



Tutorial Letter 102/2018

The Principles of Global Business Management MNB3701

Semester 1

Department of Business Management

This tutorial letter contains important information about your module.

BARCODE



CONTENTS

| | <i>Page</i> |
|---|-------------|
| 1 INTRODUCTION..... | 3 |
| 2 PURPOSE AND OUTCOMES | 3 |
| 2.1 Purpose | 3 |
| 2.2 Outcomes | 3 |
| On completion of this module, you should be able to: | 3 |
| 3 LECTURER(S) AND CONTACT DETAILS..... | 4 |
| 3.1 Lecturer(s) | 4 |
| 3.2 Department | 4 |
| 3.3 University | 5 |
| 4 RESOURCES | 5 |
| 4.1 Prescribed books | 5 |
| 4.2 Recommended books | 5 |
| 4.3 Electronic reserves (e-reserves)..... | 6 |
| 4.4. Library services and resources information | 6 |
| 4.5 Tutorial offerings at Unisa | 6 |
| 5 STUDENT SUPPORT SERVICES | 7 |
| 6 STUDY PLAN..... | 7 |
| 7 PRACTICAL WORK AND WORK-INTEGRATED LEARNING..... | 7 |
| 8 ASSESSMENT | 7 |
| 8.1 Assessment criteria..... | 7 |
| 8.2 Assignment numbers and due dates | 8 |
| 8.3 Submission of assignments..... | 8 |
| 8.5 The assignments..... | 10 |
| 8.6 Other assessment methods | 19 |
| 8.7 Format of the examination..... | 19 |
| 9 FREQUENTLY ASKED QUESTIONS..... | 19 |
| 9.1 Study material (tutorial letters, prescribed books and other items) | 19 |
| 9.2 Prescribed book | 20 |
| 9.3 Other study material issues..... | 21 |
| 9.4 Assignments | 21 |
| 9.5 Examinations | 22 |

| | | |
|-----------|-------------------------------|-----------|
| 9.7 | Group discussion classes..... | 24 |
| 9.8 | General..... | 24 |
| 10 | IN CLOSING..... | 26 |

1 INTRODUCTION

It is our pleasure to welcome you to the module: Global Business Management, (MNB3702) for the 2018 academic year. We hope and trust that you will find this module interesting, inspiring and enlightening.

2 PURPOSE AND OUTCOMES

2.1 Purpose

The purpose of this tutorial letter is to introduce you to global business management and its dynamics as a strategic approach for businesses that operate across international borders. This module covers contemporary global business operations for international organisations.

2.2 Outcomes

On completion of this module, you should be able to:

- Explain contemporary global business operations for international organisations, and the role of, and challenges facing visionary global leadership as well as diversity management in multinational and transnational organisations.
- Define and describe the various “international strategies” that global businesses could consider, and explain how pressures for cost reductions and pressures for local responsiveness can influence the choice of strategy in specific situations. Explain the various organisational structures that global businesses could employ and why organisational structures should be aligned to and support the chosen strategy.
- Describe the concept of political economy and explain why political economy has become increasingly important in the global business landscape. Explain the importance of country attractiveness for global business involvement and how it is assessed. Identify and explain the different modes of foreign market entry, including strategic alliances, available for international expansion by firms and explain why strategic alliances are also regarded as a mode of foreign business operations. Lastly, explain the appropriate strategies for entering and competing in emerging markets in general, and in Africa in particular, including the challenges of doing business in Africa
- Explain the management of global operations for providing products and services, including the location decision for global manufacturing operations, logistics, supply chains and outsourcing.

Furthermore, explain marketing and marketing strategies, international human resources management, and international financial management in a global context.

3 LECTURER(S) AND CONTACT DETAILS

3.1 Lecturer(s)

The details of the lecturers responsible for this module are as follows:

Name: Ms L Ntiso

Phone: (012) 429 4350

Email: ntisola@unisa.ac.za

Physical Address: AJH van der Walt Building, Office number 4-22, Muckleneuck Campus,
1 Preller Street, Pretoria

Kindly be aware that the mode of contacting your lecturers for this module is preferably by e-mail.

LECTURER AVAILABILITY

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

Any enquiries of an academic nature concerning this module, such as an enquiry about a specific concept, principle or theory in the prescribed book, may (at any time) be directed to busman@unisa.ac.za. However, note that your queries will only be attended to during office hours.

3.2 Department

Administrative queries may be directed to the appropriate department as indicated in the *myStudies @ Unisa* brochure, which you received with your study package. Examples of administrative queries are registration matters, study material matters, account queries, examination queries, and graduation issues.

Please note the following contact details for the Department of Business Management: Telephone number: +27 12 429 4220

Email address: busman@unisa.ac.za

3.3 University

If you need to contact the university about matters not related to the contents of this module, please consult the brochure, *my Studies @ Unisa*, which you received with your study material. This brochure contains information on how to contact the university (to whom you can write for different queries, important numbers, addresses and details of the times certain facilities are open). Always use your student number when you contact the university.

Consult the table below for general administrative enquiries:

| Directorate/Business | Description of | Short SMS | E-mail address |
|--|------------------------------|-----------|--|
| Student Admissions | Applications | 43578 | Study-info@unisa.ac.za |
| Student Assessment Administration | Assignments and Examinations | 43584 | For assignments: Assign@unisa.ac.za For examination enquiries: Exams@unisa.ac.za |
| Despatch | Study material | 43579 | despatch@unisa.ac.za |
| Finance | Student accounts | 31954 | finan@unisa.ac.za |
| ICT (myUnisa & myLife) | myUnisa | 43582 | myUnisaHelp@unisa.ac.za |
| | myLife e-mail | | myLifeHelp@unisa.ac.za |

4 RESOURCES

4.1 Prescribed books

You will not be able to study and successfully complete this module without the prescribed book. You must acquire the following prescribed book from one of the official Unisa bookstores:

Aregbeshola, RA; Botha, T; Amos, T; Theus, L; Palmer, P; Bothma, C; Ambe, I.2017. *Global Buisness Management*. 1st Edition. Cape Town : Juta. (ISBN 9781485125174)

4.2 Recommended books

There are no recommended books for this module.

4.3 Electronic reserves (e-reserves)

There are no electronic reserves for this module.

4.4. Library services and resources information

For brief information, go to www.unisa.ac.za/brochures/studies

For detailed information, go to <http://www.unisa.ac.za/library>. For research support and services of personal librarians, click on "Research support".

The library has compiled a number of library guides:

finding recommended reading in the print collection and e-reserves

<http://libguides.unisa.ac.za/request/undergrad>

requesting material – <http://libguides.unisa.ac.za/request/request>

postgraduate information services – <http://libguides.unisa.ac.za/request/postgrad>

finding, obtaining and using library resources and tools to assist in doing research

http://libguides.unisa.ac.za/Research_Skills

how to contact the library/finding us on social media/frequently asked questions –

<http://libguides.unisa.ac.za/ask>

4.5 Tutorial offerings at Unisa

Please be informed that Unisa offers online tutorials (e-tutoring) to students registered for modules at NQF levels 5, 6 and 7, which means qualifying first year, second year and third year modules.

Once you have been registered for a qualifying module, you will be allocated to a group of students with whom you will be interacting during the tuition period, as well as an e-tutor who will be your tutorial facilitator. Thereafter, you will receive an SMS informing you about your group, the name of your e-tutor and instructions on how to log on to myUnisa in order to receive further information on the e-tutoring process.

Online tutorials are conducted by qualified e-tutors who are appointed by Unisa and are offered free of charge. All you need to be able to participate in e-tutoring is a computer with Internet connection. If you live close to a Unisa regional centre or a telecentre contracted with Unisa, please feel free to visit any of these to access the Internet.

E-tutoring takes place on myUnisa. It is the role of the e-tutor to guide you through your study material during this interaction process. For you to get the most out of online tutoring, you need to participate in the online discussions that the e-tutor will facilitate.

Students have been found to repeatedly fail particular modules. These modules have been allocated face-to-face tutors and tutorials for these modules take place at the Unisa regional centres. As previously mentioned, these tutorials are also offered free of charge. However, it is important for you to register at your nearest Unisa Regional Centre to secure attendance of these classes.

5 STUDENT SUPPORT SERVICES

Student support for the module as regards academic content is given mainly by the module lecturer via email, phone and the myUnisa discussion forum. The details of other forms of student support are included in the brochure, *my Studies @ Unisa*, which you received with your study package.

5.1 Predatory tuition providers

Please be aware that there are tuition providers who will contact you to assist you with your modules. These providers may not have the necessary expertise to assist you and will charge you a lot of money. We would like to advise you that they are NOT linked to Unisa and we would like to urge all students NOT to use their services.

6 STUDY PLAN

It is important that you now prepare a study plan for yourself and devote at least 120 hours to this module in order to achieve success in the examination. Therefore, it is advisable that you devote at least two hours per day to reading and summarising the module content. You would also need to be able to apply the concepts learned in this module in a practical manner.

7 PRACTICAL WORK AND WORK-INTEGRATED LEARNING

There is no practical work or work integrated learning for this module.

8 ASSESSMENT

8.1 Assessment criteria

The university has a policy of compulsory assignments for all modules for 2018. Both Assignments 01 and 02 for MNB3702 are compulsory.

To gain admission to the examination you must submit Assignment 01. You will gain examination admission purely by submitting the assignment and not on the strength of the mark that you obtain for it. Failure to submit Assignment 01 will mean that you will not be admitted to the examination, regardless of whether you have submitted Assignment 02. Formative assessment for MNB3702 takes place through a year-mark system. As already mentioned, Assignments 01 and 02 are compulsory. You will be awarded

a mark for Assignment 01 and a mark for Assignment 02. Assignment 01 will contribute 30% and assignment 02, will contribute 70% of your year mark. Your final assessment mark for this module will therefore be a combination of the assignment marks and the examination mark. Irrespective of the year mark you receive, you must obtain a subminimum of 40% in the examination. You will therefore not pass the module if your examination mark is less than 40%.

Please study the following examples to see how the assignment mark will contribute to the final assessment mark.

Example 1

If you receive an assignment mark of 50% in total, this mark will be multiplied by 0.2 which equals 10% of the final assessment mark. If you obtain 35 out of a possible 70 marks in the examination (i.e. 50%), this percentage is then multiplied by 0.8 which equals 40% of the final assessment mark. Your assignment mark and examination mark are then combined (10% + 40%) to give you a final assessment mark of 50% for the module.

Example 2

If you obtain an assignment mark of 60% in total, this mark will be multiplied by 0.2 which equals 12% of the final assessment mark. If you then obtain 44 out of a possible 70 marks (or 62.9%) in the examination, this figure is multiplied by 0.8 which equals 50.3% of the final assessment mark. Your assignment mark and examination mark are then combined (12% + 50.3%) to give you a final assessment mark of 62.3% for the module.

You will need a final mark of at least 45% in order to qualify for a supplementary examination, and a minimum mark of 50% to pass the module.

8.2 Assignment numbers and due dates

Kindly adhere to the respective due dates as indicated in the table on the following page. You will not be admitted to the examination if an assignment is submitted after the due date. Kindly do not phone us with a request to be admitted to the examination if you have not submitted an assignment, or if you submitted it later than the due date.

| Semester 1 | | |
|--------------------------|----------------------|----------------------|
| Assignment number | Unique number | Due date |
| 01 | 855405 | 09 March 2018 |

8.3 Submission of assignments

Please note that the assignments for Semester 1 differ from those for Semester 2. It is your responsibility to ensure that you submit the correct assignment for your semester of enrolment. If you submit an assignment for the wrong semester of enrolment, it will not be marked and you will receive a mark of zero (0) for it. The main purpose of the assignments is to encourage you to study the prescribed book, to read through certain sections over and over again, and to think about the study material in terms of its practical application.

For general information and requirements as far as assignments are concerned, see the brochure my Studies @ Unisa, which you received with your study material.

To submit assignments via myUnisa

Go to <http://my.unisa.ac.za>

Log in by using your student number and password

Select the programme and the module

Click on “Assignments”

Click on “Submit Assignments” Follow the instructions

Format of essay-type assignments:

Kindly incorporate the following when preparing the essay-type assignments:

- The final document should be in PDF format.
- **The final document should NOT be** password protected.
- Make use of: Arial 12” Font with 1.5 line spacing.
- All margins should be 1” and the page layout should be “portrait”.
- Make use of a table of contents and a bibliography.
- Each question should be answered on a new page.
- Make sure that the document has been submitted electronically on myUnisa.
- Keep a copy of your assignment before you submit the original.
- Make use the Harvard referencing method in your assignments to refer to sources you have consulted. **If you do not include in-text references and a bibliography you will be guilty of plagiarism.**

8.4 Plagiarism

Plagiarism is the act of taking the words, ideas and thoughts of others and passing them off as your own. It is a form of theft and involves a number of dishonest activities. Examples of plagiarism include copying from the prescribed textbook or any other source, or copying from fellow students and passing off their work as your own work.

All students receive the Disciplinary Code for Students (2004) when they register. You are advised to study the Code, especially sections 2.1.13 and 2.1.14 (2004:3-4). Kindly read the University's Policy on Copyright Infringement and Plagiarism as well.

Note: Although students may work together when preparing assignments, each student must write and submit his or her own individual assignment. In other words, you must submit your own ideas in your own words, sometimes interspersed with relevant short quotations that are properly referenced. It is unacceptable for students to submit identical assignments on the basis that they worked together. That is copying (a form of plagiarism), and none of these assignments will be marked. Furthermore, you may be penalised or subjected to disciplinary proceedings by the University.

8.5 The assignments

SEMESTER 01: ASSIGNMENT 01

This assignment consists of 30 multiple-choice questions that cover different chapters of the prescribed book.

Question 1

International business culture has influence on ONE of the following:

1. relationships between ethnic groups
2. cross-cultural leadership
3. relationships between supervisor and subordinate.
4. the role of male employees

Question 2

Which ONE of the following is an implication of cultural dimensions?

1. The influence on international business on promotion of fair competition and market information.
2. The governance of international business operations in accordance of parent country.
3. The influence on international business particularly on promotion of political and economic ideologies.
4. The adoption of ethnocentric strategy favoured over polycentric strategy.

Question 3

In order to stay ahead of competition, the managers of global firms gather a lot of information, this include:

1. meet unrealistic performance goals.
2. costing information.
3. be culturally different, without being better or worse.
4. offer guidelines for “ethical” decision-making.

Question 4

The three types of foreign exchange exposures include the following:

1. political, transactional and economic risks.
2. credit, economic and exchange risks
3. translation, economic and transactional risks
4. political, credit and performance risks.

Question 5

The discount houses are responsible for all of the following types of bills EXCEPT:

1. government treasury bills
2. subsidiary bills
3. domestic bills
4. foreign bill

Question 6

Global measures of efficiency and effectiveness of political leaders include the following EXCEPT:

1. Political stability and absence of violence
2. Regulatory quality
3. Government efficiency
4. Control of corruption.

Question 7

Which ONE of the following trade mechanisms of the World Trade Organisation helps to strengthen the negotiating powers of the less developed countries against economically powerful countries?

1. Mediating between countries
2. Facilitation of free trade
3. Negotiation of trade dispute resolutions
4. Regulation of trade relationships between nations

Question 8

The low-context of Hall approach toward culture is attributed to one of the following:

1. Decision-making is impersonal and tends to avoid conflicts.
2. The prevalence of autocratic against democratic management styles.
3. Business transactions tend to be objective
4. Relationship-building and development of trust are crucial for business formation.

Question 9

International trade is facilitated by the use of common currency, (US dollar) due to which ONE of the following reasons:

1. USA is politically powerful country
2. It is owned by the economically powerful country.
3. It serves as the common denominator for all the global currencies.
4. USA houses International Monetary Fund (IMF)

Question 10

Relative purchasing power parity is underpinned by price adjustments across countries as influenced by inflation and exchange rates. However, absolute purchasing power parity assumes that:

1. prices should include inflation and disregard exchange rates across countries.
2. prices should include exchange rates and disregard inflation across countries
3. prices should be equal regardless of inflation and exchange factors across countries.
4. prices should be influenced by the costs of production.

Question 11

One of the advantages of globalisation is that:

1. it has potential of creating meaningful and sustainable jobs.
2. it presents a shift towards more interdependent subsidiaries.
3. it constitutes politically influential proposition to poverty.
4. it perpetuates fair income distribution

Question 12

One of the impediments to exporting is:

1. to improve competitiveness of a particular role player in a strategic growth sector.
2. to achieve a balance-of-trade equilibrium involving all of a country's trading partners.
3. to guide governments in the implementation of economic policy.
4. to apply trade restrictions through regulatory bodies.

Question 13

Transfer pricing CAN BE used to:

1. control movement of funds.
2. to retain profits in the host country.
3. to reduce tax liability.
4. to compensate the fund managers.

Question 14

It is often argued that Voluntary Export Restraints (VER) serve to:

1. increase government intervention in trade and economic matters.
2. increase the costs of exports, which discourages exports.
3. implement trade barriers in an arbitrary way.
4. lower the production costs of domestic manufacturing or service products.

Question 15

The purpose of the World Trade Organisation is to:

1. to promote free trade among countries
2. to encourage economic dispensation of production activities
3. to pursue the agenda for anti-dumping policies
4. to respond to economic crises

Question 16

Which ONE of the following best describes the concept "transaction exposure"?

1. Long-term financial risk
2. Short-term financial risks
3. Long-term Country risk
4. Short-term Equity risk

Question 17

The theoretical foundation of business ethics rests on the following EXCEPT:

1. business ethics are a reflection of culture
2. maximisation of good and minimisation of harm.
3. government's economic policies
4. corporate social responsibility

Question 18

Corruption is considered as one of the prohibiting economic growth factors. Less developed and developing countries are characterised by low corruption perception indices. Which ONE of the following is true about high corruption perception index?

1. It is not an indication of clean business practices abroad.
2. It is an indication of clean business practices abroad.
3. It is a suggestion of the power of rule of law in the parent country.
4. It is a suggestion of the power of rule of law in the host country.

Question 19

One of the functions of supply chain teams is to:

1. facilitate departmental operations.
2. ensure timeous delivery of operational resources.
3. control organisation finances.
4. ensure the wellness of the employees.

Question 20

South African mining company is persisting with its activities in the country. They maintain that these activities are still lucrative, but, at the expense of the local community, whose health is suffering. This has serious ethical implications for a company determined to pursue 'profit maximisation' at all costs. Which theory of business ethics is pertinent in the regard?

1. cultural relativism
2. Friedman's doctrine of ethics
3. the naïve immoralist
4. Utilitarian ethics

Question 21

Some advantages of collaborative arrangements, regardless of whether a company is operating domestically or internationally, are:

1. that they lower production costs abroad.
2. that they reinforce protectionist barriers.
3. that they increase domestic manufacturing capacity in the home country
4. that they modify product design and development.

Question 22

Regional economic integration enhances economic and political status of member countries, however, this trade strategy has potential to pose a challenge of:

1. inequality.
2. instability.
3. inefficiency
4. dominance.

Question 23

Which ONE of the following advantages of transfer pricing has a direct impact on an MNC's maximisation of earnings?

1. Ability to influence the political economy of the host country.
2. Ability by a parent company to negotiate lower tax rates on behalf of the subsidiary.
3. Flexibility to move funds from a country with high tax rate to a country with a low tax rate.
4. Ability to source financial resources from surplus units for operational efficiency.

Question 24

Although the concept of globalisation is very broad and has no standard definition, different schools of thought define the concept in terms of its relevance to their perspectives. Which ONE of the following defines globalisation from capitalist perspective?

1. MNCs control trade agreements.
2. Free society increases trade disputes.
3. The producers control the prices in the market space.
4. Demand and supply interchangeably regulate sales and purchases

Question 25

In the context of foreign exchange transaction, a spot transaction is:

1. the price at which a bank will buy foreign exchange from another bank.
2. the purchase of foreign exchange settlement, to be completed within two business days following the date of transaction.
3. when two parties agree to exchange currency and execute the deal at some specific date in future
4. the simultaneous purchase of a given amount of foreign exchange for two different value dates.

Question 26

The following are forms of trade barriers EXCEPT:

1. export substitution.

2. import substitution.
3. infant industry argument
4. anti-dumping practices

Question 27

Governments use import tariffs to increase their revenue, ONE of the following is the pitfall of import tariff

1. it promotes domestic efficiency
2. it reduces costs of production
3. it increases costs to consumers
4. it increases costs to exporters

Question 28

The recent pulling out of Greater Britain from the European Union (EU) has brought lots of uncertainties for member states regarding the impact on employment and social security. The formation of European Union (EU) is an example of?

1. regional integration.
2. regional economic integration.
3. common currency agreement.
4. global integration.

Question 29

The difference between subsidies and quotas is that:

1. Quotas are aimed at overcoming market imperfections while subsidies are a source of government revenue.
2. Subsidies are calculated as a percentage of the value of the item being subsidised, whereas a quota involves a tax levied on goods shipped out of a country.
3. Quotas are designed to restrict the amount of goods or services that can be imported into a country while subsidies constitute payments made by government for the benefit of domestic manufacturers.
4. Subsidies represent an aggregate duty on more than one product, quotas are arbitrarily used to determine the value of goods entering a country

Question 30

The USA's withdrawal from NAFTA could have the following implications:

1. unrestricted access to Mexico's financial access.
2. the renegotiation of member's intellectual property rights.
3. the re-imposition of trade restrictions between signatories to NAFTA.
4. enhanced free flow of foreign direct investments between members.

TOTAL FOR ASSIGNMENT 01

[30 MARKS]

8.6 Other assessment methods

There are no other assessment methods for this module

8.7 Format of the examination

Examination admission will be granted to all students who submit the compulsory Assignment 01. Students who do not submit this assignment will NOT be allowed to write the examination.

The provisional examination dates have been published at <https://my.unisa.ac.za>

The examination paper for MNB3702 is a two-hour paper with a total of 70 marks. It is a closed-book examination. The examination paper covers all the prescribed chapters in the prescribed book. The examination will be based on all the specified outcomes of this module.

9 FREQUENTLY ASKED QUESTIONS

We receive many calls from students asking the same questions over and over again. We have here fore decided to include these frequently asked questions in this tutorial letter. Please do not make an unnecessary telephone call asking one of the following questions:

9.1 Study material (tutorial letters, prescribed books and other items)**9.1.1 What is Tutorial Letter 101 (Tut 101)?**

You will receive a Tut101 for every module for which you are registered. The Tut101 contains essential information such as information on administrative matters, assignment details such as submission dates and the actual assignment questions, as well as the prescribed sources for that specific module. **It is essential that you read through the Tut101 for each module carefully.**

9.1.2 Module content

9.1.2.1 How is the content of the module determined?

The content of a distance learning module is determined through a systematic process for the design and development of distance learning materials. This includes a needs assessment of the education needs at the different levels of the degree, an analysis of the learner group, the needs of the South African Qualifications Authority (SAQA) and the needs of the specialist field of study. The inputs of various stakeholders are also taken into account, for example, the legal requirements of government (e.g. the various laws relating to the field of study), the needs of the workplace and industry, the requirements of the specialist field of study, and feedback from students through opinion surveys and focus group interviews. The curriculum is normally developed by a team which includes subject specialists, instructional designers, editors, authors of distance learning materials, graphic artists, etc.

9.1.2.2 Why can't there be more built-in interactivity, guidance and feedback and proper self-assessment opportunities in the module?

With the advent of outcomes-based education (OBE), higher education institutions are now required to convert all learning material into an outcomes-based format. This implies that each module and study guide should include clearly stated learning outcomes. Furthermore, the learning material needs to provide opportunities for built-in interactivity, self-assessment activities, guidance and feedback. When the study guides of the Department become due for revision, they are reviewed in terms of the OBE requirements and are constantly being improved to incorporate outcomes-based principles and approaches. It is acknowledged that feedback is an integral part of these requirements and essential in order to promote meaningful learning. The Academic Staff in the Department are all committed to working towards this ideal.

9.1.2.3 Most of the modules are theory based. Why can't the modules be more practical to provide us with skills?

This may be true of some modules, but the modules, in general and the study guides and assignments, in particular, require you to do activities, including case studies aimed at relating the theory to the practical business management environment.

The diligent student will also complete these activities which promote understanding, the application of the theory and the development of cognitive skills relating to business practice.

9.2 Prescribed book

9.2.1 Do I have to buy the prescribed book?

Yes, you do need to buy the book if it is prescribed for the module you have registered for. You will not be able to complete this module successfully without the use of the prescribed book. We suggest that

you buy the prescribed book as soon as you have registered. Particulars regarding the prescribed book/s (edition; chapters/pages to study etc) are provided on page 5 of this tutorial letter.

9.2.2 *Where can I find a list of official booksellers?*

Information on official booksellers appear in the *My studies @ Unisa*, which you received with your study material.

9.2.3 *May I use any alternative books?*

We strongly recommend the use of the prescribed book. You are welcome to consult additional reading material, but the examination paper is based on the prescribed book and the study guide.

9.2.4 *Could you highlight the most important aspects of each chapter?*

We suggest that you refer to the learning outcomes or guidelines at the beginning of each topic/study unit in the tutorial letter 501 or study guide, to see which aspects of the learning material need to be mastered.

9.3 Other study material issues

9.3.1 *I have not yet received my study material or misplaced some or all of it. Could you please mail or fax me a copy?*

No, unfortunately **the study material is kept at a different department**. Please refer to item 1.4.1.2 regarding the contact details in this regard. Ask whether the specific item has been despatched. If it has been despatched and you have not received it after a reasonable period of time, ask for another copy to be despatched. You can also find your study material on *myUnisa*.

9.3.2 *I would like to do some additional exercises. Could you provide me with tutorial letters from previous years?*

Owing to limited storage space at Unisa, no tutorial letters from previous years are kept and/or made available to students.

9.3.3 *What do I do if I experience problems with the content of the study material?*

Contact your tutor or one of the lecturers responsible for the module immediately. Please do not hesitate to contact us. You can **phone** any of the lecturers during the mornings, **make an appointment to come and see us personally**, write a **letter** or send an **email**. Tutors are available in person at regional learning centres on most Saturday mornings. You need to register at the centre to attend tutorials.

9.4 Assignments

9.4.1 *Do I have to do the assignments?*

The assignments, like the activities in the study guide, are vital learning tools to master the learning outcomes and to prepare you for the examinations. The assignments also provide an opportunity to obtain feedback from the lecturer and to get a feeling for the standard required in a particular module. You need to do the relevant assignments mentioned in this tutorial letter. Please check carefully under the assignment section on page 8 of this tutorial letter how many assignment(s) you need to complete, what kind of assignment(s) they are and their submission date(s).

No extensions whatsoever will be granted for the submission of the assignments and you are requested not to apply for extensions under any circumstances.

After the closing date of the assignments, you will receive a tutorial letter containing guidelines on answering the assignments.

9.4.2 *My assignment is late because.... Can I submit it at a later date?*

It is your responsibility to ensure that your assignment reaches UNISA's Main Campus on/or before the due date. Multiple-choice assignment questions are marked by a mark-reading device on a fixed date as specified in advance in the planning schedule of the assignment. Hence multiple-choice assignments submitted after the closing date will not be marked.

9.5 Examinations

9.5.1 *Will the examination paper contain any theory questions and interpretations?*

Most of the questions involve theory, interpretation and in some cases, application and calculations.

9.5.2 *Can you give me any "tips" for the examination?*

No —tips are NOT provided to students.

9.5.3 *When and where will I be writing the examination?*

When you register, select an examine centre that is convenient for you. If you need to change venues, inform the Directorate: Student Assessment Administration in good time so that it can make provision for you at the other centre.

9.5.4 *When will the examination results be released?*

Please refer to the table on page 5 of this tutorial letter regarding the contact details of the Examinations Section in this regard.

9.5.5 *Where will I find my examination results?*

You will be able to obtain your results from the following places on the day on which the examination results are released:

- on the **internet** at <http://www.unisa.ac.za>.
- by calling the toll-free number of the MTN Voice Response System: **083 1234**.

- A hardcopy of your official results will also be **posted** to you.

Please note that examination results may not be made available via email or telephone.

9.5.6 *What do I do if I am unhappy with my results?*

Refer to the **back page** of your **official results (which you will receive in the post)** for the **different options**. Also, consult the *My studies @ Unisa*, which you received as part of your study package.

9.5.7 *How do I apply for my examination script to be remarked or rechecked?*

You will find **all the information on** the remarking or rechecking of examination scripts at the **back** of the **official results, which** you will receive in the **post**. You will also find the information in the *My studies @ Unisa*.

9.5.8 *I am not familiar with examination-taking skills at a tertiary institution. How could I improve these skills?*

We suggest that you contact the Directorate for Counselling, Career & Academic Development in this regard (012 441 5388).

9.5.9 *What are the assessment criteria for the examinations?*

You will be assessed on the learning outcomes for each study unit. These learning outcomes are provided at the beginning of each learning unit in the tutorial letter 501.

9.6 Multiple-choice questions (MCQs)

9.6.1 *I often find MCQs difficult to understand. How should I approach them?*

When designing MCQs, we try to put as much information in the question as the students will need to identify the correct option. We also try to formulate the options as briefly as possible. You should read the question carefully and try to identify the part of the work to which the question relates. Identify the clues in the question that will lead you to choose the correct answer from the options.

9.6.2 *MCQs do not allow me to demonstrate all my knowledge. Could you possibly ask more application questions?*

The number of application questions asked in assignments and examination papers will depend on the level of the module. At first-year level, you will receive mainly theory-based MCQs. At second- and third-year levels, you will receive more application and fewer theory-based MCQs.

9.6.3 *Are the lecturers trying to catch me out?*

No, lecturers only try to test students' knowledge, understanding and application skills. MCQs are always checked and double-checked by colleagues for ambiguity.

9.6.4 *Why do I only receive marks for choosing the correct option and not for other knowledge that I have?*

When designing MCQs, lecturers try to cover all the learning outcomes identified in each study unit. In this way, your knowledge of the whole subject area is tested.

9.6.5 *Some of the MCQs are tricky because of semantics and not because of content difficulty. What can be done about this?*

When studying Management Sciences, students need to familiarise themselves with certain terms used in the business world. Lecturers use the same terminology in MCQs. Questions are also checked and double-checked by colleagues for ambiguity.

9.7 Group discussion classes

No group discussion classes will be presented for this module.

9.8 General

9.8.1 *I would like to work with other students. How can I arrange this?*

You could ask Unisa to connect you to other students in your area to enable you to form a study network. The Directorate for Counselling, Career & Academic Development also trains senior students to provide peer collaborative learning at the learning centres. We suggest that you contact the Directorate for Counselling, Career & Academic Development in this regard (012 441 5388).

9.8.2 *I wish to get in touch with students in my area who are also enrolled for the module for which I've enrolled. Please provide me with their contact details.*

Please use the *myUnisa* facility to get in touch with fellow students.

9.8.3 *There is a lack of student support in respect of skills development, such as business-related skills, and reading and study skills.*

We suggest that you contact the Directorate for Counselling, Career & Academic Development on 012 441 5388 about the development of reading and study skills.

Every lecturer endeavours to promote skills development in the subject for which he or she is responsible. However, skills development can only take place when the learning material and the learning outcomes have been mastered and when the student has the ability to apply the various concepts and principles. The activities and assignments in the study guide are aimed at promoting learning, understanding and application, which are prerequisites for developing skills.

9.8.4 What is myUnisa?

myUnisa is the University's online learning management system. You will find your study guides and tutorial letters in PDF format on the website for your module. You can communicate with your lecturers, with other students and with UNISA's Administrative Departments – all through the computer and the internet. Bear in mind that you require an internet-enabled computer to use *myUnisa*.

To go to the *myUnisa* website, start at the main Unisa website, <http://www.unisa.ac.za>, and then click on the orange **myUnisa** button on the right-hand side of the screen. This should take you to the *myUnisa* website. You can also go there directly by typing in <http://my.unisa.ac.za>.

Please consult the *My studies @ Unisa* for more information on *myUnisa*.

9.8.6 What is RPL?

Recognition of prior learning (RPL) is the recognition by Unisa of any nonaccredited learning of tertiary level related to a Unisa discipline which occurred before you decided to register for an academic qualification. The RPL programme at Unisa enables you to gain recognition and credit for what you already know and are able to do at a level equivalent to University study.

You receive credit for what you have learnt from experience, training courses, etc. For example, if you have worked as a police official for 10 years, you will have learnt a vast number of skills, such as how to conduct an arrest, how to write a statement and how to negotiate. If you have started up and run your own successful business, you will be experienced in budgeting, stock-taking and preparing proposals for clients. If you have done research and written research reports, you could request credits in the field of research. RPL makes it possible for you to earn credits towards a Unisa qualification, thereby shortening your study time and reducing your study fees.

Applications or enquiries can be directed to:

- the College of Economic and Management Sciences (Ms J Brozio: 011 471 2215, jbrozio@unisa.ac.za)
- pre-access programme for candidates with no or incomplete Department-leaving certificates (Ms Marici Snyman: 011 471 3937, msnyman@unisa.ac.za)

9.8.7 What can I do if I am not a confident reader or writer?

The Directorate for Counselling, Career & Academic Development offers literacy support at many of the regional learning centres. Staff there can also help you to improve your study skills. We suggest that you contact the Directorate for Counselling, Career & Academic Development in this regard (012 441 5388).

9.8.8 How much contact can I expect?

Since distance education relies on independent self-study, your study package on its own should enable you to complete the module successfully. *myUnisa* offers discussion forums. The Directorate for Counselling, Career & Academic Development has counsellors, literacy centres, peer collaborative learning facilitators, etc. We suggest that you contact the Directorate for Counselling, Career & Academic Development in this regard (012 441 5388).

9.8.9 *Where can I obtain financial aid?*

Please refer to the Financial Aid Bureau.

10 IN CLOSING

We wish you success in your studies.

Your lecturers for MNB3702
Department of Business Management
Unisa