



RHODES BUSINESS SCHOOL
Leadership for Sustainability

Rhodes Business School Student Handbook 2011



Our vision is to be the business school of choice for those aspirant leaders and managers who are committed to applying sustainable business practices

WELCOME TO RHODES BUSINESS SCHOOL

The Rhodes Business School was started in January 2000 with seed money provided by Investec Bank. The first MBA students were registered in January 2001.

The Rhodes MBA is a two and a half year, part-time modular programme where students are required to attend three two-week teaching blocks for the first two years in Grahamstown. Between teaching blocks, students are required to complete work-based assignments and prepare for examinations which are written at the commencement of the next teaching block. The mixed-mode nature of the programme offers students the best of two worlds; on the one hand they do not have to give up their employment, and on the other, they still derive benefit from the stimulation, interaction and excitement of the business school classroom.

Apart from its full-time and part-time academic staff members, Rhodes Business School contracts senior academics from other academic departments at Rhodes University as well as leading academics and practitioners from outside Rhodes, to teach the various MBA modules.

We are confident that you will find the Rhodes MBA experience a rewarding one and that not only will you benefit from the academic content of the courses, but also from the dynamic interaction with your fellow students who come from diverse backgrounds.

There is an old adage that what you get out of an endeavour depends on what you put into it. This is very true of an MBA. We trust that you will work hard, have fun, benefit from your two and a half years at the Business School and that together we will ensure that it is the place “where business leaders learn”.

Leadership for Sustainability

For a number of years, Rhodes Business School has differentiated its MBA programme by placing strong emphasis on ***Leadership for Sustainability***.

“Sustainability” embodies two imperatives. Firstly, is the idea of “business continuity” and organizational longevity, and secondly “sustainable development”. Both ideas are tied up with the concern of “meeting the needs of the present generation without compromising the ability of future generations to meet their needs”. In **all** its courses, both MBA modules and executive courses, Rhodes Business School strives to emphasise the balance which organizations need to achieve amongst social responsibility, economic performance and ecological responsiveness to ensure long term survival and high performance (so-called, ‘triple bottom line’).

Notwithstanding the general focus on “Leadership for Sustainability”, students may also focus more specifically on Environmental Management in the Rhodes MBA by taking one or more of the following elective Modules:

- Environmental Law,
- Tools for Sustainable Development,
- Environmental Economics, and
- Climate Change and Natural Resource Efficiency.

Rhodes Business School is a signatory to PRME (Principles for Responsible Management Education) and has undertaken to abide by its six principles. All students are encouraged to completely familiarize themselves with this global initiative by visiting the website:

<http://www.unprme.org/the-6-principles/index.php>

In November 2010, we also joined the GRLI (Globally Responsible Leadership Initiative). Please also visit their website:

<http://www.grli.org>

Our Strategic Intent

Vision:

We aim to be the business school of choice for those aspirant leaders and managers who are committed to applying sustainable business practices.

Mission:

We undertake to equip our MBA graduates and Executive Short Course participants with the requisite knowledge to fundamentally contribute to ethical and sustainable management practices. In fulfilling our purpose, we recognize the importance of engaging with our stakeholders, namely our students, short course participants, staff, Board of Management and Board of Advisers, our Alumni, Rhodes University, our benefactors and the broader community, especially the Eastern Cape region.

Goals:

- To fully abide by the Principles for Responsible Management Education (PRME)
- To be the leading Business School in Africa which contributes to the advancement of knowledge on leadership for sustainable business practices
- To be in the top three research business schools in South Africa as measured by our publication ratio
- To be acknowledged as a Business School which relative to its size makes a significant contribution to addressing socio-economic challenges faced in its geographic proximity, the Eastern Cape

Strategies:

In fulfilling our vision, mission and goals, we will pursue the following strategies:

- Having been fully accredited by the Council on Higher Education in South Africa (in 2004), we are striving for international accreditation
- Adopt a strategic marketing approach to raise the profile of the School
- For the foreseeable future, the preferred mode of study will be part-time, modular MBA programme. However, an 'accelerated' study option will be on offer, which will eventually enable us to also offer a full-time, 12 month programme
- Concentrate on specific academic discipline streams. which emphasize leadership and sustainability
- Deliver quality programmes with regard to teaching, learning and research with structured support and mentoring
- Develop a vibrant short course programme offering both customized and public courses
- Apply best business school practice
- Lead by example as dictated by our core offerings
- Develop links and appropriate cooperative strategies with other business schools, both internationally and within Africa
- Pursue a growth strategy which aligns with the vision, mission and goals of Rhodes University
- Adhere to a business model which comprises a core of full-time staff in our core offerings supported by part-time staff, contract staff, visiting professors and members of the Board of Advisers
- Demonstrate a conscious commitment to community engagement thereby ensuring that a culture of service learning is applied in teaching, learning and research activities
- Engage with the Grahamstown business and broader communities

Values:

The core values to which we subscribe include:

- professionalism
- integrity and respect
- quality and innovation in everything that we do and offer
- diversity and equity

- knowledge advancement
- culture of service learning

Essence:

Our essence is 'Leadership for Sustainability'

In all that we do, we will act in ways which are consistent with the Vision and Mission of Rhodes University, a summary of which follows:

THE VISION AND MISSION OF RHODES UNIVERSITY.

Rhodes University's vision is to be an outstanding internationally respected academic institution which proudly affirms its African identity and which is committed to democratic ideals, academic freedom, rigorous scholarship, sound moral values and social responsibility.

In pursuit of its vision, the University will strive to produce outstanding internationally-accredited graduates who are innovative, analytical, articulate, balanced and adaptable with a life-long love of learning; and to strive, through teaching, research and community service, to contribute to the advancement of international scholarship and the development of the Eastern Cape and Southern Africa.

Where to find us

Physical Location: Top floor of Rhodes Theatre Building
Corner of Somerset and Prince Alfred Streets
Grahamstown

GPS Co-ordinates

Latitude: S 33 deg 18.70'
Longitude: E 26 deg 31.23'

How to contact us

Postal Address: Rhodes Business School
Rhodes University
P.O. Box 94
Grahamstown
6140

Telephone: +27 (0) 46 603 8617
Fax: +27 (0) 46 603 8613
Email: The Administrative Assistant: ribs@ru.ac.za
Website: www.ru.ac.za/businessschool

RHODES BUSINESS SCHOOL STAFF

Full-time faculty:

- Professor Owen Skae MCom(Rhodes), MBA(Dunelm)
Director of Rhodes Business School
Areas of interest and specialization: Strategic Management, Managerial Accounting & Finance, Entrepreneurship and Small Business Development
Room 305: Tel: (046) 603 8617: o.skae@ru.ac.za
- Professor Noel Pearse M.Soc.Sci. (UCT), PhD (Rhodes)
Senior Lecturer and Academic & Research Coordinator
Areas of interest and specialization: Research, People Management, Leadership and Knowledge Management.
Room 303: Tel: (046) 603 8963: n.pearse@ru.ac.za
- Ms Leticia Greyling M.Sc.(RAU), M.Sc. (UCT)
Senior Lecturer Environmental Management
Areas of interest and specialization: Environmental Management, Climate Change.
Room 304: Tel: (046) 603 8853: l.greyling@ru.ac.za
- Mr Jos Welman M.Com (PU for CHE)
Lecturer and Post Graduate Diploma in Enterprise Management (PDEM) Coordinator
Areas of interest and specialization: Entrepreneurship and Small Business Development
Room 302: Tel: (046) 603 8249: j.welman@ru.ac.za

Part-time faculty:

Ms Alexandra Whittington-Jones: BCom (Hons)(Natal),MBA (Rhodes)

Lecturer and Coordinator of Finance and Accounting

Areas of interest and specialization: Finance and Accounting, Small Business Development, Performance Management

Room 318: Tel: (046) 603 7303: a.whittington-jones@ru.ac.za

Administrative Staff:

Mrs Ros Parker

Administrative Assistant: MBA

Room 306: Tel: (046) 603 8617: r.parker@ru.ac.za

Ms. Nicole Craig

Administrative Assistant: Short Courses

Room 306: Tel: (046) 603 8852: n.craig@ru.ac.za

Ms. Selina Morison

Administrative Assistant

Room 306: Tel: (046) 603 8617: s.morison@ru.ac.za

Visiting Professor:

Professor David Flynn

Visiting Professor in the Rhodes Business School and Professor of Accounting in the School of Management Studies at the University of Cape Town.

Areas of interest and specialization: Finance and Accounting

Professor Mervyn King

Visiting Professor in the Rhodes Business School Judge, advisor, arbitrator and mediator. Internationally recognized expert on corporate governance and sustainability.

Areas of interest and specialization: Corporate Governance and Sustainability

Professor Reuel Khoza

Visiting Professor in the Rhodes Business School and Non-executive Chairman of Nedcor

Areas of interest and specialization: Leadership

Professor Mike Mentis

Visiting Professor in the Rhodes Business School and Environmental Management Consultant.

Area of interest and specialization: Environmental Management

Professor John Westwood

Visiting Professor in the Rhodes Business School and previously Senior Lecturer at Manchester Business School in the U.K.

Area of interest and specialization: Strategic Management

Research Associate:

- Dr Sandra Musengi-Ajulu – Small business

Teaching Associates: (subject to change)

- Mr Trevor Amos (Senior Lecturer: Department of Management, Rhodes University) – People Management and Leadership Modules
- Professor Geoff Antrobus (Department of Economics, Rhodes University) – Micro and Environmental Economics Modules
- Dr Ted Avis (Managing Director: Coastal & Environmental Services) – Tools for Sustainable Development and Climate Change & Resource Efficiency Management Modules
- Professor Chrissie Boughey (Dean: Centre for Higher Education, Teaching & Learning, Rhodes University) – Academic and Personal Skills Module
- Mr Actor Katurura (Lecturer: Faculty of Law, University of Fort Hare University) – Environmental Law Module
- Mr Mark Maritz (Lecturer: Department of Management, Rhodes University) – Project Management Module
- Mr Markus Mostert (Lecturer: Centre for Higher Education, Teaching & Learning, Rhodes University) – Academic and Personal Skills Module
- Professor Hugo Nel (Department of Economics, Rhodes University) – Macro-Economics Module
- Professor Sarah Radloff (Department of Statistics, Rhodes University) – Quantitative Decision-Making Module
- Mr Kevin Rafferty (Department of Information Systems, Rhodes University) – Knowledge Management Module
- Professor David Sewry (Department of Information Systems, Rhodes University) – Knowledge Management Module
- Professor Jen Snowball (Department of Economics, Rhodes University) – Environmental Economics Module
- Professor Gavin Staude (Professor Emeritus, Rhodes University) – Marketing
- Mr Chris Upfold (Lecturer: Department of Information Systems, Rhodes University) – Project Management Module
- Mr Wandisile Waka-Mandlana (Associate: Bowman- Gilfillan Attorneys) – Environmental Law Module
- Dr Kevin Whittington-Jones (Director: Coastal & Environmental Services) – Tools for Sustainable Development, Climate Change & Resource Efficiency Management
- Professor John Williams (HOD: Department of Accounting, Rhodes University) – Financial Management and Management Accounting Modules

Curriculum

The following table outlines the various Modules which will be taught during each two-week teaching block during the programme.

Year 1 Dates	Year 1	Year 2
<u>Teaching Block 1</u> 11 to 24 January 25 to 28 January	Academic & Personal Skills <u>Economics A</u> ⁺ Principles of Sustainability [Fundamentals of Accounting] ⁺⁺	Leadership Research Design <u>Quantitative Decision-Making B</u>
<u>Teaching Block 2:</u> 6 to 19 May	Financial Accounting Marketing <u>Economics B</u>	People Management Operations Management <u>Management Accounting</u> ⁺⁺⁺ OR <u>Environmental Law</u>
<u>Teaching Block 3:</u> 8 to 21 September	Financial Management Strategic Management <u>Quantitative Decision-Making A</u>	Environmental Economics OR Project Management Entrepreneurship OR Tools for Sustainability <u>Climate Change and Resource Efficiency Management</u> OR <u>Knowledge Management</u> OR INTERNATIONAL OPTION (In place of this teaching block)
Year 3: Submission of Research Report by 1 July		
⁺ <u>Underline</u> denotes a shorter module ⁺⁺ For certain candidates, acceptance onto the MBA programme will be dependent on their attendance at a four-day Fundamentals of Accounting course at the end of the first teaching block. This course is also open to anyone who wishes to refresh their knowledge of finance and accounting. ⁺⁺⁺ <i>Italics</i> indicate that the Module is an elective.		

The Rhodes Business School reserves the right to modify the above programme as circumstances dictate. At the start of each Module, students will be provided with the expected outcomes of that module. Please note that exams on the modules completed during the previous teaching blocks are written on just prior to the commencement of subsequent teaching blocks. The key dates for the 2011 Academic Year are shown below. It is strongly recommended that you diarise them immediately and then take steps to advise your employer, family members and friends of these dates and the commitment necessary for you to successfully complete the first year of your MBA studies.

2011 MBA Class:	COURSE	Date Done/Submitted	Results Posted
TEACHING BLOCK 1			
11 to 16 January	Academic & Personal Skills Module	n/a	n/a
17 to 19 January	Macroeconomics	n/a	n/a
20 to 24 January	Principles of Sustainability	Mon, 7 March – 23h55	Mon, 4 April – 16h00
25 to 28 January	Fundamentals of Accounting	n/a	n/a
EXAM CYCLE 1			
5 to 6 May	Principles of Sustainability Examination	Thurs, 5 May	Mon, 20 June – 16h00
	Macroeconomics Examination	Fri, 6 May	Mon, 20 June – 16h00
TEACHING BLOCK 2			
6 to 11 May	Financial Accounting	Wed, 22 June – 23h55	Wed, 20 July – 16h00
12 to 16 May	Marketing	Mon, 27 June – 23h55	Mon, 25 July – 16h00
17 to 19 May	Microeconomics	n/a	n/a
EXAM CYCLE 2			
7 to 8 September	Financial Accounting Examination	Wed, 7 Sept	Fri, 21 Oct – 16h00
	Marketing Examination	Wed, 7 Sept	Fri, 21 Oct – 16h00
	Microeconomics Examination	Thurs, 8 Sept	Fri, 21 Oct – 16h00
TEACHING BLOCK 3			
8 to 13 September	Financial Management	Tues, 25 October – 23h55	Tues, 22 November – 16h00
14 to 18 September	Strategic Management	Sun, 30 October – 23h55	Mon, 28 November – 16h00
19 to 21 September	Quantitative Decision Making	n/a	n/a

RHODES BUSINESS SCHOOL

Rules For MBA 2011 Class

The following rules related to assessment, assignments, attendance, registration and fees apply to the class of 2011, are subject to change and subsequent rule changes can be applied retrospectively.

Assessment

Rule A1. Assessment for each module normally takes the form of class contribution, syndicate presentation, an assignment and an examination. The weighting of each is typically as follows:

Class participation	5%
Syndicate presentations	5%
Assignment	50%
Class mark total	60%
Examination	40%
TOTAL module mark	100%

When class tests are written during the teaching blocks, the marks will be incorporated into the assignment marks. Thus, for Financial Accounting, for example, the following could pertain:

Class participation	5%
Syndicate presentations	5%
Class Tests	10%
Assignment	40%
Examination	40%
TOTAL	100%

For some Modules **that count fewer credits**, the assessment **may either** take the form of an assignment which is written as an integral part of the Module, or as an examination written at the start of the next teaching block.

Rule A2. A minimum mark (subminimum) of 40% is required for assignments and a minimum mark (subminimum) of 40% is required for examinations. Students who do not meet these subminimum marks will receive an academic warning.

Rule A3. An aggregate of 50% must be obtained to pass a Module.

Rule A4. Unless on an accelerated programme and another schedule has been agreed to with the School, in order to begin with the research requirements that are initiated after attending the Research Design Module, you must:

- (a) Have **attended all** the first year Modules of the degree.
- (b) Have **passed** at least four of the five assessed Modules of the first two teaching blocks of the first year.

Rule A5. To qualify for the degree, students must pass ALL modules.

Rule A6. Students only re-attend, repeat or rewrite modules as the case may be:

Rule A6.1. Achieving an overall mark of less than 45% for the Module:

Repeat the module in its entirety (attend lectures, submit the assignment and sit the examination), unless the examination was originally passed with a mark of 60% (in which case only lecture attendance and assignment submission is required).

Rule A6.2. Achieving a final mark of 45% to 49%:

Resubmit the assignment and/or rewrite the examination the next time they are set, without having to re-attend lectures. If the examination component was originally passed then only the assignment has to be resubmitted, or vice versa.

Rule A6.3. Achieving a final mark of 50% or more, but failing to achieve the minimum mark of 40% for either the examination or the assignment:

Re-do either the assignment or the examination as the case may be.

Rule A7. For a module that is repeated in terms of Rule A6.1, or assignments resubmitted and/or examinations rewritten in terms of Rules A6.2. and A6.3, the MAXIMUM mark which shall be awarded is 50%. In the event of Rules A6.2 and A6.3 applying, then the prior NON repeated components (i.e. class participation, syndicate, assignment or examination marks as the case may be) will be carried forward into the calculation of the final mark.

Rule A8. Students who attend a module but do not meet the **assessment requirements** of the module (e.g. do not hand in the assignment, or are not present for the examination), will be placed on **academic probation**. Furthermore, this will be noted as the **first attempt** of the module by the student. In addition, students would normally not be permitted to carry over the assessment for the course to the next time it is delivered, but will be required to **re-attend** the module. This rule is applied in the context of the attendance rules that are detailed below.

Rule A9. A module may be repeated, or assignments resubmitted and exams rewritten, **ONLY ONCE**. Failure of the module a second time will therefore mean that the student in question could face exclusion for failing to meet the minimum requirements for the degree.

Rule A10. **Students who fail three or more modules in any one academic year, will immediately be placed on academic probation and continued participation in the programme will be subject to satisfactory academic performance.** Furthermore, when this is the case in their first academic year, they will normally NOT be permitted to attend all of the second year modules in a single year, thereby automatically leading to an extended schedule of the coursework component into a third academic year.

Rule A11. In the event of a student having a MAXIMUM of two modules outstanding to qualify for the degree, at the sole discretion of the School, a supplementary or oral examination may be convened for either or both of the modules outstanding. In such cases the mark will be noted as a supplementary examination result on the academic transcript and a maximum mark of 50% awarded.

Rule A12. The research paper is a separate component from the course-work Modules and needs be passed with at least 50%. It **MUST** be passed to qualify for the MBA degree.

Rule A13. Students will be required to submit research work to their supervisor that is of a standard that is suitable for publication. This may be in the form of [1] an academic paper that can be submitted to a recognized journal, or [2] a case study that can be submitted to a case clearing house or could potentially be utilised within the teaching activities of the School, or [3] a research report that is submitted to a client. This publication will ultimately be viewed as joint publication with the supervisor. For the student to qualify for the MBA degree, the supervisor will have to verify – in the form of a declaration - that a publication of a suitable standard has been submitted to him/her.

Rule A14. The MBA degree should normally be completed within two-and-a-half years. Students who do not complete the degree within four years will face academic exclusion.

Note:

Academic warning: A letter placed on the student's file within the Business School for internal purposes related to non-attendance, slow and/or poor academic progress.

Academic probation: A letter placed on the student's record with the Dean of the Faculty and University Registrar related to a number of academic warnings, lack of adherence to the rules, or failure of specific modules. Once on probation, should there be one more warning or breach of rules or further lack of academic progress, this will in all likelihood lead to academic exclusion.

Academic exclusion: The formal exclusion of the student from the MBA programme.

Assignments

As part of the Academic & Personal Skills Module, students will be issued with guidelines for referencing in assignments, together with information on the Rhodes University and Rhodes Business School plagiarism policy. This is VERY important information and it is essential that you familiarize yourself fully with its contents and apply the guidelines meticulously and precisely. Failure to do so can be costly in terms of penalties.

Rule B1. Your assignments must be uploaded onto RUConnected by 23:55, at the latest, on the specified due date for assignments.

RUConnected is an e-learning system used by Rhodes University. Students will be shown how to use all aspects of RUConnected. Turnitin is an integral part of RUConnected. Turnitin is a programme used by Rhodes University to detect matching text in assignments and which, as such, is an integral part of its anti-plagiarism strategy. During the Academic & Personal Skills Module, students will be shown how to use RUConnected and Turnitin.

Rule B2. Should you, for whatever reason, have difficulty in submitting your assignment via RUConnected, then as a LAST RESORT, you must email your assignment to Administrative Assistant: MBA.

Rule B3. Should you, for whatever reason, have difficulty in submitting your assignment electronically, then you must either burn your assignment to a CD or print a hardcopy of your assignment, and then courier either the CD or printed copy to Rhodes Business School. If you courier either a CD or a printed copy, the courier parcel must bear the date stamp of the date of submission. Please note that if you submit a printed copy, it is not the printed copy which is marked. You are STILL required to submit an electronic version of the assignment as soon as possible either through RUConnected, e-mail or CD.

Rule B4. Students who submit their assignment late will get ZERO.

In effect, this rule means that the student will only be able to submit an assignment the next time that the course is presented. In this instance, the students would be required to submit the assignment as it is set for the new module, which could be substantially different.

Please note that there is NO justification for late submission of assignments as the dates are communicated to you well in advance of the required date. MBA students are expected to cope with the demands of working according to deadlines and managing their time appropriately. It is STRONGLY recommended that you do not leave submission of your assignment to the last minute as the consequences for late submission are extremely severe.

Please also note that lecturers will not be required to mark late assignments.

Rule B5. The presentation of assignments should conform to the following requirements:

- a) You are required to adhere strictly to the assignment and referencing guidelines which would have been issued to students in the Academic & Personal Skills Module. Your attention is also drawn to the rules, regulations and penalties associated with PLAGIARISM. This is deemed to be an extremely serious offence at Rhodes and has serious penalties attached.
- b) Font: Arial
- c) Font Size: 12 pt.
- d) Line spacing: 1 ½ spacing
- e) Sub-headings must be used and properly numbered.
- f) The assignment must have a contents page
- g) Page numbering: Each page must be numbered in the bottom right hand corner in the following format: "Page 2 of 3", "Page 3 of 3", etc. Your front cover should be Page 1. Any appendices/attachments/bibliographies, etc. must be treated as part of the essay (i.e.) an essay of 3 pages with a one page appendix must have all four sheets numbered "Page 1 of 4" through to "Page 4 of 4". The last line of the final page of the Assignment must be: "END OF THE ESSAY."
- h) The assignment must have the official Rhodes Business School cover sheet (See Appendix B). The Assignment Cover sheet should contain the following information:
 - a) Surname and initial of student.
 - b) Student Number
 - c) MBA Class
 - d) Module title (for example, Financial Accounting)
 - e) Due date of the assignment
 - f) Lecturer for whom the Assignment is written
 - g) Assignment title
 - h) Word count

Rule B6. Word limit: For each assignment there is normally a word limit of 3 500 words. Assignments will have 5% deducted for each set of 500 words by which the limit of 3 500 words is exceeded. **Furthermore, once the examiner has read the first 4500 words, the rest of the assignment will not be read or marked.** Any assignment which does not have the word count displayed will have 5% deducted in any event.

Assignments must be uploaded onto RUConnected (or in emergencies, emailed) by 23:55 of the due date OR, in the case of CDs or printed copies, either reach the Administrative Assistant by 16:00 of the due date, OR have the courier date stamp which must be the same as, or earlier than, the due date.

Rule B7. Assignments should be uploaded onto RU Connected or emailed as a **single Microsoft Word file**, unless the assignment guidelines specify otherwise. **The file name should reflect your surname as well as the name of the module/assignment.**

An Assignment Feedback Form, duly completed by the lecturer, will be returned to you together with your Assignment as per the schedule. This will normally be attached to the end of your assignment. See Appendix A for an example of the Assignment Feedback Form.

Please DO NOT request marks directly from lecturers, nor for the lecturers to return assignments directly to you.

Rhodes Business School normally has a four-week turnaround policy. Lecturers will normally be required to mark and return assignments within four weeks of their having received them. (This of course will not always coincide with four weeks from the due date).

Rule B8. DO NOT SUBMIT ASSIGNMENTS DIRECTLY TO THE LECTURER.

Attendance

Rule C1. Attendance is compulsory for ALL lecture sessions and syndicate sessions.

Rule C2. Non-attendance without written approval will be classified as a FAIL, unless permission for absence has been granted according to Rule C4. Failure to be in attendance will require the re-attendance of the module.

Rule C3. A module may only be re-attended once, unless approval has been granted according to rule C4.

Rule C4. Absence of a lecture or syndicate session is only permitted due to illness, on compassionate grounds, or in extraordinary circumstances.

In the event of absence, the reason for the absence must be submitted in writing within 48 hours to Ms. Ros Parker who is currently the Administrative Assistant: MBA. In addition, proof of the basis of the request must be provided, such as a supporting letter from the attending physician (in the case of illness). In the event of illness, the University reserves the right to discuss the grounds of absence with an independent physician. Furthermore, the medical certificate should clearly state what the student in question CAN do, as opposed to what they cannot do. In the case of a request of leave of absence on compassionate grounds, this only applies to immediate family members.

In exceptional circumstances, students may be granted absence in the event that the reason for doing so is deemed to be extraordinary. In this case, application must be made in writing, with supporting proof, to the Administrative Assistant: MBA at least 48 hours BEFORE the event. Be aware that permission will not be given lightly and the event must be of such magnitude that the permission to be absent is reasonable. Each case will be dealt with on its own merit. Examples of such events could be winning a prestigious national award which has to be received in person, or national sporting duty. Normal work obligations (whatever the reason) and family and friend's social commitments (such as weddings) do not qualify.

Rule C5. In the event that absence is equal to or more than 40% of the allocated contact time for that module (contact time being defined as all lectures, syndicate work and test (if applicable)),

the module will have to be repeated irrespective of the circumstances (illness, compassionate grounds or an extraordinary event).

Rule C6. As proof of attendance, students will have to sign the attendance register during every lecture and syndicate session.

An attendance register will be circulated during each lecture and syndicate session. The onus is on the student to sign it correctly. No signature is classified as being absent. Partial attendance of the lecture or syndicate session is classified as being absent.

Rule C7. Failure to present yourself for an examination without reasonable notification and explanation will result either in academic probation or exclusion. The module will also be taken as a fail. [(1) Should this be your **first** attempt, re-attendance of the module will be required and you will be placed on academic probation. This re-attendance will be taken as the second attempt of the module. (2) Should this be your **second** attempt of the module, you will face academic exclusion.]

Rule C8. In the event that a student is unable to write the examination due to illness or application is made on compassionate grounds, then the following procedures apply:

Rule C8.1. The student must immediately notify the Administrative Assistant: MBA, PRIOR to the commencement of the examination that they are ill or will be making an application to be absent on compassionate grounds.

Rule C8.2. In the event of illness, the student must immediately present him or herself to a doctor who must provide a medical certificate as to the student's state of health and expressing an opinion on the medical circumstances inhibiting the writing of the examination (please note that the University reserves the right to seek an opinion from another physician if it deems it necessary to do so).

Rule C8.3. The circumstances with supporting documentation (medical certificate, clear evidence of reasons on compassionate grounds) must be submitted to the Administrative Assistant: MBA, within 72 hours from the START time of the examination.

Rule C9. No aegrotats are awarded for missed examinations. Students who, in accordance with Rule C8, have legitimate reasons for missing an examination will be permitted to write the

examination the next time it is set in a subsequent teaching block, but only if their assignment mark is above the subminimum.

Rule C10. Please be advised that cheating carries a significant penalty. If any student suspected of cheating, is proven to have done so, they will be excluded from the University.

Rule C11. Attendance at the Business Forum presentations is compulsory.

Registration

Rule D1. Registration for **each** year of the MBA will take place at the **start of the first teaching block** relevant to your academic year, and needs to take place **both** at the Student Bureau and at the Business School.

Rule D2. **All modules** to be taken for the academic year are to be confirmed at the point of registration.

Rule D3. Registration at the start of second and subsequent academic years will include registration for modules that are being **repeated, redone, and/or rewritten**.

Rule D4. Any **change of registration** for a module will only be permitted at the discretion of the School and will only be considered if the School is advised in writing at least three months before the module commences.

Payment of Fees

Rule E1. Students may elect to pay their fees according to one of four methods outlined below after Rule E7. At least one half of the total annual tuition fee must be paid PRIOR to registration each year (unless you elect to pay by monthly debit order, in which rule E2 applies). The balance of the fees must be paid by the 31st May.

Rule E2. If you elect to pay by debit order, the requisite form must be properly completed with the necessary stamp from your bank affixed and returned to student fees by the first week of the new academic year. You will then be required to pay your fees in 10 equal instalments commencing on the 1 February each year.

Rule E3. Failure to adhere to the requirements of Rule E1 and E2 will preclude students from attending lectures, being issued with textbooks and learning materials.

Rule E4. Late payments will attract interest at the University's prescribed rate. Please note that any interest charged on overdue accounts will NOT be reversed.

Rule E5. Students who have fees outstanding from a previous academic year, will not be permitted to register, attend lectures, submit assignments or to write examinations.

Rule E6. Students who repeat, redo, and/or rewrite a module or part thereof must re-register for the module and will be charged accordingly.

Rule E7. It is official University policy that **no examination or assignment marks may be disclosed** to students **unless their fees are up to date.**

All matters pertaining to fees are the responsibility of the FEES DEPARTMENT at Rhodes University. All queries, concerns, payments etc, are to be directed to this department. The PREFERRED METHOD OF PAYMENT is a direct deposit into the Rhodes bank account at any branch of the First National Bank. The details are as follows:

Name of Bank: First National Bank, Grahamstown
Branch Number: 210-717
Account Number: 62145503076

Reference: If paying in South Africa, you must include your student number, initials and surname.

If paying in a foreign country, you must include your student number, initials, surname AND Bank SWIFT, address FIRNZAJJ

Please fax a copy of your deposit slip to:

- 1) The Student Bureau – Fax number: 046-603 8300, and a copy to
- 2) Administrative Assistant: MBA, confirming that you have faxed the Student Bureau.

If paying by cheque, please make the cheque out in favour of Rhodes University, mark it “Not Transferable” and include details of your student number, initials and surname on the back of the cheque.

There are four options available in paying fees:

(i) paying the Minimum Initial Payment for tuition fees by 7 January (50%), the balance of fees (50%) to be paid by 31 May; OR

(ii) making a single cash or cheque payment of the full tuition fee prior to 7 January. A 5% discount may be claimed in writing in this instance if paid in full; OR

(iii) arranging payment by debit order with 10 monthly instalments from 1 February to 1 November. The debit order application form, obtainable from the Student Bureau, must be signed by the person whose bank account is to be debited and returned to the Student Fees Office by 7 January 2011. Incomplete applications will not be considered. The facility must be approved prior to registration. This facility must be renewed every year. In the event of any instalment being dishonoured, the debit order facility may be cancelled by the University, in which event the conditions contained in paragraph (i) above will apply and fees must be paid in full by 31 May. All bank charges will be for

the student’s account. The University may, at the discretion of the Director of Finance, decline to make this facility available to any student. This option is not available to international students.

(iv) those on the Persal system, can apply for a loan from Eduloan.

Students who have a bursary or a loan, may be dealt with on a case by case basis, but the bursary or loan provider must abide by one of options (i), (ii) or (iii) above.

Students who have fees outstanding from a prior academic year, or who have not paid as per the above, will not be permitted to register in the new academic year and hence will not be permitted to attend lectures, submit assignments, write examinations or receive supervisory support for their research paper.

Student Fees Enquiries

Rhodes University: Student Fees

P O Box 94
Grahamstown 6140
South Africa

Telephone: +27 (0)46 603 8253
Fax: +27 (0)46 603 7019/20.
Email: student-fees@ru.ac.za

Disclosure of Marks and Payment of Fees

You are reminded that it is official University policy that no assignment, examination marks or supervisor's feedback may be disclosed to students unless their fees are up to date.

Business Forums

To promote contact between Rhodes Business School and the business community and to expose students to the philosophies, experience and business practices of leading business and opinion leaders, Business Forums are arranged during each teaching block at which prominent business and opinion leaders are invited to address the MBA students.

Attendance at the Business Forum presentations is compulsory. Absence is only granted as per the same reasons shown above for class attendance. After the Business Forum presentation, formal dinners or cocktail parties are held for the guest speaker, invited guests and the MBA students.

Attendance at the dinner or cocktail party is NOT compulsory. Students are not required to pay for the dinners or cocktail parties. However, students will be asked in advance of the forum whether or not they will be attending the dinner/cocktail party. If the reply is affirmative, but the student in

question does not subsequently attend the dinner/cocktail party, then its cost will be charged to the student's fee account. This will be strictly enforced.

Use of the Library

When you visit the library, please take your student card with you as proof of identification. The Commerce Library is on Level 3 of the Rhodes Library. Facilities include bookable Group Study Rooms, 12 networked computer stations plus printing and photocopying machines.

The Library offers access to thousands of business journals online. These are available by title via the library catalogue and are searchable on the various research databases, such as Business Source Premier, Emerald Fulltext, JSTOR and many others.

A Subject Guides for Management is available at <http://ru.za.libguides.com/management>. Online encyclopedias and dictionaries are accessible via the Virtual Reference webpage (<http://ru.za.libguides.com/VirtualReference>) and are worth exploring. Note particularly Oxford Reference Online, the International Encyclopedia of the Social and Behavioral Sciences and the New Palgrave Dictionary of Economics.

Off-campus access to databases is available. In order to set this up, sign-up on the Library Catalogue using the Self-Service option (<https://opac.seals.ac.za/patroninfo>). Note that you must be a currently registered Library user to do this. Once signed-up you will be able to access databases remotely (the required user name is the barcode on the back of your student card and the password is the PIN which you choose when signing-up).

Off-campus students may borrow books from the Library. These are sent to them via the postal system. Please contact libinfo@ru.ac.za to request these. Letters of introduction are available to students wishing to use facilities at other SA universities. Please complete the form which you may obtain at the Circulation Desk (Level 1).

Please contact the Commerce Library staff for assistance (046-603-7339) or e-mail libinfo@ru.ac.za

Examinations

Examinations for modules taught in a particular Teaching Block, are written at the start of the next Teaching Block. All examinations are evaluated by external examiners. Once marks have been received back from external examiners, they will be disclosed to you as “provisional marks”. Provisional marks become “final marks” once they have been considered by the Faculty of Commerce.

Examinations are typically open book exams, meaning that students can take any printed or written material into the examinations with them. Given the difficulty in monitoring connectivity, electronic media such as laptops, kindles and so forth cannot be used for this purpose.

Class President and Representatives

Each year, at the end of the first week of the first Teaching Block, the class will be asked to elect a Class President and representatives.

The School takes very seriously, its dialogue with the class through the elected class representatives and hence you are requested to give this the attention it deserves. The purpose of this representative structure is to:

1. Provide a mechanism for formal dialogue with the Business School on matters of common concern as they affect your class.
2. Assist in the efficient communication of matters that may affect your class from time to time.
3. Assist in organizing social events that the class may wish to undertake.
4. In the event of disciplinary proceedings being taken against any student, the Class President can be asked to be present to ensure impartiality in the process.

APPENDIX A: ASSIGNMENT FEEDBACK

With every assignment, the lecturer that assesses the assignment will provide in-text feedback, as well as consolidate the feedback on an assignment feedback form that he or she attaches to the assignment. Below is a sample assignment feedback form that relates to a generic “sample assignment” topic.

You will note that the assessment form has various sections:

- The Content section will be specific to a particular assignment topic and each lecturer will structure that section to the needs of the particular assignment topic set. The mark awarded will be based primarily on this section’s criteria.
- The Academic Writing section is concerned with the overall structure and logic of the assignment and whether it conforms to the general requirements of an assignment as well as the specific requirements of the topic.
- The Presentation section requires that attention be paid to detail and that the assignment is proofread so as to ensure a high quality assignment from a written presentation point of view. A sample Cover Sheet is provided in Appendix C. Please take special note of the length requirements specified. Assignments that are too short will probably not meet the content requirements of the assignment as this would be reflected in the overall mark awarded. Assignments that are too long will also be penalized. **Lecturers will only read the first portion of the assignment until the upper limit is reached** (i.e. 4 500 words in the sample below) and award a mark based on the section read. The word count will exclude the Cover Page, the list of References and any Appendices that may be attached.
- The Referencing section should be read along with the Business School’s referencing guide to ensure that the requirements of in-text referencing as well as the reference list are met; and that there is no plagiarism.

With regard to the scoring process, if the assignment is deemed *just* to have “met requirements”, a mark of 62% will be awarded. If it has *more* than just “met requirements” but is not above standard, it will be awarded a mark between 62% and 75% and if it has

less than “met requirements” but is *not below standard*, then a mark between 50% and 62% will be awarded.

SAMPLE ASSIGNMENT

Topic: Organisational Transformation

Assignment Instructions: For several years now, South African government organisations and parastatals have been undergoing transformation. Some of the well-known cases include the South African Revenue Services, Eskom, Telkom and Transnet. Select one of these four organisations and describe a part of its transformation agenda under four headings:

- Assessing the need for change,
- Deciding on the change to make,
- Implementing the change, and
- Evaluating the change.

ASSESSMENT FORM

Name:		MARK AWARDED:	
	Above standard (75 to 100%)	Meets requirements (50 to 74%) Midpoint is 62%	Below standard (0 to 49%)
Criteria			
Contents			
Assessing the need for change	The reason for the change is critiqued using both the organization's information and other sources	The reason for the change is clearly motivated and justified, identifying the source of the problem that needs to be addressed, and making use of the information provided by the organization in its justification and explanation of the change	There is no clear explanation provided of why the change should be embarked upon. It is not clear what problem the change initiative would address.
Deciding on the change to make	The gap between the current and ideal state of the organization is clearly described. Obstacles to change are identified and explicitly incorporated into the design of the change. The nature of the change is critiqued in terms of its ability to address the identified problem.	The gap between the current and ideal state of the organization is described, providing a clear sense of what the change is about.	It is not clear what the change initiative entails, and the gap between the current and ideal state of the organization is not clear.
Implementing the change	The content of the change programme is described, including the	The content of the change programme is described, including the phases and process followed, and noting how far	The change programme has not been clearly outlined. It is not clear how far the implementation

	phases and process followed, and noting how far implementation has progressed. There is some recognition of the factors that have facilitated or slowed down implementation.	implementation has progressed.	of the change has progressed.
Evaluating the change	Data is provided indicating the performance results of the change (or lack thereof). Implementation priorities are identified on the basis of the results.	Data is provided indicating the performance results of the change (or lack thereof).	Little or no evidence is provided to indicate the results of the change.
Academic writing			
Executive Summary	Provides a concise and accurate summary of the entire assignment	Provides a satisfactory summary of the entire assignment, although some key information is omitted. Could also be written more concisely.	Critical information is overlooked. Incomplete summary. Is an introduction to the assignment rather than a summary.
Introduction	Provides a clear outline of assignment. Introduces topic well	Introduction is relevant but too long/too brief	Introduction is irrelevant/no introduction. Introduces the organization rather than the assignment.
Body	The body is well structured and each section is clearly and logically linked to the preceding and subsequent sections	The body of the assignment is structured in line with the assignment instructions and in the recommended sequence of sections	Poorly structured or does not conform to the recommended structure. Some content is repetitive or duplicated.
Conclusion	Conclusion draws together all the important points	Conclusion presented but too brief and/or incidental	No conclusion/rephrases introduction
Logical development	Develops a logical and coherent sequence of material	Sequencing of some material more appropriately/logically necessary	Does not develop a logical, coherent argument
Presentation			
Overall presentation	Neat with a clear structured layout of work. Conforms to format requirements. Cover page provided with all the required information and in the required order.	Better presentation would improve the quality of work. Errors in format requirements. Cover page provided and while the more critical information is included, it does not include all the required information or it is not in the required order.	Untidy, difficult to read. Non-compliance with format requirements. No Cover page.
Communicative competence	Clear communication that flows and is easy to read	Attention needs to be paid to style of writing – grammar and flow	Unclear communication - ungrammatical
Typing / Legibility/ Spelling	No errors/errors corrected neatly Assignment is legible. No spelling or grammatical errors	Evidence of proof reading – not all errors corrected. Some spelling and/or grammatical errors	Numerous errors – no evidence of proof reading. Numerous spelling and/or grammatical errors.
Length	Conforms to requirements (2 900 to 3 100 words)	Slightly longer/shorter than required (2 500-3 500 words) but still acceptable	Unacceptably longer/shorter than requirements (less than 2 500 or more than 3 500)
Referencing			
Citations within text	Correct use of Harvard method. All sources and quotes cited accurately.	Some minor or stylistic inaccuracies in using the Harvard method. Generally in-text sources and quotes cited accurately	Incorrect and/or inconsistent style. Sources and quotes are cited inaccurately/not cited. Inclusion of website addresses in the body of the text. Inclusion of reference information other than author, year (and page number for quotes) Excessive use of quotations.
Reference list	Correct use of British Harvard method. All sources cited are referenced accurately and consistently. Reference	Some minor inaccuracies in using the British Harvard method. Generally all the information required is provided. References not arranged in strict alphabetical order. One or two of the	Inaccurate reference information, or wrong style/layout used. Sources are referenced inaccurately/not referenced. List not alphabetical. Reference

	list arranged alphabetically. All reference details required are provided	sources do not appear in the reference list.	details required are incomplete. Incomplete or inaccurate list of references
Number of sources	Wide variety of relevant theoretical and contextual sources. Some theoretical sources used are in addition to the readings prescribed.	Adequate number of relevant theoretical and contextual sources. Theoretical sources are derived from the prescribed course readings.	Little evidence of supportive reading. Only a few, if any, sources cited. Sources for organizational information are not provided.
Plagiarism		No evidence of plagiarism	Evidence of plagiarism. See additional information on infringements and penalties.

Additional Comments:

APPENDIX B: ASSIGNMENT COVER PAGE

NAME:

STUDENT NO:

MBA YEAR:

MODULE:

ASSIGNMENT TITLE:

LECTURER:

DUE DATE:

WORD COUNT:

Acknowledgement

I acknowledge that I have read the MBA Student Handbook and confirm my understanding that:

In order to obtain a **Duly Performed (DP) certificate** which entitles me to write the examination for each module, I must:

1. Attend ALL lectures and syndicate sessions
2. Attend the Business Forum Presentations
3. Sign all attendance registers, failing which I will be marked as 'absent'
4. Submit all assignments electronically, and on time
5. Obtain a class mark of at least 40%

In order to qualify for the **MBA degree**, I acknowledge that I must:

6. Pass all modules with a minimum of 50%
7. Obtain a minimum mark of 50% for the research paper component of the MBA
8. Submit research work to my supervisor that is of a standard that is suitable for publication. This may be in the form of [1] an academic paper that can be submitted to a recognized journal, or [2] a case study that can be submitted to a case clearing house or could potentially be utilised within the teaching activities of the School, or [3] a research report that is submitted to a client

Further:

9. I undertake to ensure that my fees are paid on time and acknowledge that I will be personally liable for any interest due because of late payment
10. I will immediately notify the Administrative Assistant: MBA of my change of contact details or circumstances which may have an impact on my studies

Full Name: _____

Student No: _____

Signed: _____

(Please detach and hand into the Administrative Assistant: MBA)