

# MBA

## Sustainable Ocean Resources (SOR)

The Rhodes MBA Sustainable Ocean Resources (SOR) is a course-work degree, closely aligned with our general management MBA (which already focusses on leadership and sustainability), also comprising 18 courses. These are made up of core courses and electives, and a research mini-thesis of 15 000 words.

This MBA degree is offered with a full focus on sustainable management (general and related to aquatic/coastal resources and ecosystems), with the majority of course work aligned with the general management MBA, yet differentiated through assessment and application, plus the introduction of additional curriculum content related to responsible ocean/fisheries/coastal management. It is designed to allow managers of fisheries/ocean resources, as well as coastal planning and development practitioners, to improve their management skills and develop management knowledge for sustainable practices in their field of interest, ranging from

governmental resource management and coastal planning to aquaculture entrepreneurs and fisheries management personnel.

Similar to the general management MBA, this degree is offered over two and a half years, with the course-work being undertaken on a part-time modular basis in two years and the research mini-thesis being completed in the first semester of the third year. In the first year of the course-work, all subjects are core courses. In the second year of the course-work, each teaching block comprises two core courses and a choice of one of two electives.



**Rhodes Business School**  
*Leadership for Sustainability*



**RHODES UNIVERSITY**  
*Where leaders learn*

Further Information

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# Curriculum

<b>FIRST YEAR</b>	
<b>MBA Orientation</b>	Orientation to the degree and the Business School, presentation skills, personal leadership, working in teams, writing skills, academic assessment, accessing library resources.
<b>Economics</b>	Macro and microeconomics. Factors and policy that influence the firm and decision-making, monetary policy, nature and trends of the South African economy and challenges confronting it, indicators of economic activity. Managerial economics and its application to problem solving and decision-making, pricing, costs & profits, pricing for greater profits, decision-making in uncertainty, organizational design and firm decision-making. MBA SOR students will be exposed to the above fundamental concepts relating to responsible and sustainable economic planning and management, for application into their aquatic resource profession through assessment practices.
<b>Principles of Sustainability</b>	Sustainability concepts and definitions, corporate social responsibility, triple/quadruple bottom line, triple top line, integrated reporting, climate change, trends in sustainability and its management.
<b>Financial and Quantitative Skills</b>	This course is only required for those candidates who have not had any formal accounting qualification or prior accounting work experience. This course is also recommended for candidates wanting to review accounting principles
<b>Academic Skills</b>	Academic knowledge, academic writing, academic assessment, writing skills.
<b>Stewardship &amp; Governance</b>	An analysis of the rights, obligations, procedures and sanctions contained in the Companies Act, 2008 and the King III Code of Corporate Governance and their interaction with other commercial statutes encountered in daily business life, an appreciation of integrated reporting, responsible investment & the JSE SRI. MBA SOR students will be exposed to the above fundamental concepts relating to responsible and sustainable investment-, taxation- and reporting planning and management, for application into their aquatic resource profession through assessment practices.
<b>Responsible Leadership</b>	Contemporary leadership approaches, leadership styles and emotional intelligence, systems thinking and effective leadership, multicultural leadership and ethical leadership, sustainability and leadership (leadership outlooks for people, planet, organisations and self).
<b>Integrated Coastal Management</b>	This course is a compulsory course for the MBA SOR candidates, with focus on responsible management of the coastal zone (terrestrial and aquatic), in an integrated manner and considering various development (e.g. port, marine protected areas, etc.), planning and management aspects.
<b>Financial Management</b>	Working capital decisions, capital investment appraisal, measuring and dealing with risk, sources of finance, cost of capital, ratio analysis, dividend decision. MBA SOR students will be exposed to the above fundamental concepts relating to responsible and sustainable financial planning and management, for application into their aquatic resource profession through assessment practices.
<b>People Management</b>	The human resource management function and its role, role of managers in managing people, strategic human resource management (HRM), labour legislation, organizational behaviour, sustainable organizations and implications for HRM, stakeholder engagement, researching critical people management issues, change management. MBA SOR students will be exposed to the above fundamental concepts relating to responsible human resource planning and management, for application into their aquatic resource profession through assessment practices.

<b>SECOND YEAR</b>	
<b>Research Methods</b>	The research proposal, research paradigms, research methods, data collection methods, quantitative and qualitative data analysis.
<b>Quantitative Decision-Making</b>	Summarising data statistically, presenting and interpreting data, inferential statistics, significance testing, time series analysis and forecasting, marketing research practice for application in aquatic resource profession and research.
<b>Sustainability Law</b>	To enable the identification, location and preliminary interpretation of key sustainability and relevant governance legislation, relevant to the environmental, social, infrastructure development and investment legal frameworks applicable to business and other organisations.
<b>Management Accounting</b>	Cost-volume-profit analysis, measuring relevant costs and revenues for decision making, cost assignment, activity-based costing, the budgeting process, standard costing and variance analysis for application in aquatic resource profession.
<b>Strategic Management</b>	Strategic intent, strategy maps, the business environment, SWOT analysis, core competency analysis, strategic objectives and the Balanced Scorecard, corporate level strategies, business level strategies for application into their aquatic resource profession through assessment practices.
<b>Ethical Organisation</b>	Business ethics, corporate citizenship, corporate social investment, corporate governance for application into their aquatic resource profession through assessment practices.
<b>Environmental Economics</b>	The economy-environment interaction, techniques for the valuation of ecological goods and services, environmental policy intervention, environmental economic impact analysis.
<b>SECOND YEAR - ELECTIVE COURSES: (CHOOSE TWO)</b> Note: The School reserves the right not to offer a particular elective if there are too few candidates who choose that option.	
<b>Operations Management</b>	Process types and process flows in manufacturing, performance measurement, benchmarking and re-engineering, production planning, quality management, lean thinking and world class manufacturing, sustainable supply chain management and procurement, risk assessment, life-cycle analysis and systems.
<b>Sustainable Fisheries Management</b>	Fish stock assessments, fisheries administration, fisheries management practices and approaches.
<b>Climate Change and Organisations</b>	Impact, risk and opportunities of climate change on business, as it relates to the international and South African policy developments and best practices.
<b>Entrepreneurship</b>	Characteristics of an entrepreneur, generating entrepreneurial ideas, feasibility studies, growth and turnaround strategies, business plans, social entrepreneurship, international business.
<b>International Option</b>	It is possible to attend a two-week summer school at a business school in lieu of the courses offered in the third teaching block. There are certain conditions attached to this option.
<b>THIRD YEAR</b>	
<b>Dissertation</b>	A research mini-thesis of 15 000 words on a research topic of the candidate's choice but aligned with some aspect of sustainability, and subject to suitable supervisory support.

**Note:** The Rhodes Business School reserves the right to modify the above programme as circumstances dictate. 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.



### Requirements

Normally candidates will only be admitted to the programme if they hold at least a NQF level 8 qualification (i.e. An Honour's Degree or Post Graduate Diploma) in any discipline, are fluent in English, have passed Mathematics at the school leavers' level, and have had at least three years relevant practical experience. All applicants are required to sit the Graduate Management Admission Test (GMAT) or a South African equivalent. Furthermore, those applicants for whom English is a foreign language are required to sit an appropriate English language test.

### Pre-MBA Course

For certain candidates, acceptance onto the MBA programme will be dependent on their attendance at a four-day Financial and Quantitative Skills 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.

### Accelerated Programme

In certain circumstances, candidates may be permitted to register on an accelerated programme, whereby the degree can be completed in a year and a half. Under the accelerated programme, all course work can be completed within the first year, with the research mini-thesis being completed in the first semester of the second year. Acceptance onto the accelerated programme must be suitably motivated and is subject to current work commitments and prior academic performance.

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### Accreditation

The Rhodes University MBA is fully accredited by the Council on Higher Education (CHE). It also has the distinction of being amongst only 2% of the world's MBA programmes that are accredited by the UK-based Association of MBAs (AMBA).



### Benefits for you and your organisation

The short, intensive two week teaching blocks facilitate the speedy transfer of new learning and knowledge into the workplace where the learning process continues as concepts and tools are applied.

- The assessment process facilitates the continuous application and development of learning in the work environment.
- Long absences from work are not needed.
- The programme is built on two-week teaching blocks which can be planned well in advance.
- The periods of intensive and interactive study away from the pressures of the workplace provide a demanding, rewarding and motivating experience.
- As a result of relatively small classes, the opportunities for the cross-fertilisation of ideas and experiences, as well as the constructive debate with one's peers and instructors, are maximised.
- Our entry requirements mean that you will benefit from the experience of a motivated and mature peer group from diverse work and professional backgrounds.
- The dissertation, which is normally supervised by a member of the Rhodes University academic staff, provides the opportunity for you to capitalise on your learning from the course as a whole and to gain in-depth knowledge in a particular area.

### Admission requirements

Applicants should normally:

- have at least a three year bachelor's degree (with effect from 2016), an Honours Degree or Post Graduate Diploma will be a requirement);
- have a minimum of three years' full-time relevant practical business and/or organisational experience;
- be proficient in English; and
- have obtained a pass in Mathematics at the level of Matric or equivalent, in the School Leavers' assessment.

Under exceptional circumstances, candidates who do not meet the above criteria may be considered for acceptance on the basis of their 'prior learning'.

All applicants are required to write an admissions test to assess literacy and numeracy and must submit test results with their MBA application. Students may choose to write one of the following (unless they have results from a test that was written in the last 3 years):

- NBT (National Benchmark Test) (AQL only). For details of the local centres please go to [www.nbt.ac.za](http://www.nbt.ac.za);
- GMAT (Graduate Management Admission Test);
- GRE (Graduate Record Examination).

Under exceptional circumstances, candidates who do not meet the above criteria may be considered for acceptance on the basis of their "prior learning".

### Application Procedure

Please visit our website to download the relevant application forms as outlined below. Please see our contact details below.

To process your application we need

- a completed application form;
- a certified copy of your degree certificates;
- a copy of you SA ID book or passport;
- personal recommendations from two referees (including one from your current or most recent employer and, where possible, one from the last academic institution you attended). You should contact both referees yourself and ask them to complete an MBA Programme Referee Report and return it directly to the Rhodes Business School;
- all applications should include two colour passport sized photographs; and
- the application fee regardless of whether or not you are a past Rhodes student.

### Selection Procedure

Candidates who, on the basis of their application appear to meet our criteria, may be invited for an interview in Grahamstown, East London or Port Elizabeth.

In addition to enabling us to assess whether you would be suitable for the programme, we are aware that the interview should be a two-way process to ensure that you, the applicant, feel happy with what the Rhodes Business School MBA offers with no doubts or ambiguities.