

RHODES BUSINESS SCHOOL

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JB Westwood, BA(Oxon), MBA, PhD(Manchester)

Visiting Fellow:

CG Tyler, BCom(Rhodes)

Research Associate:

S Musengi-Ajulu, PhD(Rhodes)

Teaching Faculty

Besides the staff of the Business School presenting the various MBA modules, associate faculty are appointed mostly from other departments of Rhodes University.

MASTER OF BUSINESS ADMINISTRATION

The Rhodes MBA is a course-work degree comprising 18 courses (made up of core courses and electives) and a research mini-thesis of 15 000 words. The 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 coursework, each teaching block comprises two core courses and a choice of one of two electives. 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.

Different curriculum options (A or B below)

The Rhodes MBA degree allows for two different curriculum options, both underpinned by responsible and sustainable management considerations. The first option relates to the more traditional, general management application of business administration; the second option has a focus on sustainable ocean resources management (e.g. of interest to professionals in coastal, terrestrial and ocean resources, fisheries, aquaculture/mariculture practices and management). Both these options are outlined hereafter.

MBA

(GENERAL, SUSTAINABLE MANAGEMENT)

Our MBA is offered with a focus on sustainability and leadership concepts and contexts infused within a range of management courses. The courses for Option A (general, sustainable management) are as follow:

First Year Courses:

1. MBA Orientation (Code: 4206889)
2. Economics (Code: 4206851)
3. Principles of Sustainability (Code: 4206870)
4. Financial and Quantitative Skills (Code: 4206891)
5. Academic Skills (Code: 4206890)
6. Stewardship & Governance (Code: 4206888)
7. Responsible Leadership (Code: 4206855)
8. Sustainable Marketing (Code: 4206859)
9. Financial Management (Code: 4206853)
10. People Management: (Code: 4206858)

Second Year: Core Courses

11. Research Methods (Code: 4206868)
12. Quantitative Decision-Making (Code: 4206876)
13. Management Accounting (Code: 4206854)
14. Operations Management (Code: 4206861)
15. Strategic Management (Code: 4206856)
16. Ethical Organization (Code: 4206881)

Second Year: Elective Courses: (Choose Three)

17. Project Management (Code: 4206865)
- or*

18. Sustainability Law (Code: 4206892)
19. Climate change and organisations (Code: 4206879)
or
20. Entrepreneurship (Code: 4206857)
21. Environmental Economics (Code: 4206874)
or
22. Knowledge Management (Code: 4206877)
or
23. International Option (No Code)

Third Year: Dissertation:

23. Dissertation (Code: 4206867)

MBA

(SUSTAINABLE OCEAN RESOURCES - SOR)

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 MBA (above), yet differentiated through assessment and application, plus the introduction of additional curriculum content related to responsible ocean/ fisheries 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.

The courses for Option B (Sustainable Ocean Resources) are as follows:

First Year Courses:

1. MBA Orientation (Code: 4206889)
2. Economics (Code: 4206851)
3. Principles of Sustainability (Code: 4206870)
4. Financial and Quantitative Skills (Code: 4206891)
5. Academic Skills (Code: 4206890)
6. Stewardship & Governance (Code: 4206888)
7. Responsible Leadership (Code: 4206855)
8. Integrated Coastal Management (Code: 4206894)
9. Financial Management (Code: 4206853)
10. People Management: (Code: 4206858)

Second Year: Core Courses

11. Research Methods (Code: 4206868)
12. Quantitative Decision-Making (Code: 4206876)
13. Management Accounting (Code: 4206854)
14. Sustainability Law (Code: 4206892)
15. Strategic Management (Code: 4206856)
16. Ethical Organization (Code: 4206881)
17. Environmental Economics (Code: 4206874)

Second Year: Elective Courses: (Choose Two)

18. Climate change and organisations (Code: 4206879)
or
19. Entrepreneurship (Code: 4206857)
20. Operations Management (Code: 4206861)
or
21. Sustainable fisheries management (Code: 4206893)
or
22. International Option (No Code)

Third Year: Dissertation:

23. Dissertation (Code: 4206867)

Course descriptions (alphabetical)

- **Academic Skills (Code: 4206890):** academic knowledge, academic writing, academic assessment, writing skills. (four (4) credits, one assignment).
- **Climate change and organisations (Code: 4206879):** impact, risk and opportunities of climate change on business, as it relates to the international and South African policy developments and best practices. (six (6) credits, one assignment).
- **Dissertation (Code: 4206867):** 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, is to be submitted in the first semester of the third year. (sixty (60) credits).
- **Economics (Code: 4206851):** 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 (ten (10) credits, one assignment, one examination).
- **Entrepreneurship (Code: 4206857):** characteristics of an entrepreneur, generating entrepreneurial ideas, feasibility studies, growth and turnaround strategies, business plans, social entrepreneurship, international business. (six (6) credits, one assignment).
 - **Environmental Economics (Code: 4206874):** the economy-environment interaction, techniques for the valuation of ecological goods and services, environmental policy intervention, environmental economic impact analysis. (six (6) credits, one assignment).
 - **Ethical Organization (Code: 4206881):** business ethics, corporate citizenship, corporate social investment, corporate governance. (six (6) credits, one assignment).
 - **Financial and Quantitative Skills (Code: 4206891):** 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 (zero (0) credits).
 - **Financial Management (Code:4206853):** working capital decisions, capital investment appraisal, measuring and dealing with risk, sources of finance, cost of capital, ratio analysis, dividend decision. (six (6) credits, one assignment).
 - **Integrated Coastal Management (Code: 4206894):** 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. (ten (10) credits, one assignment, one group project).
 - **International Option (No Code):** It is possible to attend a two-week summer school at a business school in lieu of the courses offered in the second teaching block of the second year. There are certain conditions attached to this option.
 - **Knowledge Management (Code: 4206877):** the creation and utilization of knowledge and intellectual capital in organizations, as well as information technology for knowledge management. (six (6) credits, one assignment).
 - **Management Accounting (Code: 4206854):** 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 (six (6) credits, one examination).
 - **MBA Orientation (Code: 4206889):** orientation to the degree and the Business School, presentation skills, personal leadership, working in teams, writing skills, academic assessment, accessing library resources. (zero (0) credits, one assignment).
 - **Operations Management (Code: 4206861):** 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. (six (6) credits, one assignment).
 - **People Management: (Code: 4206858):** 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. (six (6) credits, one assignment).
 - **Principles of Sustainability (Code: 4206870):** sustainability concepts and definitions, corporate
 - social responsibility, triple/quadruple bottom line, triple top line, integrated reporting, climate change, trends in sustainability and its management. (ten (10) credits, one assignment, one examination).
 - **Project Management (Code: 4206865):** key project management concepts and tools, project management methodology, implementation approaches, project management control, use of project management software, environmental impacts assessment. (six (6) credits, one assignment).
 - **Quantitative Decision-Making (Code: 4206876):** summarizing data statistically, presenting and interpreting data, inferential statistics, significance testing, time series analysis and forecasting, marketing research

practice (six (6) credits, one test or assignment, one examination).

- **Research Methods (Code: 4206868):** the research proposal, research paradigms, research methods, data collection methods, quantitative and qualitative data analysis. (ten (10) credits, four assignments).
- **Responsible Leadership (Code: 4206855):** Leadership theory and principles, Leadership styles, Systems theory and how it applies to Responsible Leadership, Stewardship and agency theory, Servant leadership, Philosophy of African leadership and Sustainable Leadership (ten (10) credits, one assignment, one examination).
- **Stewardship & Governance (Code: 4206888):** 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. (ten (10) credits, one assignment, one examination).
- **Strategic Management (Code: 4206856):** strategic intent, strategy maps, the business environment, SWOT analysis, core competency analysis, strategic objectives and the Balanced Scorecard, corporate level strategies, business level strategies. (six (6) credits, one assignment).
- **Sustainable fisheries management (Code: 4206893):** fish stock assessments, fisheries administration, fisheries management practices and approaches. (six (6) credits, one assignment).
- **Sustainability Law (Code: 4206892):** 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 organizations. (six (6) credits, one assignment).
- **Sustainable Marketing (Code: 4206859):** the marketing concept, market segmentation, consumer behaviour, marketing research, distribution strategy, product strategy, pricing strategy, promotional strategy, services marketing, relationship marketing, social marketing, responsible consumption. (ten (10) credits, one assignment).

Note: The School reserves the right not to offer a

particular elective if there are too few candidates who choose that option.

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.

Extended Programme

In certain circumstances, candidates may be permitted to register on an extended programme, whereby the degree can be completed in four and a half years. Under the extended programme, all course work can be completed in the first four years, with the research mini-thesis being completed in the first semester of the fifth year. Acceptance onto the extended programme, is only permitted for candidates who have the necessary academic qualifications and are currently working towards the achievement of professional status (for example, a Chartered Accountant or an Advocate), which requires that they fulfil obligations whilst undergoing the designated period of training, articles, pupillage, internships, houseman ship or the like. Continued participation on the Extended Programme is subject to the ongoing fulfilment of the professional body requirements. If these requirements are fulfilled within the first or second year of registration for the extended programme, then registration in subsequent years will typically be against the requirements of the normal programme.

Final Mark

The final mark will be made up of a weighted average mark of two components in the ratio of 67% for the course-work and 33% for the research mini-thesis.

The course-work component will comprise the weighted average mark of all the modules making up the course-work, according to their credit load. A distinction will be awarded if the final mark is greater than or equal to 75%, provided that a subminimum of 70% is obtained for each component.

POSTGRADUATE DIPLOMA IN ENTERPRISE MANAGEMENT

The target candidates are graduate students, other than those who have majored in Management (or the equivalent), seeking a qualification to equip them to start their own business and/or to enhance their entry into employment in business. The Diploma is offered on a one-year full-time basis and an intensive one-year part-time basis. The part-time programme is offered to graduates who are currently employed in a full-time capacity but realise the value of in-depth management education to enhance their career prospects.

Course Structure: The Diploma comprises Seven papers (both on the full-time and the part-time basis) and a project. For the full-time option, the students take part in a group based Alpha Project. Working in groups, students will be required to start and run a micro-enterprise and spans the duration of the course. Students will learn about entrepreneurship, through entrepreneurship and for entrepreneurship. For the part-time option, the students will take part in an Action Research Project. This is an innovation and change project where students are expected to conceptualise, plan and implement a new/novel/ fresh solution within their organisation to improve or change a current challenge. It is an individual project and spans the duration of the course. Action learning is a central feature of the course structure. Students will be expected to “learn by doing” and to develop a conceptual understanding of business principles and issues, as well as practical skills, through a process of simultaneous interaction.

Full-time option: this course runs within the normal Rhodes University academic calendar with daily lectures through the university term calendar and exams during the university exam timetable.

Part-time option: This course runs over 4 one week teaching blocks through the year. Teaching blocks normally take place during the following months: Block 1 – January, Block 2 – May, Block 3 – August and Block 4 – October. Teaching blocks 1-3 take

place in attendance at Rhodes University. Normal class times are from 8am to 6pm. Teaching block 4 is a virtual classroom type where students are expected to link into the classroom from their own location via the Internet. Examinations and /or tests are written during the teaching blocks.

To qualify for the Diploma, candidates must attain at least 50% for the Project, 50% or more for at least six of the remaining seven papers listed below and an overall aggregate of at least 50%. In addition, a sub-minimum requirement of 45% applies to each paper. In the case of a candidate passing six papers and attaining an overall aggregate of 50% or more but failing to attain the subminimum in one paper, he or she shall be awarded a supplementary examination for that paper.

For the full-time course only: It is possible*, however, subject to a maximum of three papers, for a candidate to be exempted from writing the examination for a course, with a credit being awarded for the paper, if the candidate obtains at least 70% for all individual assignments and for all tests for the paper, with two internal moderators concurring regarding the marks awarded for both forms of assessment and a review of the written work by the external examiner.

**in the same way that a last outstanding credit would normally be treated.*

Papers constituting the one-year full-time PDEM course are:

Strategic Marketing
Financial Management
People Management
Supply Chain and Project Management
Entrepreneurial Law
Computerised Accounting for Small Business
Entrepreneurship

Papers constituting the one-year part-time PDEM course are:

Strategic Marketing
Financial Management
People Management
Sustainable Business Modelling
Sustainability
Business Consulting
Intrapreneurship

The Project and module descriptions are:

- **Alpha Project (Full-time option)**

The Alpha Project requires that students run a micro-business for the duration of the academic year. The Alpha project is evaluated via a series of written reports.

- **Action Research Project (Part-time option)**

This is an innovation and change project where students are expected to conceptualise, plan and implement a new/novel/fresh solution within their organisation to improve or change a current challenge. It is an individual project. The Action Research Project is evaluated via a written report.

Papers: (all papers are normally assessed via assignments and/or class tests, and 3 hour examinations)

- **Strategic Marketing:** Identifying environmental market opportunities, assessing the competitive environment and the resources necessary to exploit those opportunities, appraising the market and financial performance.
- **Financial Management:** Analysis of financial statements including ratio analysis, financing the capital requirements of the small business, break even analysis, budgets, working capital management, taxation and insurance.
- **People Management:** Understanding behaviour and leadership, the human resource function and labour relations in small business.
- **Supply Chain and Project Management:** Introduction to supply chain management, supply strategies, organisation of the supply chain, managing inventories, quality management, total cost of ownership, integrated logistics management, distribution management and managing the global supply chain. Introduction to project management, project lifecycle phases, stakeholders' communication, cost, quality, time management, risk management, tools and techniques.
- **Entrepreneurial Law:** Forms of business ownership, dispute resolution, business structures, law of contract, labour law, special contracts, copyright, trademarks and insolvency.
- **Computerised accounting of small businesses (One two-hour practical paper):** To provide aspirant entrepreneurs with a basic knowledge of computerised accounting systems to enable them to keep accurate records of financial transactions and manage their assets and liabilities on a sound basis. The course will also touch on the basics of

tax in a small business.

- **Sustainable Business Modelling:** Developing an in-depth understanding of business and the supply chain as an integrated model in order to be able to astutely examine where value is being added or where it is lacking and could be added.
- **Sustainability:** The paper will consider the changes to the organizational "playing field" resulting from increased awareness and demands for sound corporate governance and social and environmental accountability and how an understanding of these changes can assist in leveraging competitive advantage. Key themes that will be introduced are concepts of sustainable development within the South African, regional and international contexts, governance and corporate social responsibility, plus international and local drivers and considerations for business organisations
- **Business Consulting:** Developing the skills sets required for people to be able to consult to their business in a way that adds value to the business outside of their functional role. It's about developing you to the point where you can astutely innovate ideas and projects that can help your organisation change for the better and grow.
- **Entrepreneurship:** History and origin, definitions, characteristics, social and economic impact, creativity and innovation, franchising, reasons for business failure, ethical and social responsibilities, growth and contemporary issues.
- **Intrapreneurship:** This paper focuses on Intrapreneurship (Entrepreneurship within the organisation) and includes the history and origin, definitions, characteristics, social and economic impact, creativity and innovation, franchising, ethical and social responsibilities, growth and contemporary issues.

The School reserves the right to teach the papers in any order.