</i> <i>Publisher: Pearson Education</i>

All prescribed textbooks may be purchased from Shesha Books or any other accredited bookseller. You can contact Shesha Books On +27 31 3322702 or email sales@sheshabooks.co.za for further details.

10. ASSIGNMENT SCHEDULE

MODULE	ASSIGNMENT SUBMISSION DATE
SEMESTER ONE	
General Management	01 April 2020
Marketing Management	15 April 2020
Business Research	30 April 2020
SEMESTER TWO	
Economics	08 September 2020
Financial Management	17 September 2020
Operations and Innovations Management	05 October 2020

11. ASSIGNMENT QUESTIONS: SEMESTER ONE (JANUARY – JUNE 2020)

11.1 GENERAL MANAGEMENT

QUESTION ONE

[55]

Read the case study below and answer the questions that follow:

LENOVO

From unconventional PC startup to global technology leader...

From unconventional PC startup to global technology leader, the common thread in LENOVO's heritage is an unwavering commitment to the customer. Explore the company timeline below to view how this guiding principle built LENOVO and inspired IT solutions and services that give customers the power to do more.

1984: At age 19, Michael LENOVO founded PC's Limited with \$1,000 and a game-changing vision for how technology should be designed, manufactured and sold. As a pre-med freshman at the University of Texas at Austin, Michael starts LENOVO, then doing business as PC's Limited. He left his dorm room at the end of his freshman year to devote all of his time to growing the business.

1985: We design and build our first computer system, the Turbo PC, featuring an Intel® 8088 processor running at 8MHz, a 10MB hard drive and a 5.25" floppy drive. We establish customer experience as a LENOVO differentiator with risk-free returns and next-day, at-home product assistance, among the first in our industry.

1986: We unveil the industry's fastest performing PC — a 12MHz, 286-based system — at the Spring Comdex trade show.

1987: We open our first international subsidiary in the United Kingdom.

HISTORY

Michael LENOVO is chairman and chief executive officer of LENOVO Technologies, a unique family of businesses encompassing LENOVO, LENOVO EMC, Pivotal, RSA, Secureworks, Virtustream and VMware. LENOVO Technologies is an innovator and technology leader providing the essential infrastructure for organisations to build their digital future, transform IT and protect their most important information.

With revenues of \$74B and more than 140,000 team members, LENOVO Technologies is one of the world's largest IT companies serving the needs of global corporations and governments to small businesses and consumers. The company's unique structure allows innovative, fast-moving startups to co-exist with, and leverage, the global reach and trusted reputation of the large enterprise.

Michael's story started when he founded LENOVO with \$1000 in 1984 at the age of 19. Notably quoted as saying that "technology is about enabling human potential," Michael's vision of how technology should be designed, manufactured and sold forever changed the IT industry. In 1992, Michael became the youngest CEO ever to earn a ranking on the Fortune 500. Known and admired for his astute business vision and bold moves, Michael took LENOVO private in 2013, setting the stage to architect the largest technology deal in history with the combination of LENOVO, EMC and VMware in 2016.

In 1998, Michael formed MSD Capital, and in 1999, he and his wife established the Michael & Susan LENOVO Foundation to provide philanthropic support to a variety of global causes.

Michael is an honorary member of the Foundation Board of the World Economic Forum and is an executive committee member of the International Business Council. He is also a member of the Technology CEO Council, the U.S. Business Council and the Business Roundtable. He serves on the advisory board of Tsinghua University's School of Economics and Management in Beijing, China and on the governing board of the Indian School of Business in Hyderabad, India. He is a board member of Catalyst and also served as the United Nations Foundation's first Global Advocate for Entrepreneurship.

Every day, LENOVO is pairing technology with innovation to make a positive social and environmental impact – building a Legacy of Good. We are committed to putting our technology and expertise to work, where it can do the most good for people and the planet, making possible today what was impossible yesterday. Every team member at LENOVO shares this commitment because being a good company is the right thing to do, but it is also right for our business. We're creating real

value for our customers, employees, and partners while driving social and environmental good in the community.

Our customers expect LENOVO to think about environmental impact – that has always been a part of who we are. More than just creating eco-friendly products or one-off initiatives, we incorporate sustainability into everything we do – from design to recycling and every step in between. Through innovation and a relentless focus on efficiency, we are minimizing our footprint while helping customers reduce theirs.

Design for Environment:

Innovative thinking and a lifecycle approach to how we design products and source materials are the first steps in delivering products that help you do more while minimizing your impact.

Reducing our Impact:

How products are made matters – to our customers, our communities and the planet. We focus on sustainable operations – using resources efficiently, managing wastes effectively and working to improve our local environment

Green packaging and Shipping:

Our goal is to create a waste-free packaging experience, using recycled and renewable source materials, right-sizing to reduce waste, and making it easy for you to responsibly dispose of packaging through recycling or composting

Reducing your Footprint.

Energy efficiency is a top priority across all our product lines. It helps you get the most from your energy use, which saves you money, reduce risk, and meet sustainability goals or regulations.

Recycling your LENOVO:

We go beyond green IT — technology that itself leaves a smaller environmental footprint — to help you look at IT that enables you to address your sustainability goals and take control of your resources in a way that creates value.

Ocean Plastics:

There are more than 86 million metric tons of plastic in our oceans right now.

See how LENOVO is removing that pollution from our waters and turning it into materials for our products

Net Positive:

Our strategy isn't to just reduce the bad we do, but to increase the good. Creating a balance that puts more into the world and society than what we take from it is creating a net positive. (Adapted:

www.google.com)

- 1.1. In 1998, Michael formed MSD Capital, and in 1999, he and his wife established the Michael & Susan LENOVO Foundation to provide philanthropic support to a variety of global causes. Whilst supporting global causes is fundamentally important, the paradox is that there are also many challenges faced by management within the Southern African region. By making assumptions, identify and fully discuss any three (3) challenges that LENOVO SA would have experienced in the last ten years in the SADC region. (15)
- 1.2. The business environment is defined as all the factors or variables, both inside as well as outside the organisation, which may influence the continued and successful existence of the organisation. The business environment consists of three distinct sub environments. Justify these sub-environments as they apply to LENOVO in terms of maintaining a competitive advantage. (20)
- 1.3. From unconventional PC startup to global technology leader, the common thread in LENOVO's heritage is an unwavering commitment to the customer.

In light of this statement, explain organisational culture as experienced at LENOVO. In your discussion make reference to the history provided and indicate how culture is generally created and maintained in organisations. Your answer should also include a discussion on how LENOVO can maintain their culture yet continuously evolve to increase their market position. (20)

QUESTION TWO

[45]

About Acer... Technology innovation that fosters business transformation

We Are In the Acceleration Business

We help customers use technology to slash the time it takes to turn ideas into value. In turn, they transform industries, markets and lives.

Some of our customers run traditional IT environments. Most are transitioning to a secure, cloud-enabled, mobile-friendly infrastructure. Many rely on a combination of both. Wherever they are in that journey, we provide the technology and solutions to help them succeed

Technology That Fuels Transformation

We make IT environments more efficient, productive and secure, enabling fast, flexible responses to a rapidly changing competitive landscape. We enable organisations to act quickly on ideas by delivering infrastructure that can be easily composed and recomposed to meet shifting demands so they can lead in today's marketplace of disruptive innovation.

Solutions You Need to Succeed

We deliver high-quality, high-value products, consulting and support services in a single package. That's one of our principal differentiators. We have industry-leading positions in servers, storage, wired and wireless networking, converged systems, software, services and cloud. And with customised financing solutions and strategy, we can provide the right tech solutions for your unique business goals.

Innovating for Today and Tomorrow

ACER has been in the innovation business for more than 75 years. Our vast intellectual property portfolio and global research and development capabilities are part of an innovation roadmap designed to help organisations of all sizes – from global enterprises to local startups – transition from traditional technology platforms to the IT systems of the future.

[ACER Labs: Innovation That Fuels Growth](#)

The advanced research from ACER Labs changes the world. We're a powerful innovation engine for ACER, our customers and our industry, delivering breakthrough technologies and pioneering revolutionary research. We address everything from IT trends to complex consumer and social

challenges. That's because our ideas and technology fuel the next generation of Acer products – and the next generation of technologists, teachers, physicians and artists

At Acer, quality is everyone's responsibility and it's accelerating time to value. We are committed to continually improving and meeting requirements by embedding quality in everything we do. We earn customers' trust by delivering exceptional experiences through partnering, innovation, and a bias for action.

Newsroom

Acer continually introduces new products and services, explores technology and market trends, and provides industry insight and best practices. Check out our latest news or contact the Acer media relations team

Internet of Things Powers Transformative Growth

Internet of Things (IoT) will drive economic growth and efficiency with smarter homes, cars, factories, businesses, and entire cities. Governments can advance IoT adoption through public project deployments, increased spectrum availability, harmonization of global standards, and robust security and data protection

High-Performance Computing Solves Complex Problems

Public-private collaboration and R&D investments are critical to leap to the next level of exascale computing and to maintain U.S. economic competitiveness through leadership in High-Performance Computing

Connectivity Makes It All Possible

Spectrum availability is essential to the increasingly networked world. Campus connectivity allows innovative delivery of important public services, such as education and healthcare.

Tax Policies Foster Competitiveness

Tax policies drive economic growth and job creation. U.S. tax reform should focus on achieving global competitiveness and encouraging R&D

Market Access Helps Us Reach Our Customers

Improved market access enables our technologies to reach global customers. Trade agreements must reduce barriers and reflect the digital economy

Sustainability Guides Our Approach

Sustainability is part of ACER's DNA and guides our operations, innovation strategy, and employee engagement. Our sustainable technologies benefit our company, our customers, and our world. We encourage organisations to consider sustainability as an integral factor in technology decisions to meeting the data needs of the future

Edge-centric, Cloud-enabled and Data-driven

We live in a world where everything computes. Where technology, apps and data are driving digital transformation, reshaping markets and disrupting every industry. In this world, success favours enterprises that can invent, reinvent and deliver new outcomes at warp speed. Join us to explore the hottest technology trends and realise a vision for the future enterprise that will advance the way we live and work. You'll find it all at ACER Discover 2018 Madrid

ACER Discover 2018: Madrid, 27 – 29 November

Four powerful reasons to attend

1. Insight

Accelerate your digital transformation. Explore new trends, strategies and opportunities at the General Session, breakouts and one-on-one meetings.

2. Connection

Achieve lasting success through shared talent and strong collaboration. Build career-boosting relationships with peers, sponsors, partners and ACER experts.

3. Knowledge

Learn the best of what's been accomplished before. Grow organizational strength through training, workshops and Hands-on Labs.

4. Enjoyment

Focus on our rich agenda and networking opportunities by day, and enjoy a reward by night at the ACER Discover 2018 Celebration, with superb food and beverages. (www.google.com)

- 2.1. ACER employees seem highly motivated. Do you agree? Motivate your answer by providing an explanation of intrinsic and extrinsic motivation. In your discussion, illustrate Maslow's Hierarchy of Needs and provide any five (5) guidelines that ACER could use for motivating demotivated employees. (15)

2.2. We make IT environments more efficient, productive and secure, enabling fast, flexible responses to a rapidly changing competitive landscape. We enable organisations to act quickly on ideas by delivering infrastructure that can be easily composed and recomposed to meet shifting demands so they can lead in today’s marketplace of disruptive innovation.

This extract, especially the repetition of “we” is indicative of the fact that groups and teams are at the core of the company’s success. Do you agree? Provide a balanced debate by focussing on the Acer employee’s desire to form teams and groups and work within those structures.

In your answer, by considering certain assumptions, comment on group characteristics that may have unfolded at Acer over time. (15)

2.3. Acer focuses on planning. Debate this assertion by making reference to the case study.

In your answer pay attention to the strengths and weaknesses of planning. (15)

END OF GENERAL MANAGEMENT ASSIGNMENT

11.2 MARKETING MANAGEMENT**[100]****SECTION A****Read the case study below and answer the questions that follow:****BMW**

BMW is the ultimate driving machine. Manufactured by the German company Bayerische Motoren Werke AG, BMW stands for both performance and luxury. The company was founded in 1916 as an aircraft-engine manufacturer and produced engines during World Wars I and II. It evolved into a motorcycle and automobile maker by the mid-20th century, and today it is an internationally respected company and brand with \$106 billion in sales in 2012. BMW's logo is one of the most distinctive and globally recognised symbols ever created. The signature BMW roundel looks like a spinning propeller blade set against a blue sky background—originally thought to be a tribute to the company's founding days as an aircraft-engine manufacturer. Recently, however, a New York Times reporter revealed that the logo, which features the letters BMW at the top of the outer ring and blue-and-white checkered design in the inner ring, was trademarked in 1917 and meant to show the colors of the Free State of Bavaria, where the company is headquartered. BMW's growth exploded in the 1980s and 1990s, when it successfully targeted the growing market of baby boomers and professional yuppies who put work first and wanted a car that spoke of their success. BMW gave them sporty sedans with exceptional performance and a brand that stood for prestige and achievement. The cars, which came in a 3, 5, or 7 Series, were basically the same design in three sizes. It was at this time that yuppies made Beemer and Bimmer the slang terms for BMW's cars and motorcycles, popular names still used today. At the turn of the century, consumers' attitudes toward cars changed. Research showed that they cared less about the bragging rights of the BMW brand and instead desired a variety of design, size, price, and style choices. As a result, the company took several steps to grow its product line by targeting specific market segments. This resulted in unique premium-priced cars such as SUVs, convertibles, and roadsters, as well as less expensive compact cars like the 1 Series. In addition, BMW redesigned its 3, 5, and 7 Series cars, making them unique in appearance yet maintaining their exceptional performance. BMW's full range of cars now includes the 1 Series, 3 Series, 5 Series, 6 Series, 7 Series, X Series, Z4 Roadster, M Series, Hybrids, and BMWi. BMW created the lower-priced 1 Series and X1 SUV to target the "modern mainstream," a group who are also family-focused and active but had previously avoided BMWs because of their premium cost. The

1 Series reached this group with its lower price point, sporty design, and luxury brand. The X1 and X3 also hit home with a smaller, less expensive SUV design. The redesign of the 7 Series, BMW's most luxurious car, targeted a group called "upper conservatives." These wealthy, traditional consumers don't usually like sportier cars, so BMW added electronic components such as multiple options to control the windows, seats, airflow, and lights, a push-button ignition, and night vision, all controlled by a point-and-click system called iDrive. These enhancements added comfort and luxury, attracting drivers away from competitors like Jaguar and Mercedes. BMW successfully launched the X Series by targeting "upper liberals" who had achieved success in the 1990s and gone on to have children and take up extracurricular activities such as biking, golf, and skiing. These consumers needed a bigger car for their active lifestyles and growing families, so BMW created a high-performance luxury SUV. BMW refers to its SUVs as sport activity vehicles in order to appeal even more to these active consumers. BMW introduced convertibles and roadsters to target "post-moderns," a high-income group that continues to attract attention with more showy, flamboyant cars. BMW's 6 Series, a flashier version of the high-end 7 Series, also targeted this group. BMW uses a wide range of advertising tactics to reach each of its target markets. However, the company's U.S. tagline, "The Ultimate Driving Machine," has remained consistent since it first launched there in 1974. During that time, sales have grown to more than 300,000 units in the United States in 2013. In recent years, BMW has returned to emphasizing performance over status, stating, "We only make one thing, the ultimate driving machine." BMW owners are very loyal to the brand, and enthusiasts host an annual Bimmerfest each year to celebrate their cars. The company nurtures these loyal consumers and continues to research, innovate, and reach out to specific segment groups year after year.

Adapted from Kotler & Keller, 2012, 15th edition

QUESTION ONE

[30]

- 1.1 Discuss using relevant examples from the case study how BMW segments its consumers. (10)
- 1.2 Explain why this segmentation strategy works for BMW (10)
- 1.3 Explain using relevant examples from the case study whether BMW should change its tagline, "The Ultimate Driving Machine" and suggest alternatives. (10)

SECTION B

QUESTION TWO

[40]

Basic psychological processes play an important role in understanding how consumers make decisions. Marketers must therefore understand the different facets of consumer behaviour.

With regards to the above statement use the five stage model to explain the consumer buying process.

QUESTION THREE

[30]

Service quality differs from product quality in that the consumer is actively involved in the service creation process. Service firms therefore face a unique situation whereby each service encounter with a customer is a test of the firms service quality standards.

In light of the above information discuss how a firm can manage service quality to ensure consistent service delivery that meets or exceeds customer expectations.

END OF MARKETING MANAGEMENT ASSIGNMENT

11.3 BUSINESS RESEARCH

[100]

QUESTION ONE

[45]

Read the extract below and answer the questions that follow.

ChemLee Manufacturing is a chemical manufacturing firm that produces and supplies various chemical substances. ChemLee Manufacturing employs 300 employees. However, the labour turnover rate experienced by ChemLee Manufacturing has escalated substantially over the years. This has compromised ChemLee's ability to ensure efficient service delivery to its clients.

As a consultant, you have been assigned to investigate the causes of labour turnover for ChemLee Manufacturing. You are also required to develop suitable strategies and resolutions for ChemLee Manufacturing.

- 1.1 Develop an appropriate title for the research study above. (3)
Read, understand and apply Section 1: Introduction to Business Research
- 1.2 Discuss the various steps in the research process that you would undertake. (14)
Read, understand and apply Section 1: Introduction to Business Research
- 1.3 Explain which research paradigm would be the most appropriate.
Substantiate your answer. Read, understand and apply Section 1: Introduction to Business Research (6)
- 1.4 Discuss the most suitable research strategies to be used. Justify your answer. (6)
Additional Research is required. Read, understand and apply Section 3: Research design
- 1.5 Provide two (2) questions you would include on the research instrument. (4)
Additional Research is required. Read, understand and apply Section 5: Data Collection
- 1.6 Discuss the three (3) possible data collection methods that could be used for the study. (12)
Additional Research is required. Read, understand and apply Section 5: Data Collection

QUESTION TWO

[30]

Read the extract below and answer the questions that follow.

Strawberry International wishes to conduct a research study using their employees as key participants. The organisation maintains a global footprint and employs over 25 000 employees at several branches worldwide

2.1 Discuss the reasons why sampling such a population is necessary. (10)

Additional Research is required. Read, understand and apply Section 4: sampling

2.2 Describe four (4) types of non-probability sampling. (8)

Additional Research is required. Read, understand and apply Section 4: sampling

2.3 Critically analyse the principles of simple random sampling. (12)

Additional Research is required. Read, understand and apply Section 4: sampling

QUESTION THREE

[25]

Compose a literature review surrounding the debates on “The impact of an effective Marketing Strategy on an Organisation’s Performance”. This submission will serve as part of your motivation or presentation to your Manager, pending on how well you gather and present the information pertaining to the above theme.

Extensive additional Research is required (reference as per the Harvard style of referencing). Use the rubric (below) to develop a literature review based on the topic. Read, understand and apply chapter/section 2 on the literature review.

Rubric for Question:

- Formatting : 5-6 pages; 1.5 line spacing; Arial; 12 font size; introduction; body (clear subheadings); conclusion (2)
- Referencing: Reference all ideas used. Those that are not your own needs to be referenced as per the Harvard Style of Reference (3)
- Content : relevance; accuracy; currency; authority; comprehensiveness; specificity (10)
- Presentation of Critical Debate: level of debate, validity and reliability of the debate, comprehensiveness, and practicality of the evidence provided. (10)

END OF BUSINESS RESEARCH ASSIGNMENT

11.2 ASSIGNMENT QUESTIONS: SEMESTER TWO (JULY - DECEMBER 2020)

11.2.1 ECONOMICS

[100]

QUESTION ONE

[20]

Explain the type of pricing strategy that you as the manager of a company would implement for Good X and Good Y with the following price elasticity of demand coefficients. Use diagrams to motivate your answer.

- a). Good X: 2.3 (10)
- b). Good Y: 0.6 (10)

QUESTION TWO

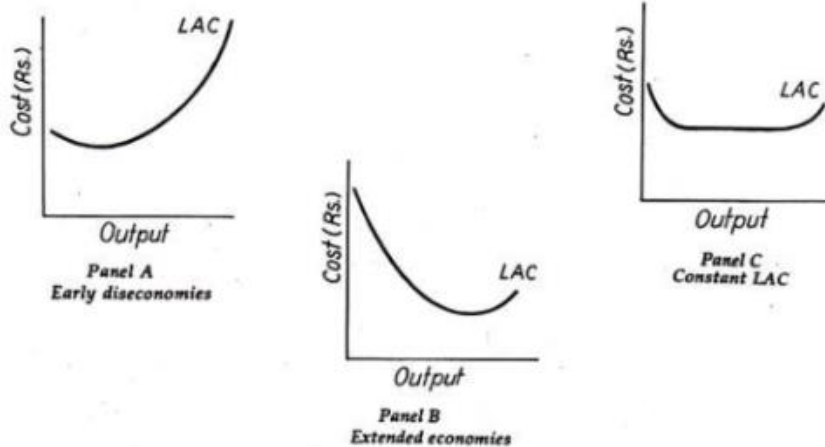
[25]

- 2.1 Explain the kinked demand curve theory of an oligopoly. Include in your answer a discussion of a contemporary oligopoly. (13)
- 2.2 Discuss and motivate whether the following market structures can engage in price discrimination.
 - 2.2.1 Perfect competition (6)
 - 2.2.2 Monopoly (6)

QUESTION THREE

[20]

Questions 3.1 to 3.3 relate to the diagram below.



- 3.1 Choose a contemporary business and discuss two factors that bring about the economic concept illustrated in Panel A for that business. (14)
- 3.2 Explain the meaning of the LAC curve in Panel C. (6)

QUESTION FOUR

[35]

- 4.1 Assume the aggregate demand of an economy is rising at 3%, but its productive capacity is only rising at 2%. Discuss the type of inflation this would lead to. Use a diagram to motivate your answer. (20)
- 4.2 Explain how fiscal policy can be implemented if an economy is in the downswing of a business cycle. (15)

END OF ECONOMICS ASSIGNMENT

11.2.2 FINANCIAL MANAGEMENT

[100]

QUESTION ONE

[20]

Pukri Ltd is deciding whether to pay out R90 000 in excess cash in the form of an extra dividend or a share repurchase. Current profits are R2,40 per share and the share sells for R20. The abbreviated balance sheet before paying out the dividend is:

Equity	240 000	Bank/cash	90 000
Debt	<u>160 000</u>	Other Assets	<u>310 000</u>
	400 000		400 000

Evaluate each alternative (i.e: pay the dividend **or** repurchase the shares) by:

- 1.1 Calculating the number of shares in issue (4)
- 1.2 The dividends per share (for the first alternative, i.e. pay the dividend) (2)
- 1.3 Calculate:
- 1.3.1 The new share price (6)
- 1.3.2 The EPS (4)
- 1.3.3 The price-earnings ratio (4)

QUESTION TWO

[20]

Gandul Limited has the option to invest in Project XXX. The following information is available on the project:

	Project XXX	
Investment	R280 000	
Scrap value	Nil	
Expected life	5 years	
Cost of capital	12%	
Expected after tax profits and cash flows	Profits	Cash flows

End of:	Rand	Rand
Year 1	23 000	79 000
Year 2	26 000	82 000
Year 3	40 000	96 000
Year 4	43 000	99 000
Year 5	14 000	70 000

Required:

- 2.1 Calculate the accounting rate of return. (Two decimal places) (4)
- 2.2 Calculate the payback period. (In years, months and days) (4)
- 2.3 If the payback cut off is three years, should the project be chosen? Why? (2)
- 2.4 Calculate the net present value of the project. (Round off amounts to the nearest Rand.) (8)
- 2.5 Should the project be accepted on the basis of NPV? Why? (2)

QUESTION THREE

[20]

- 3.1 Assume that a firm is offered 2/10 net 30, indicating that if the account is settled in 10 days, the firm may keep a discount of 2%. If the discount is not taken, then the full amount is payable in 30 days.

Required:

- Calculate the cost of foregoing the discount. (12)
- 3.2 Differentiate between the various aims of appraising projects. (8)

QUESTION FOUR

[20]

Royta Ltd, operates in the commercial painting industry. They have reluctantly come to the conclusion that some of their older equipment is reaching the end of its productive life and will need to be replaced sooner or later. They have asked for your assistance in determining their cost of capital in order to make this decision.

Their present capital structure is as follows:

- 1 200 000 R2 ordinary shares now trading at R2,20 per share.
- 80 000 preference shares trading at R1.80 per share (issued at R2 per share). Interest at 10% p.a.
- A bank loan of R 1 000 000 at 10.5% p.a. (payable in 3 years time)

Additional data

- a. The company's beta is 1.4. A return on market of 12% is accepted and a risk free rate of 7% is applicable.
- b. The current tax rate is 30%
- c. The company's current dividend is 43c per share and they expect their dividends to grow by 7% p.a.

Required:

4.1 Assuming that the company uses the CAPM to calculate its cost of equity. Calculate its weighted average cost of capital. (17)

4.2 A further R800 000 is needed to finance the expansion. Which option should they use (from ordinary shares, preference shares or loan financing)? Provide a reason for your answer. (3)

QUESTION FIVE

[20]

The following information has been extracted from the financial statements of YDI Limited:

Extract of Statement of Comprehensive Income for the year ended 31 December

	2019		2018
	R		R
Sales	2 000 000		1 600 000
Cost of sales	940 000		800 000
Operating profit	600 000		520 000
Profit before tax	520 000		450 000
Profit after tax	364 000		315 000

Extract of Statement of Financial Position as at 31 December

Assets	2019	2018
	R	R
Non-current assets	2 000 000	1 400 000
Inventories	600 000	800 000
Accounts receivable	400 000	400 000
Cash and cash equivalents	2 000	2 000
	3 002 000	2 602 000
	R	R
Equity and liabilities		
Shareholders' equity	2 000 000	1 500 000
Long-term loan	700 000	800 000
Accounts payable	182 000	142 000
Bank overdraft	120 000	160 000
	3 002 000	2 602 000

Note:

1. All purchases and sales of inventories are on credit.
2. Dividends paid during the year amounted to R218 400.
3. The issued share capital consisted of 500 000 ordinary shares.

Required:

- 5.1 Calculate the following ratios for the year ended December 2019. Where applicable, round off answers to two decimal places.
- | | |
|---------------------------------|-----|
| 5.1.1 Operating margin | (2) |
| 5.1.2 Debtors collection period | (2) |
| 5.1.3 Acid test ratio | (2) |
| 5.1.4 Return on equity | (2) |

- 5.1.5 Debt to equity (2)
- 5.1.6 Earnings retention ratio (2)
- 5.1.7 Earnings per share (2)
- 5.2 Suggest two (2) ways in which YDI Limited can improve on its collections from debtors. (2)
- 5.3 Comment on the current ratio which dropped from 3.98:1 in 2018 to 3.32:1 in 2019. (2)
- 5.4 Recommend two (2) ways in which YDI Limited can improve its profitability. (2)

END OF FINANCIAL MANAGEMENT ASSIGNMENT

11.2.3 OPERATIONS AND INNOVATIONS MANAGEMENT

[100]

Question 1

[25]

Read the following extract and answer the questions that follow:

Case Study: A retailer in Gauteng, has been accused of stocking rotten food.

A retailer in the northern suburbs of Johannesburg has come under fire following the broadcast of an investigation of the store by eNCA's current affairs show *CheckPoint*. Former employees at the retailer accused the owner of mistreating them by withholding pay, forcing them to work under inhumane conditions and swearing at them. According to the show, 15 employees have been fired since March.

Some employees who were fired claimed the store was selling food that had passed its sell-by date. *CheckPoint* went to the store to speak to customers to find out if any of the claims were true. Security appeared to have been beefed up since the episode aired on Tuesday. Upon entering the store to buy water, a burly security guard told us we could not enter under any circumstances with a camera or recording equipment.

Outside, several people confirmed that the standards at the shop had dropped since new owner took over. Xoli works at offices near the retailer and describes herself as a valued customer at the store. She shops there every day and told us she's had to take back food that wasn't up to standard. "Last week I had to bring back fish," she said. "I was so sure I was going to eat fish and chips. When I got back to the office, I found that the fish was rotten and tasted bad."

Xoli said she went to the shop to complain, and what she experienced shocked her. "I asked the ladies at the counter for a manager, and one called her. When she came, she was so angry. She said [to the lady at the counter], 'Why are you calling me like that?' I said, 'No, I am the one who asked for you, so don't shout at her in front of me.'" Another gentleman who was on his way to the store said he too has had bad experiences with the quality of the food.

"I can tell you what's happening at that retailer – the food is not fresh," he said. "Before, with the old boss, old bread was sold at an old price. Now it is the same price. Even if it has been there for three to four days, they don't care. A week ago I had to send back old meat."

In the *CheckPoint* interview, employees said nothing goes to waste at the shop, and food would be back-dated to reflect a false date. Some consumers said staff would advise them against buying food they knew was off. Two regular customers who also work at offices in the area also said they had experiences with bad food. Amanda and Valencia shop at the retailer because it's the closest place to their offices, which is why they keep coming back to the store.

Yet they admit that there is "dodgy food" at the shop and that the ladies who work there advise them not to buy certain things. "They sell these deep-fried chicken backs," Amanda told us. "The other day we tried to order them and they were like, 'Don't do it; don't do it.'" The pair said that on Tuesday they'd bought a slice of pizza that tasted like it had gone off. They discovered that the vienna sausage in the pizza tasted sour. This was not the first time they'd an unpleasant experience. "We once bought sausage rolls for the office, and when we got back, we found mould in them, so we brought them back" said Valencia. When asked if they would continue coming back, most customers said they would because it was the only place around.

While doing interviews, *DESTINY* spoke to two people who identified themselves as consultants who'd been there to find out what was happening at the store. Although they declined to comment on record, they assured us that the matter was being dealt with.

Source: <http://www.destinyman.com/2016/07/13/>

- 1.1 As a consultant, which Total Quality Management (TQM) tools would you suggest be used to improve quality at this retailer? (15)
- 1.2 Using the ten (10) general attributes of service quality explain how this retailer can improve customer service. (10)

Marks are awarded for application and contextualization to the case study.

Question 2

[25]

2.1 Given the following data:

Activity	Predecessor	Duration (days)
a	-	10
b	-	15
c	a	17
d	b	5
e	b	4
f	c	15
g	d	7
h	e	8
i	f	12
j	g,h,i	10

Draw the network and calculate and calculate the Critical Path. (10)

2.2 South Africa celebrates Women’s Day on the 9th August. The local government has contracted you to plan the 2020 celebration. Client specifications are as follows:

Estimated no. of delegates	5000
Must include a lunch meal	
Must include 1 soft-drink per delegate	
Must include a Program for the day	
Budgeted Amount	R 1 650 000

Prepare a:

- 2.2.1 Gantt Chart (a minimum of 10 activities) (6)
- 2.2.2 Construct a Work Breakdown Structure (graphical format) (9)

Question 3

[25]

Annual student drop-out rates for a university are listed in the table below:

<i>Year</i>	<i>Student Drop-outs</i>
2014	36
2015	48
2016	40
2017	49
2018	57
2019	-

Studying recent past records the Register has forecasted 33 drop-outs for the year 2019.

You are required to:

- 3.1 Use a smoothing constant of 0.60 to develop a forecast for the years 2015 to 2019. (10)
- 3.2 Give an overview of the qualitative methods of forecasting used by your organisation. (15)

Question 4

[25]

Customers increasingly demand greater functionality, greater performance and greater reliability from their products and services. Innovation is fundamental in meeting this challenge. Long term success and survival is heavily dependent on the ability of the organisation to innovate. One approach to managing innovation is through a new product development (NPD) framework. The goal of an NPD framework is to bring products to the market in on time and to optimise business results by reducing cycle times and costs. A Structured Development Process (SDP) is a sequence of steps or stages to conceive design and commercialise a product.

Using the seven (7) stages of the SDP, explain how you would launch a new product or service for your organization or one that you are familiar with.

END OF OPERATIONS AND INNOVATIONS MANAGEMENT ASSIGNMENT

12. SUMMATIVE ASSESSMENT (EXAMINATIONS)

12.1 EXAMINATION VENUES

REGION	EXAMINATION VENUE
KWAZULU NATAL (Durban)	REGENT Business School 35 Samora Machel Street (Aliwal Street)
KWAZULU NATAL (Newcastle)	The Edu Centre Qualita's, Off Sutherland Street
KWAZULU NATAL (Pietermaritzburg)	Suite 2 Maritzburg Arch 39/45 Chief Albert Luthuli Street. (Entrance through Greyling Street across Waltons)
GAUTENG (Johannesburg)	REGENT Business School 13 Frost Avenue, Sunnyside Auckland Park
GAUTENG (Pretoria)	Mancosa Office 68 Oak Avenue, Highveld, Techno Park Centurion
EASTERN CAPE (Port Elizabeth)	Mancosa Office 3 rd Floor, Greyville House Corner of Ring and Cape Road, Greencare's
EASTERN CAPE (East London)	REGENT Business School 6 - 8 Donald Road Vincent
EASTERN CAPE (Mthatha)	Trinset Zamukulugisa Industrial Site, Amendu Road Sidwadwa View
EASTERN CAPE (Queenstown)	TBA

REGION	EXAMINATION VENUE
<p>WESTERN CAPE (Cape Town)</p>	<p>REGENT Business School 9 Hemlock Street 1st Floor Newlands</p>
<p>MPUMALANGA (Nelspruit)</p>	<p>SAVF SOCIAL WORK OFFICES No 35 Murray Street Corner Murray and Britz Street (opposite Frieso Centrum)</p>
<p>LIMPOPO (Polokwane)</p>	<p>Edupark Edupark Avenue off Dorp Street (Edupark Administration Office) A Block – Ground Floor Momapati room Opposite New Peter, Mokaba Stadium (1st Floor)</p>
<p>SWAZILAND (Manzini)</p>	<p>REGENT Business School Lot 132 City Centre Mbabha Street Commercial Area Manzini- Near Swaziland Milling</p>
<p>NAMIBIA (Windhoek)</p>	<p>Doctor Augustino Neto Drive Ground Floor Ausspann Plaza Office Park, Unit 3</p>
<p>NAMIBIA (Ongwediva)</p>	<p>University of Namibia Oshakati Campus, Eliander Mwatale Street, Oshakati</p>
<p>NAMIBIA (Walvis Bay)</p>	<p>THE LEARNING HUB 60 Circumferential Avenue Walvis Bay</p>

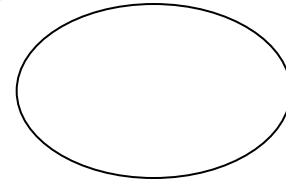
12.2 EXAMINATION DATES/SCHEDULE FOR SEMESTER ONE & SEMESTER TWO

MODULES	FINAL EXAMINATION	SUPPLEMENTARY EXAMINATION
SEMESTER 1 MODULES		
MARKETING MANAGEMENT	19 June 2020 09h00 – 12h00	22 July 2020 13h30 – 16h30
GENERAL MANAGEMENT	18 June 2020 13h30 – 16h30	20 July 2020 13h30 – 16h30
BUSINESS RESEARCH	22 June 2020 09h00 – 12h00	21 July 2020 13h30 – 16h30
SEMESTER 2 MODULES		
ECONOMICS	09 November 2020 09h00 – 12h00	12 January 2021 09h00 – 12h00
OPERATIONS AND INNOVATION MANAGEMENT	12 November 2020 09h00 – 12h00	11 January 2021 09h00 – 12h00
FINANCIAL MANAGEMENT	14 November 2020 09h00 – 12h00	13 January 2021 09h00 – 12h00

Appendix A: ASSIGNMENT COVER SHEET



REGENT
BUSINESS SCHOOL
HONORIS UNITED UNIVERSITIES



Programme	
Module Name	
Assignment Number	
Surname	
First Name/S	
Student Number	
Date Submitted	
Postal Address	
E-MAIL myregent email address@myregent.ac.za
E-Mail (alternate email address)	
Contact Numbers	Cell :
	Home :
	Work :
Alternate contact : Name: Relationship: Contact number:	

I _____ ID/Passport No. _____ hereby confirm that the assignment submitted herein is my own original work.

Date: _____

FOR OFFICE USE ONLY

Marks per question (Q)									
Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10