

# financialmail

## MBA Report Rhodes Business School

September 2023

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## Research Methodology

The Financial Mail South African Business School MBA survey has been conducted since 2000.

Business School Information (n=17)

- Business Schools completed a questionnaire.

Employers (n=308)

- Business Schools sent an online survey to their clients. An additional database of executives in medium to large businesses operating in South Africa was sourced from an independent database company.

Graduates (n=539)

- Business Schools sent an online survey to their recent MBA graduates (2020 – 2023)

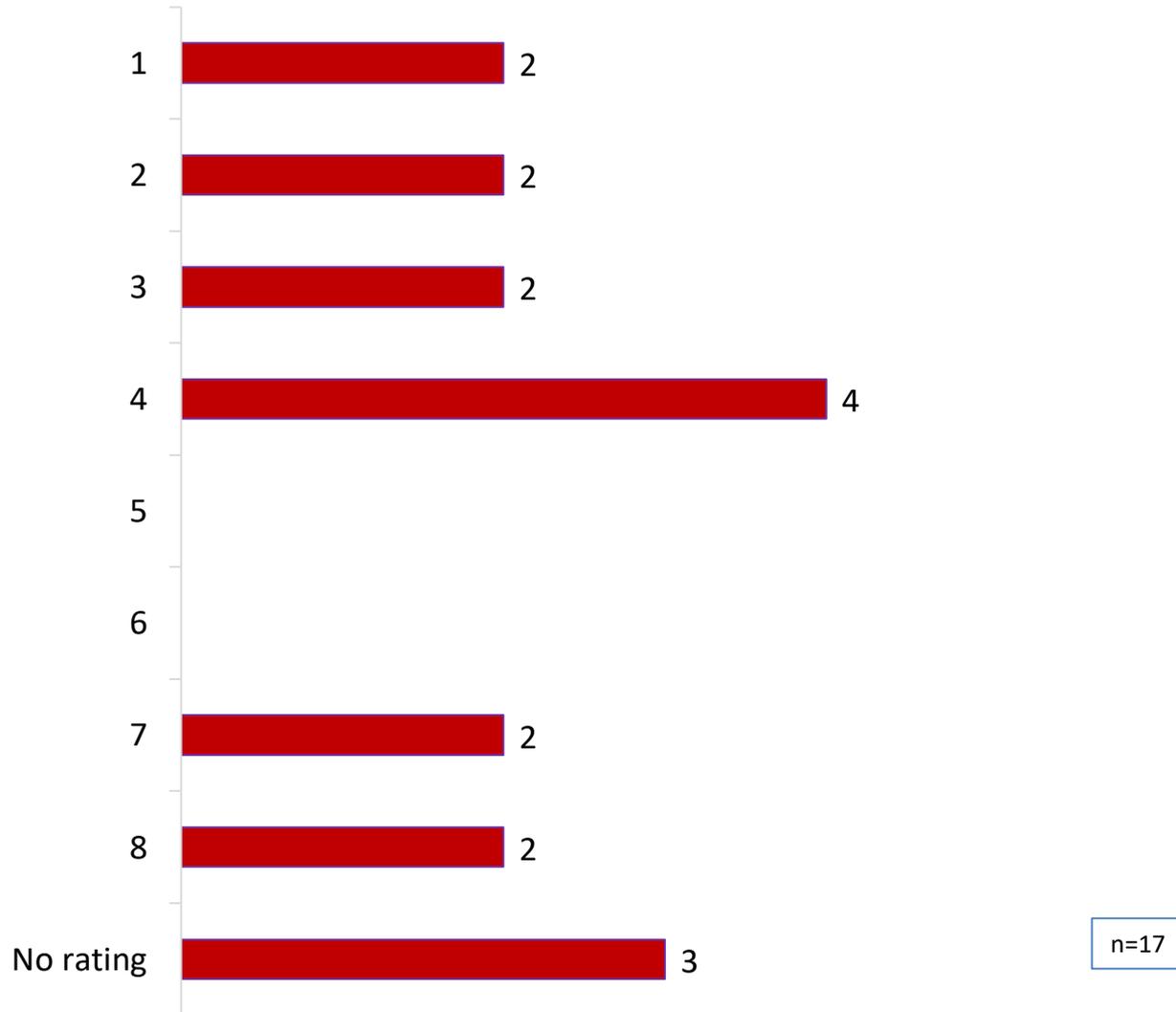
The online surveys were answered between May and July 2023

## South African Business Schools

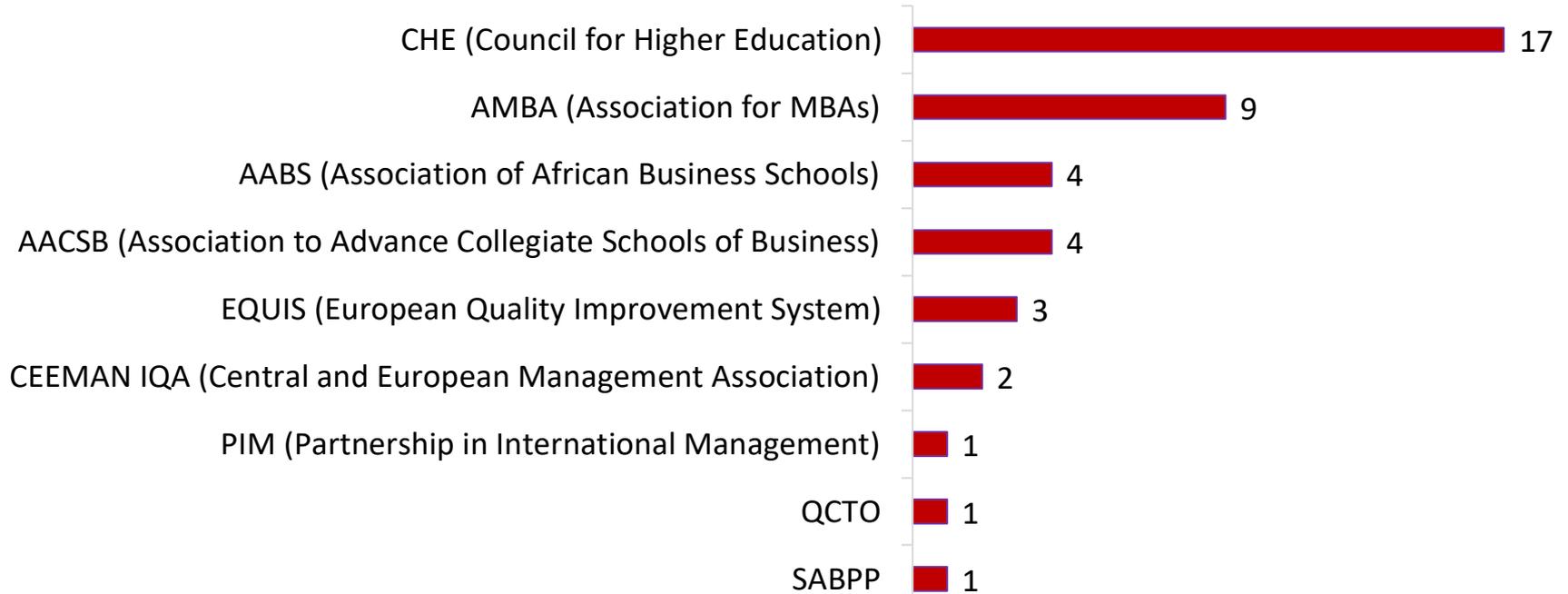
DaVinci Business School
Gordon Institute of Business Science
Henley Business School
IIE MSA
Johannesburg Business School
Management College of Southern Africa
Milpark Business School
Nelson Mandela University Business School
North-West University School of Business and Governance
Regenesys Business School
Regent Business School
Rhodes Business School
Stellenbosch Business School
Tshwane University of Technology Business School
Turfloop Graduate School of Leadership
University of Cape Town Graduate School of Business
University of the Free State Business School
University of Kwazulu-Natal Graduate School of Business and Leadership
UNISA Graduate School of Business Leadership
Wits Business School

# BUSINESS SCHOOL INFORMATION

## B-BBEE Status



## Which of the following local and international bodies is your Business School accredited to?



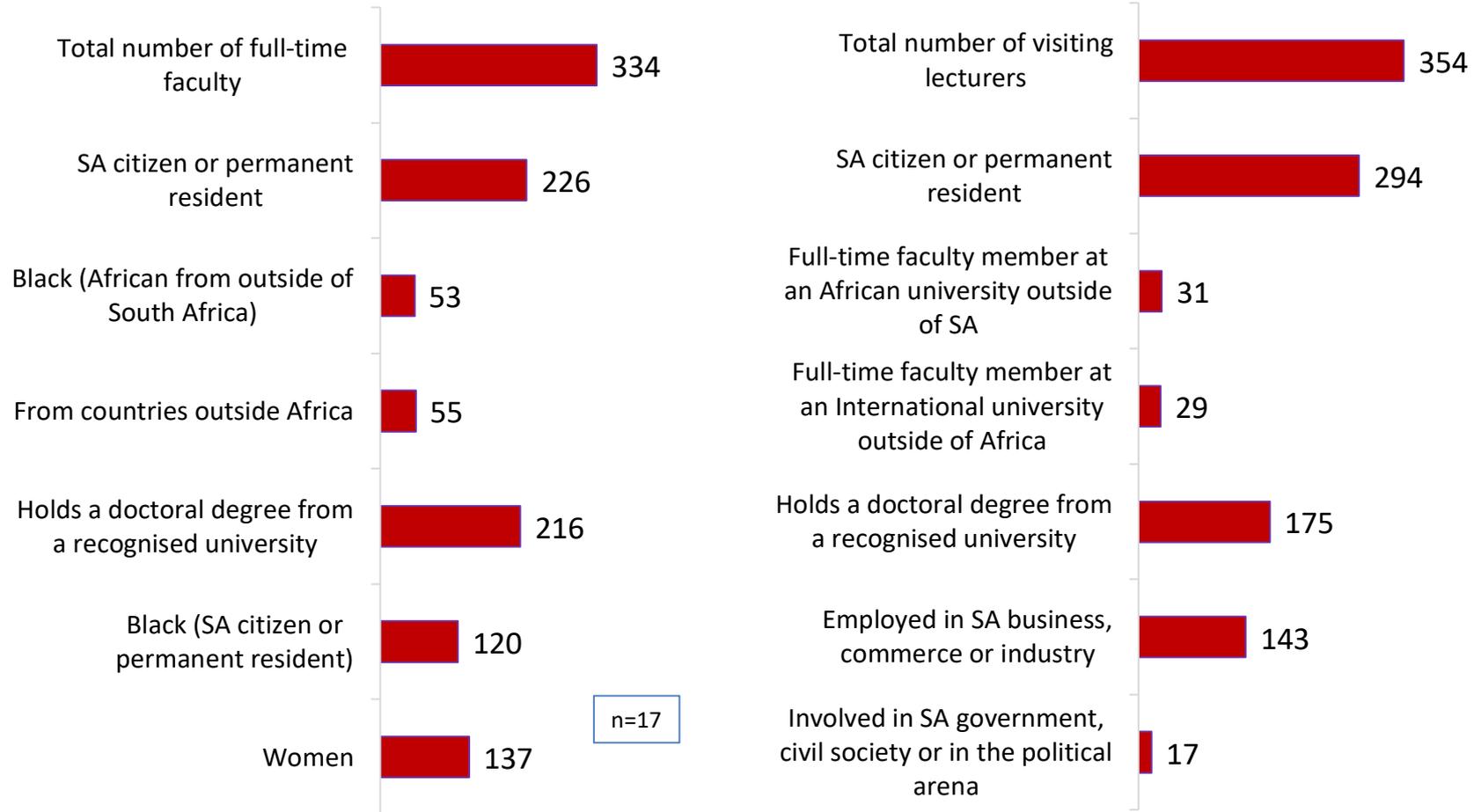
**If not accredited, have you begun the formal application process for any? Which ones?**



# Number of faculty members currently teaching the MBA Programme

## Full-time

## Visiting



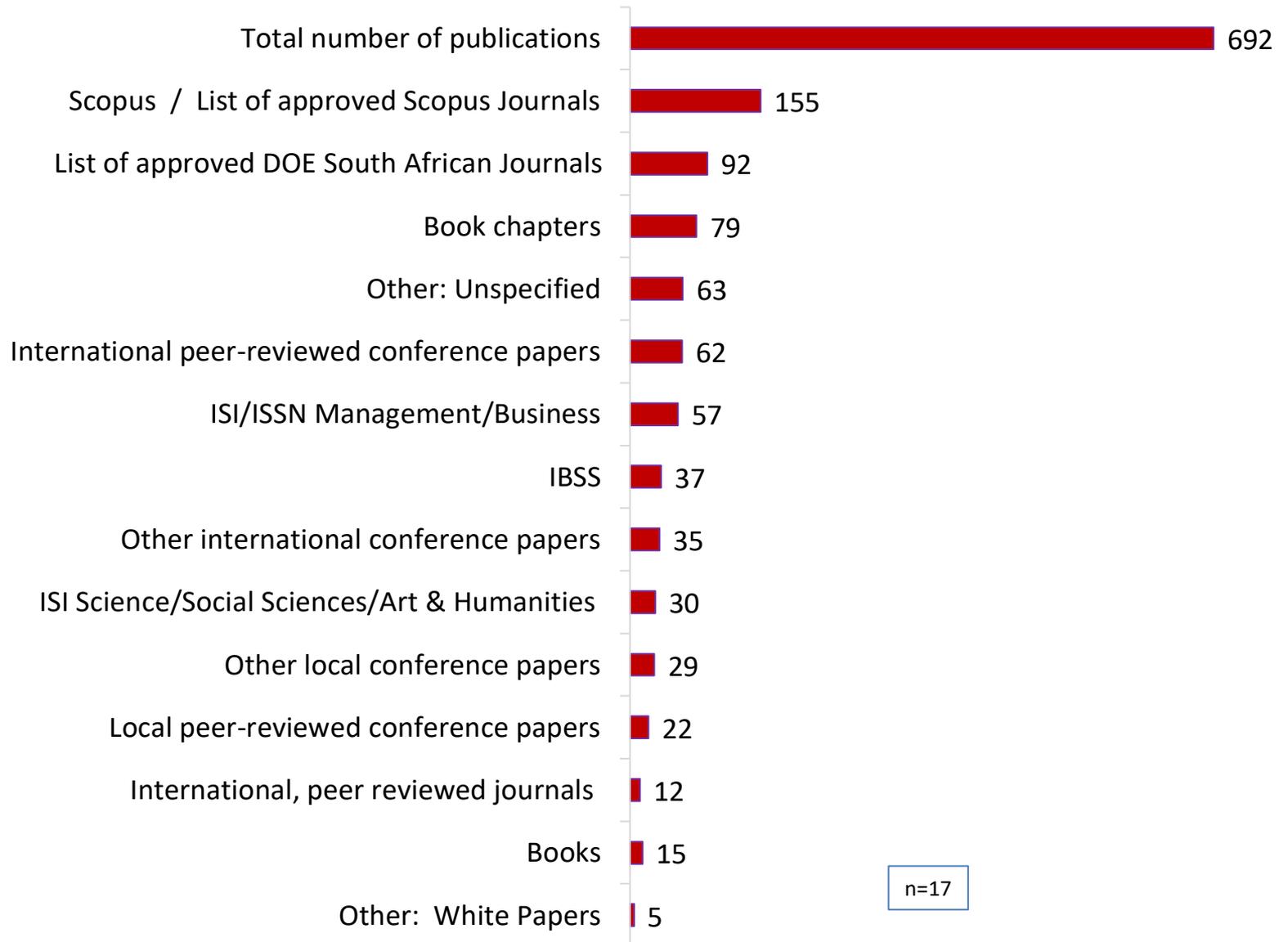
n=17

Please tell us more about the faculty members teaching on your MBA/MBL programme with responsibility for the design or delivery of a core course or elective.

**Full-time faculty members** are employed as full-time members of staff in your Business School and spend most of their time at the Business School

**Visiting faculty members** are not employed full-time in your Business School: they could come from business, your main university campus or from other schools or universities. They visit the Business School only to deliver a core course or elective.

# In the past year, how many articles/papers did staff/students from your Business School publish?



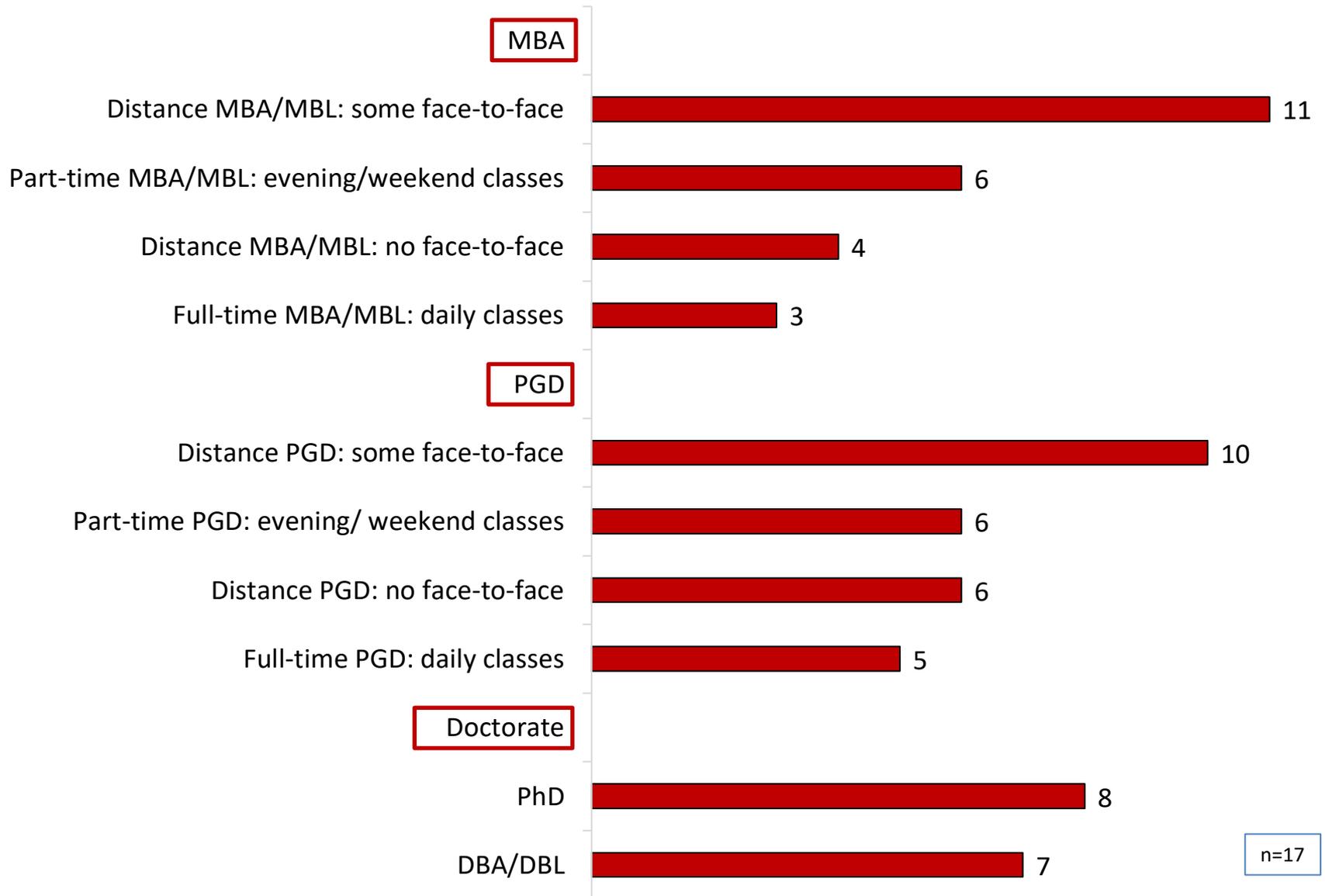
## What are the key acceptance criteria for your MBA Programme/s?



# What is the minimum number of years of work and management experience required for admission?

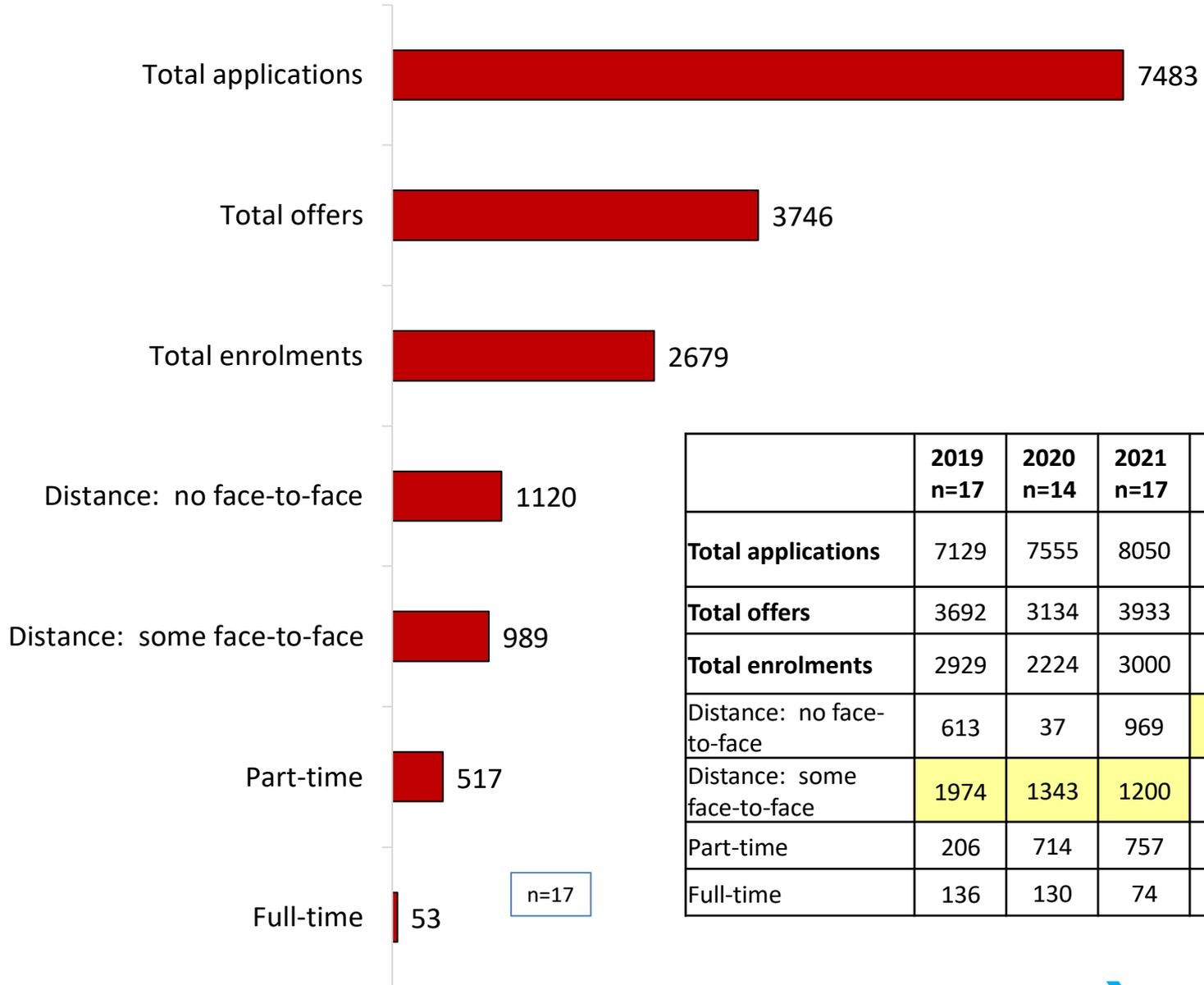


# Which of the following do you offer?

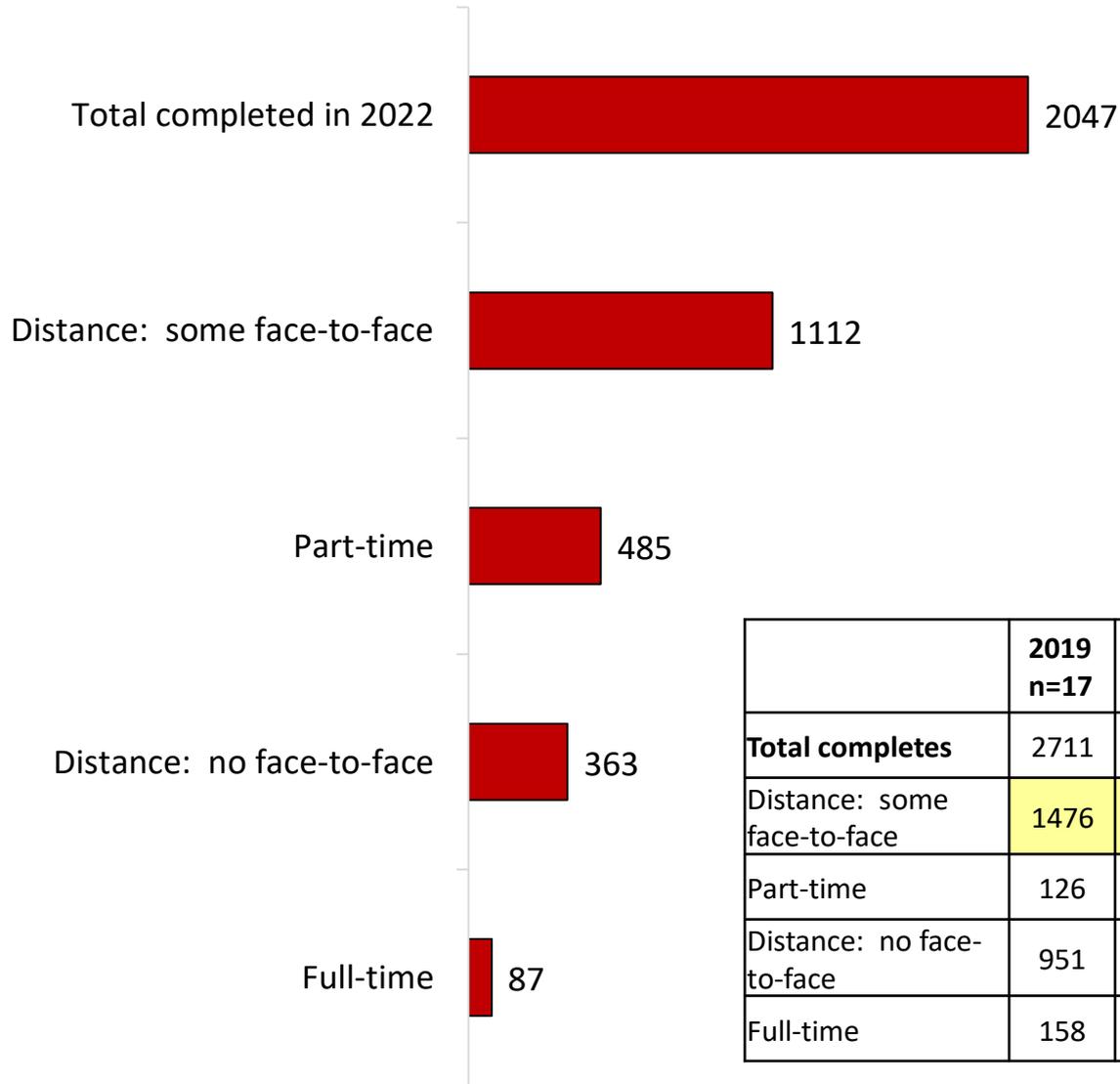


n=17

## Student intake



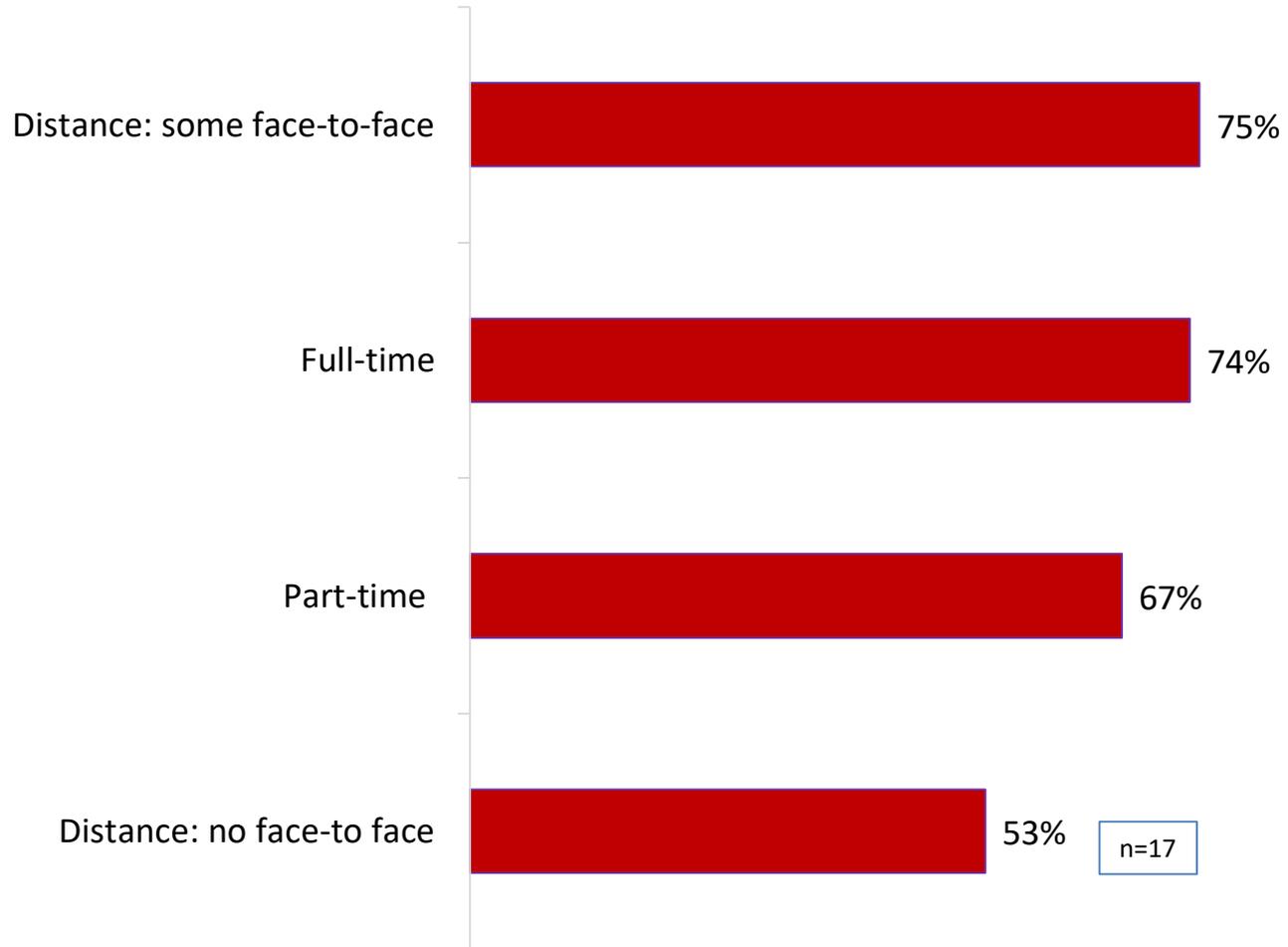
# Student graduations



	2019 n=17	2020 n=14	2021 n=17	2022 n=16	2023 n=17
<b>Total completes</b>	2711	2669	2264	1786	2047
Distance: some face-to-face	1476	1893	1022	497	1112
Part-time	126	562	726	824	485
Distance: no face-to-face	951	82	440	369	363
Full-time	158	132	76	96	87

# What % of those students who start, graduate within the required time?

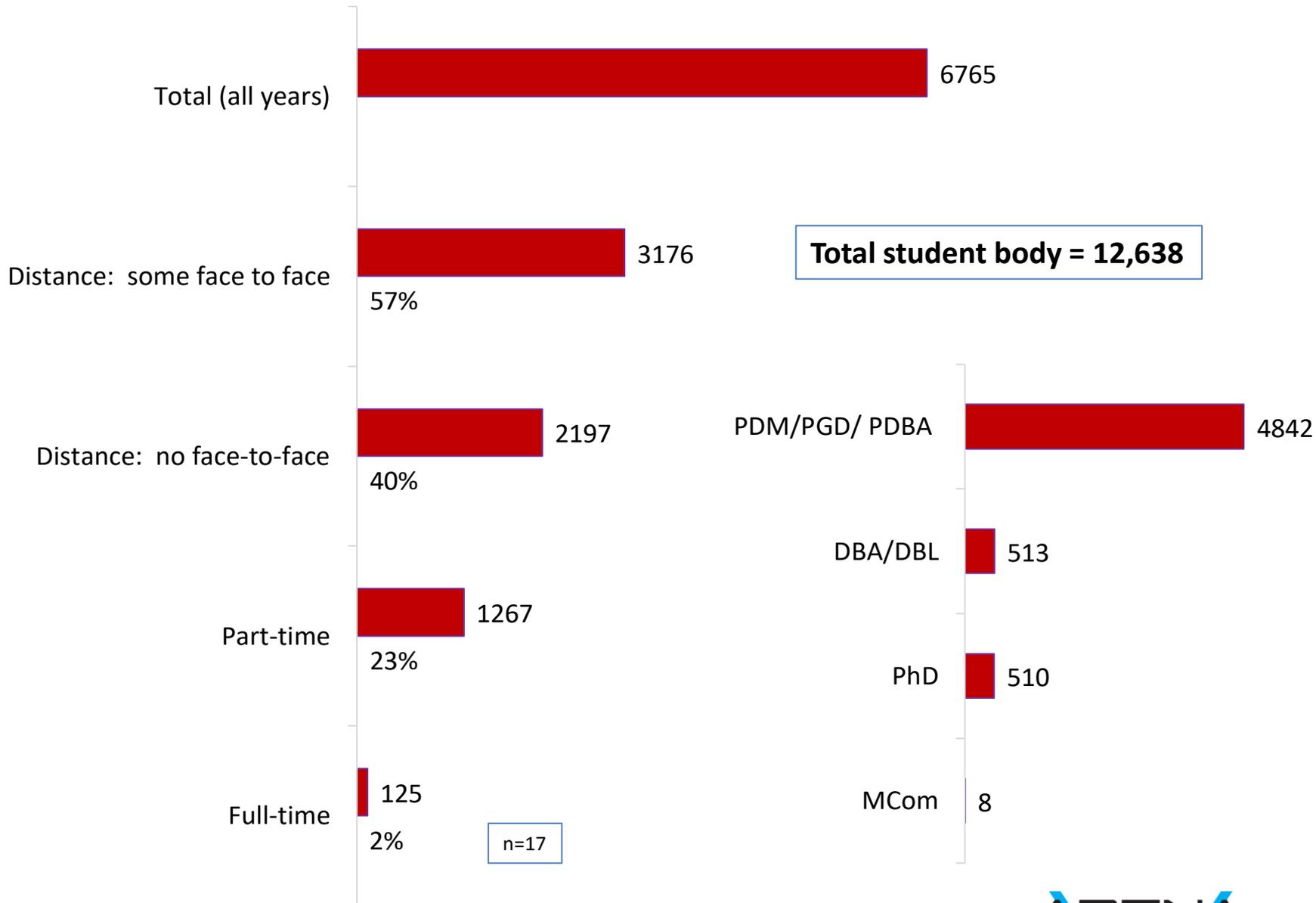
Mean scores



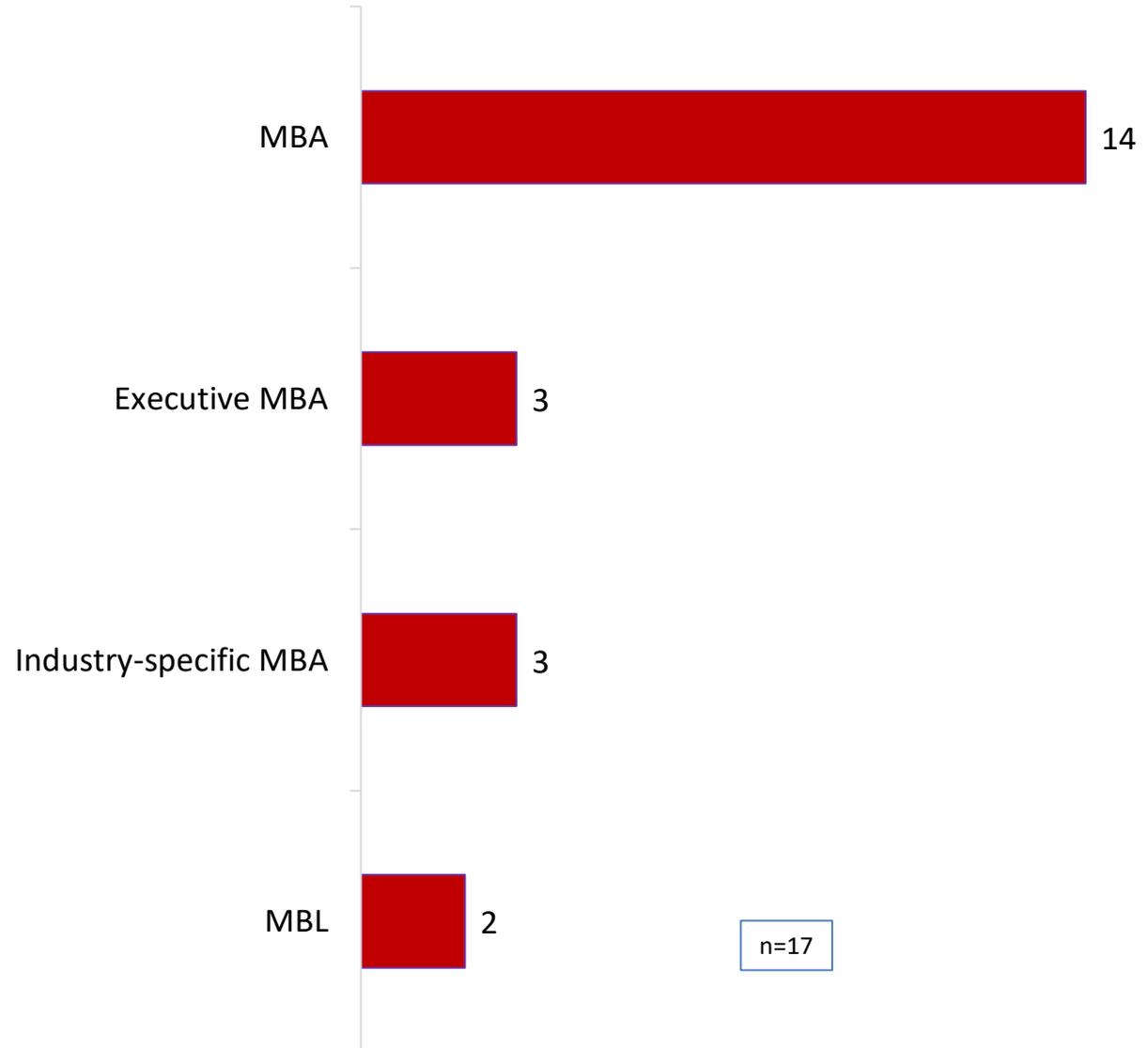
## Current MBA/MBL student body



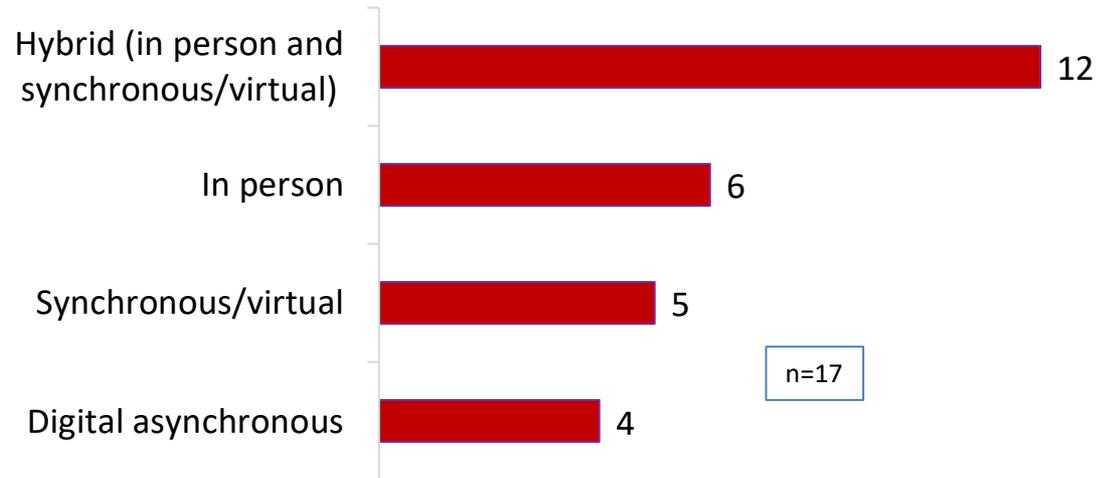
## Current student body



## Which of the following MBAs do you offer?



## In terms of delivery, where will your focus be going forward?

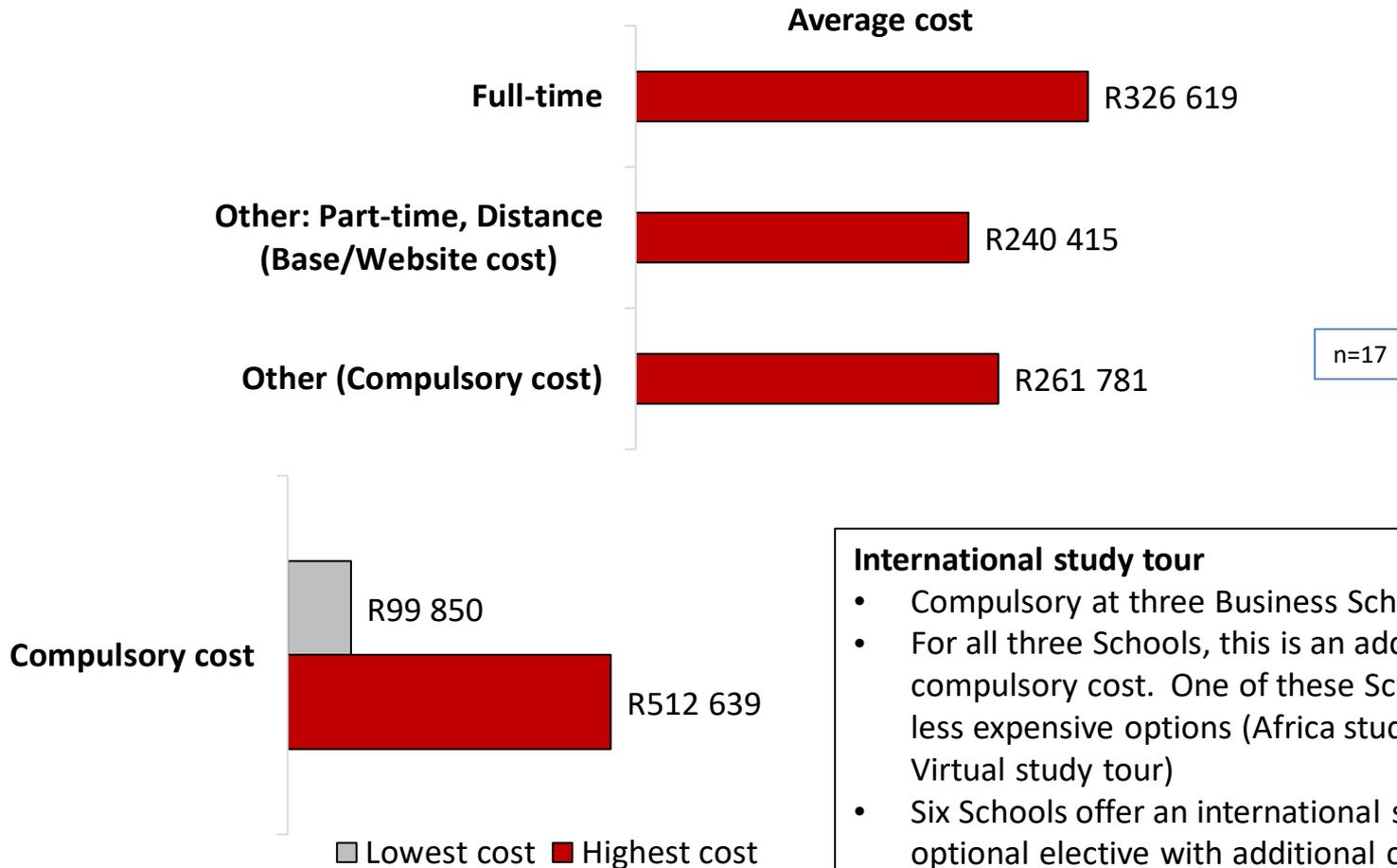


Reasons for Hybrid	2022	2023
Accessibility/Expand reach	3	6
Flexibility	6	5
Best of both	3	5
Continuing with Covid delivery		4
Client preference		3
Waiting for ruling from CCH		2
In-line with university policy		1
<b>Reasons for in-person</b>		
Historical delivery		2
Client/Student preference	2	2
Are an in-person School	5	1
+ Livestreaming for students needing this	1	

Reasons for Synchronous/virtual	2022	2023
Client/Student preference	4	2
Accessibility/Expand reach	2	3
Are a distance School	1	1
<b>Reasons for Digital asynchronous</b>		
Accessibility/Expand reach	3	2
Client/Student preference		2
In-line with university policy		1
Are a distance School	1	



## Cost of MBA/MBL programme



### Compulsory cost includes

Base cost

+

Where relevant: Application fee, Test/s,  
Compulsory international study tour

### International study tour

- Compulsory at three Business Schools
- For all three Schools, this is an additional compulsory cost. One of these Schools allows for less expensive options (Africa study tour and Virtual study tour)
- Six Schools offer an international study tour as an optional elective with additional costs attached
- Eight Schools do not offer an international study tour in their MBA/MBL programme

# MBA/MBL core courses: most popular courses



# MBA/MBL optional/elective courses: most popular course

## Number of courses



n=17

## Number of Schools offering these courses



## Language: Lectures, course material and help to students

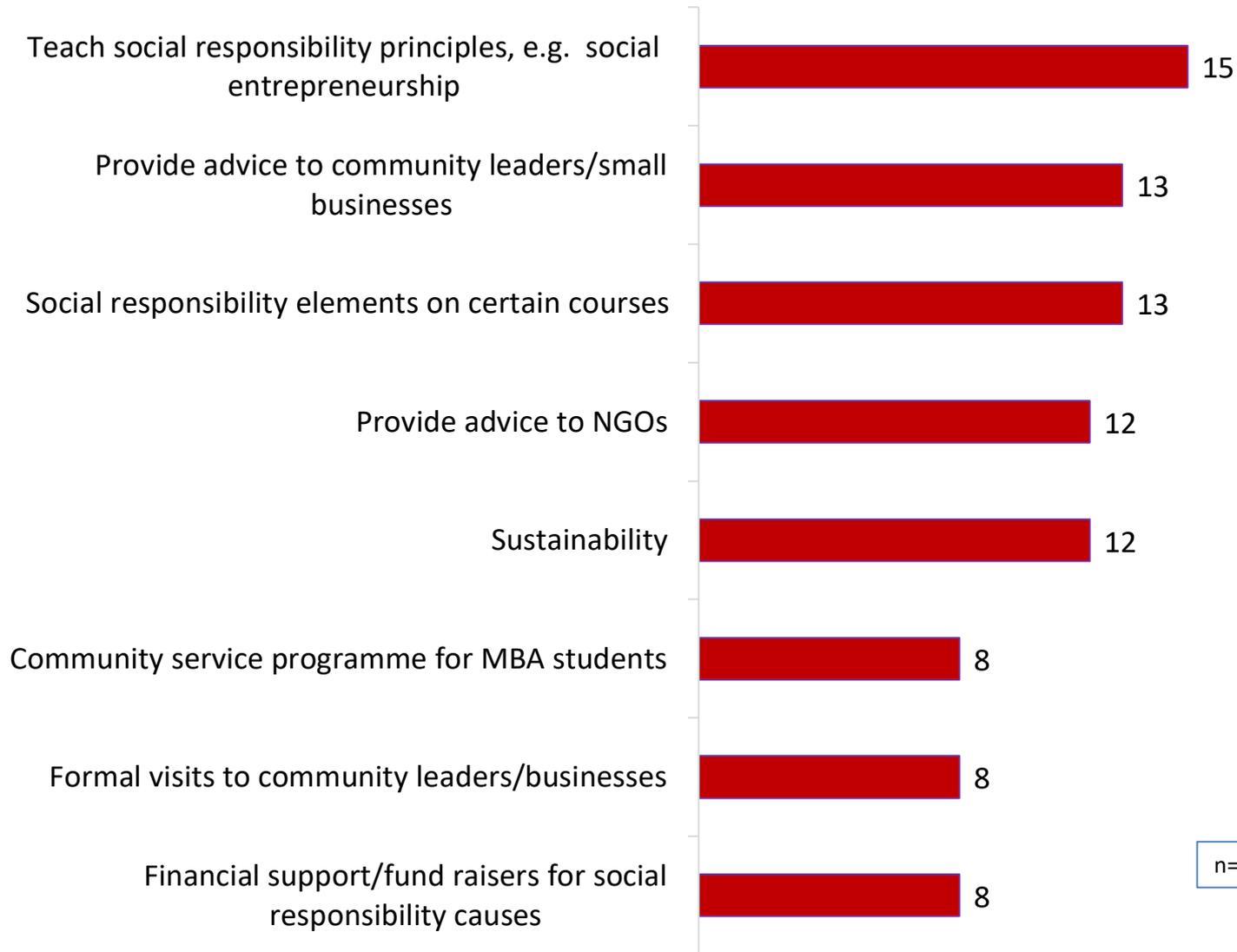
In what language/s do you conduct lectures?

English 17

In what language/s is your course material available?

English 17

## Which of the following social responsibility/community engagement, service learning initiative do you include in your MBA programme?



n=17

## What career guidance does your Business School offer MBA students?



n=17

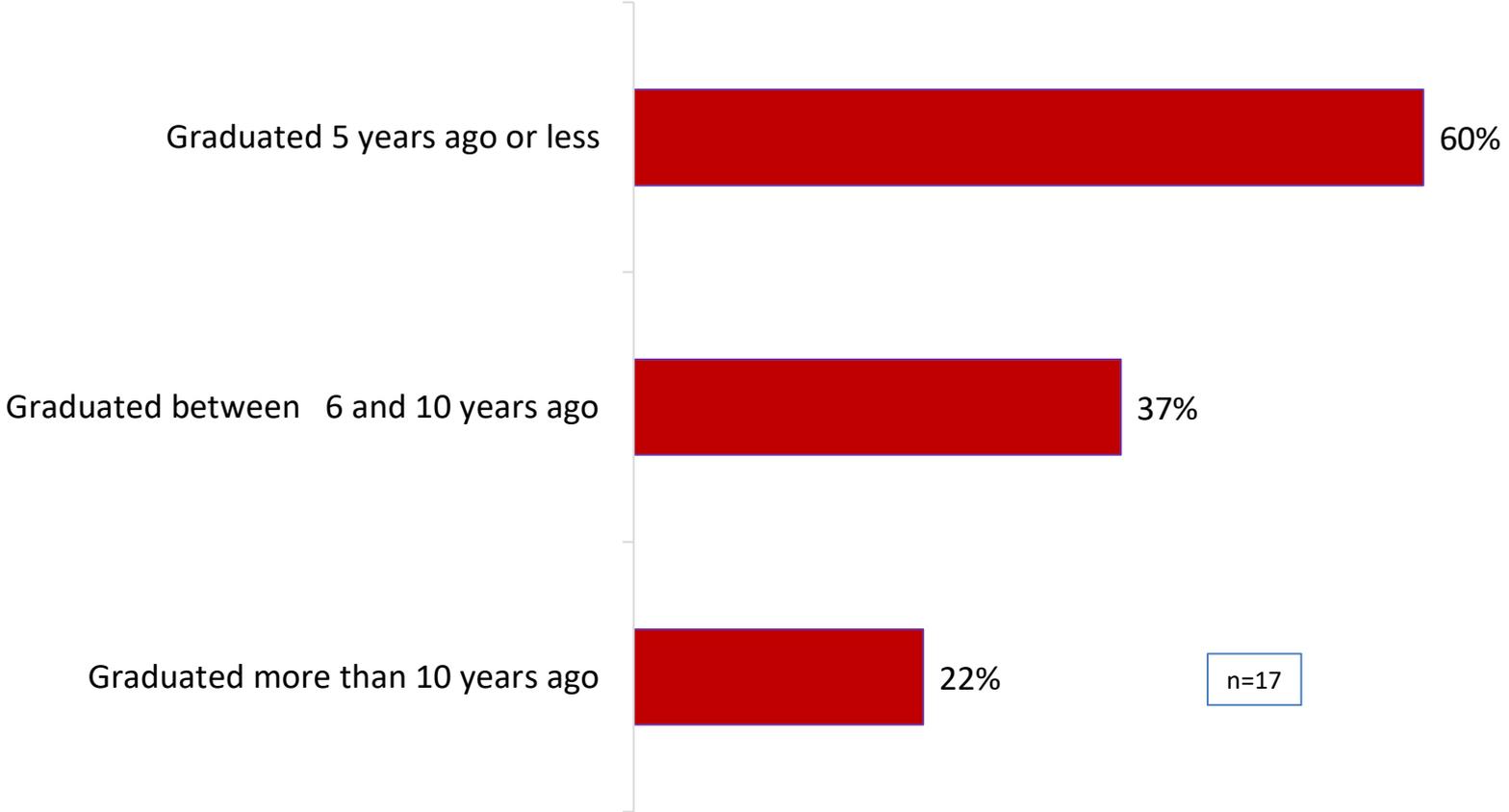
## What does your business school do to encourage companies/ businesses to send/sponsor employees on your MBA programme?



## What contact do you have with Alumni?

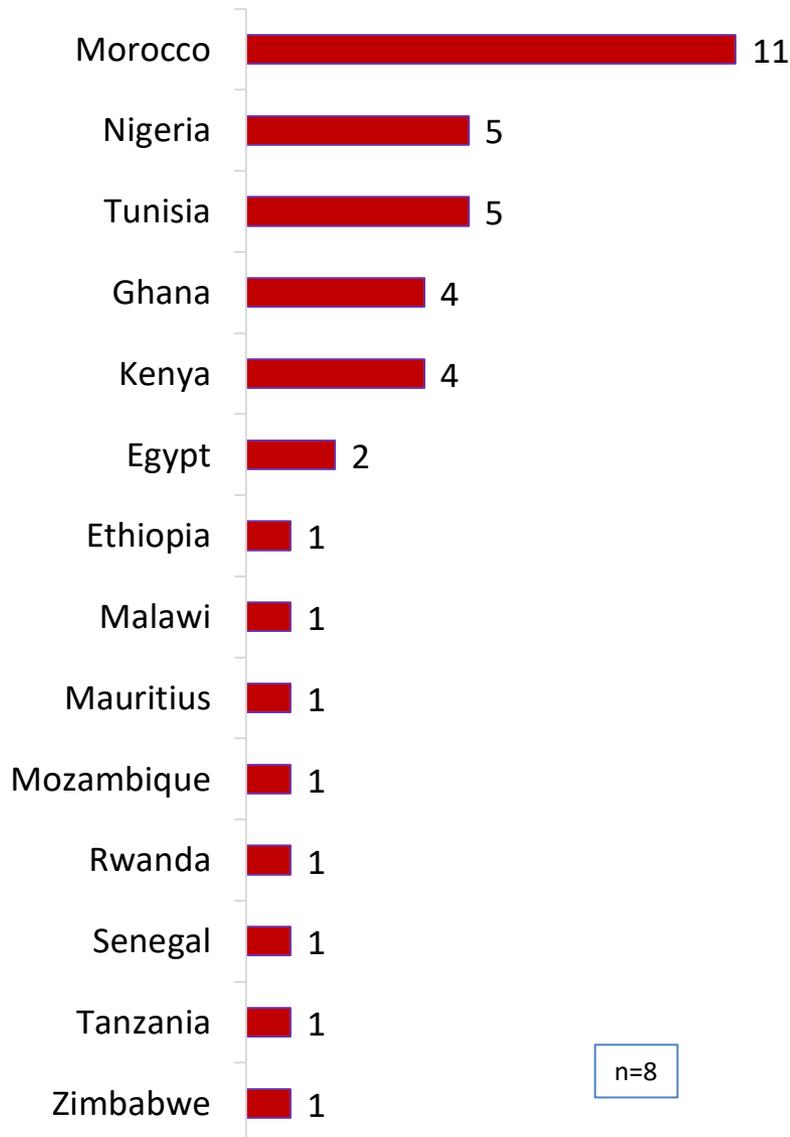


# What % of the graduates do you have regular contact/interaction with?



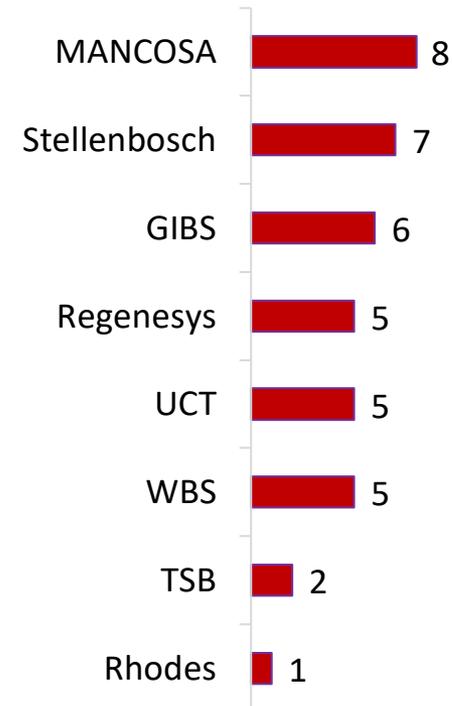
# With which African Business Schools (excluding SA) do you collaborate on your MBA programme?

Total number of African Business Schools = 39

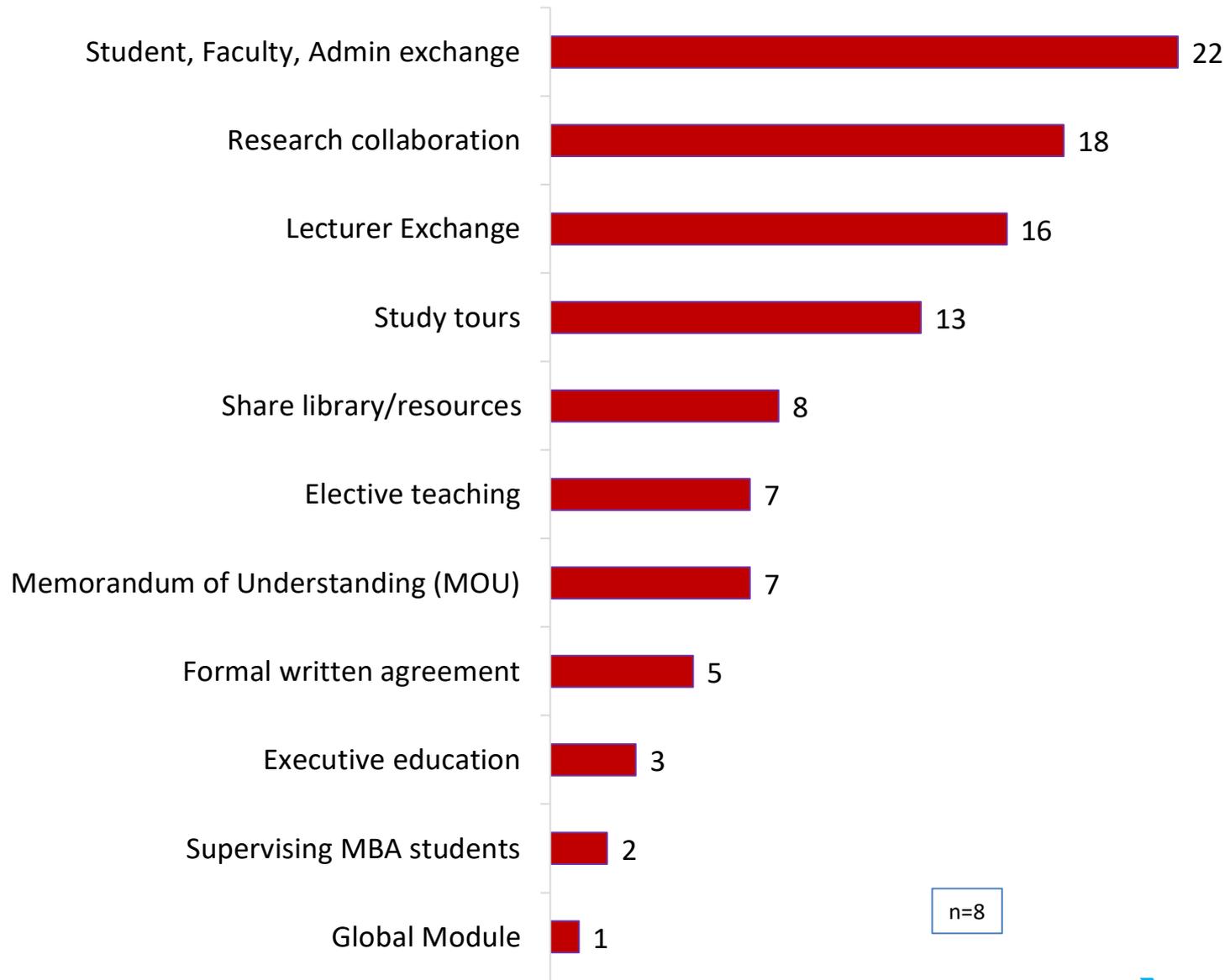


n=8

Total number per Business School



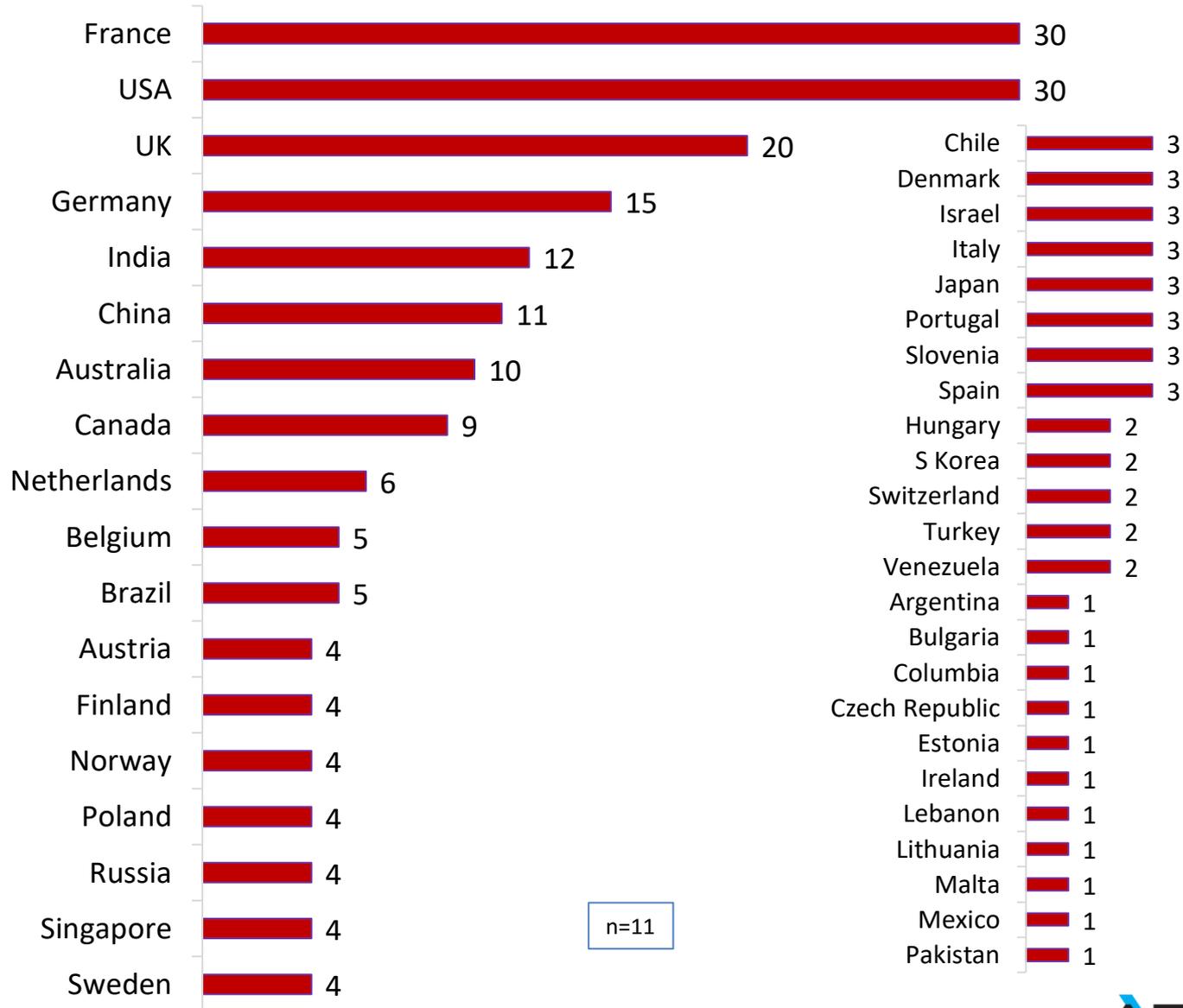
## African Business Schools: What is the nature of this agreement?



# Which International Business Schools (excluding Africa) do you have a formal written agreement with?

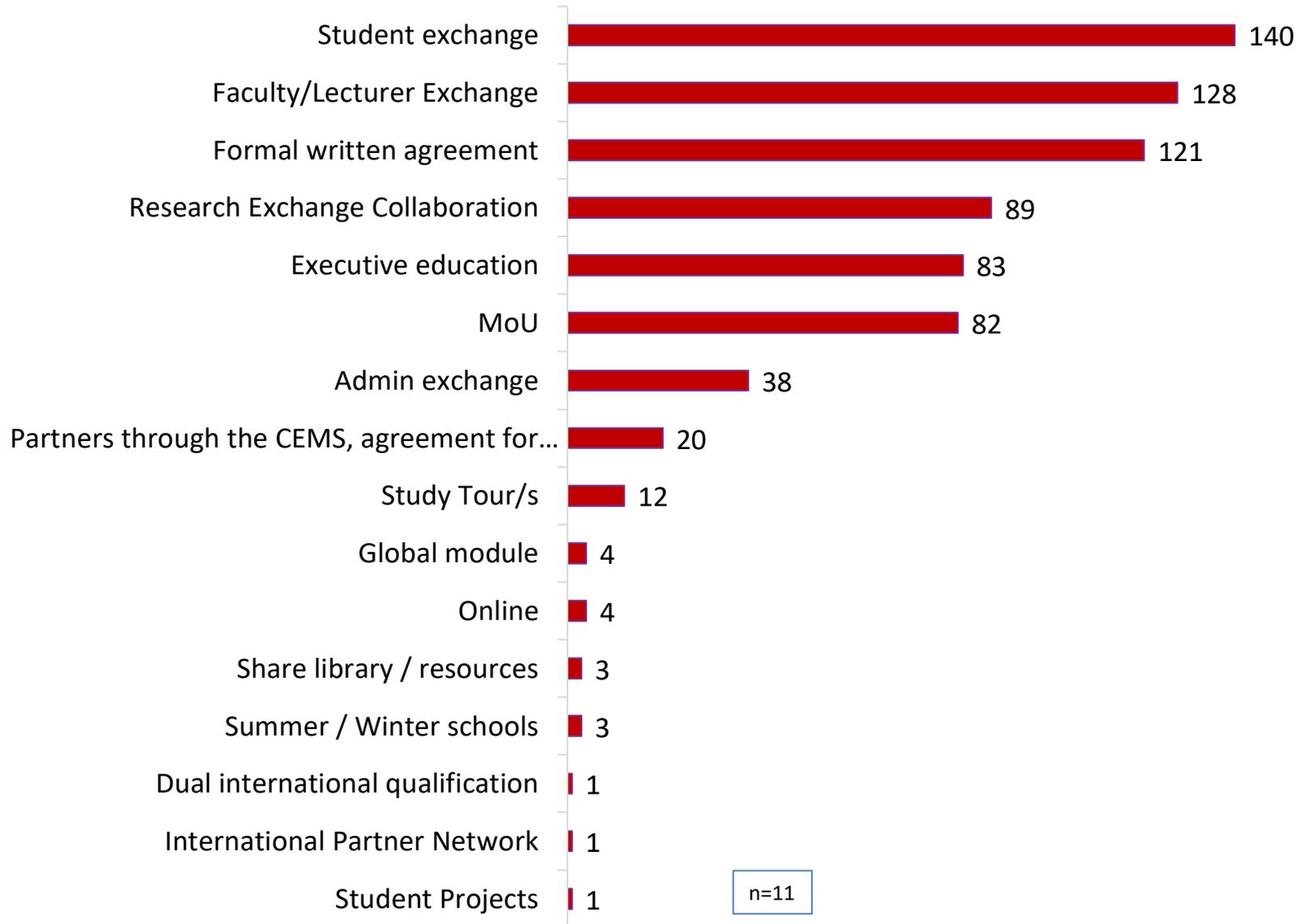
## Countries

Total number of International Business Schools = 229



n=11

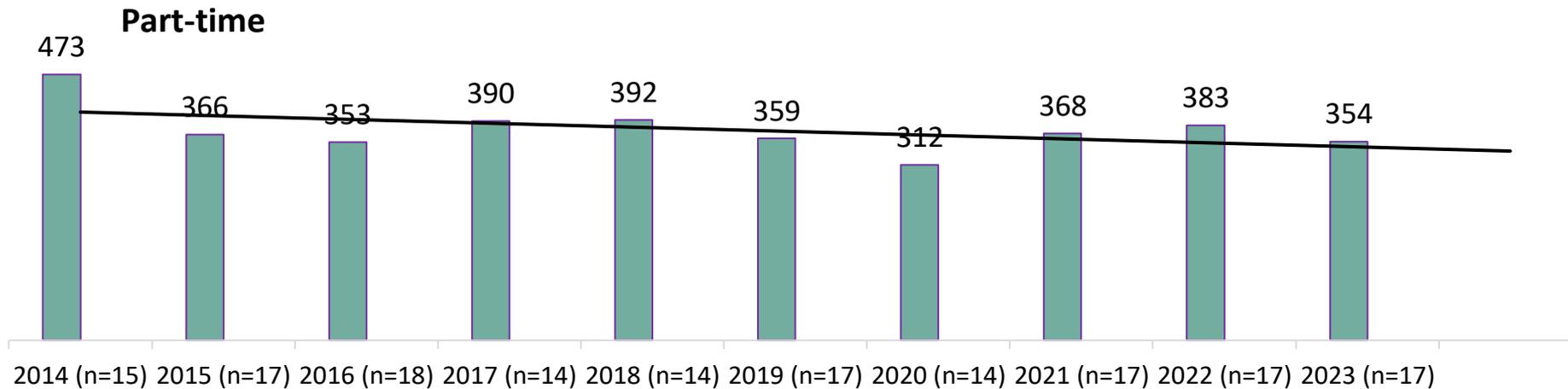
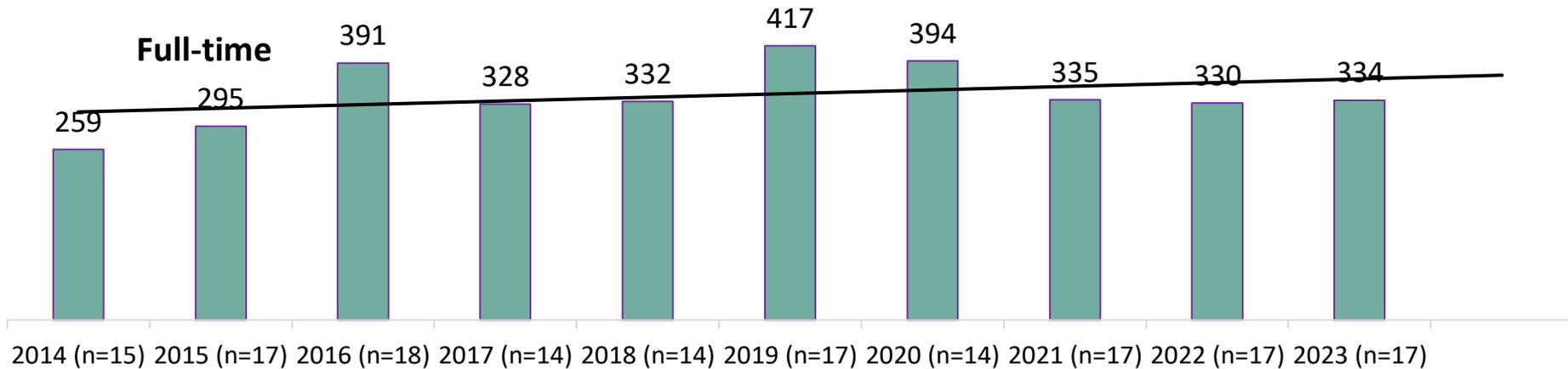
## International Business Schools: What is the nature of this agreement?



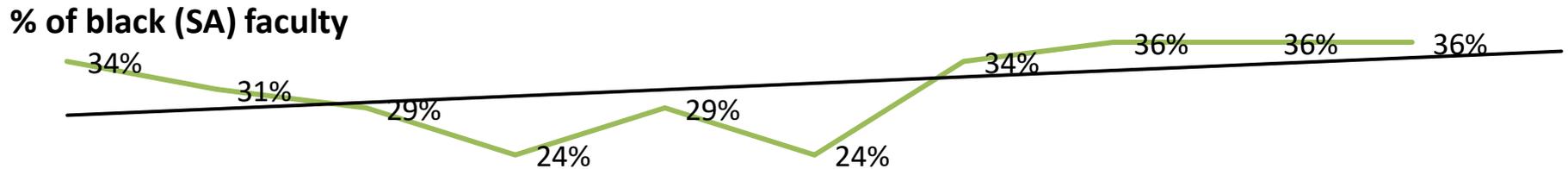
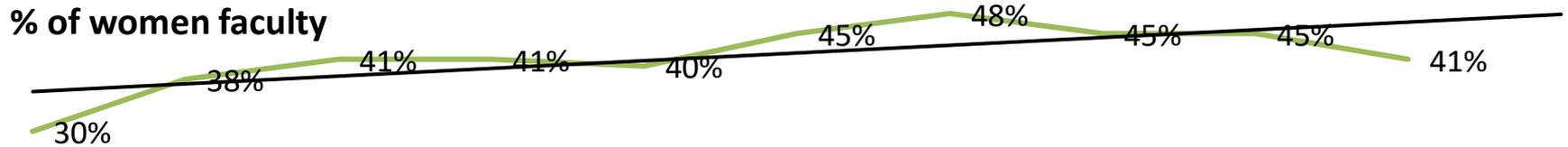
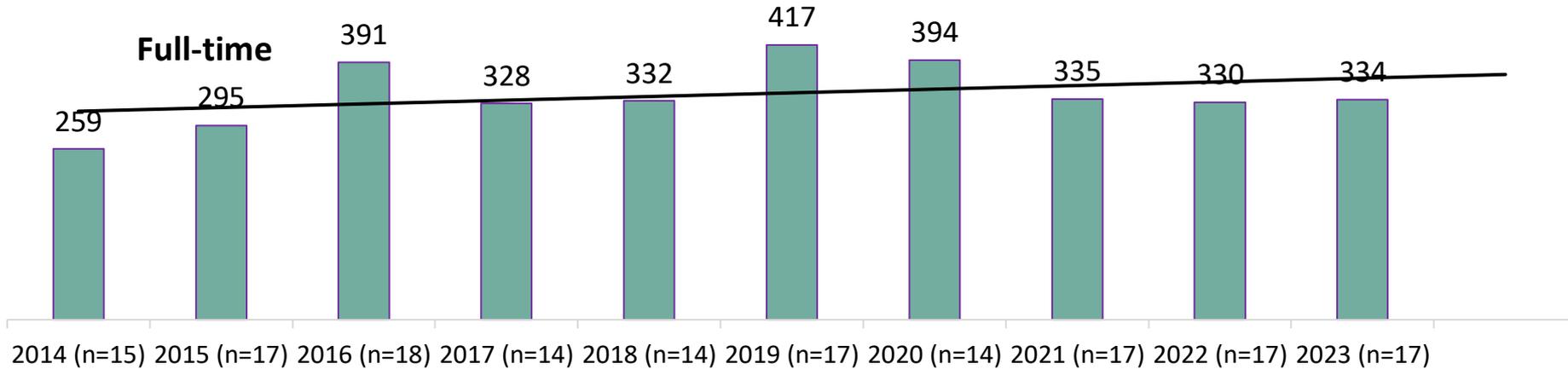
# Business Schools

## Key findings and trends

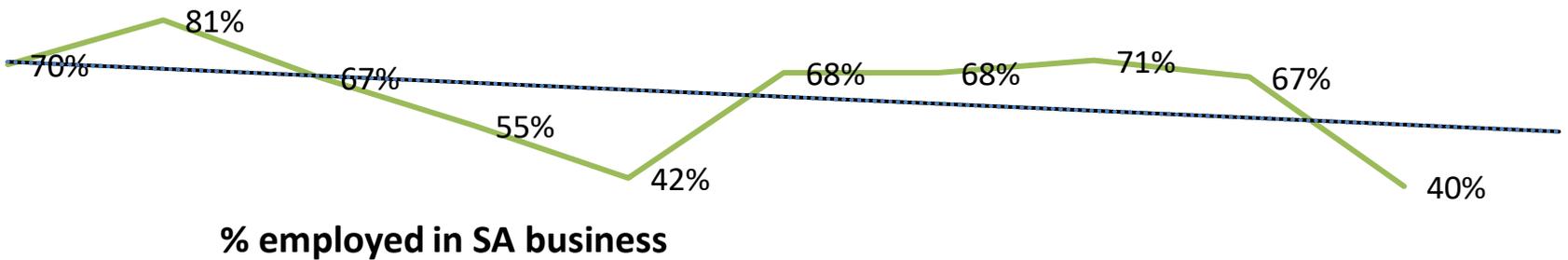
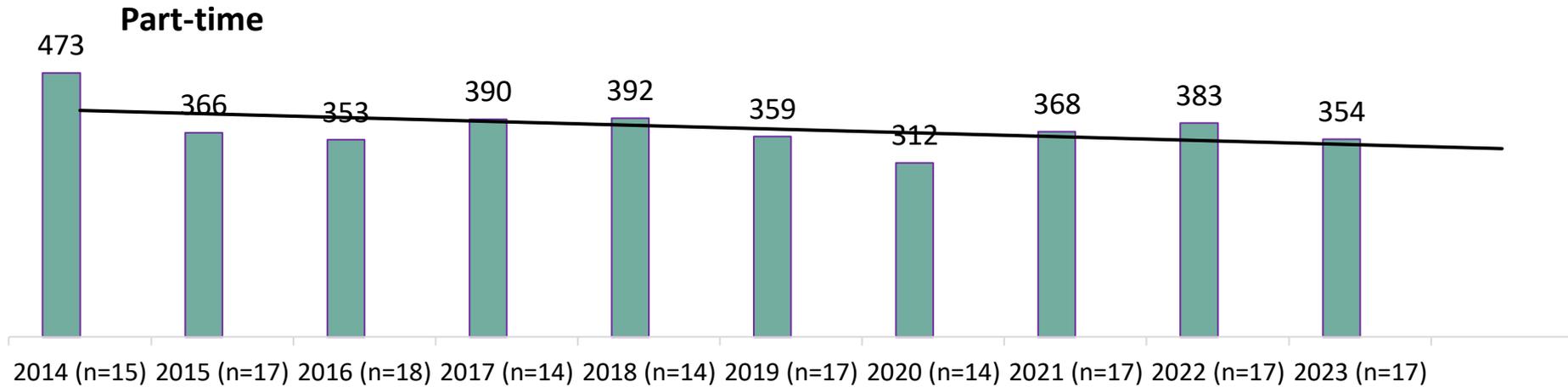
## Higher average number of part-time faculty (375) than full-time faculty (342), but overall growth in full-time faculty since 2014



# Full-time: Higher average proportion of women (41%) than black (31%) faculty

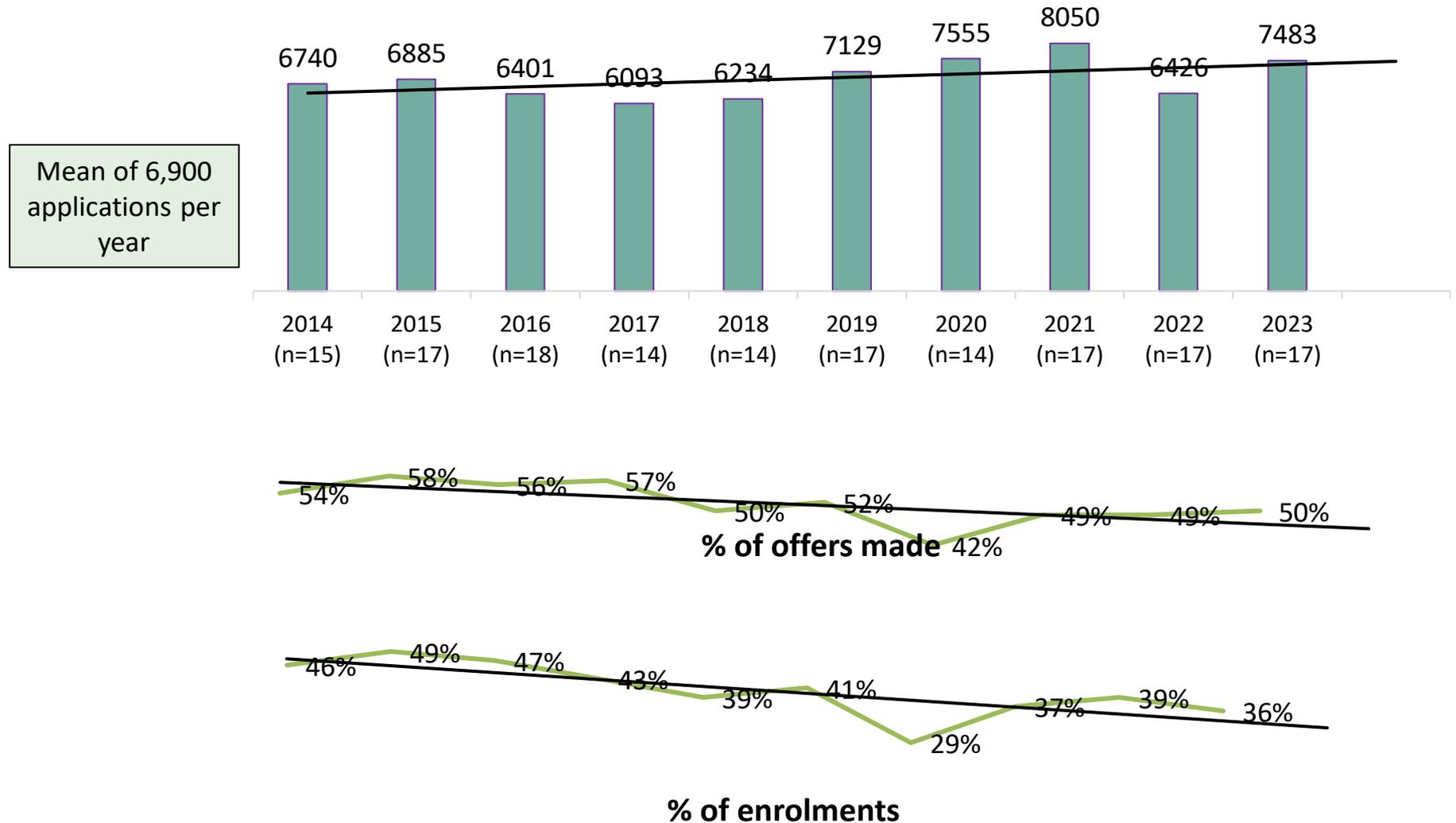


## Part-time: Average 63% of part-time faculty employed in SA business



# Applications for 2023 have recovered from the dip in 2022

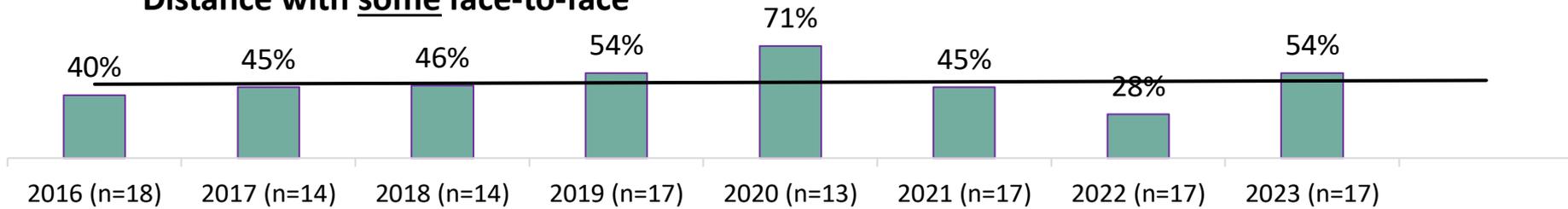
There has been a decrease in the % of offers and of enrolments from applications since 2014



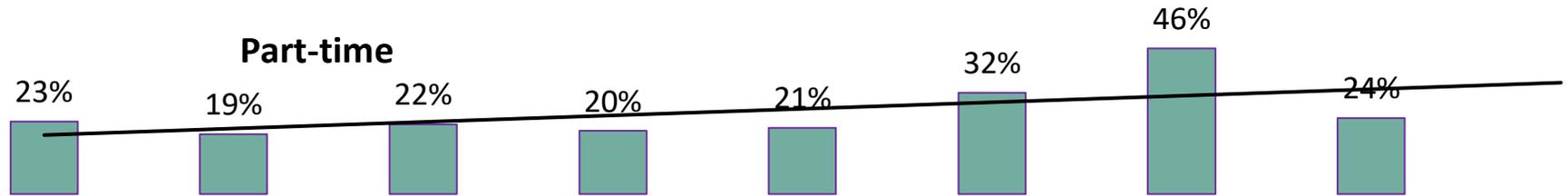
# Decreased percentage of full-time and 'distance with no face-to-face' graduates. The increase in part-time graduates seen over the past couple of years has not continued

## Graduations

### Distance with some face-to-face



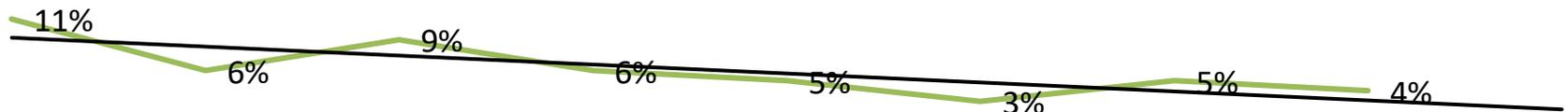
### Part-time



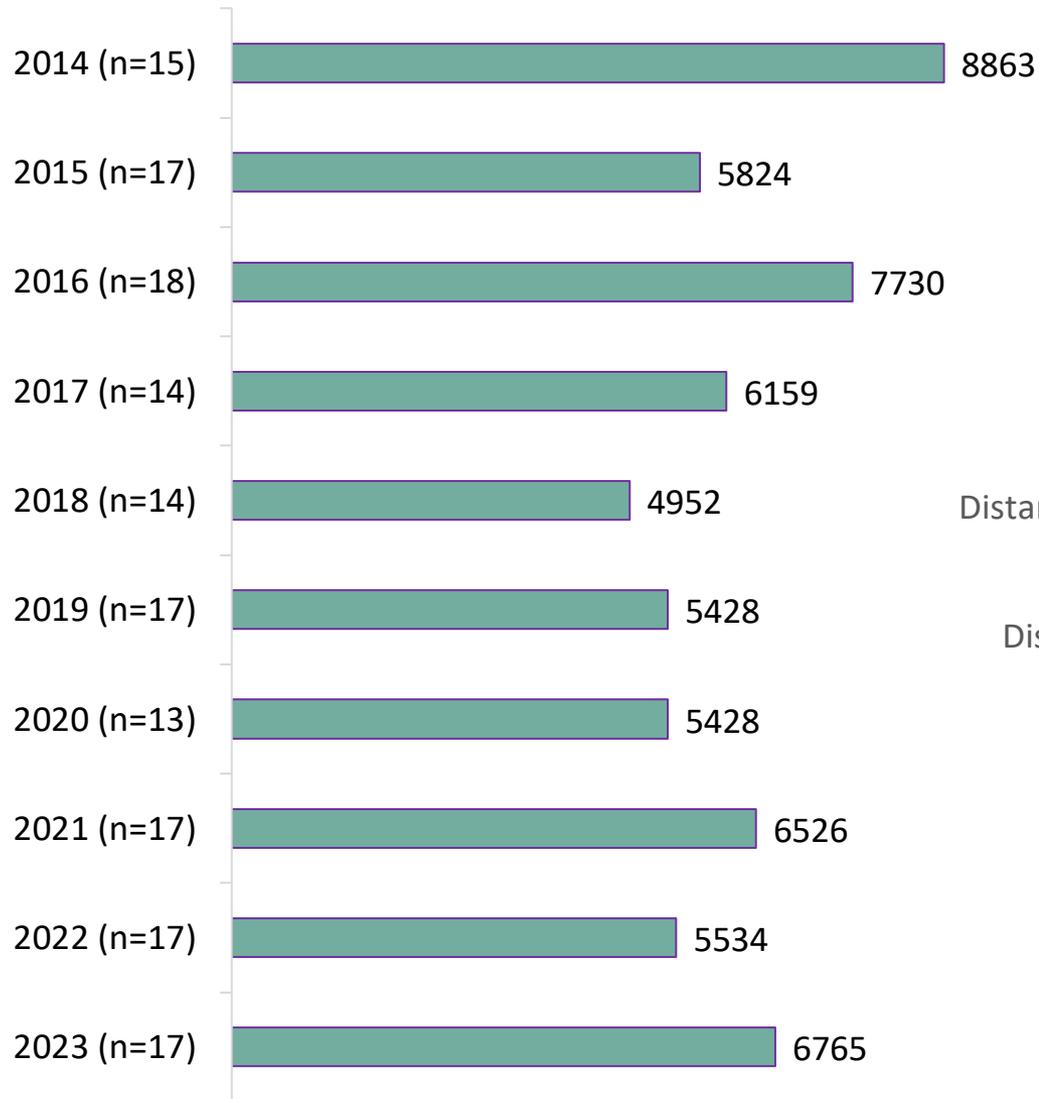
### Distance with no face-to-face



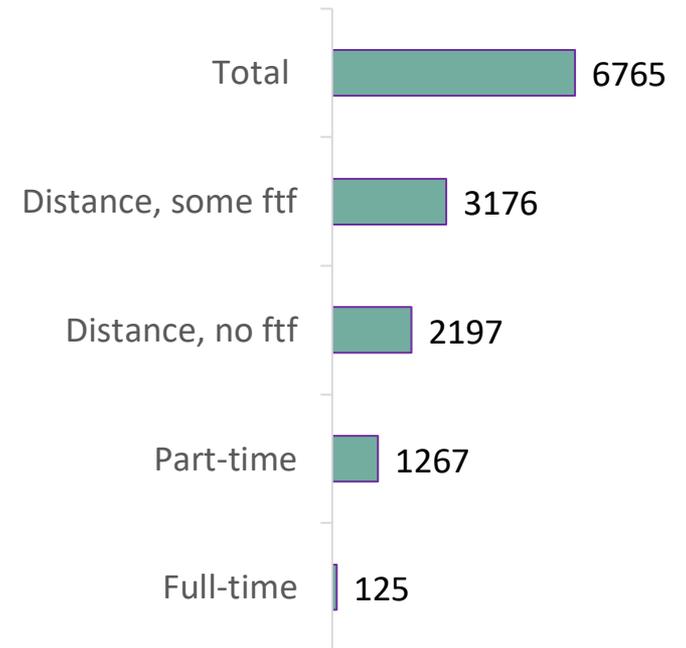
### Full-time



**The current total MBA student body (6765) is slightly higher than the average (6321)  
 47% are distance with some ftf, 32% are distance with no ftf, 19% are part-time and  
 2% are full-time**

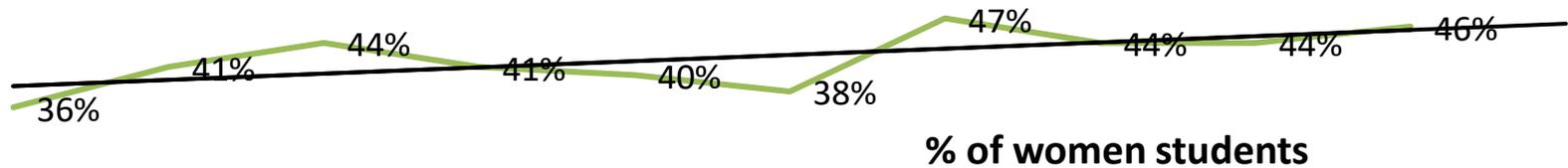
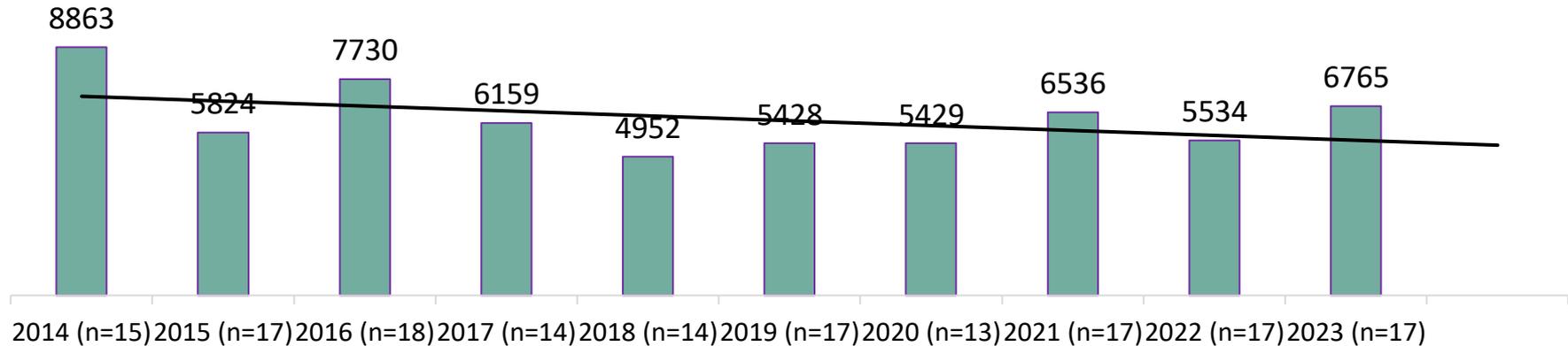


**Total MBA/MBL Student Body**



## Increased total MBA student body compared to 2022

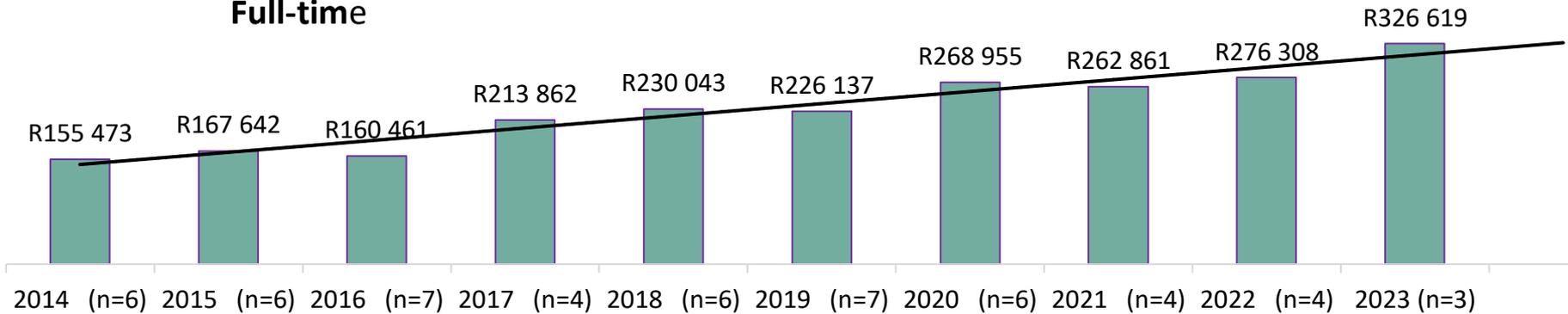
Higher average proportion of black (58%) than of women (42%) students



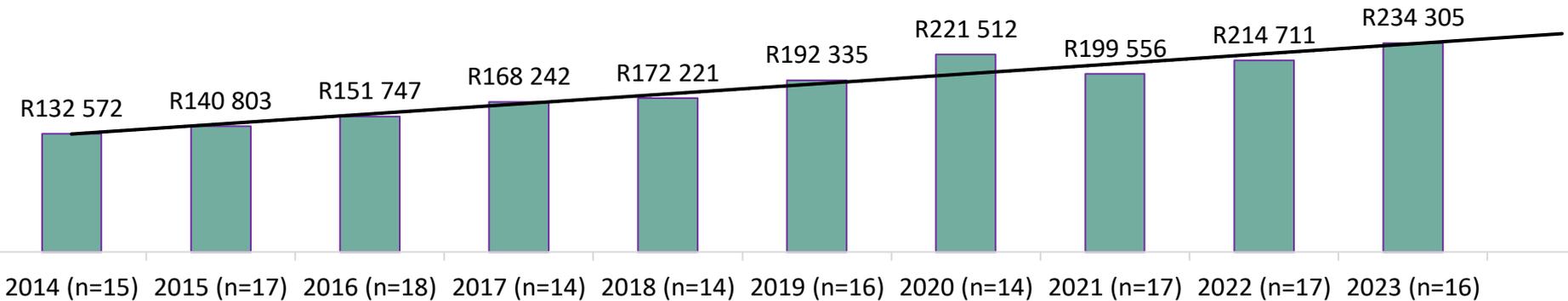
# Higher average cost increase for full-time than for part-time/distance

Costs decreased in 2021 post-Covid, but have now recovered

## Full-time



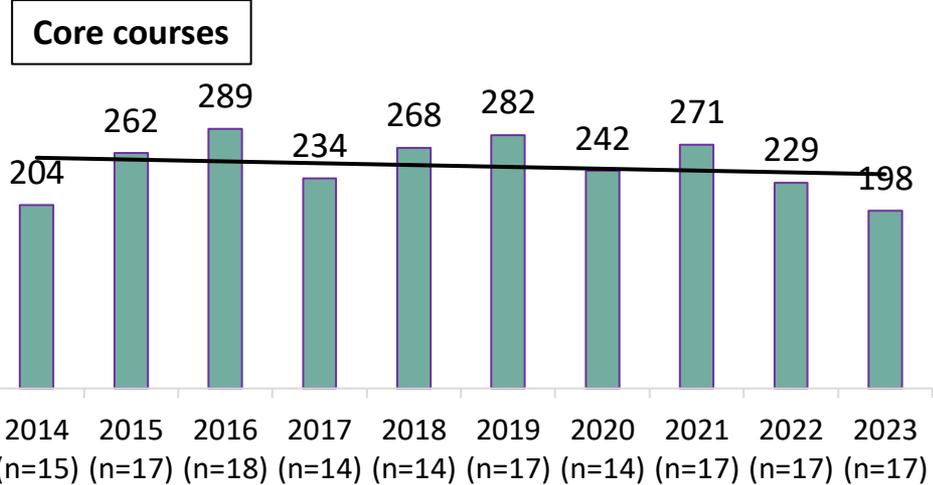
## Base/Website cost: Part-time, Modular, Distance, Block-release, Blended



The average **compulsory cost, including international study tour for 2023 is R261,781: Range = R99,850 – R512,639**. One School includes it in the base cost. Three Schools charge an additional amount for the study tour (one School offers three alternative cost and experience options). Six Schools offer an optional study tour. Seven Schools do not offer a study tour.

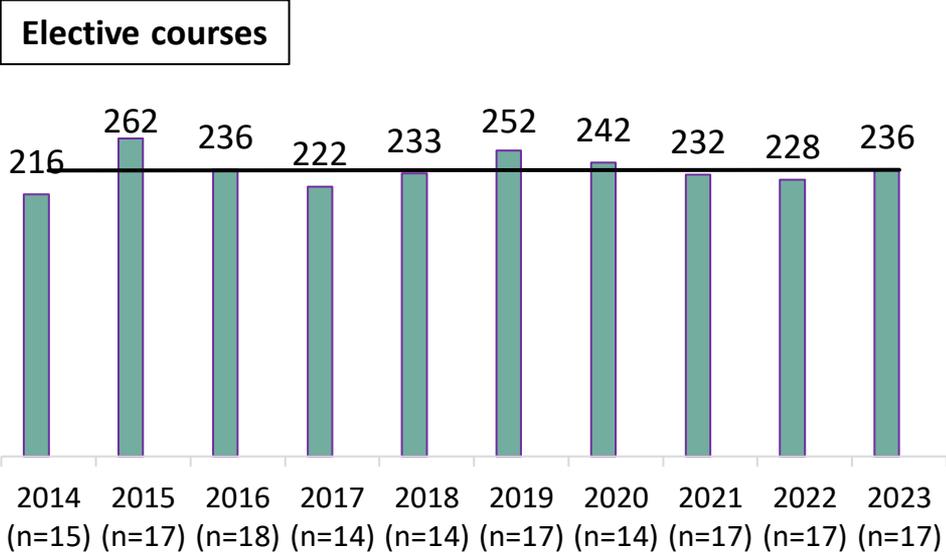
# Same average number of core and elective courses

Mean of 250 core courses per year



- Most popular
- Finance
  - Research
  - Operations
  - Strategy
  - Leadership

Mean of 236 elective courses per year



- Most popular
- Entrepreneurship
  - International Business
  - Creativity/Innovation
  - Finance
  - Business in Africa
  - Information Systems/ Tech

# Most Business Schools offer social responsibility elements in their programme, minimal career guidance and high-level company interactions to encourage MBA sponsorship

## Social responsibility

- Teach social responsibility principles
- Provide advice to NGOs, community leaders and small business
- Social responsibility elements on certain courses
- Provide advice to NGOs
- Sustainability

## Career guidance

- Informal career guidance
- Alumni events
- Managing your MBA
- Personal development course/module

## Activities to encourage company sponsorship of employees

- Marketing campaigns
- Strategic interactions with businesses
- Visits/presentations to companies
- Maintain close contact with alumni
- Host conferences

**Schools are in contact with an average of 60% of recent (last 5 years) graduates, 37% of those who graduated between 6 and 10 years ago, and 22% of those who graduated more than 10 years ago**

**The FM Graduate report gives an average age for graduates at 38 years old. This means that Schools have retained a relationship with less than half of their graduates who are currently in a financial and leadership position to offer significant support to their alma mater**

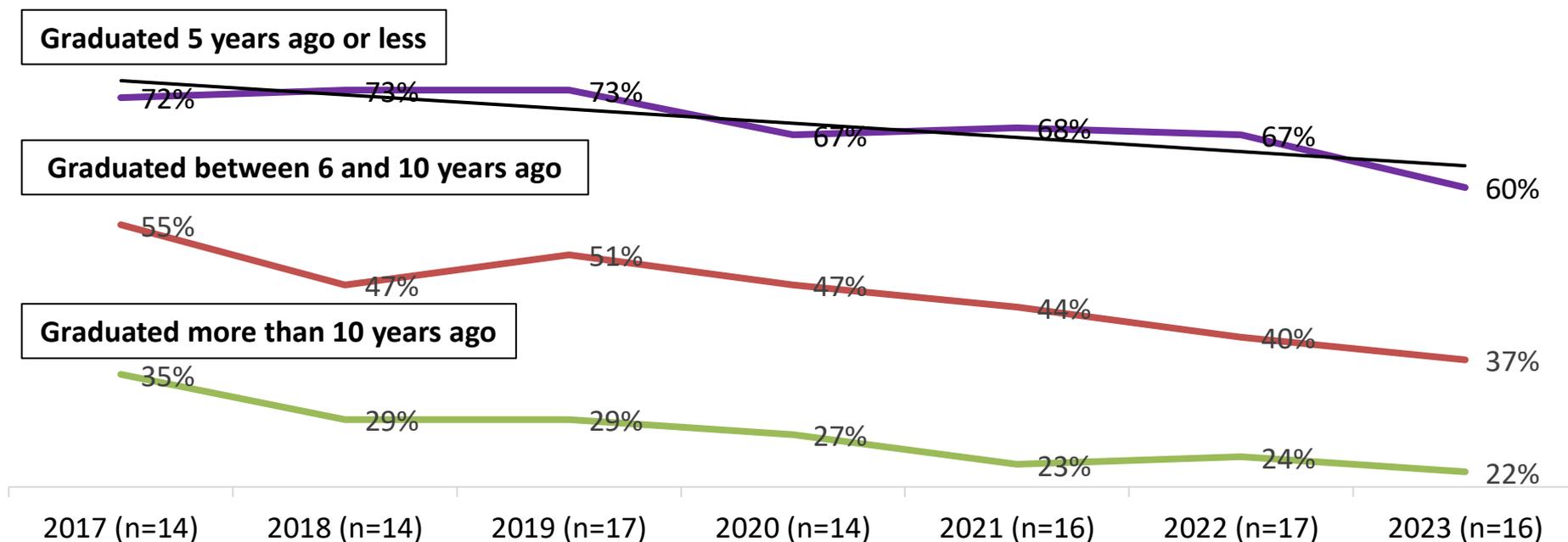
Mean	2014 n=15	2015 n=16	2016 n=18	2017 n=14	2018 n=14	2019 n=17	2020 n=14	2021 n=16	2022 n=16	2023 n=16
Graduated 5 yrs ago or less	73%	86%	93%	77%	73%	73%	67%	68%	67%	60%
Graduated between 6 and 10 yrs ago	62%	62%	81%	55%	47%	51%	47%	44%	40%	37%
Graduated more than 10 yrs ago	46%	43%	71%	35%	29%	29%	27%	23%	24%	22%

DUT: no graduates, first graduates in 2024

Schools are in contact with an average of 60% of recent (last 5 years) graduates, 37% of those who graduated between 6 and 10 years ago, and 22% of those who graduated more than 10 years ago

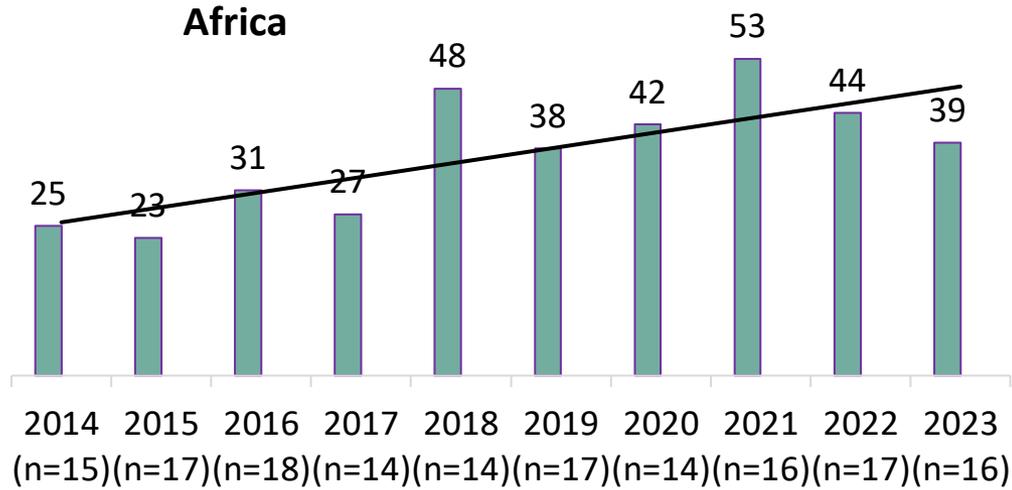
The FM Graduate report gives an average age for graduates at 38 years old. This means that Schools have retained a relationship with less than half of their graduates who are currently in a financial and leadership position to offer significant support to their alma mater

% of graduates that business schools are in regular contact with



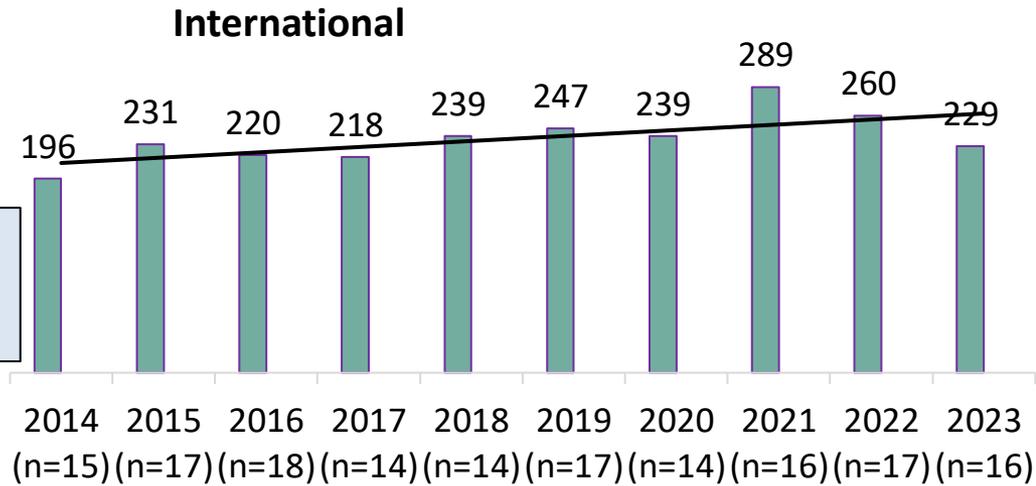
# Decreased formal agreements since last year in Africa as well as internationally

Mean of 36  
Business Schools  
in Africa



- Most popular countries
- Morocco
  - Nigeria
  - Tunisia
  - Ghana
  - Kenya

Mean of 237  
International Business  
Schools outside Africa



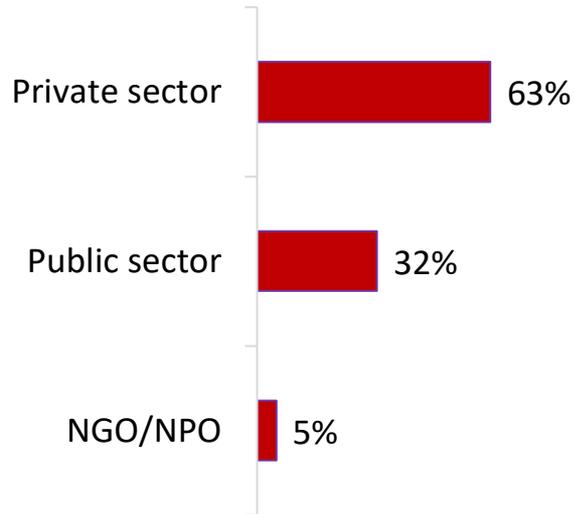
- Most popular countries
- France
  - USA
  - UK
  - Germany
  - India
  - China
  - Australia
  - Canada

What is the total number of Business Schools with whom you have a formal written agreement?

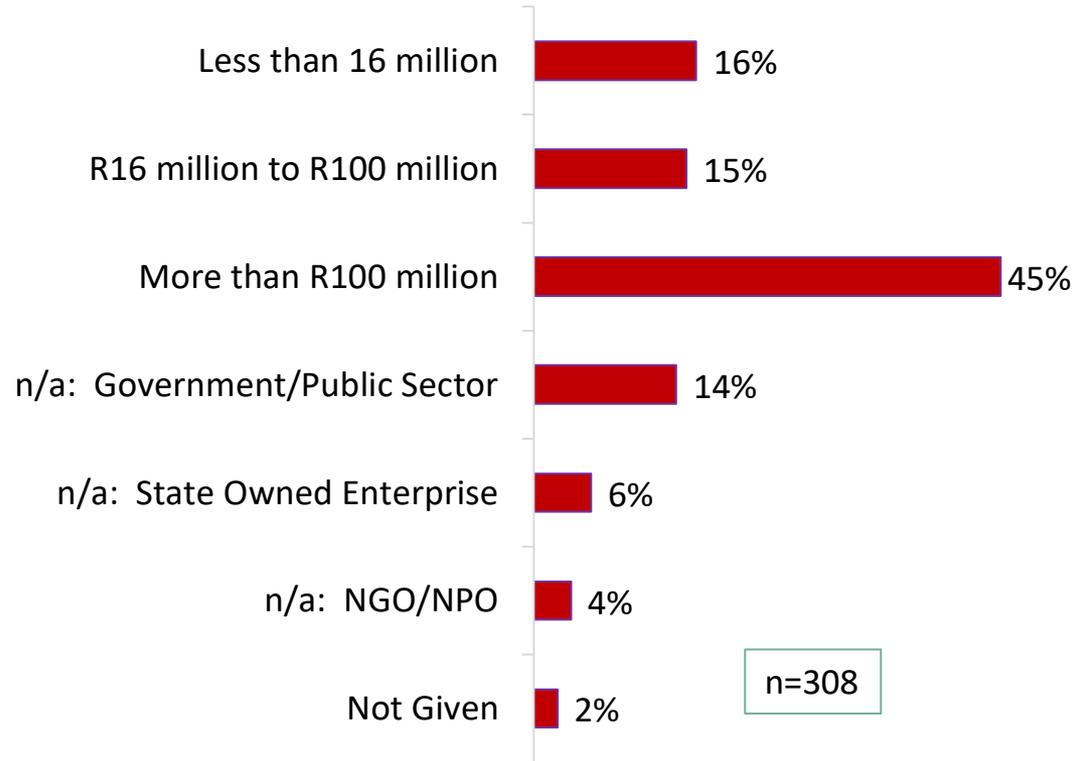
# BUSINESSES/EMPLOYERS

# Demographics

SECTOR



COMPANY TURNOVER



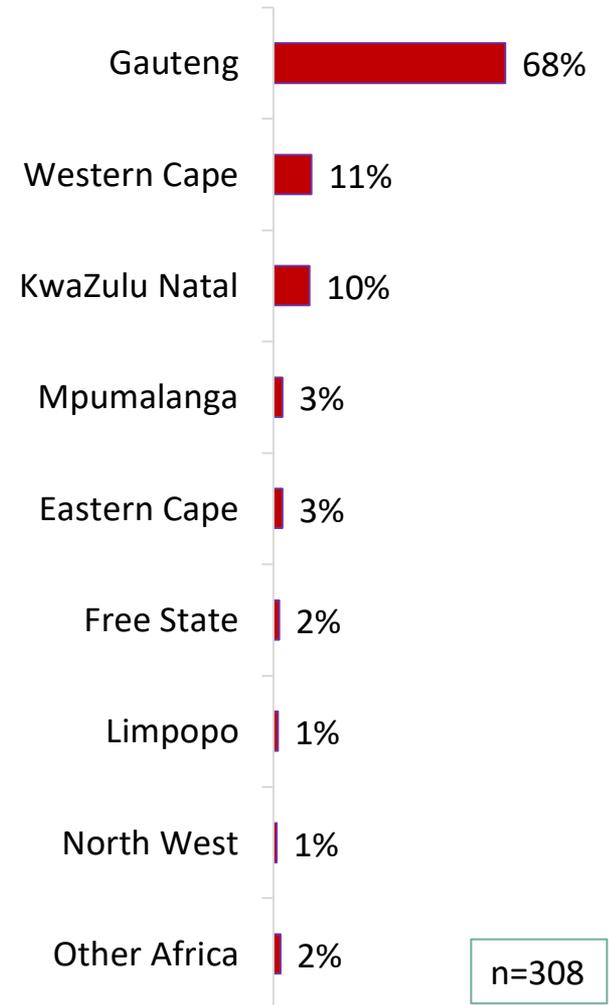
n=308

# Demographics

POSITION/LEVEL



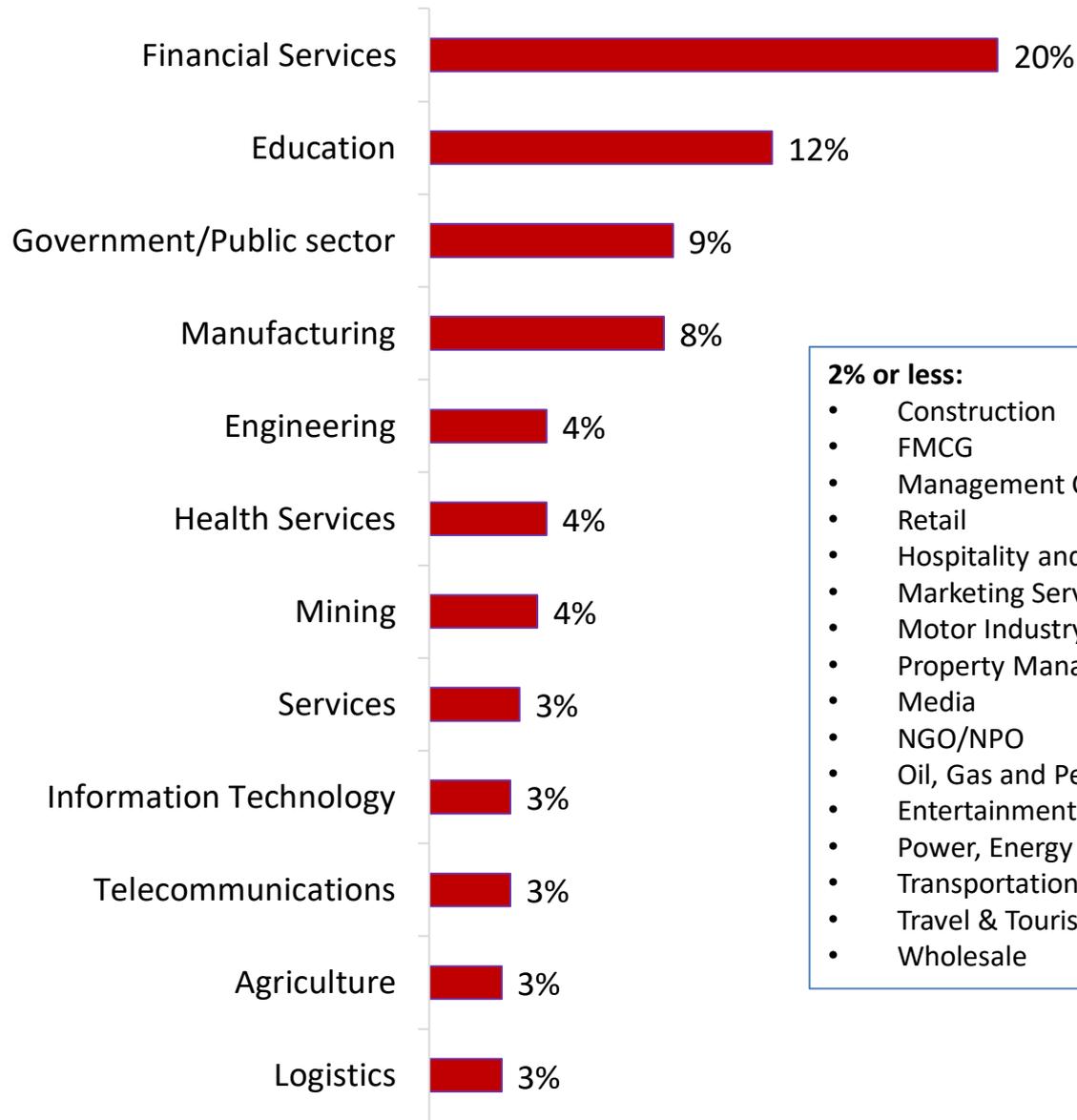
PROVINCE



n=308

# Demographics

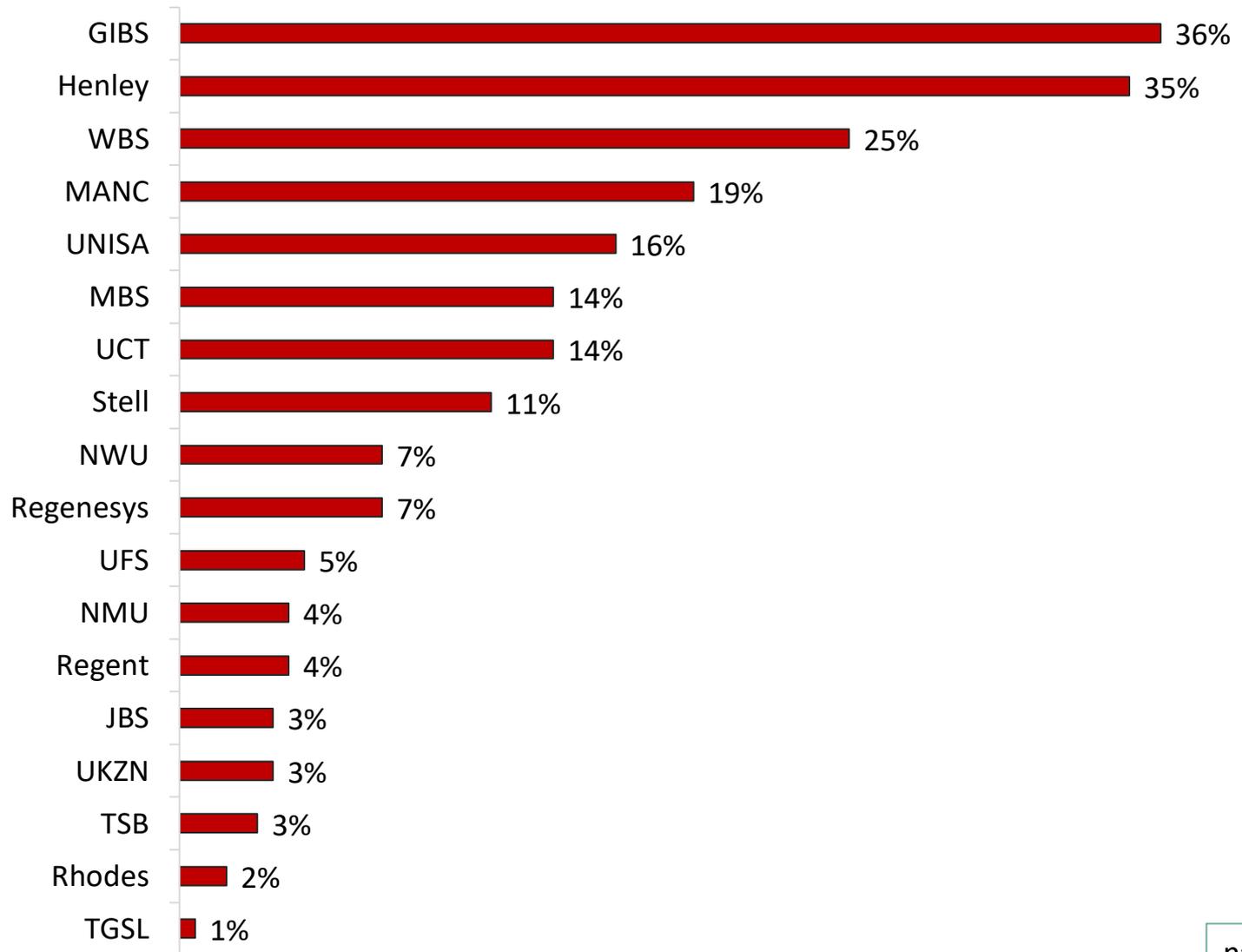
## INDUSTRY



- 2% or less:**
- Construction
  - FMCG
  - Management Consulting
  - Retail
  - Hospitality and Catering
  - Marketing Services or Consulting
  - Motor Industry
  - Property Management/Development
  - Media
  - NGO/NPO
  - Oil, Gas and Petroleum
  - Entertainment
  - Power, Energy & Water Services
  - Transportation
  - Travel & Tourism
  - Wholesale

n=308

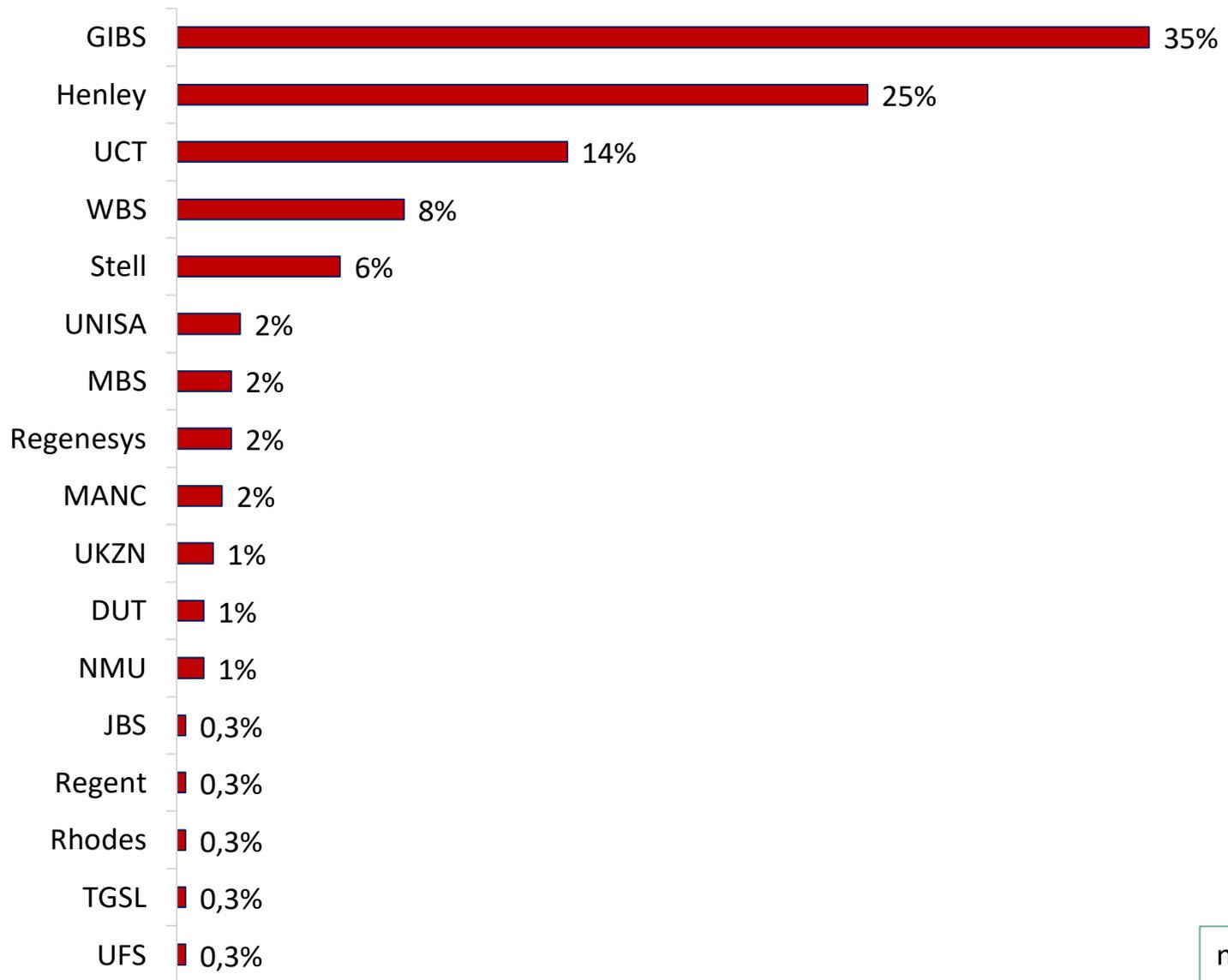
## MBA programmes from which staff members graduated



n=308

From which of the following MBA programmes have your staff members graduated?  
Yes - 57%, No - 39%, Don't know - 5%

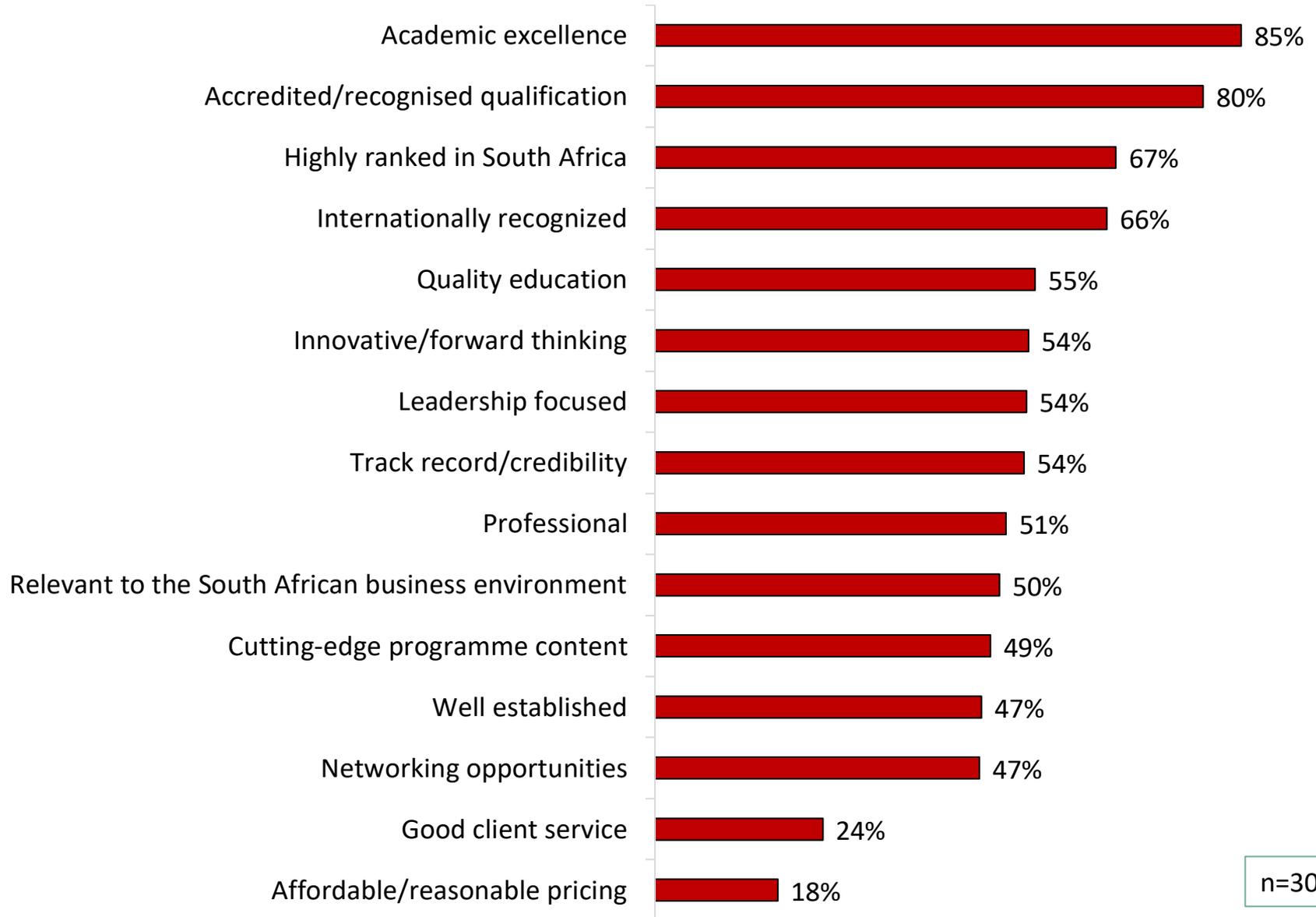
## South African Business School with the best overall reputation



n=308

Which Business School do you feel has the best overall reputation? This includes all its activities: MBA, executive education, management development, thought leadership, etc.

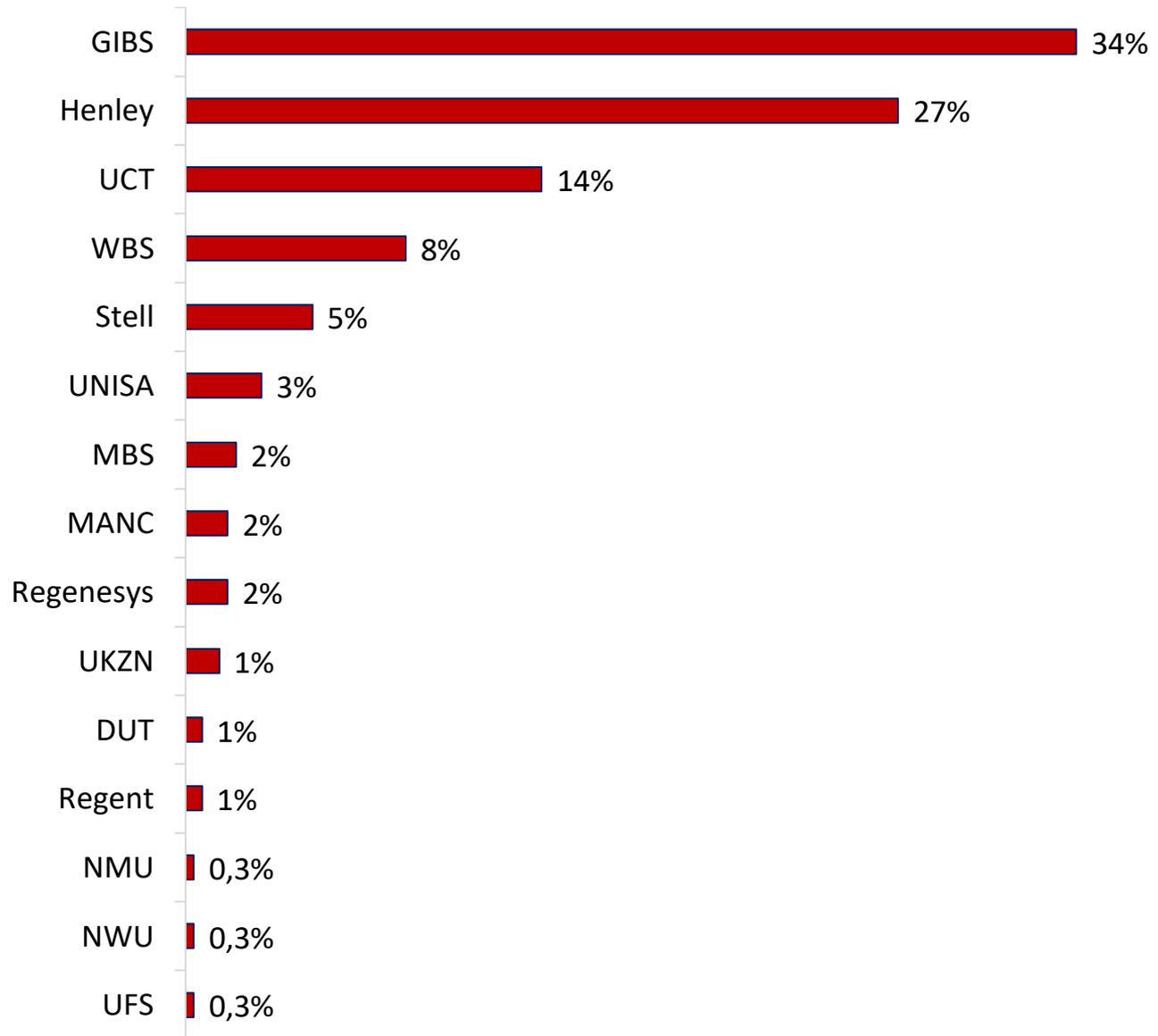
## Associations with the Business School that has the best overall reputation



n=308

When you think of all the South African Business Schools you are familiar with, which Business School do you feel has the best overall reputation?

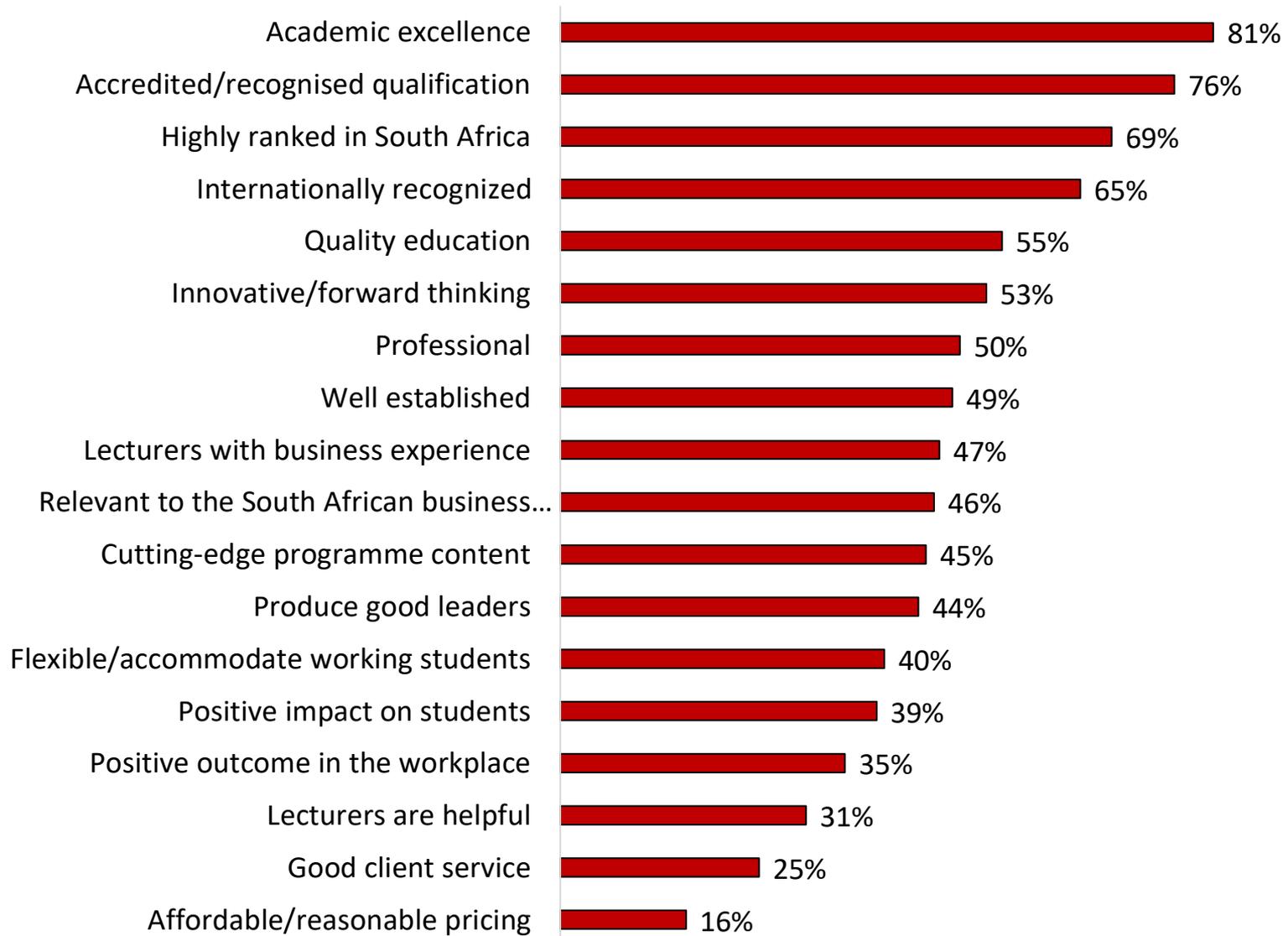
## South African MBA/MBL Programme with the best overall reputation



n=308

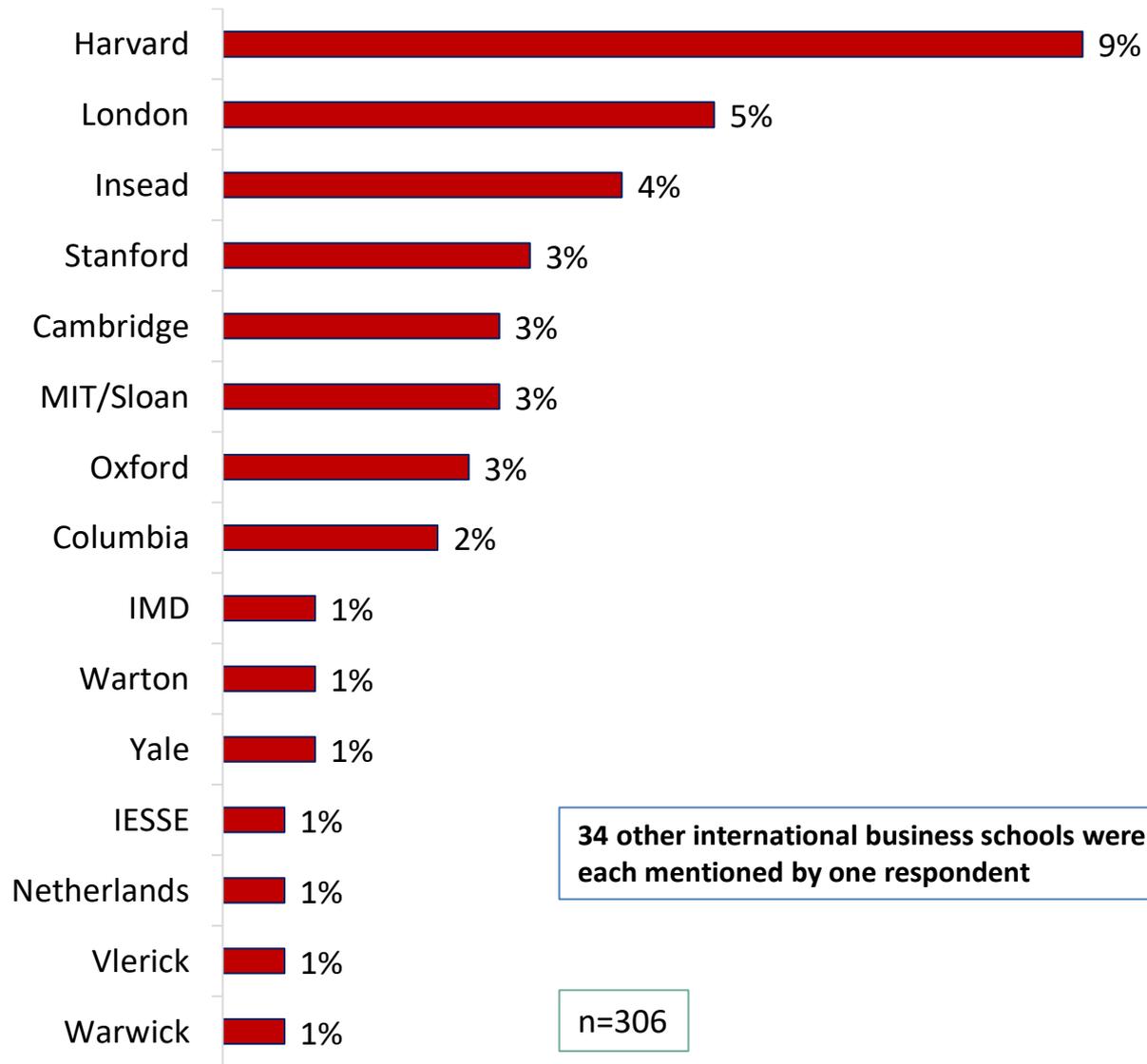
Which MBA/MBL programme do you feel has the best overall reputation?

# Associations with the Business School that has the best MBA/MBL Programme



n=308

# Best International Business Schools



Which international business Schools have you had some experience with and that you rate highly?

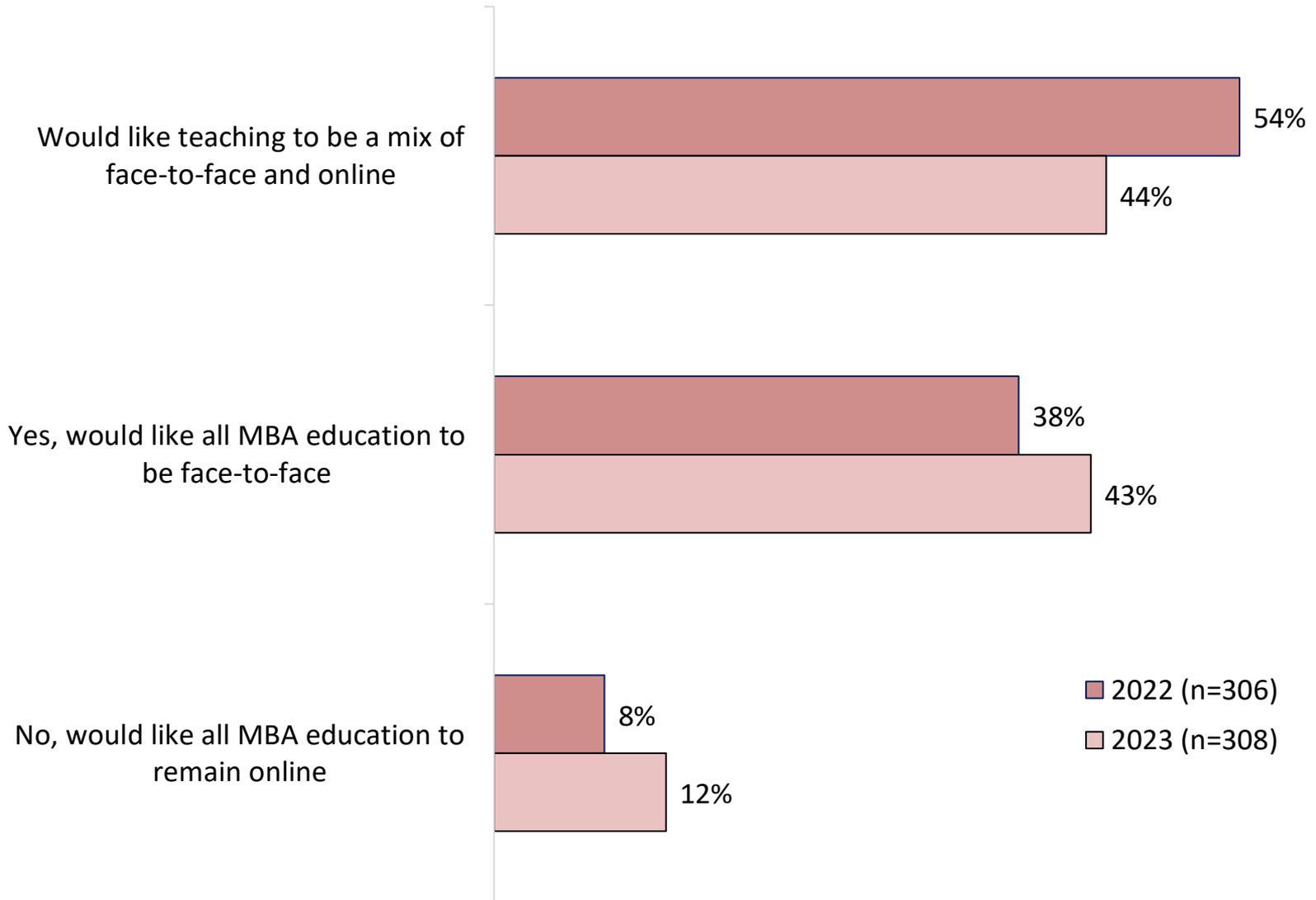
# Best International Business Schools

Countries where schools are located	
USA	17
UK	13
Netherlands	4
Australia	2
Canada	2
China	2
France	2
Belgium	1
Denmark	1
Hong Kong	1
Spain	1
Switzerland	1
Turkey	1

Number of mentions per country	
USA	72
UK	44
France	14
Netherlands	5
Switzerland	3
Australia	2
Belgium	2
Canada	2
China	2
Spain	2
Denmark	1
Hong Kong	1
Turkey	1

Which international business Schools have you had some experience with and that you rate highly?

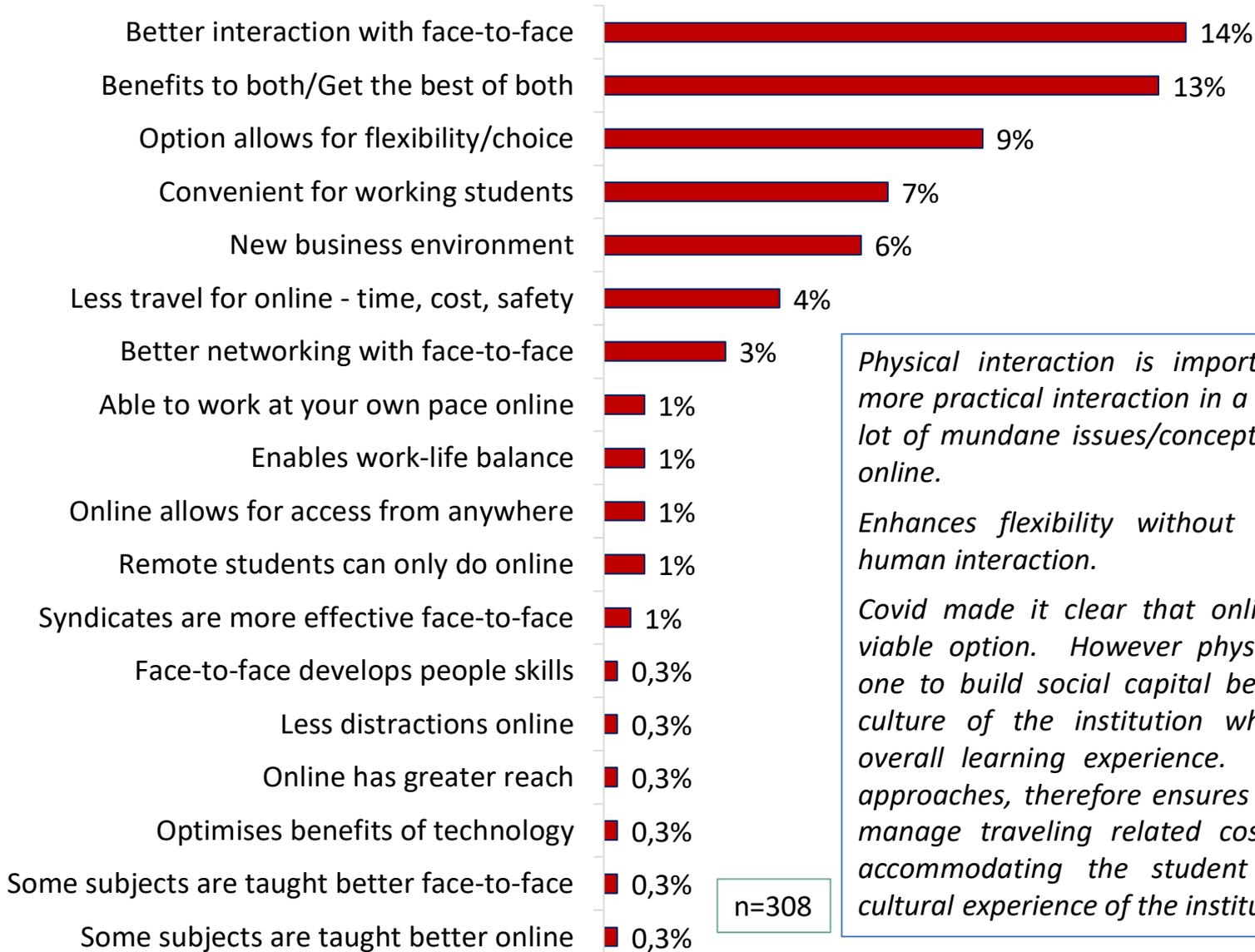
## Preferred MBA delivery



n=308

During Covid, most MBA education moved online. Do you want to return to face-to-face classroom teaching?

## Reasons for preferring a mix of face-to-face and online *Open-ended question*

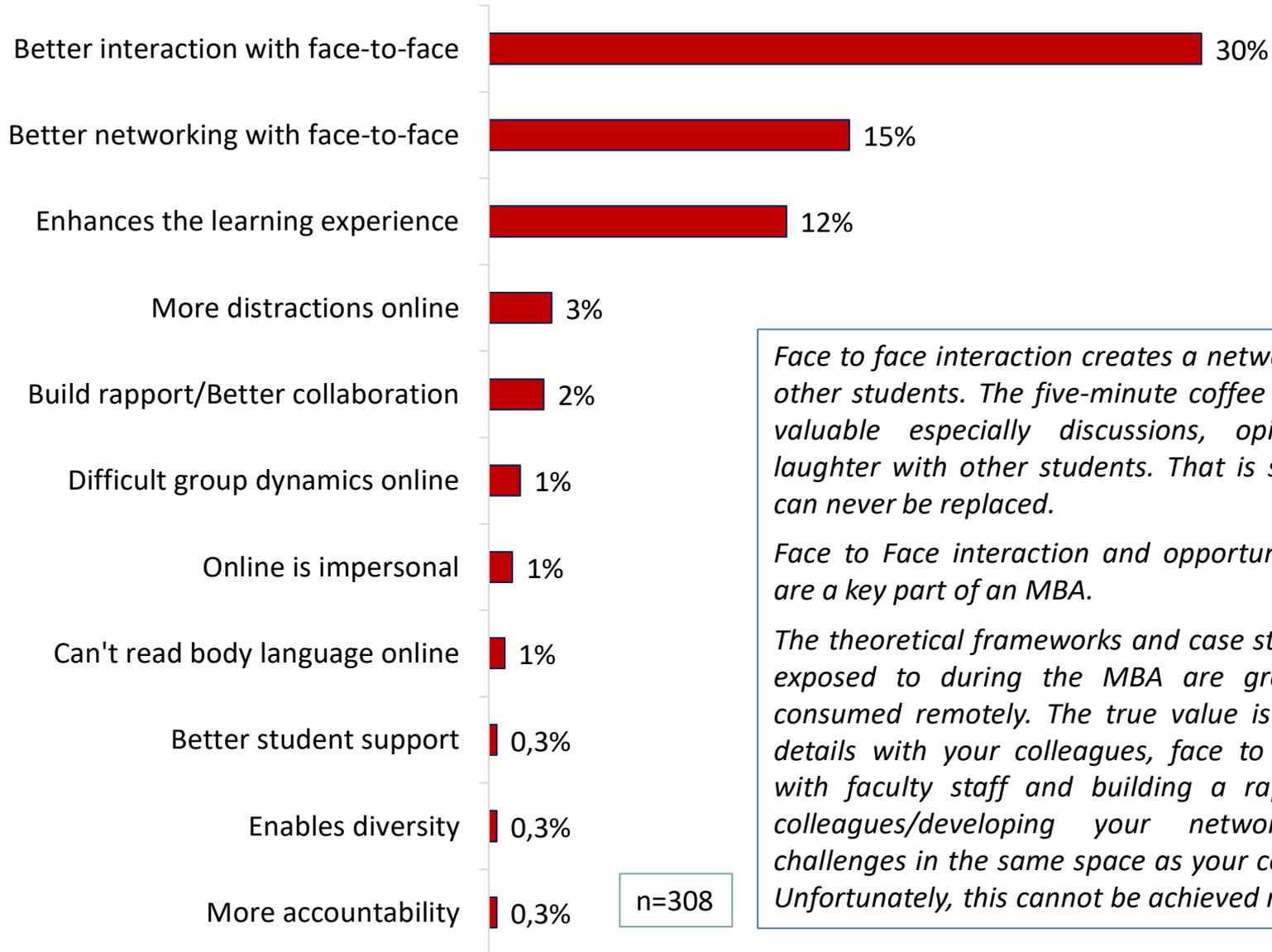


*Physical interaction is important and there are more practical interaction in a physical class, but a lot of mundane issues/concepts can be dealt with online.*

*Enhances flexibility without losing out on the human interaction.*

*Covid made it clear that online lectures were a viable option. However physical lectures enable one to build social capital better, experience the culture of the institution whilst enhancing the overall learning experience. A mix of the two approaches, therefore ensures that one can better manage traveling related cost and time, whilst accommodating the student to still have the cultural experience of the institution.*

## Reasons for preferring all face-to-face *Open-ended question*

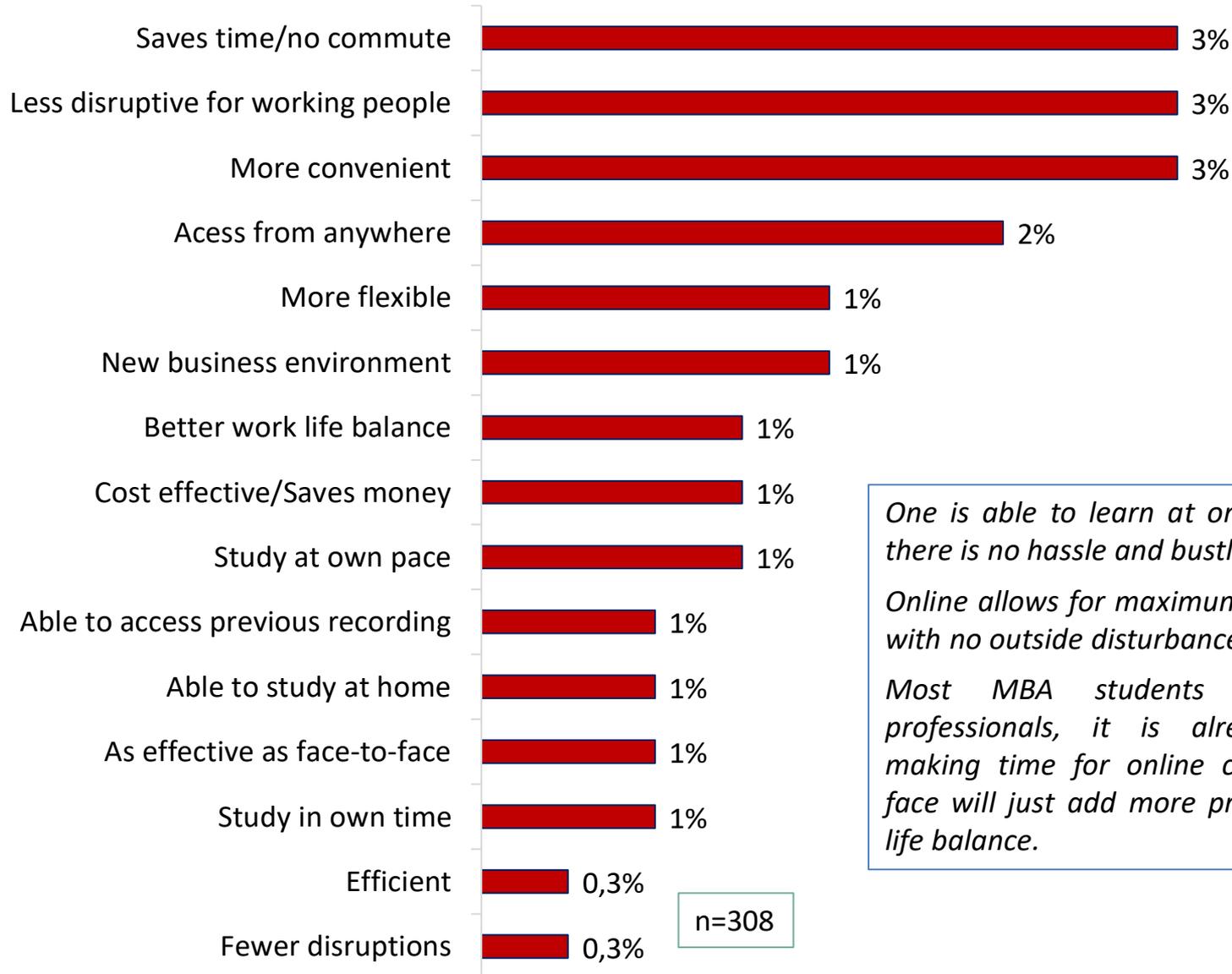


*Face to face interaction creates a networking bond with other students. The five-minute coffee breaks are more valuable especially discussions, opinions and the laughter with other students. That is something which can never be replaced.*

*Face to Face interaction and opportunities to network are a key part of an MBA.*

*The theoretical frameworks and case studies that one is exposed to during the MBA are great but can be consumed remotely. The true value is in debating the details with your colleagues, face to face discussions with faculty staff and building a rapport with your colleagues/developing your network by solving challenges in the same space as your cohort colleagues. Unfortunately, this cannot be achieved remotely.*

## Reasons for preferring all online *Open-ended question*

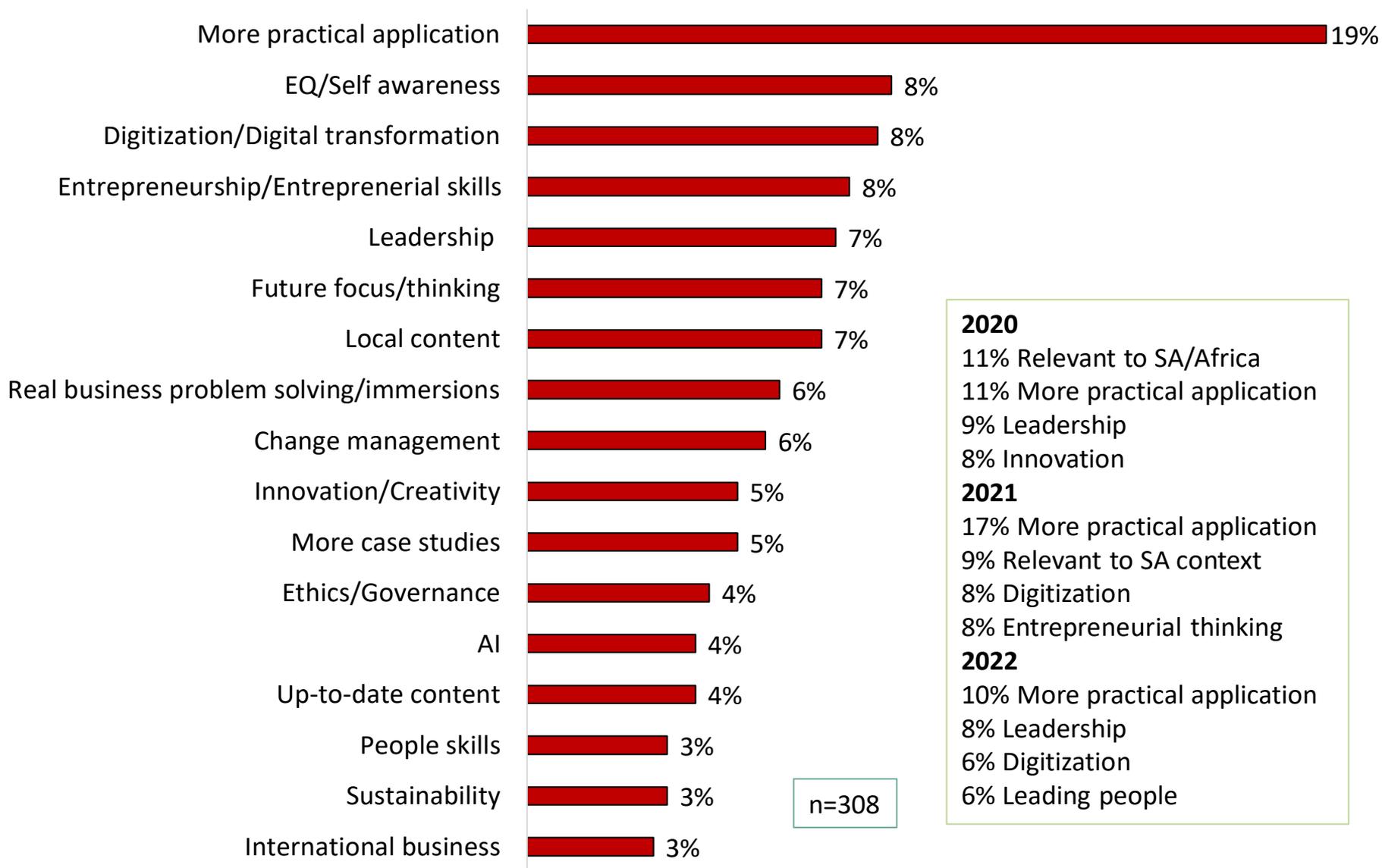


*One is able to learn at one's leisure and there is no hassle and bustle of traffic.*

*Online allows for maximum concentration with no outside disturbance.*

*Most MBA students are working professionals, it is already straining making time for online classes, face to face will just add more pressure to work life balance.*

# MBA content that Business Schools should include *Open-ended question*



## **MBA content that Business Schools should include** *Open-ended question*

*A very good understanding of data analytics tools available. It is imperative for business leaders to understand. be able to manage and be able to use data analytics tools.*

*Business Schools should include local content from all sources and not just a select group, more research can be included on Small to Medium enterprises and how business management can take these businesses to the next level. Emphasis should be placed on how to become an entrepreneur and use your MBA in your own business. I feel that my studies include a lot of facts just to make it complicated and difficult instead of giving me the tools that I need in my career.*

*Content around soft skills eg, empathy, building and maintaining corporate culture, the different between leadership and management.*

*Cutting edge information on digitisation, innovation and incubation and entrepreneurship.*

*Entrepreneurship course focusing on ESG (environmental, social and governance) impact should be a standard offering across all MBA courses.*

*More in-business experience. Solving real issues to conclusion within top/listed organizations.*

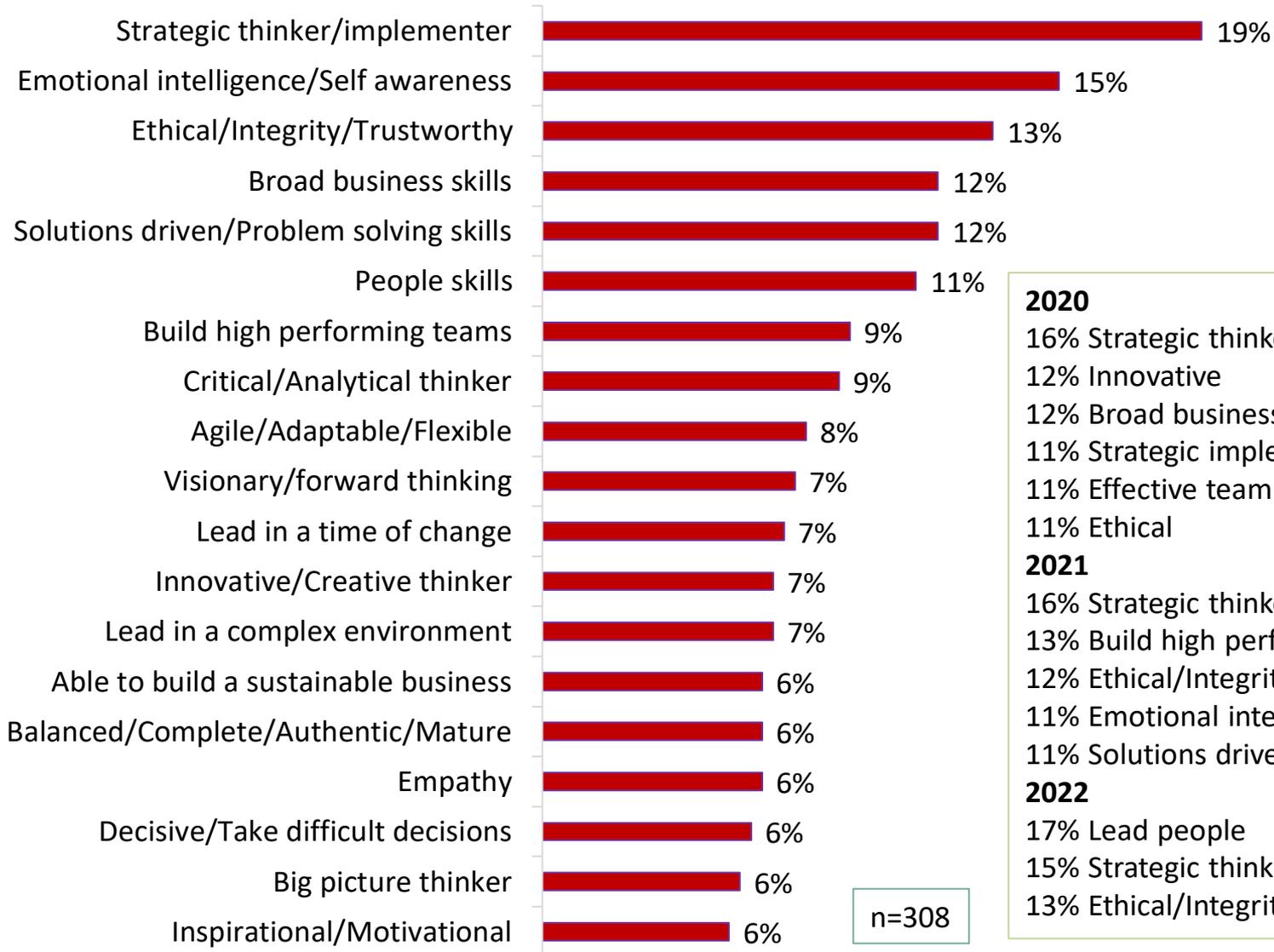
*More local context, mixed with international trends and best practice*

*Rather than normal business skills, they should teach survival business skills in a torrid economic environment such as the South African one at the moment.*

*The best way to future proof executive/organisations is to bring in real everyday content into the classrooms to create discussions around decision making and problem-solving.*

*Work with real case studies in the context of the country in which the school operates. Bring CEOs and executives of companies to deal with real business issues.*

# Leadership ability that Business Schools should produce *Open-ended question*



## 2020

- 16% Strategic thinker
- 12% Innovative
- 12% Broad business skills
- 11% Strategic implementation
- 11% Effective team building
- 11% Ethical

## 2021

- 16% Strategic thinker
- 13% Build high performing teams
- 12% Ethical/Integrity/Trustworthy
- 11% Emotional intelligence
- 11% Solutions driven

## 2022

- 17% Lead people
- 15% Strategic thinking
- 13% Ethical/Integrity/Trustworthy

## Leadership ability that Business Schools should produce *Open-ended question*

*A resilient solutionist with a thick skin.*

*A well-rounded, human-centered strategist.*

*An ability to work through extended times of high uncertainty and ambiguity. Their thinking is often too linear. Greater resilience is also needed. There also needs to be a better EQ vs IQ balance - recent graduates are too far on the EQ spectrum and lack confidence or the ability to take tough decisions.*

*High quality leaders who are empathetic, analytical and strategic.*

*Leaders who know how to have conversations ; Leaders who are comfortable with constant change.*

*Leadership is critical in mobilizing teams to achieve business objectives, expectation is for leadership capability that drives integrated workforce, driving inclusive culture that aligns all stakeholders towards common objectives,*

*Leadership with unsurpassed communication great critical thinking and analytical skills.*

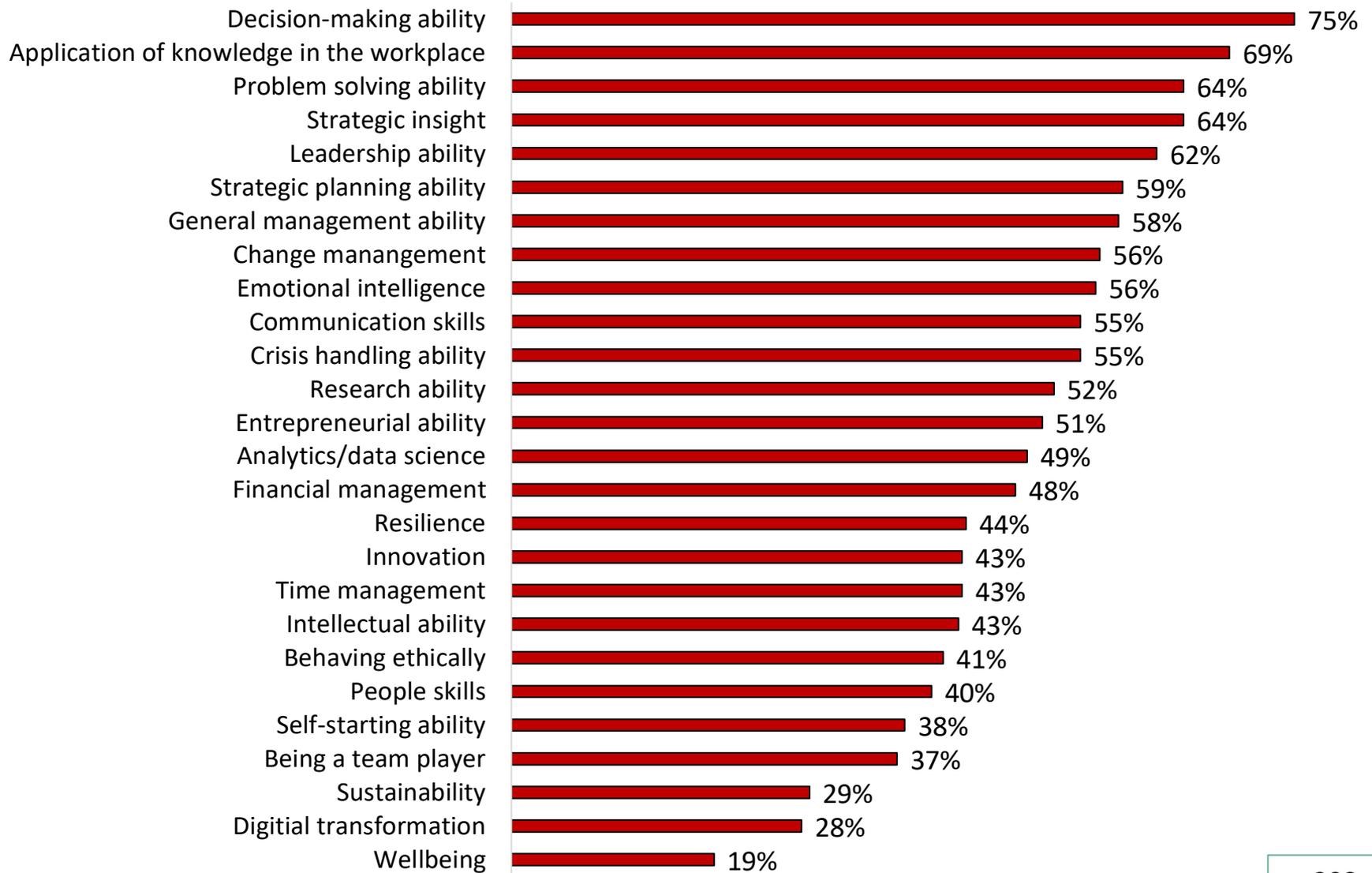
*People management skills, ability to analyze complex problems and self awareness.*

*Purpose and value-driven leaders that inspire and motivate their teams. Leaders that drive performance and hold themselves and their teams accountable. We need leaders with an entrepreneurial mindset, who are willing to take risks, who work selflessly for the greater good, who embrace change and thrive in uncertainty.*

*Strategic enterprise insights, Self starting and resilience abilities as leadership skills are definitely an expectation from MBA graduates. But more importantly, the ability to take complex situations and challenges, and bring structure and approach to resolution/delivery through enterprise collaboration.*

*Team players. Knowledge sharers. Pioneers and innovators. Financial management. Global economic understanding.*

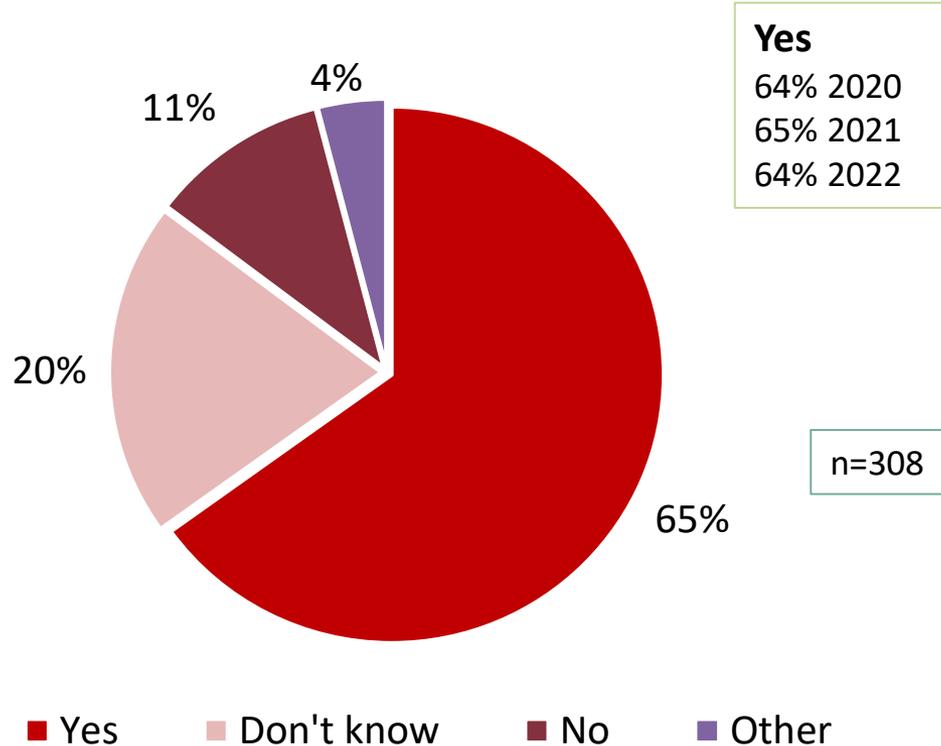
# Business skills associated with MBA graduates



n=308

The following is a list of business skills. Based on your experience with MBA graduates, which skills, if any, do you associate more often with MBA graduates than with non-MBA graduates? You can mention as many or as few as you like

# Overall, are MBA graduates more likely to be promoted? Do MBA graduates get faster promotion?

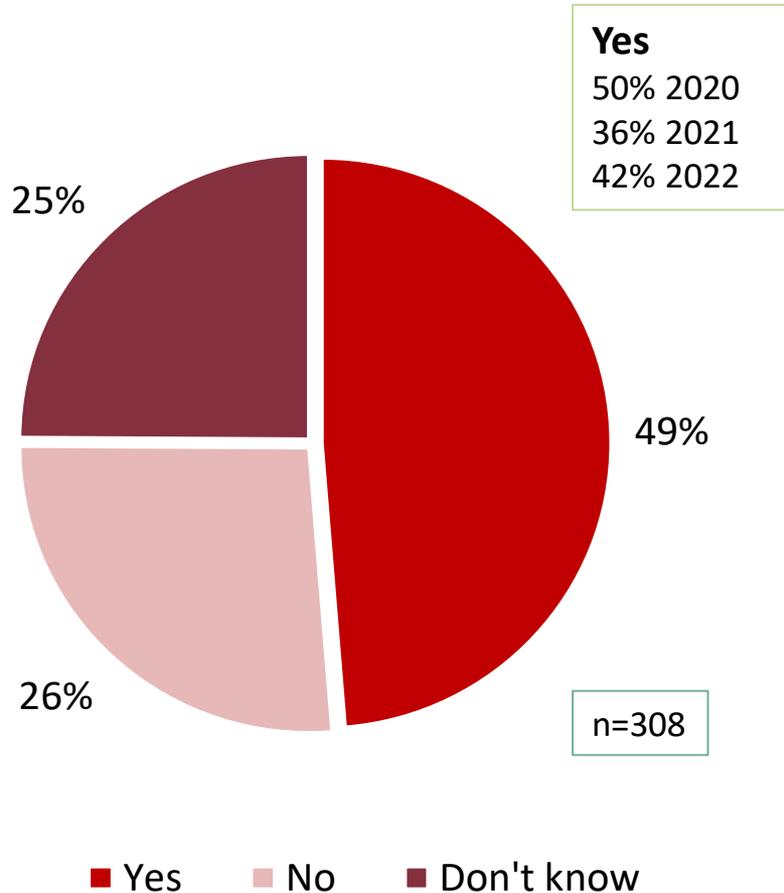


Region	Yes
Gauteng	68%
Western Cape	61%
KwaZulu Natal	54%
Other SA	63%
Outside SA	50%

Company turnover	Yes
< 16 million	60%
R16m to R100 million	68%
> R100 million	68%
Other	61%

Sector	Yes
Private sector	66%
Public sector	60%
NGO/NPO	80%

# Compared to employees or graduates without an MBA, do you pay employees with an MBA a higher salary?

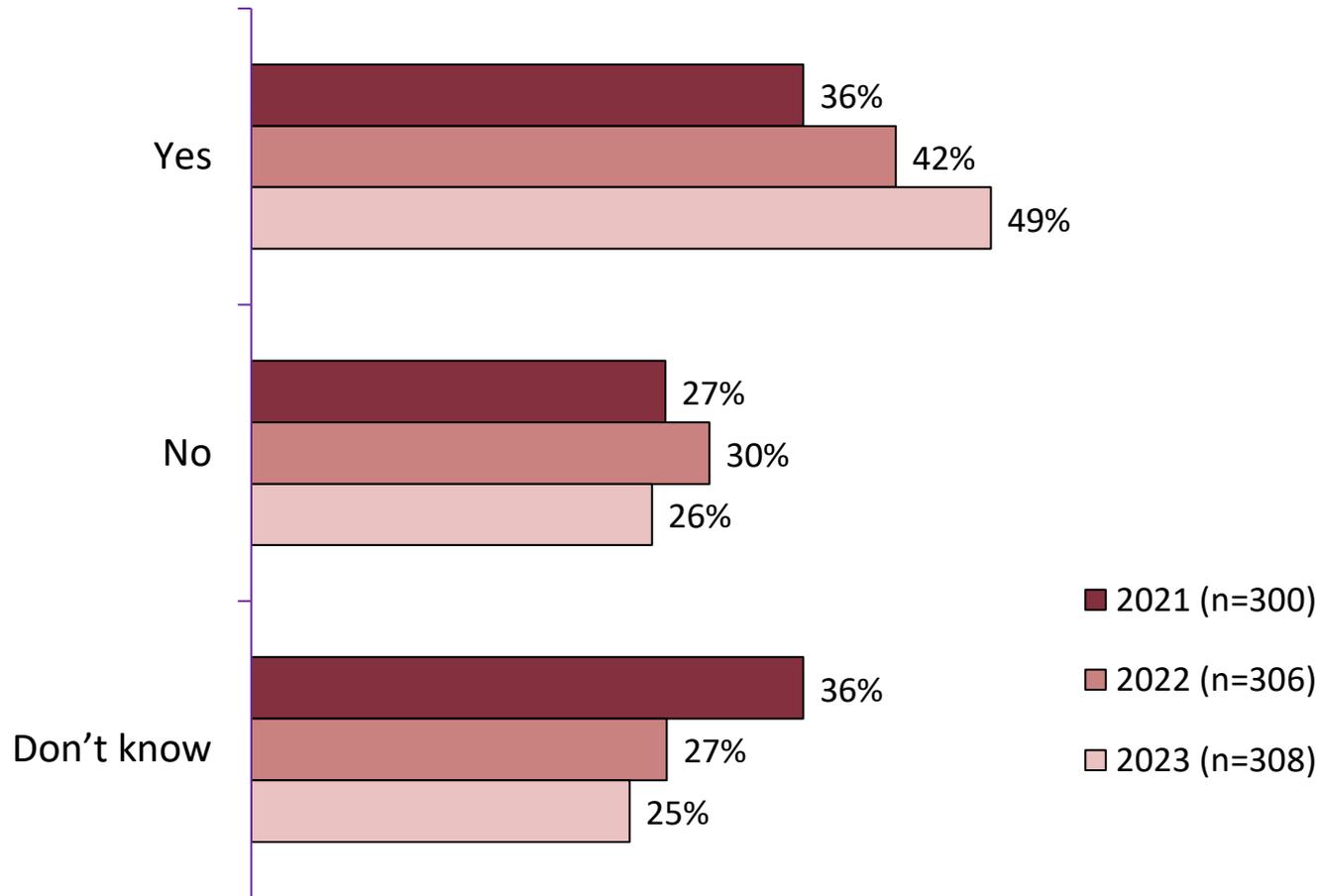


Region	Yes
Gauteng	46%
Western Cape	52%
KwaZulu Natal	65%
Other SA	44%
Outside SA	67%

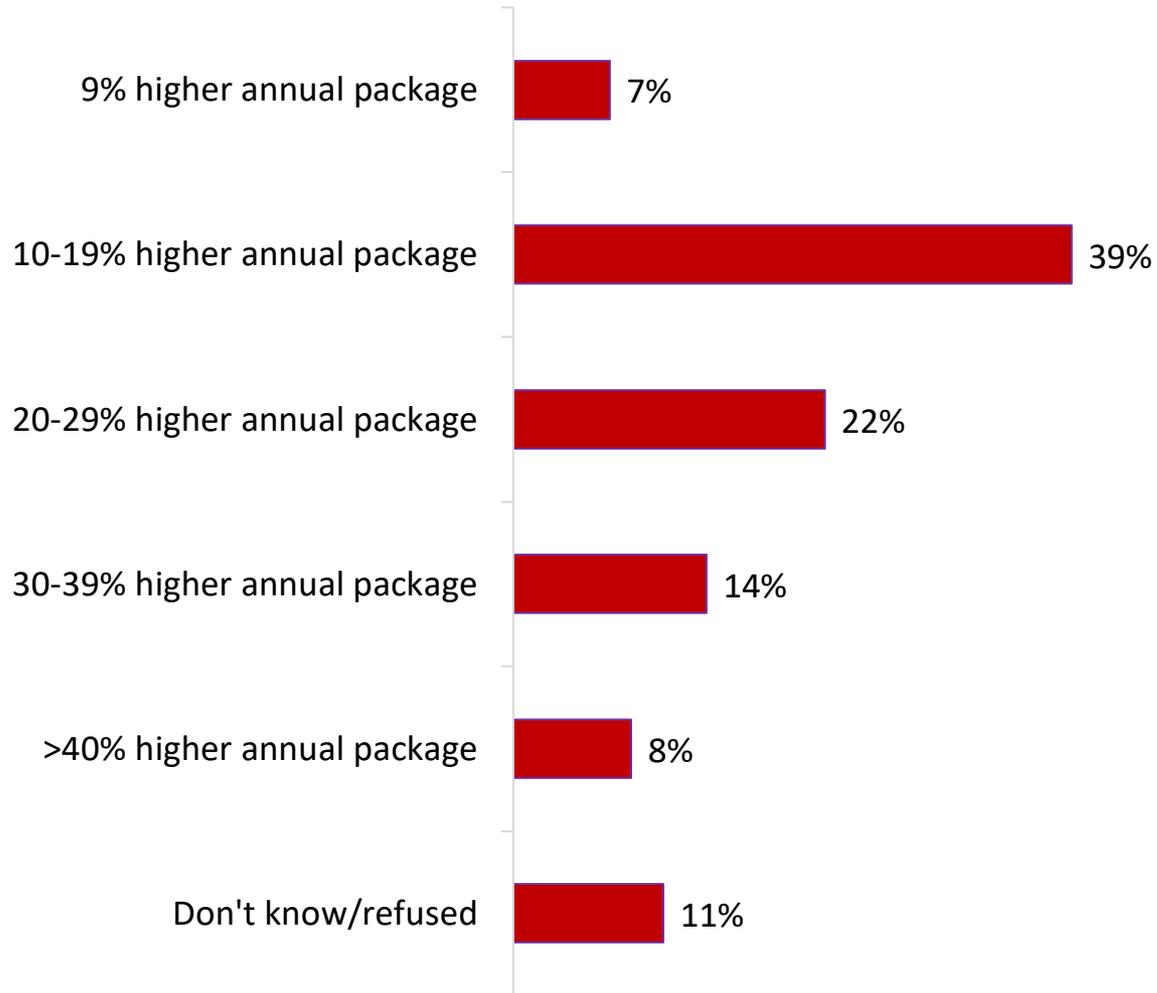
Company turnover	Yes
< 16 million	50%
R16m to R100 million	53%
> R100 million	54%
Other	37%

Sector	Yes
Private sector	49%
Public sector	43%
NGO/NPO	80%

# Compared to employees or graduates without an MBA, do you pay employees with an MBA a higher salary? 2021 - 2023



## If yes: What percentage above the norm do you pay employees with an MBA?

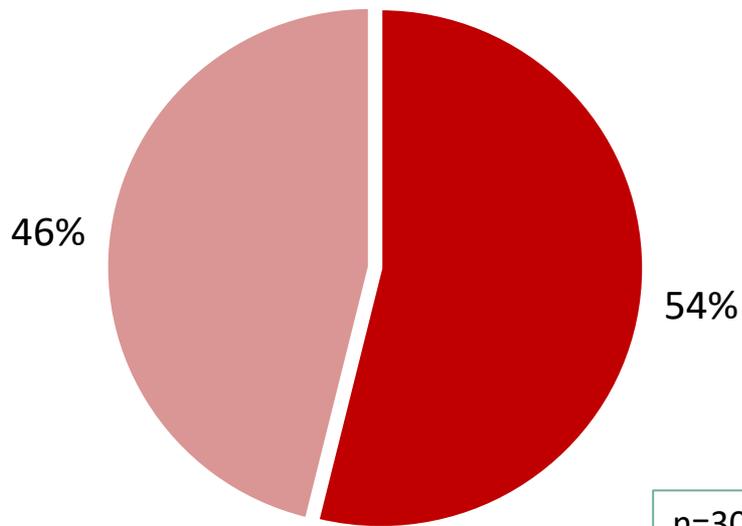


n=133

# Business School flexibility

## You have to fit in with them

60% 2020  
64% 2021  
56% 2022



- You have to fit in with them
- They tailor their programmes to your requirements

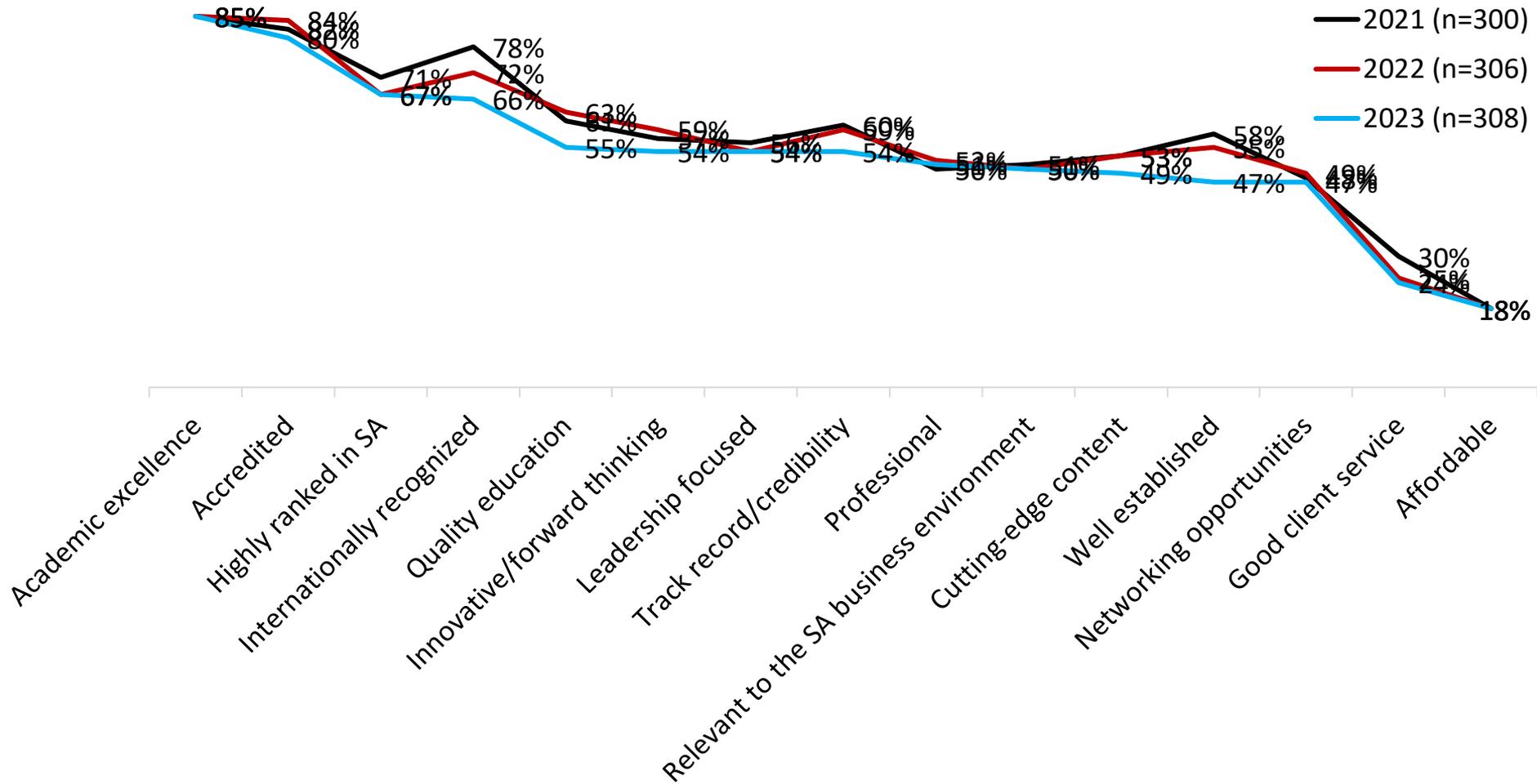
	You have to fit in with them	They tailor their programmes to your requirements
<b>Region</b>		
Gauteng	49%	51%
Western Cape	74%	26%
KwaZulu Natal	65%	35%
Other SA	56%	44%
Outside SA	50%	50%
<b>Company turnover</b>		
Less than 16 million	65%	35%
R16 million to R100 million	71%	29%
More than R100 million	46%	54%
Other	51%	49%
<b>Sector</b>		
Private sector	58%	42%
Public sector	47%	53%
NGO/NPO	53%	47%

# Businesses/Employers

## Key findings and trends

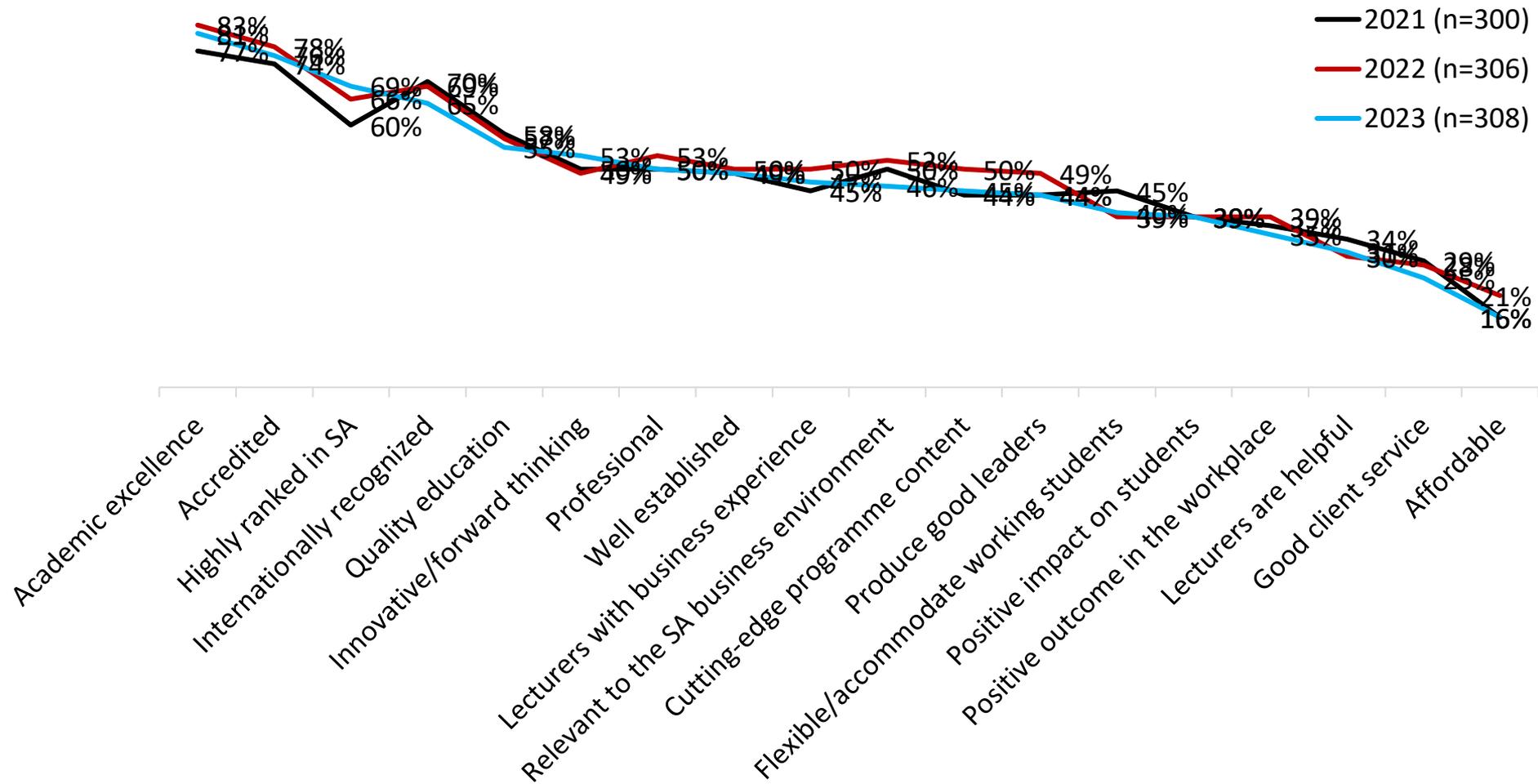
# Associations with the Business School that has the best overall reputation

Associations have remained stable over the past few years, with academic excellence, accreditation and recognition heading the list



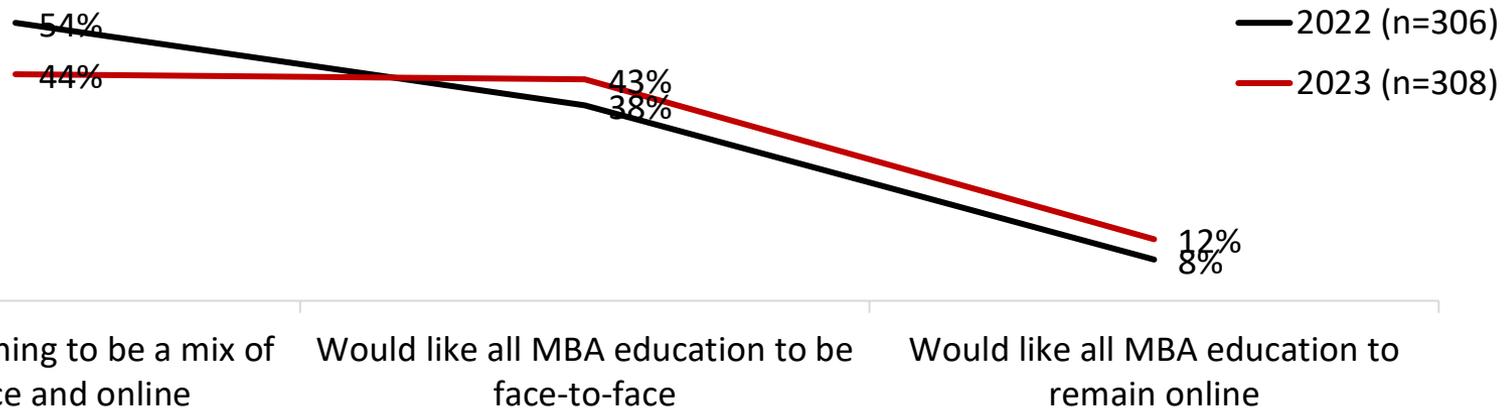
## Associations with the Business School that has the best MBA/MBL Programme

There is a strong link between the reputation of business schools and the MBA/MBL programme that they offer, with both being largely driven by academic excellence, accreditation and recognition (both local and international)



## Preferred MBA delivery

The Covid pandemic resulted in major shifts in delivery and an acceptance of hybrid delivery. However, although executives recognise the value of online delivery particularly regarding flexibility, convenience and access, they want the enhanced learning experience, better personal interaction and networking that face-to-face delivery enables. There is an equal preference for delivery that is only face-to-face and delivery that offers the best of both



### Reasons for preferring a mix

- 14% Better interaction with ftf
- 13% Best of both
- 9% Allows for flexibility
- 7% Convenient if working
- 6% New business environment

### Reasons for preferring ftf

- 30% Better interaction
- 15% Better networking
- 12% Enhanced learning experience

### Reasons for preferring online

- 3% Saves time/travel
- 3% Less disruptive if working
- 3% Convenient if working
- 2% Access from anywhere

## MBA content that Business Schools should include *Open-ended question*

In terms of MBA content, executives continue to put 'more practical application' at the top of the list. Business schools are largely delivering on this, with 69% of executives associating 'application of knowledge in the workplace' with MBA/MBL graduates.

### **2021**

- 17% More practical application
- 9% Relevant to SA context
- 8% Digitization
- 8% Entrepreneurial thinking

### **2022**

- 10% More practical application
- 8% Leadership
- 6% Digitization
- 6% Leading people

### **2023**

- 19% More practical application
- 8% EQ/Self awareness
- 8% Digitization/Digital transformation
- 8% Entrepreneurship/entrepreneurial skills

## MBA content that Business Schools should include *Open-ended question*

Other MBA content that is perceived to be important and that business schools are delivering are: Decision making; Problem solving; Strategic insight, Strategic planning; Leadership; General management.

MBA content that is perceived to be important and that business schools could improve on are: EQ; Digitisation; Entrepreneurial skills; People skills.

### 2021

17% More practical application

9% Relevant to SA context

8% Digitization

8% Entrepreneurial thinking

### 2022

10% More practical application

8% Leadership

6% Digitization

6% Leading people

### 2023

19% More practical application

8% EQ/Self awareness

8% Digitization/Digital transformation

8% Entrepreneurship/entrepreneurial skills

## Business skills associated with graduates



## Leadership ability that Business Schools should produce *Open-ended question*

Business leaders that executives would like business schools to be producing are strategic thinkers and implementers, have high EQ and self-awareness, are ethical/have integrity, and have broad business skills, problem solving skills and people skills

### **2021**

- 16% Strategic thinker
- 13% Build high performing teams
- 12% Ethical/Integrity/Trustworthy
- 11% Emotional intelligence
- 11% Solutions driven

### **2022**

- 17% Lead people
- 15% Strategic thinking
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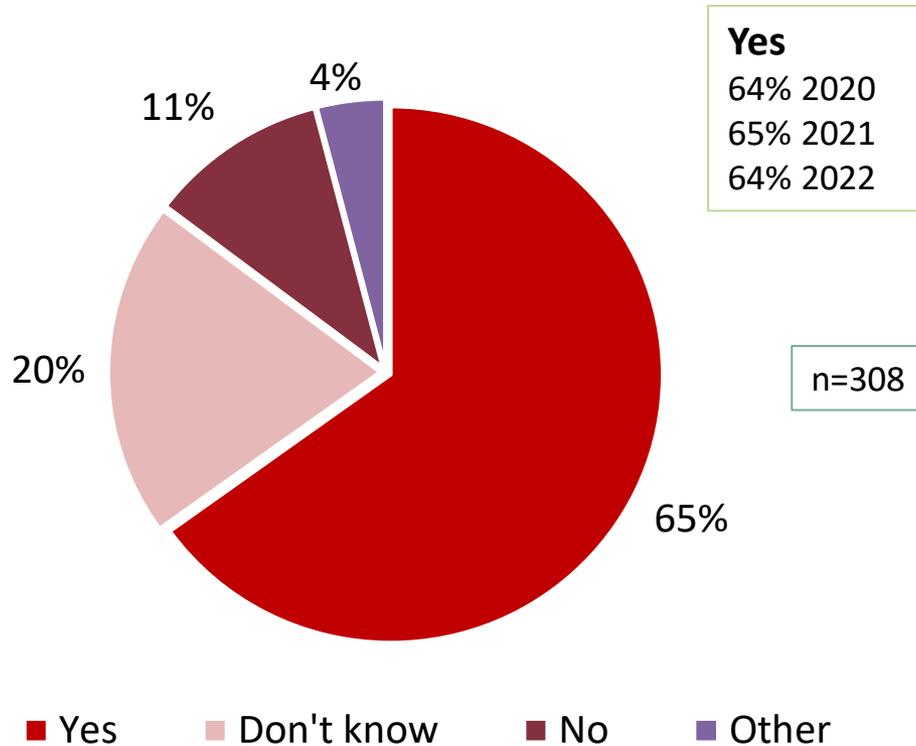
### **2023**

- 19% Strategic thinker/implementer
- 15% EQ/Self awareness
- 13% Ethical/Integrity/Trustworthy
- 12% Broad business skills
- 12% Solution driven/Problem solving skills
- 11% People skills

What should Business Schools be producing in terms of leaders/leadership ability?  
What do you expect from an MBA graduate?

## Overall, are MBA graduates more likely to be promoted?

Around two thirds of executives say that MBA/MBL graduates are more likely to be promoted, and this is more likely in Gauteng and in larger organisations



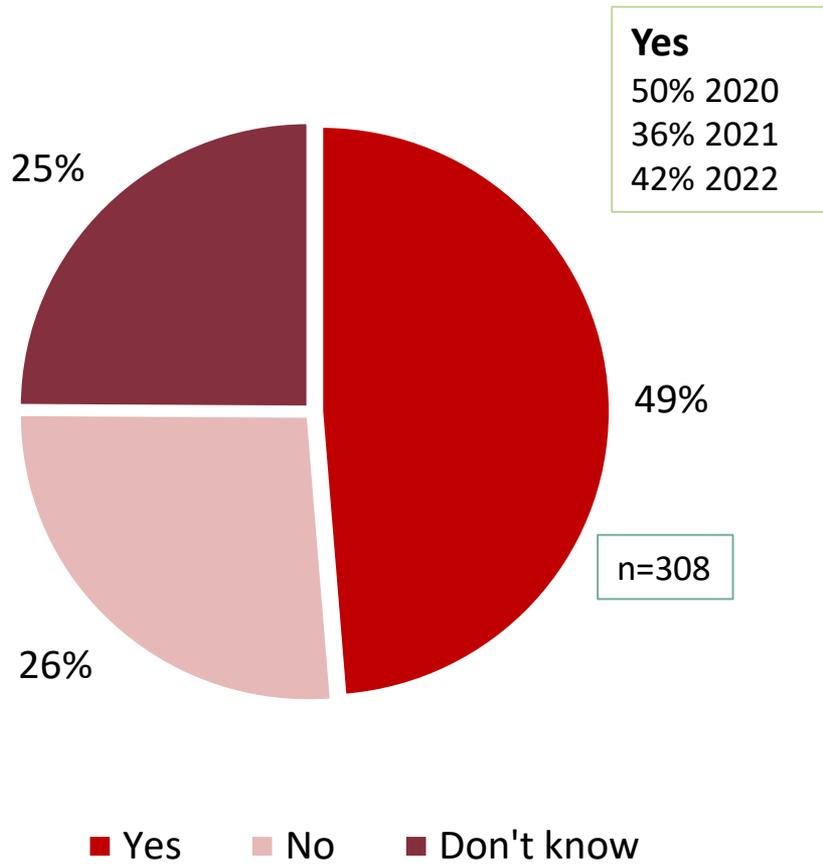
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Company turnover	Yes
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> R100 million	68%
Other	61%

Sector	Yes
Private sector	66%
Public sector	60%
NGO/NPO	80%

# Compared to employees or graduates without an MBA, do you pay employees with an MBA a higher salary?

Around half of executives say that their MBA/MBL graduates are paid a higher salary, and there has been an upward trend in the past three years. Higher claimed salaries in KZN and W Cape



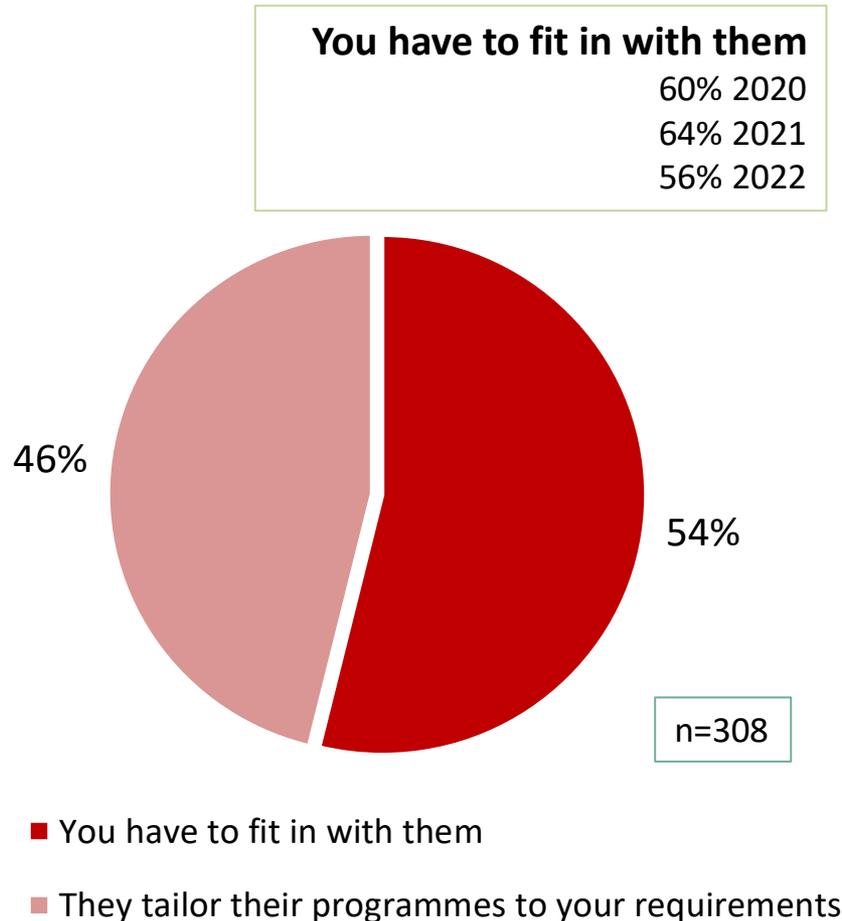
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# Business School flexibility

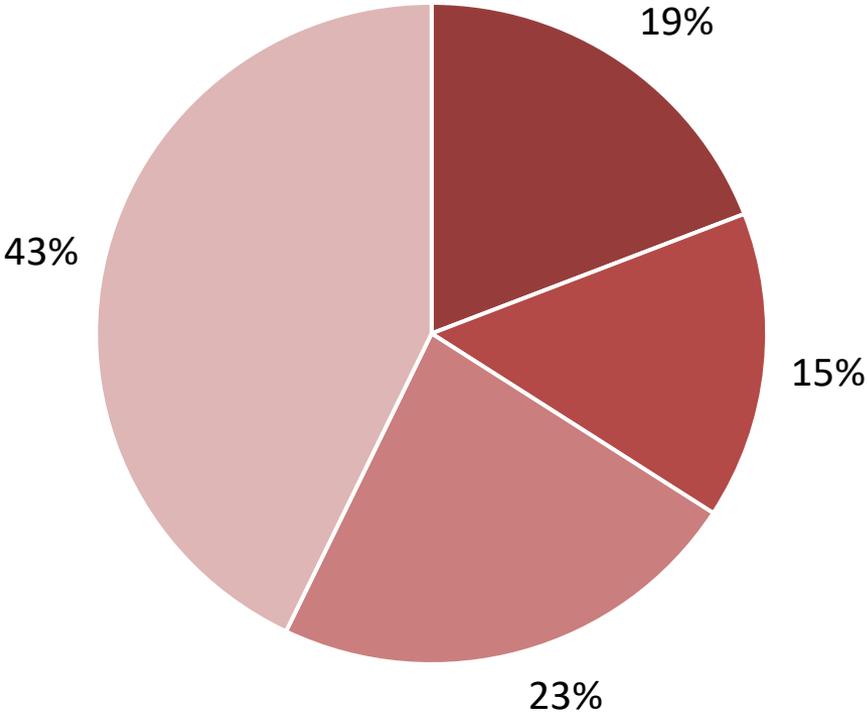
There is a general trend toward more tailored programmes



	You have to fit in with them	They tailor their programmes to your requirements
<b>Region</b>		
Gauteng	49%	51%
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KwaZulu Natal	65%	35%
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NGO/NPO	53%	47%

# MBA GRADUATES

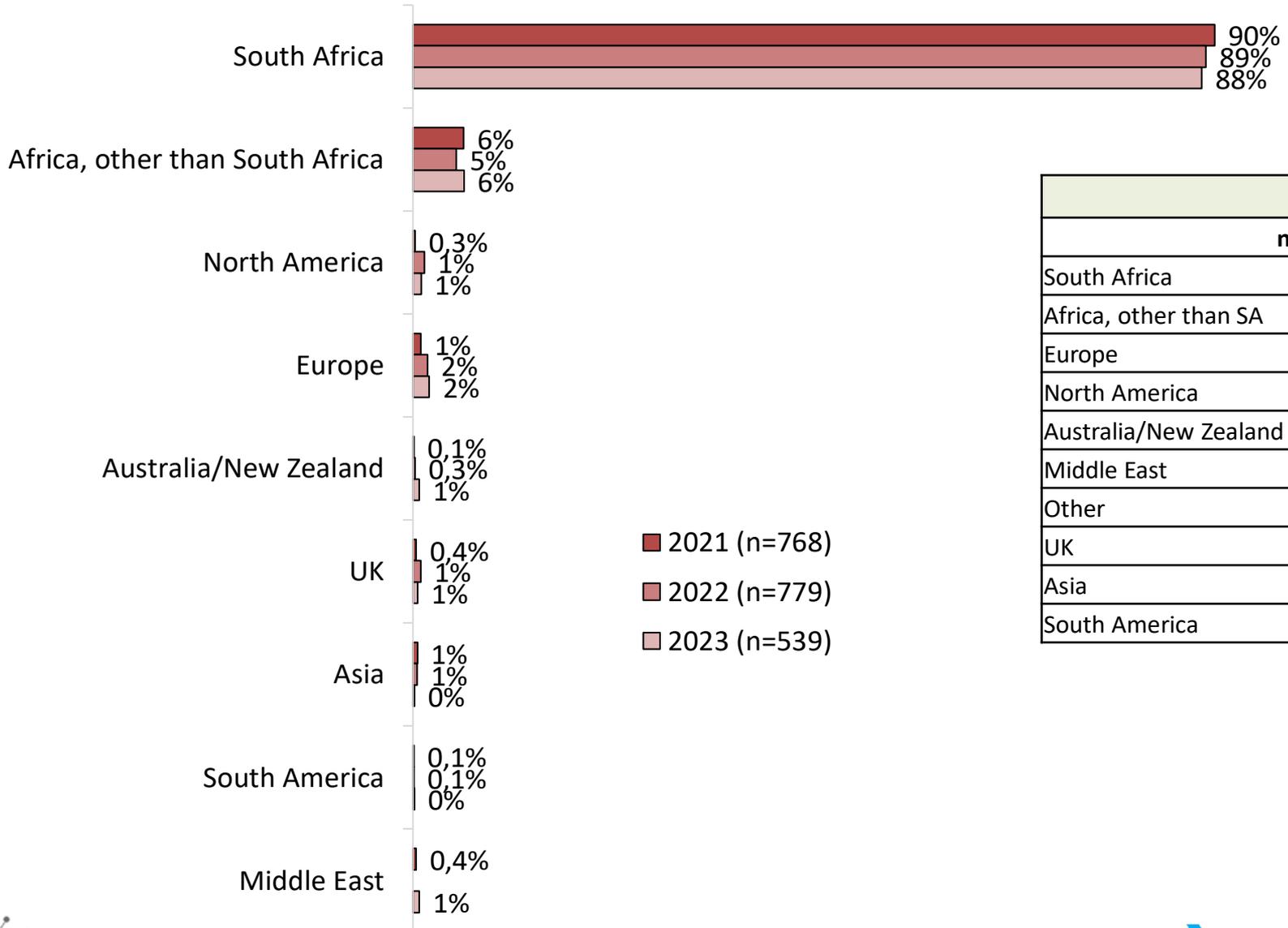
# MBA graduates: Year of graduation



Rhodes	
n	16
2019 or before	0%
2020	19%
2021	31%
2022	50%

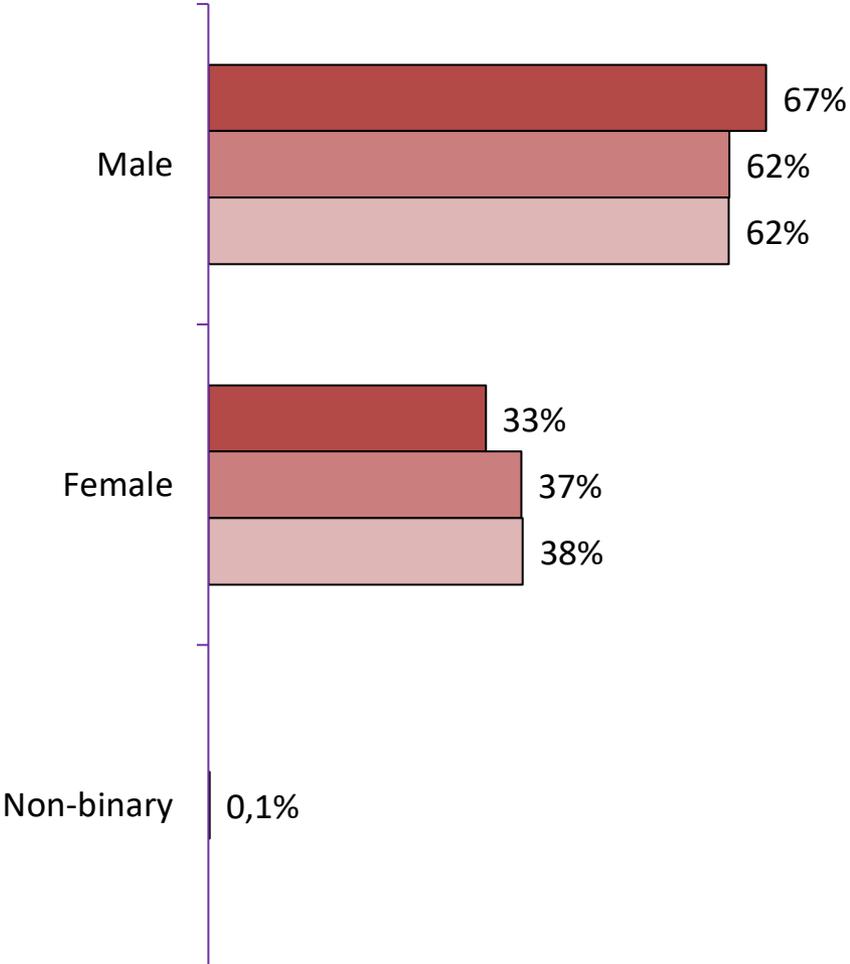
- 2019 or before
- 2020
- 2021
- 2022

# MBA graduates: Place of residence



	Rhodes
n	16
South Africa	75%
Africa, other than SA	13%
Europe	6%
North America	0%
Australia/New Zealand	6%
Middle East	0%
Other	0%
UK	0%
Asia	0%
South America	0%

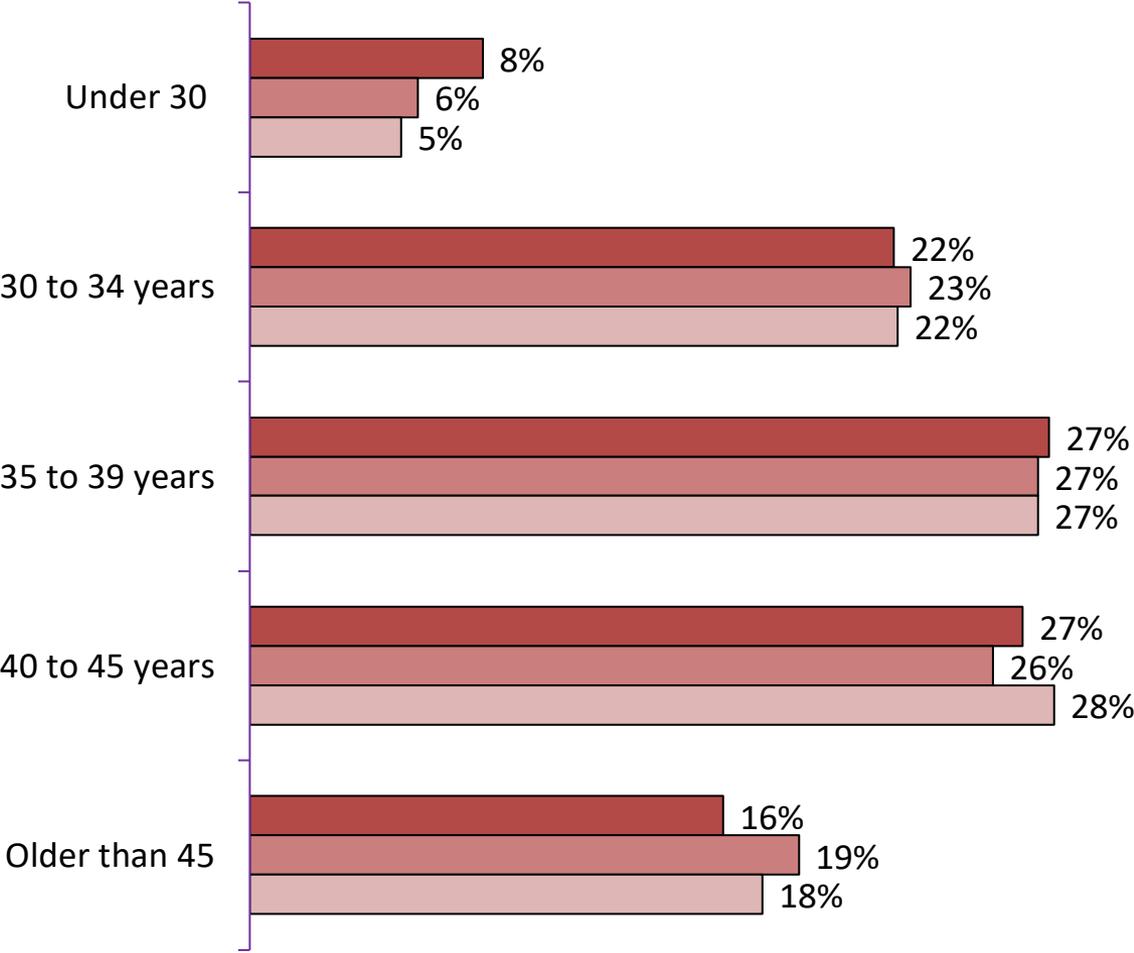
# MBA graduates: Gender



Rhodes	
n	16
Male	50%
Female	50%

- 2021 (n=768)
- 2022 (n=779)
- 2023 (n=539)

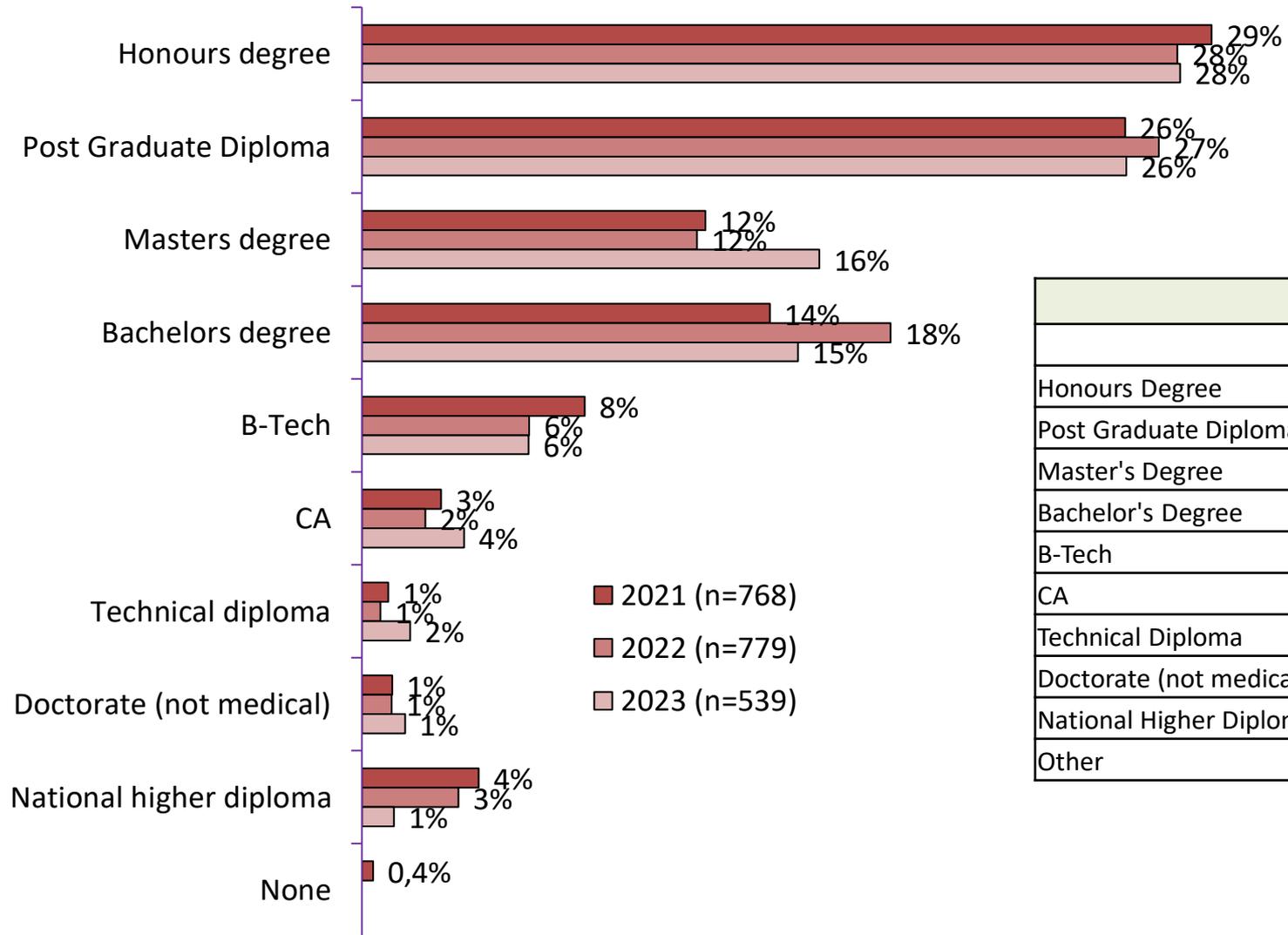
# MBA graduates: Age on MBA completion



Rhodes	
n	
Under 30	0%
30-34 years	19%
35-39 years	25%
40-45 years	25%
46 years or older	31%

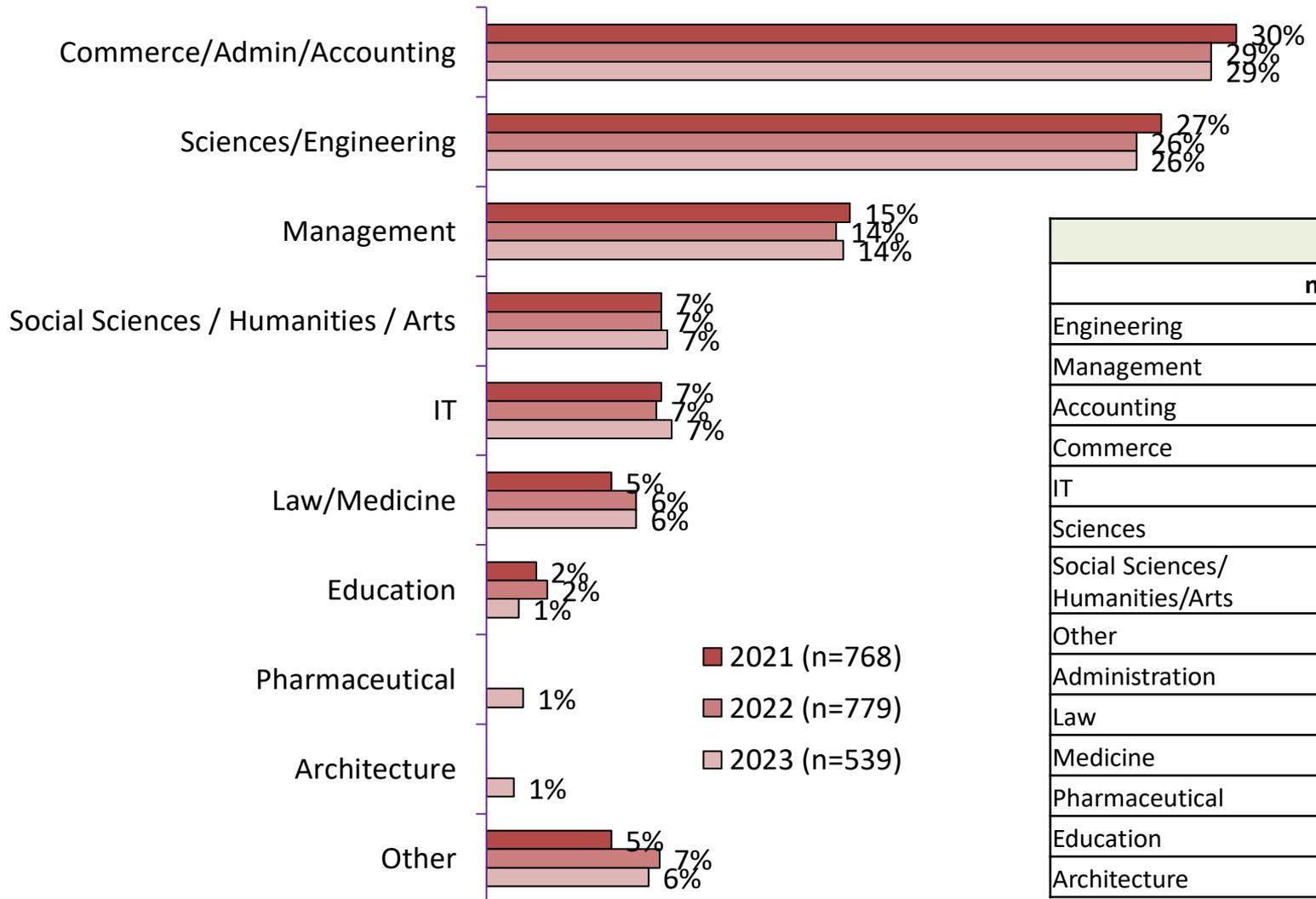
- 2021 (n=768)
- 2022 (n=779)
- 2023 (n=539)

# MBA graduates: Highest qualification prior to starting MBA



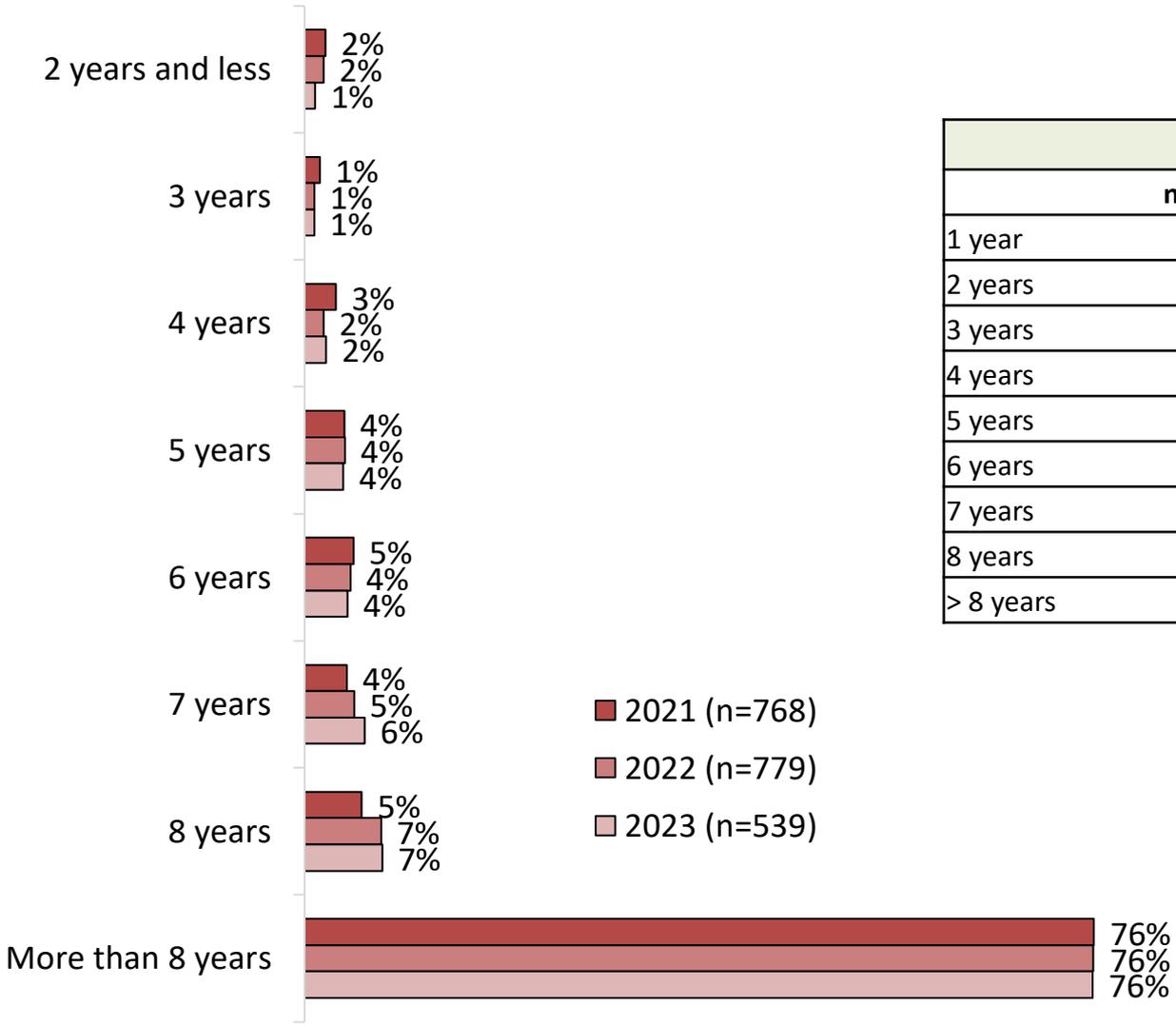
	Rhodes
n	16
Honours Degree	38%
Post Graduate Diploma	31%
Master's Degree	13%
Bachelor's Degree	6%
B-Tech	0%
CA	0%
Technical Diploma	0%
Doctorate (not medical)	6%
National Higher Diploma	6%
Other	0%

# MBA graduates: Academic field of previous qualification



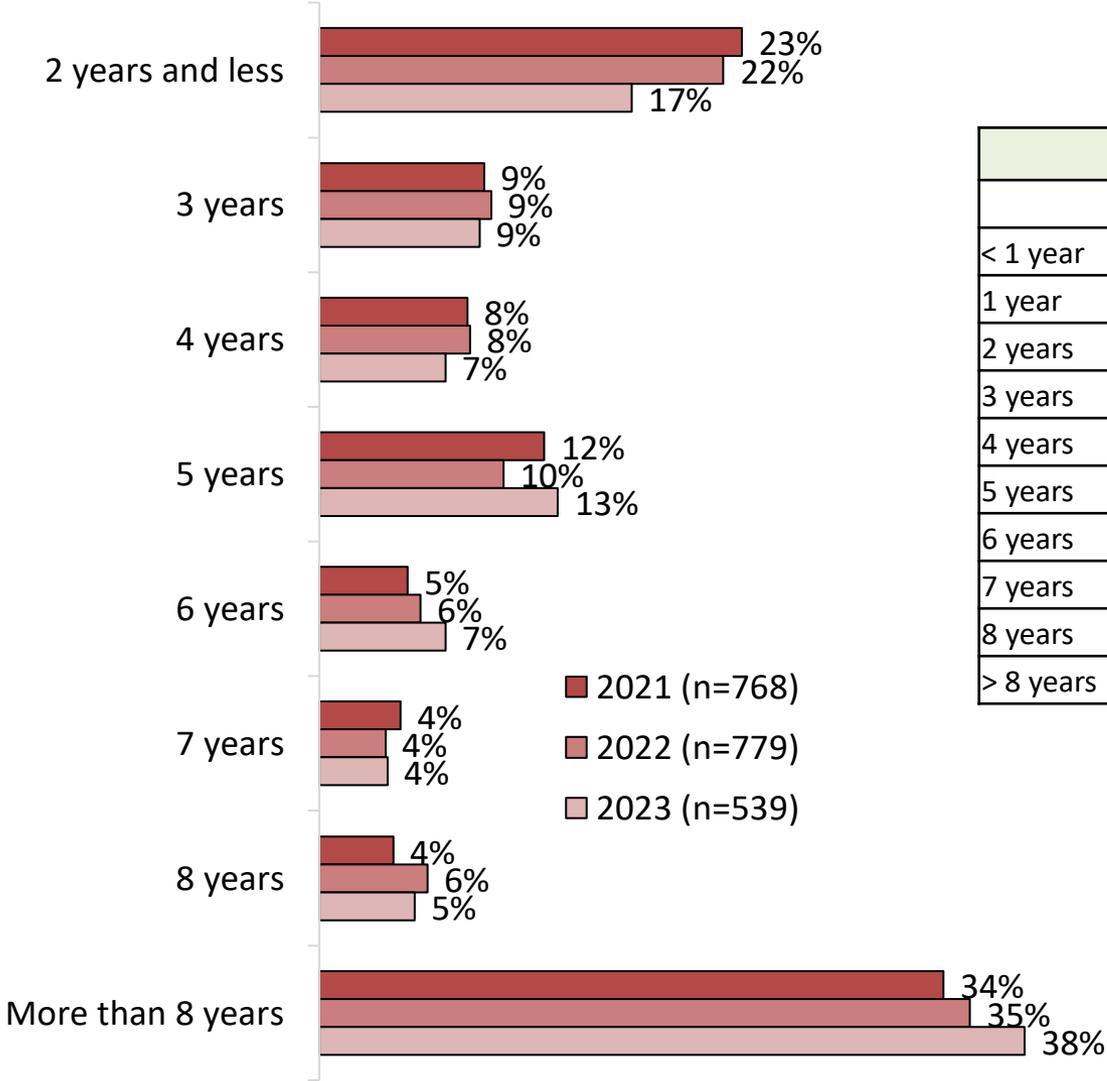
	Rhodes
n	16
Engineering	13%
Management	19%
Accounting	13%
Commerce	6%
IT	0%
Sciences	25%
Social Sciences/ Humanities/Arts	13%
Other	6%
Administration	0%
Law	6%
Medicine	0%
Pharmaceutical	0%
Education	0%
Architecture	0%

# MBA graduates: Years of work experience prior to starting MBA



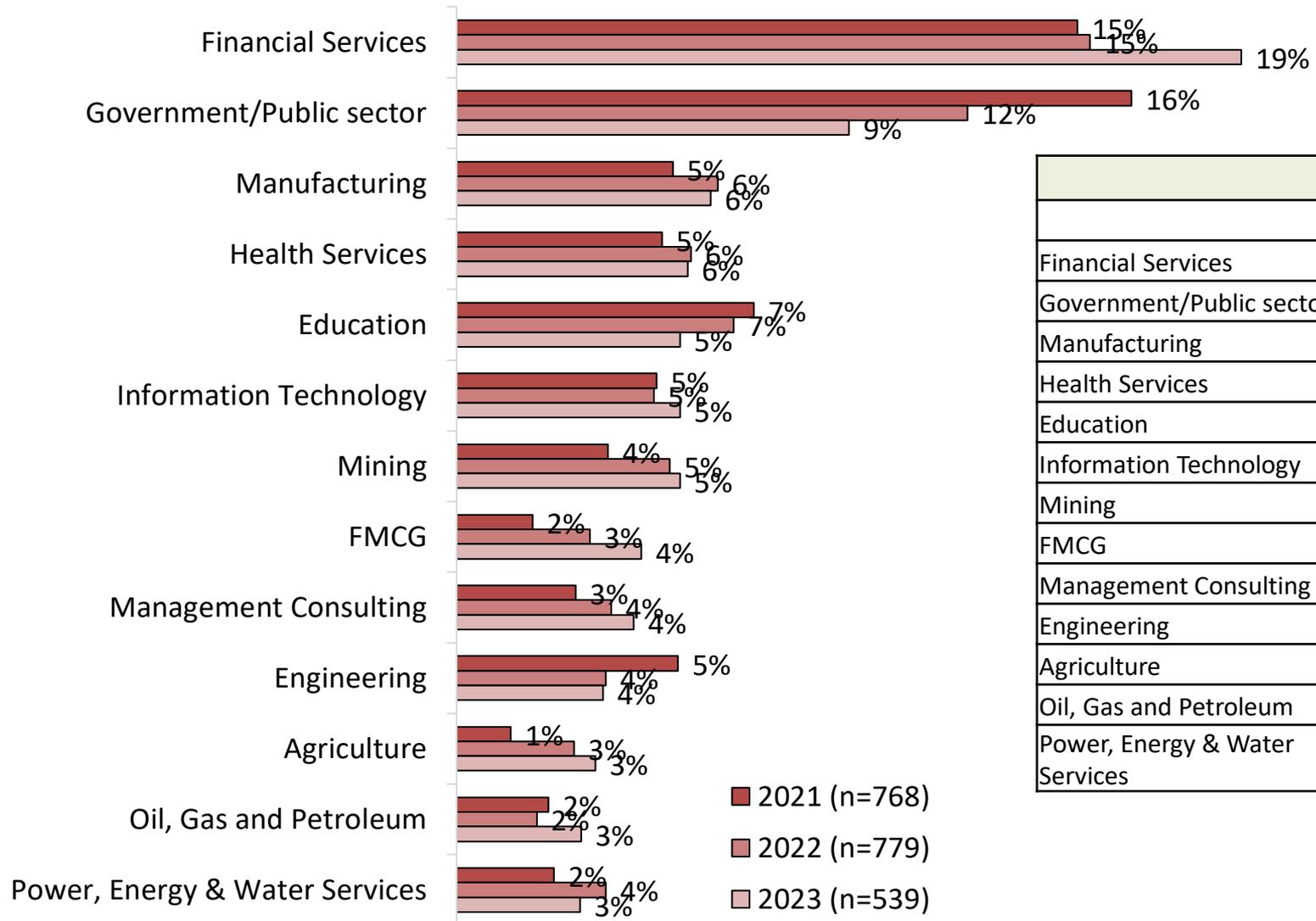
	Rhodes
	n <b>16</b>
1 year	0%
2 years	0%
3 years	0%
4 years	0%
5 years	13%
6 years	0%
7 years	0%
8 years	0%
> 8 years	88%

# MBA graduates: Years of management experience prior to starting MBA



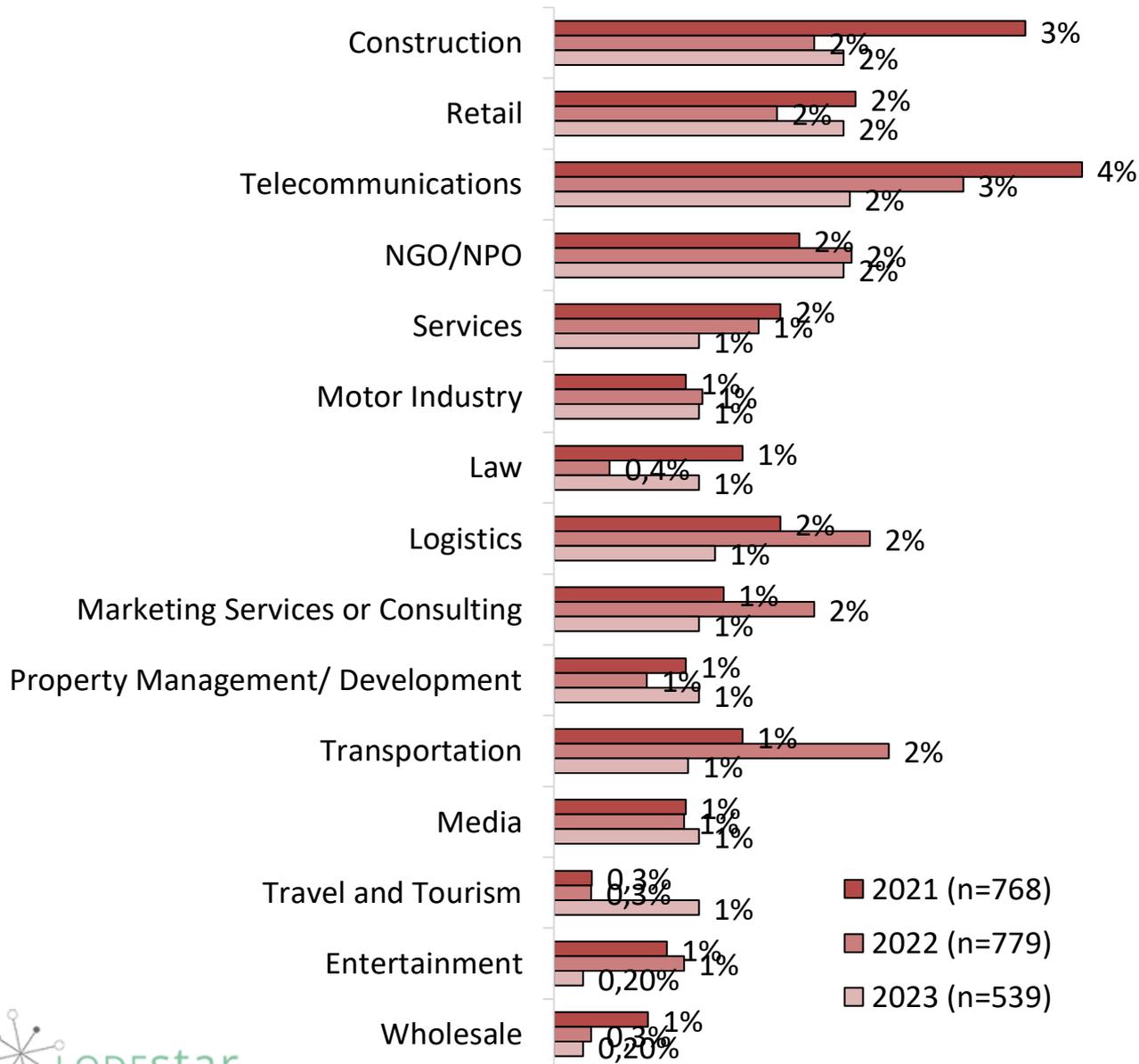
	Rhodes
	n 16
< 1 year	13%
1 year	0%
2 years	6%
3 years	0%
4 years	6%
5 years	25%
6 years	0%
7 years	6%
8 years	6%
> 8 years	38%

# MBA graduates: Industry sector where currently employed



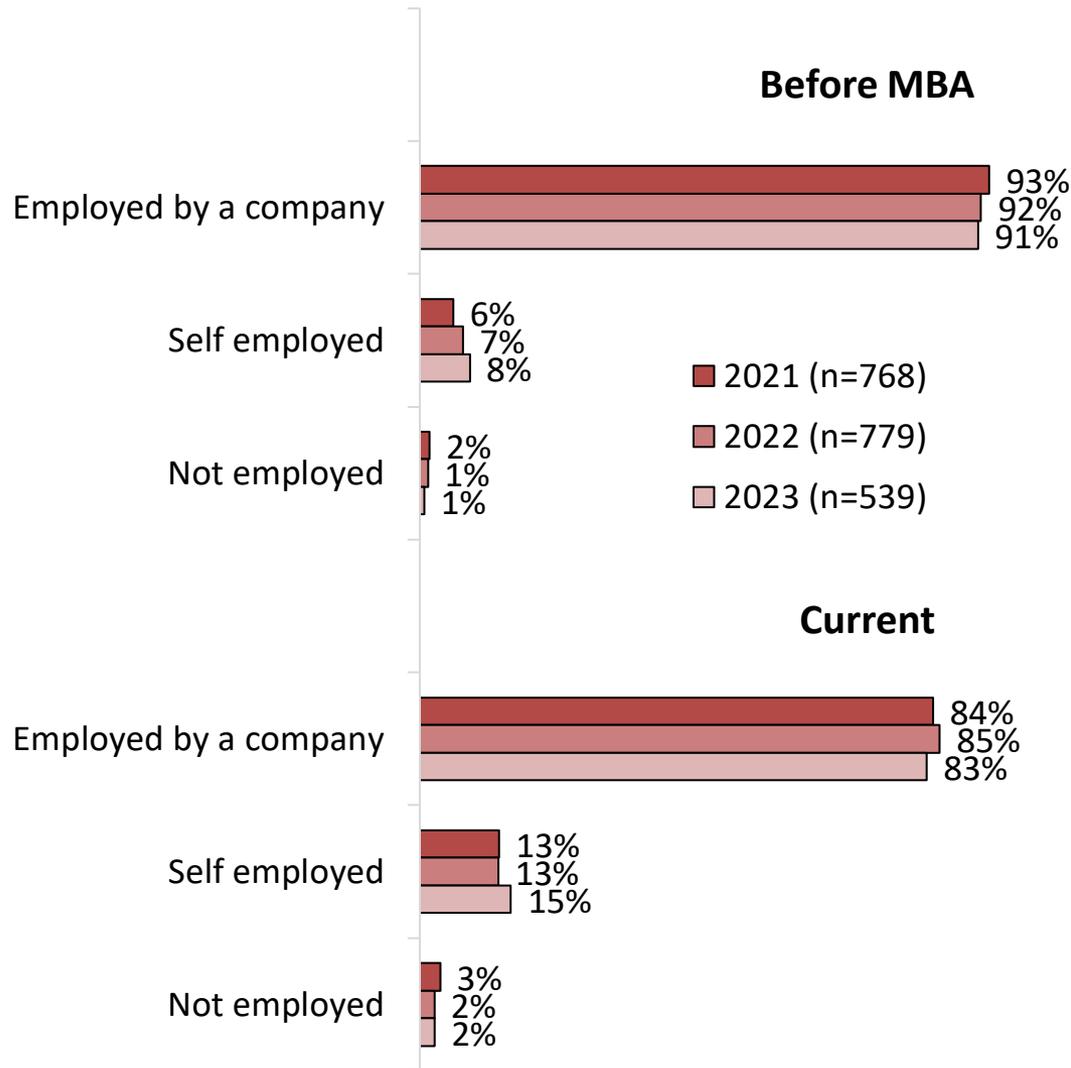
	Rhodes
n	16
Financial Services	13%
Government/Public sector	19%
Manufacturing	6%
Health Services	0%
Education	13%
Information Technology	6%
Mining	0%
FMCG	0%
Management Consulting	0%
Engineering	0%
Agriculture	6%
Oil, Gas and Petroleum	0%
Power, Energy & Water Services	6%

# MBA graduates: Industry sector where currently employed cntd



	Rhodes
n	16
Construction	0%
Retail	0%
Telecommunications	0%
NGO/NPO	6%
Services	0%
Motor Industry	13%
Law	13%
Logistics	0%
Marketing Services/Consult	0%
Property	0%
Transportation	0%
Media	0%
Travel & Tourism	0%
Entertainment	0%
Wholesale	0%

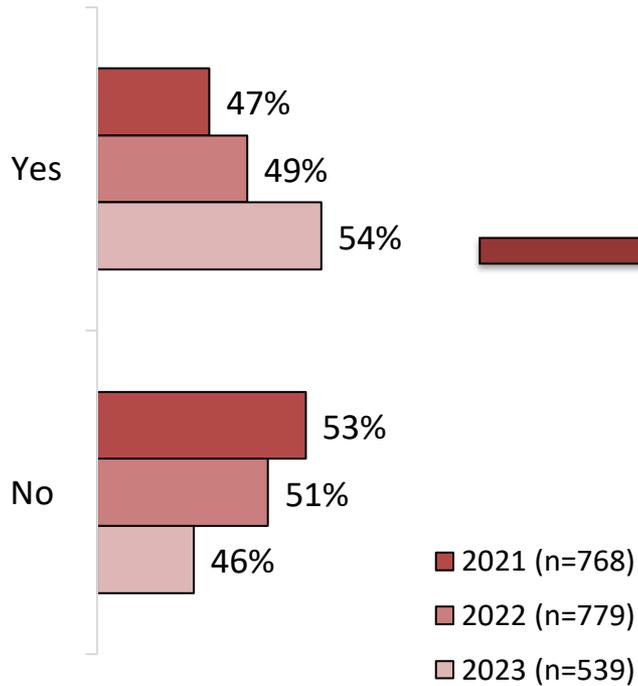
# MBA graduates: Employment status before MBA and current



	Rhodes
n	16
<b>Before MBA</b>	
Employed by a company	94%
Self-employed	6%
Not employed	0%
<b>Current</b>	
Employed by a company	88%
Self-employed	13%
Not employed	0%

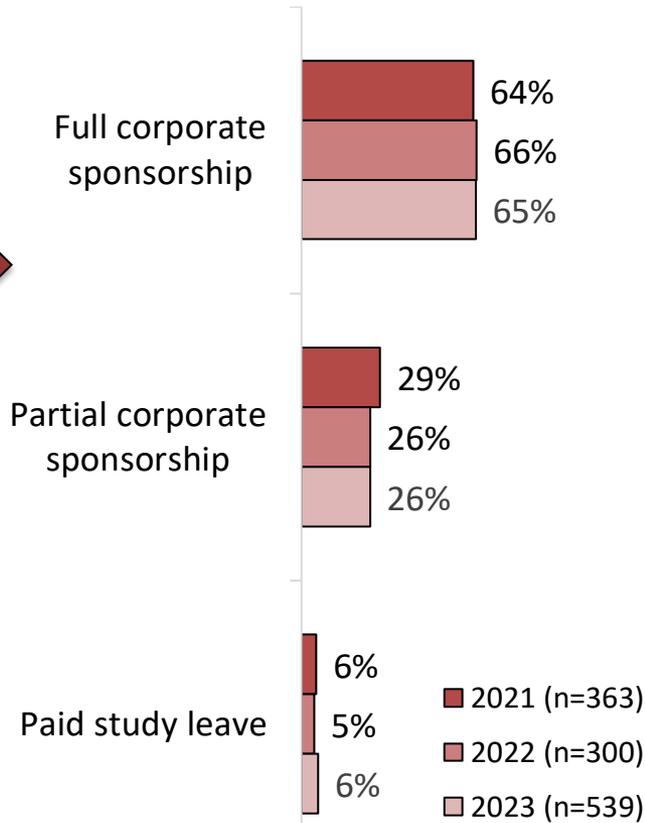
# Sponsorship

Did you receive any form of sponsorship from your employer?



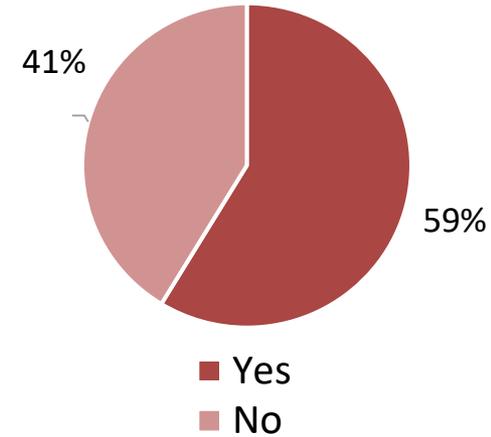
n=employed by company

Type of sponsorship?



n=received employer sponsorship

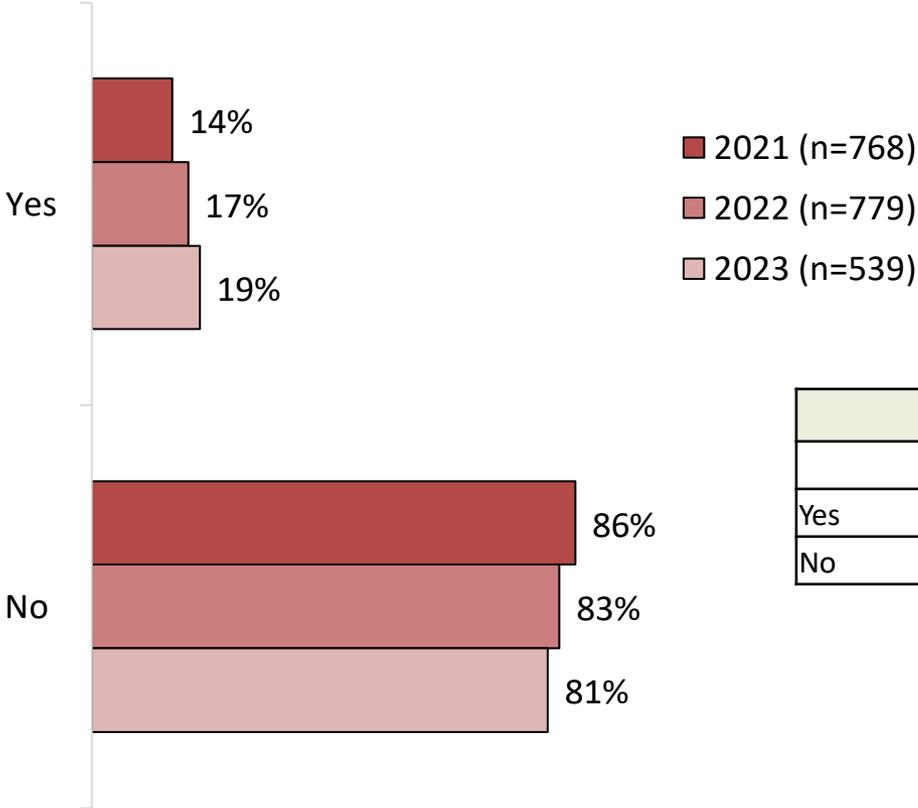
Are you still employed in the same company?



	Rhodes
	n 16
Employer sponsorship	47%
Full	57%
Partial	29%
Study leave	14%
<b>Sponsored</b>	<b>n 7</b>
Still employed at same company	57%

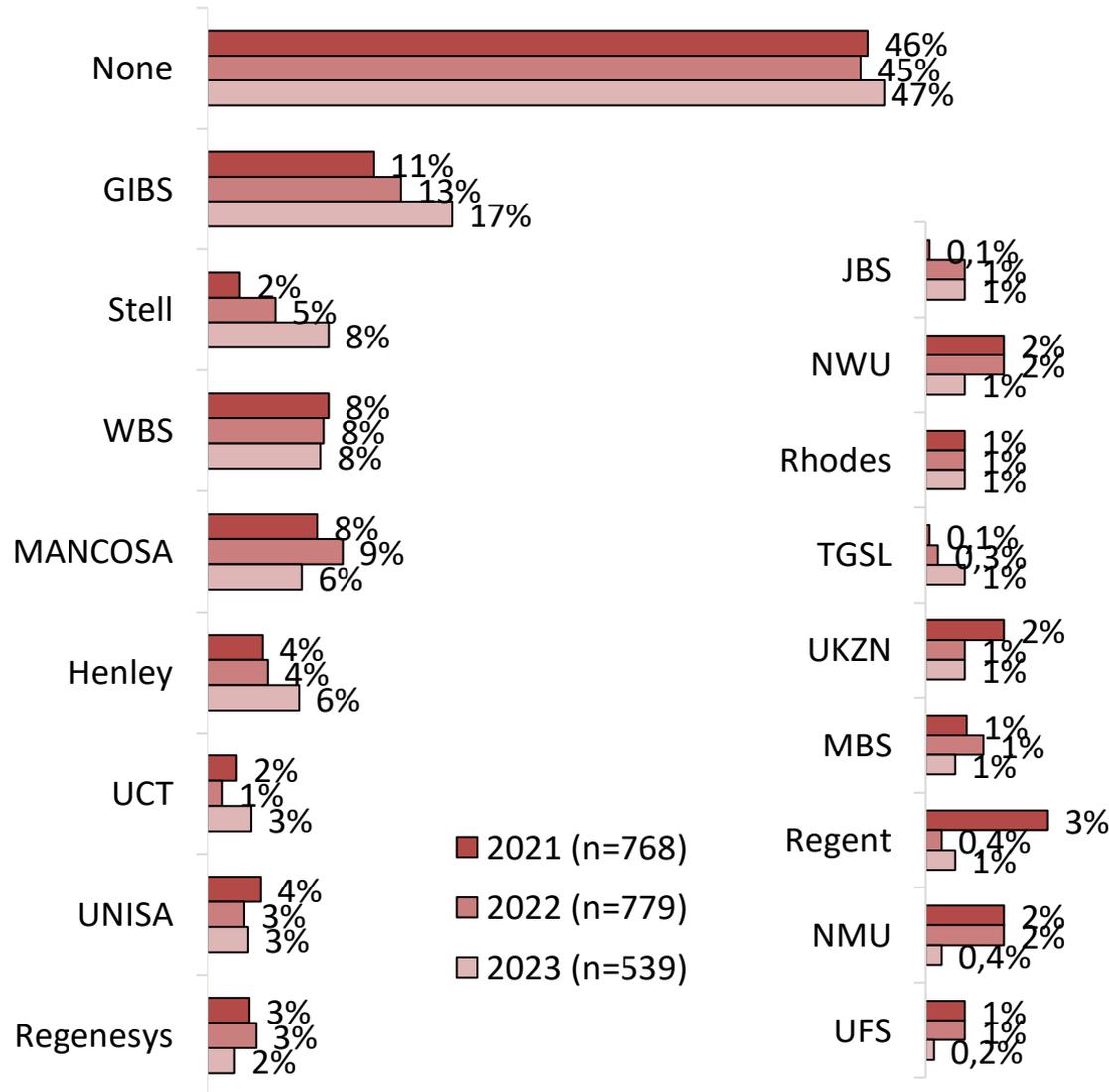
# Sponsorship

## Did you receive a Business School bursary?



	Rhodes
n	16
Yes	31%
No	69%

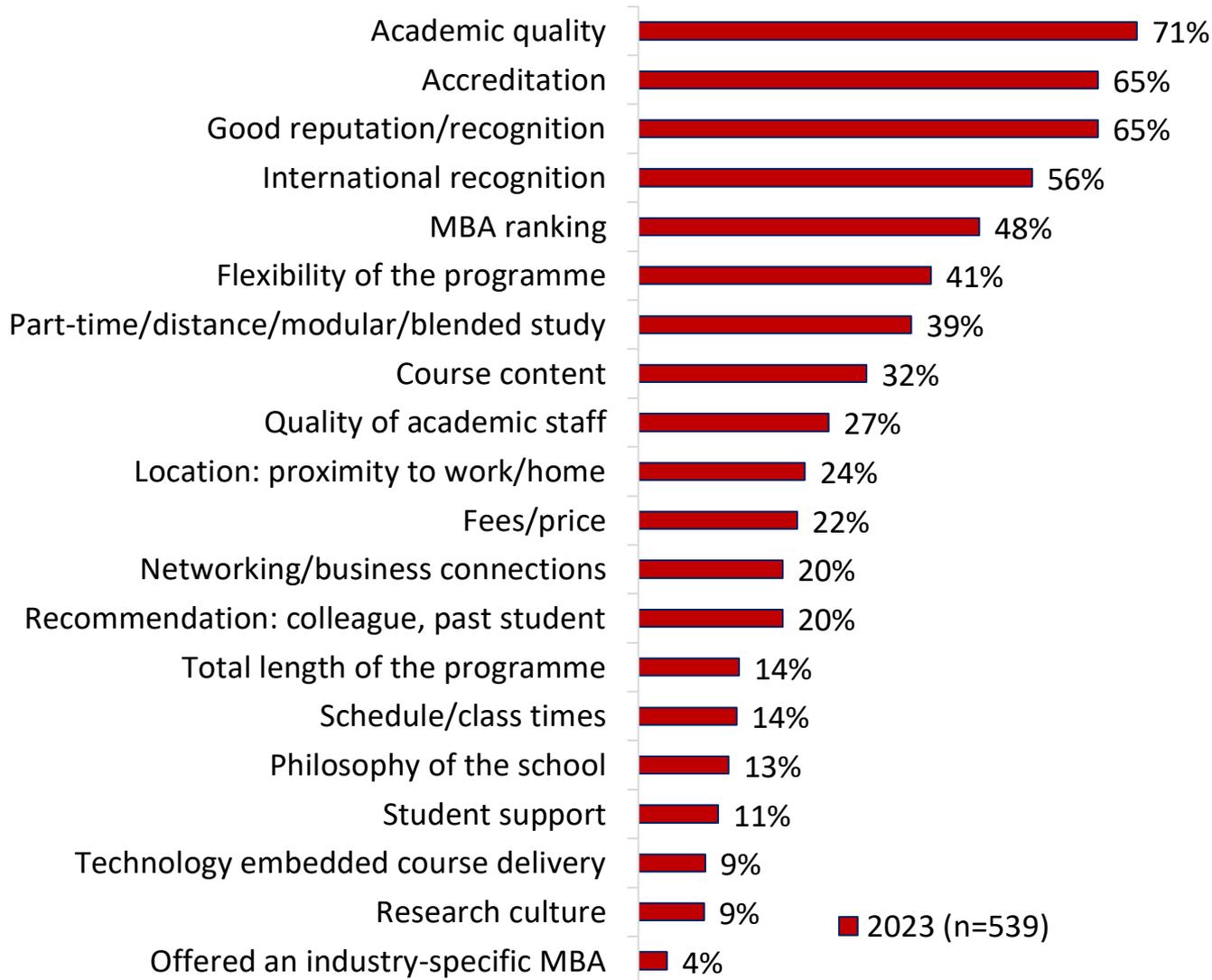
# Business Schools attended prior to starting their MBA/MBL?



	Rhodes
n	16
None	87%
GIBS	0%
Stell	0%
WBS	0%
MANC	0%
Henley	0%
UCT	0%
UNISA	0%
Regenesys	0%
Rhodes	13%
NWU	0%
MBS	0%
Regent	0%
JBS	0%
TGSL	0%
UKZN	0%
NMU	0%
UFS	0%

At which Business Schools, if any, did you attend Executive Education courses prior to starting your MBA/MBL?

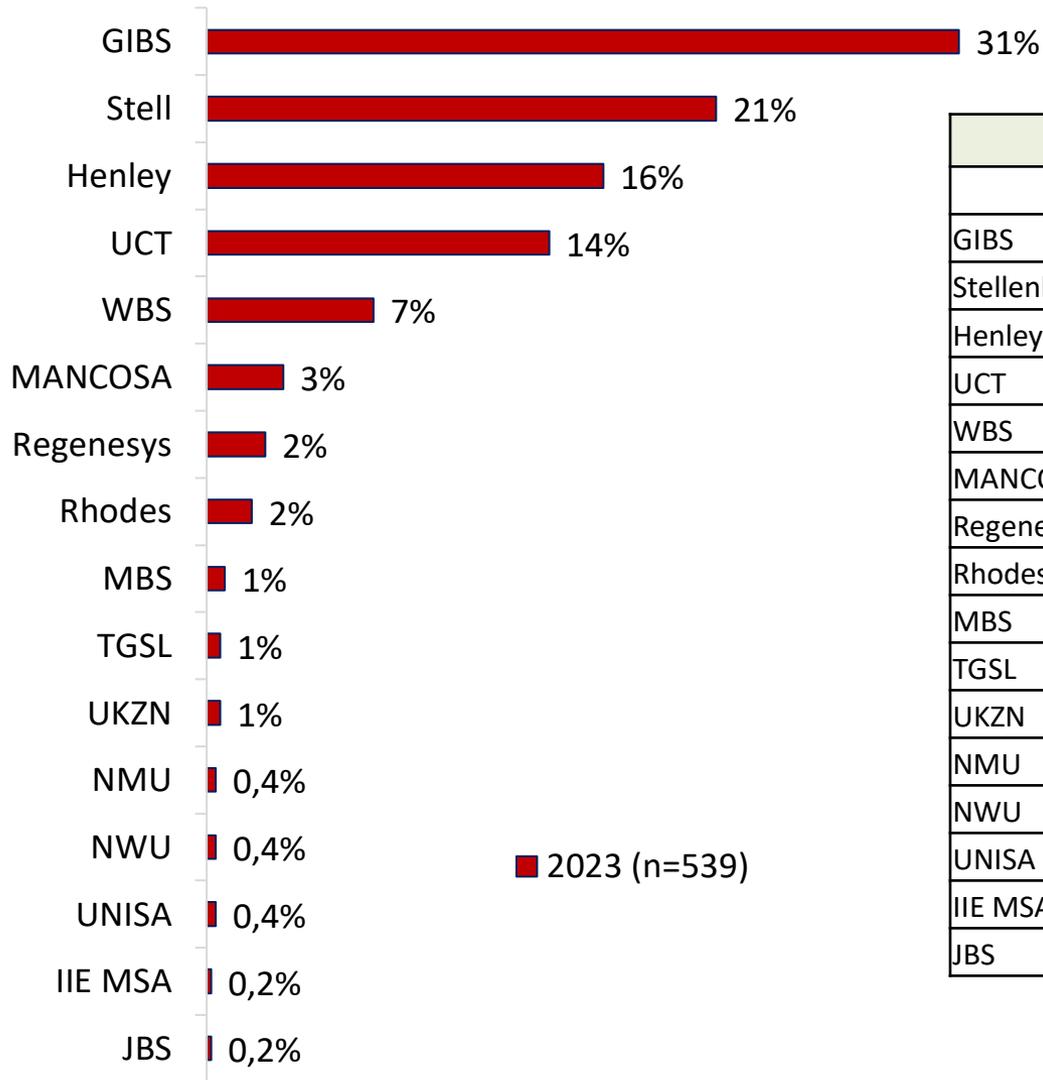
## Reasons impacting on choice of business school: Total



	Rhodes
n	16
Academic quality	88%
Accreditation	63%
Good reputation/ recognition	75%
International recognition	38%
MBA ranking	6%
Flexibility of the programme	31%
Part-time/distance/ modular/blended study	50%
Course content	38%
Quality of academic staff	19%
Location: proximity to work/home	38%
Fees/price	50%
Networking/business connections	6%
Recommendation: colleague, past student	19%
Total length of the programme	0%
Schedule/class times	13%
Philosophy of the school	31%
Student support	19%
Technology embedded course delivery	0%
Research culture	19%
Offered an industry-specific MBA	0%

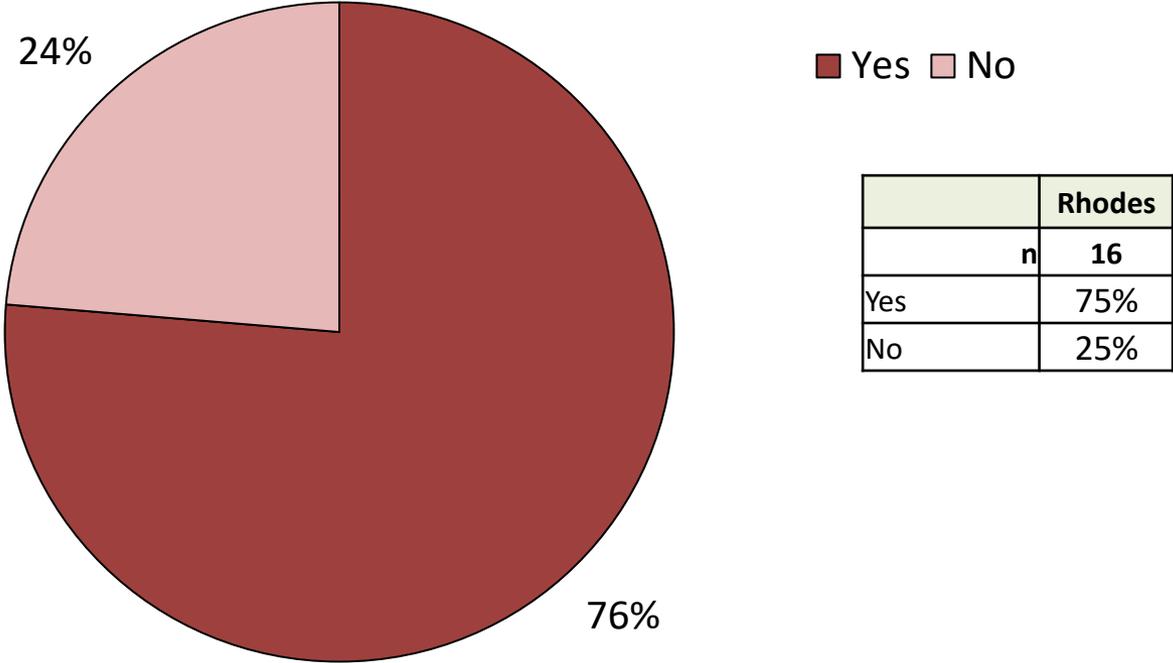
When it came to deciding which Business School to attend, what were the most important reasons impacting on your specific choice of Business School?

# Choice of business school regardless of cost or location: Total



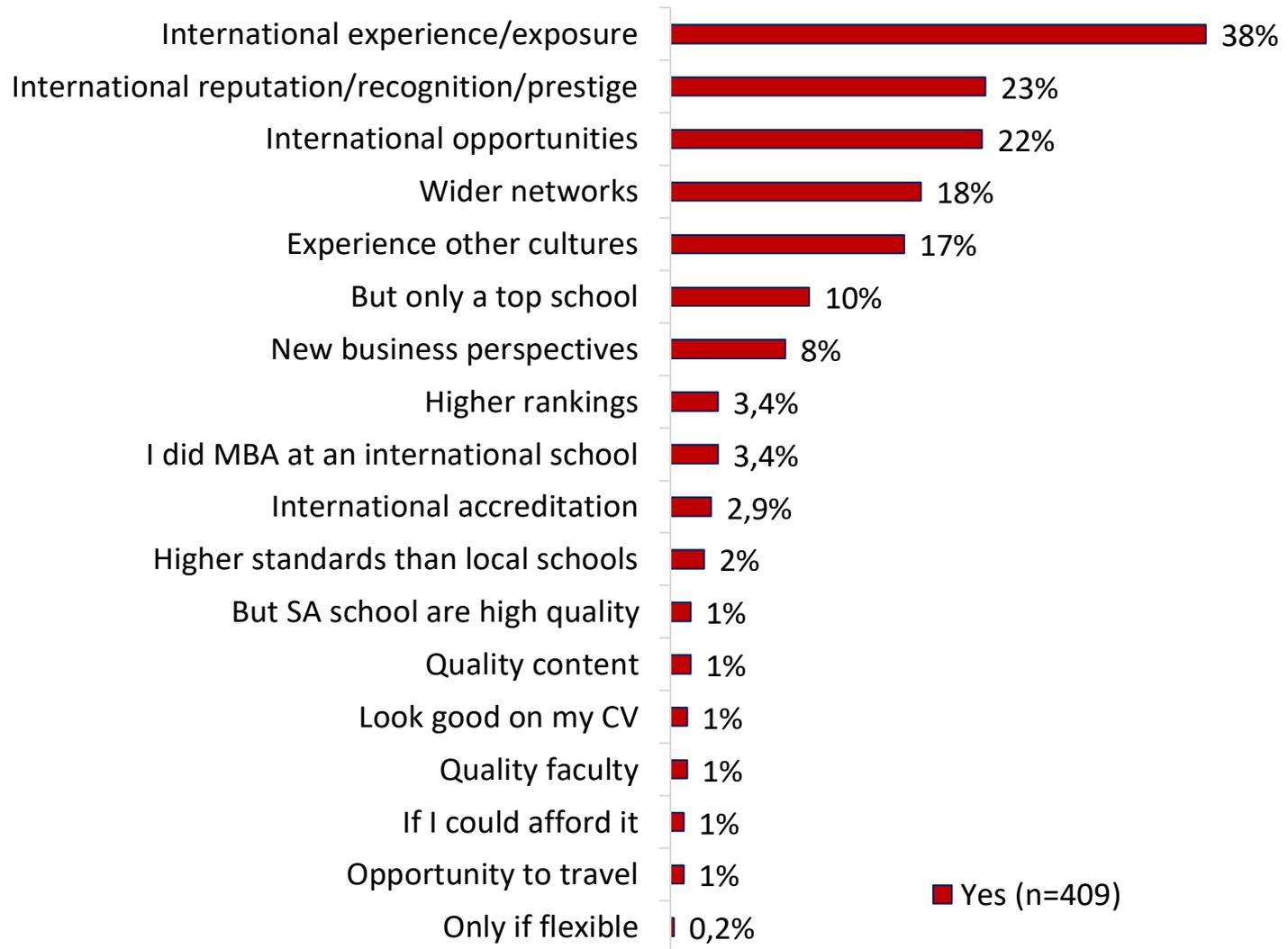
	Rhodes
n	16
GIBS	19%
Stellenbosch	6%
Henley	0%
UCT	13%
WBS	0%
MANCOSA	0%
Regenesys	0%
Rhodes	63%
MBS	0%
TGSL	0%
UKZN	0%
NMU	0%
NWU	0%
UNISA	0%
IIE MSA	0%
JBS	0%

# Would you like to have attended an international business school?



Had the opportunity arisen for you to have done an MBA at an international business school, would you have done so? Why do you say that? *Open-ended answer*

## Reasons for wanting to attend an international business school? *Open-ended question*



## Reasons for wanting to attend an international business school? *Open-ended question*

*It was always my goal to move out of South Africa to gain international work and life experience. An international business school would have facilitated this in terms of networking.*

*It would give me the opportunity to understand how other markets and countries operate. This could also spark business ideas to implement in South Africa*

*Some international business schools have the best education delivered in world class facilities by top academics and businesspeople.*

*Global or international education do broaden learning opportunities and get higher recognition even in South Africa. It usually comes with more benefits*

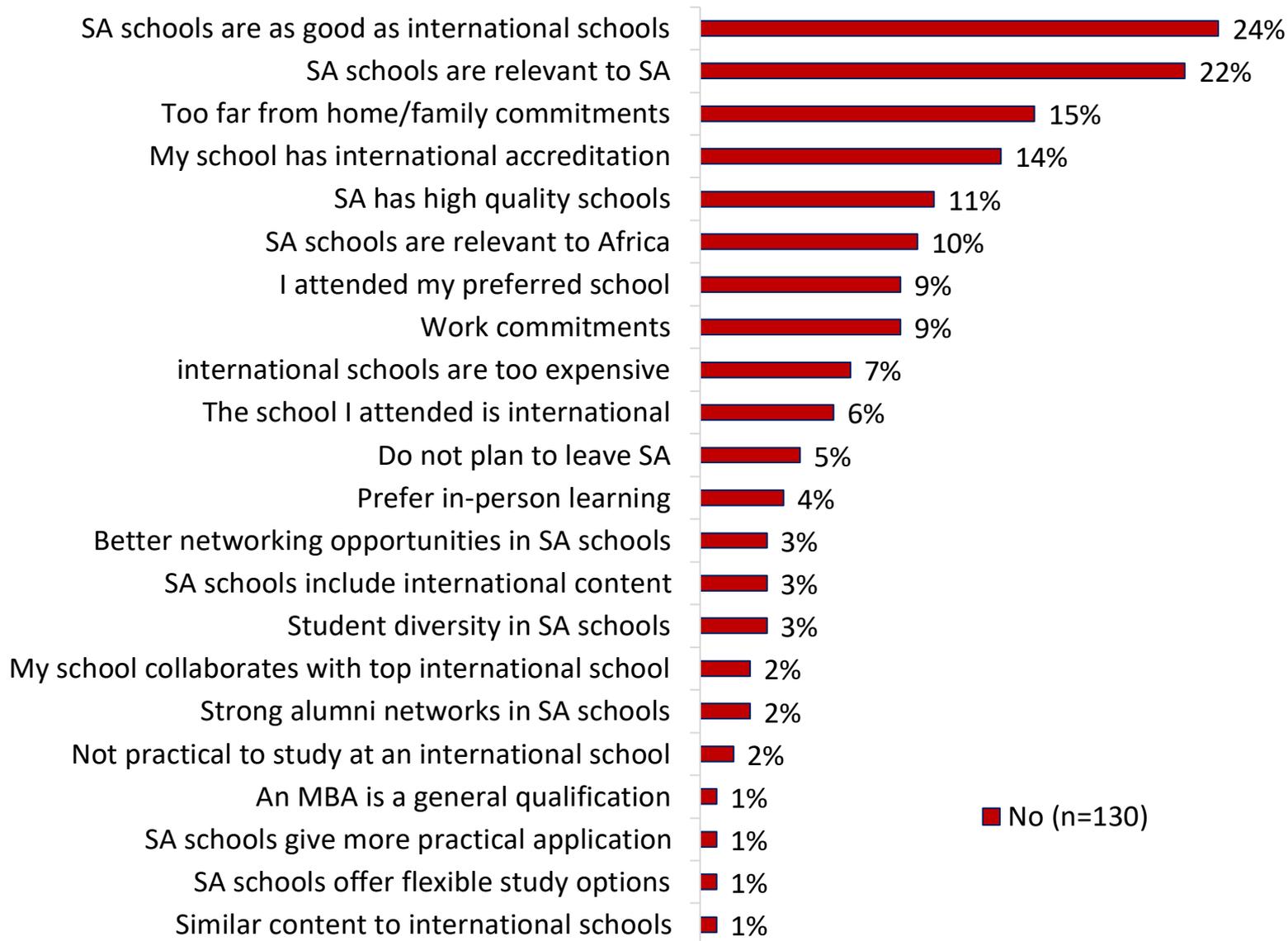
*For the prestige that international school bring.*

*The weight of holding an MBA from a prestigious school such as Harvard University brings with it many opportunities for international job opportunities and business opportunities. GIBS is well recognised but not at the global level of Harvard.*

*Interacting with international students and networking could have been a good experience.*

*There would be students from various countries, bringing up their business and societal issues in discussions. South Africa is obsessed with the impact of government services on business & society, which wastes a lot of time. That is time that could be spent focusing on business strategy & opportunities, new technology, R&D. Other countries don't have to waste time & energy on problem-solving SA problems. Other developing nations are performing better than SA, why are they succeeding, and we are not*

## Reasons for not wanting to attend an international business school? *Open-ended question*



Had the opportunity arisen for you to have done an MBA at an international business school, would you have done so? Why do you say that? *Open-ended answer*

## Reasons for not wanting to attend an international business school? *Open-ended question*

*As a proud South African with a desire to grow and scale SA SMME's, South African Institutions provide an African narrative to our working landscape. This makes the academic coursework more relevant to actionable change whereas international schools, although prestigious, may not have offered the same narrative and therefore have less impact.*

*I prefer face to face contact learning and real time exchange with peers and academics for long term courses.*

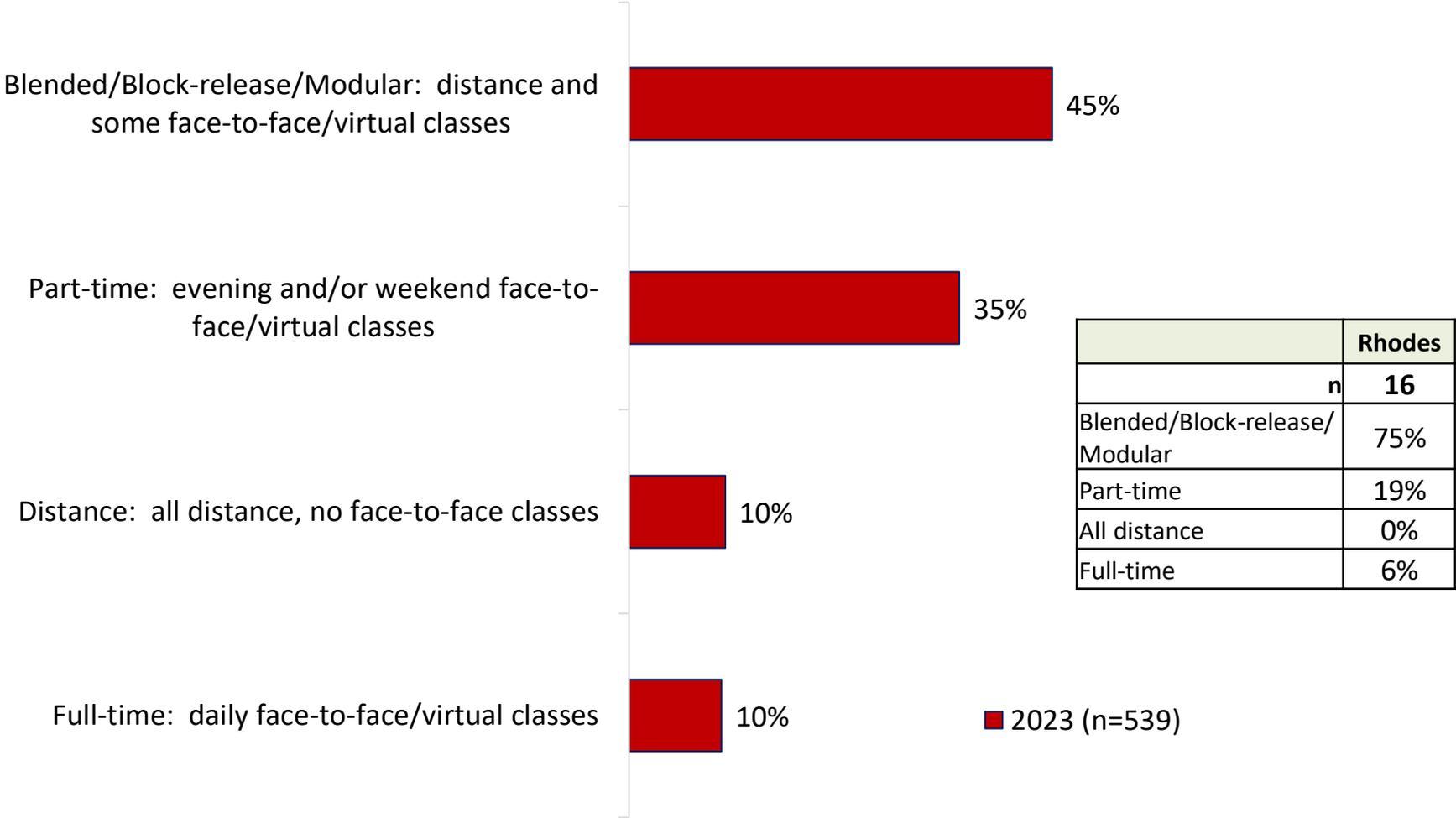
*I wanted exposure to Business in Africa. I wanted to maintain some participation in my normal community and vocational activities and studying abroad would not have allowed that. I wanted to build a professional network in South Africa, as my ambition is to work in SA.*

*SA MBAs look at SA and African problems and you can relate to the content. At Harvard they will give an example of companies that you know nothing about and may have never heard of.*

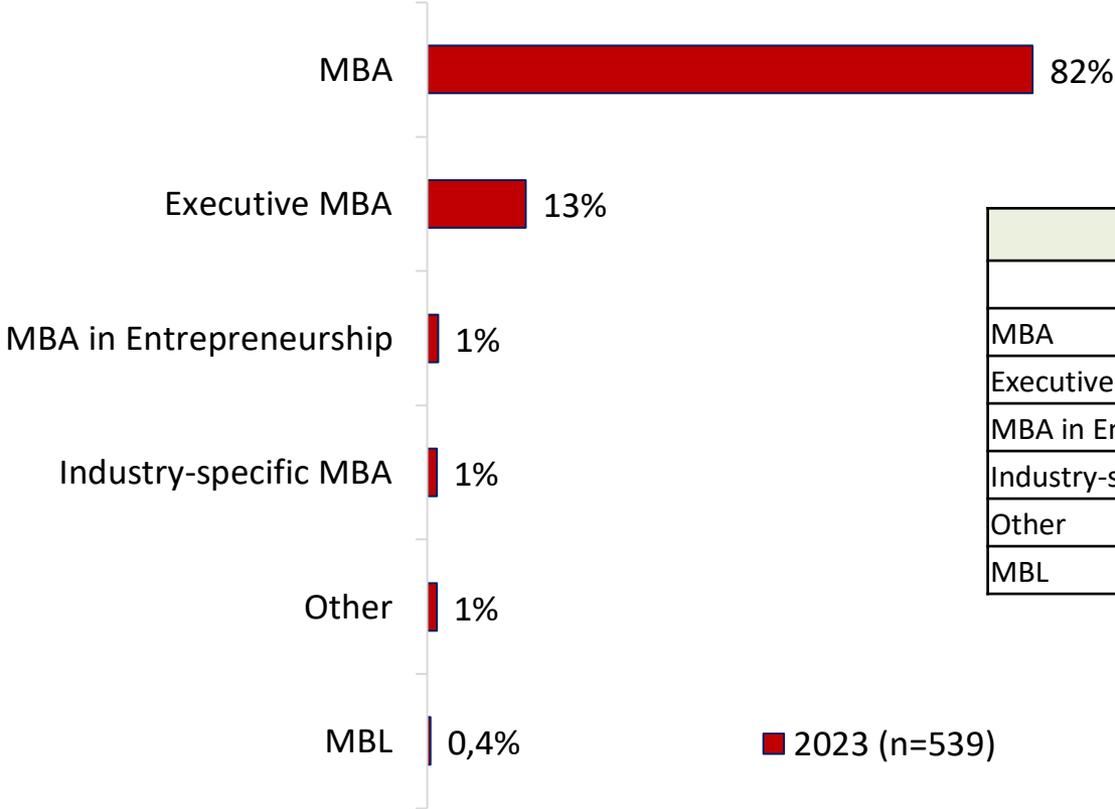
*International Business Schools lack localization, and the opportunity to interrogate local business case studies. Our top business schools enrich the classroom with real-world South African business case studies. I remember how I enjoyed learning about the SABMiller business strategy. It made sense and was intuitively understandable.*

*There was only one choice for me due to its reputation, quality of education and accreditations. Also, it offered me specific exposure to the African continent (including South Africa) which I believe I would not get as extensively at an international business school.*

# How did you do your MBA/MBL?



# What type of MBA/MBL did you obtain?

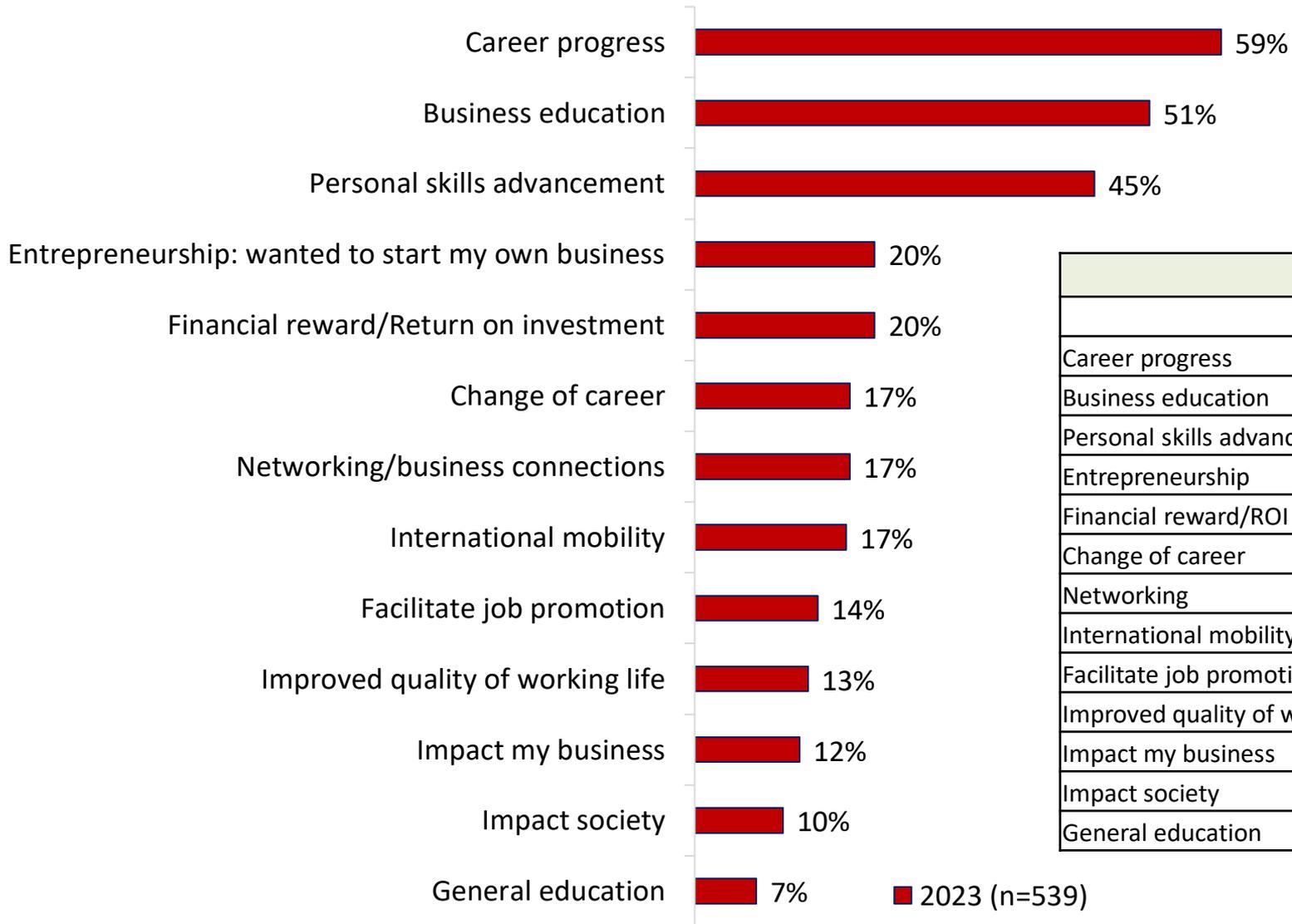


	Rhodes
n	16
MBA	100%
Executive MBA	0%
MBA in Entrepreneurship	0%
Industry-specific MBA	0%
Other	0%
MBL	0%

- Other**
- 2 MBA in Consulting
  - Master in Management of Innovation & Technology
  - MBA Finance major
  - MOTI
  - MPhil
  - MPhil -Development Finance

- Industry-specific MBA:**
- Manufacturing - 4
  - Healthcare - 2
  - Consulting - 1

## Reasons for doing an MBA: Total top three



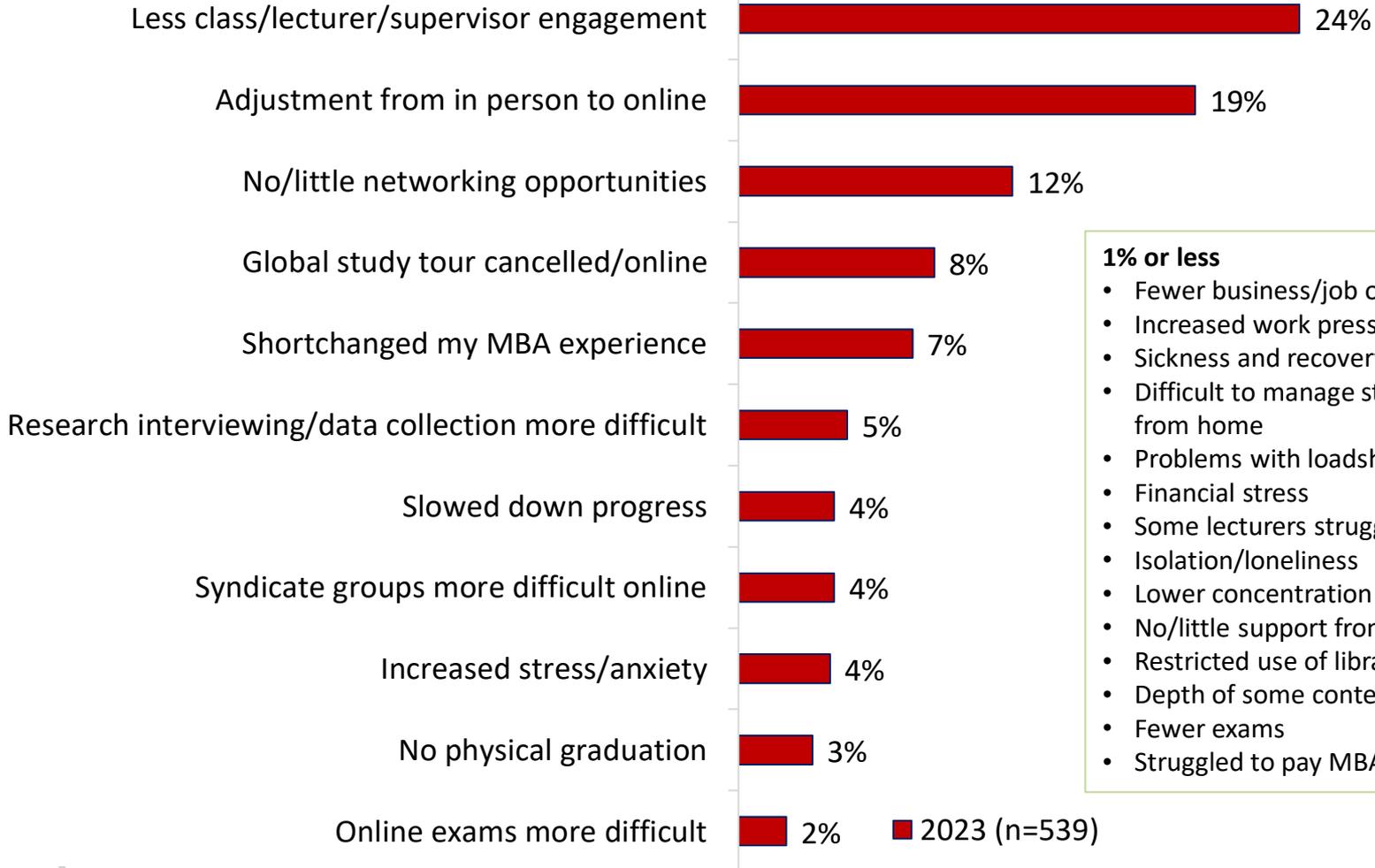
	Rhodes
	n 16
Career progress	69%
Business education	38%
Personal skills advancement	50%
Entrepreneurship	6%
Financial reward/ROI	6%
Change of career	19%
Networking	0%
International mobility	19%
Facilitate job promotion	13%
Improved quality of working life	25%
Impact my business	6%
Impact society	38%
General education	13%

Which of the following reasons were most important to you when you decided to undertake an MBA/MBL? Please select your top 3 reasons.

# Impact of Covid on MBA experience *Open-ended answer*

27% said it had little impact because their studies were complete/almost complete  
Of the remainder, 77% of comments were negative, and 23% were positive

## Negative comments



### 1% or less

- Fewer business/job opportunities
- Increased work pressure impacted studies
- Sickness and recovery from Covid
- Difficult to manage study, family and work from home
- Problems with loadshedding/connectivity
- Financial stress
- Some lecturers struggled with online
- Isolation/Loneliness
- Lower concentration with online
- No/little support from school
- Restricted use of library
- Depth of some content lost
- Fewer exams
- Struggled to pay MBA fees

## Negative impact of Covid on MBA experience

## Open-ended answer

*All delivery moved to completely virtual, with very limited interaction and network with the group. International travel module had to be changed to virtual which was disappointing.*

*All face-to-face interactions were canceled and impacted the opportunity to network with fellow students and lecturers.*

*Classes had to be moved from full contact to virtual, this included syndicate meetings and projects. COVID 19 deprived us to build solid contact relationships with our counterparts. We further had to take our global tour module virtually thus being deprived to travel internationally where would have met likeminded academics and entrepreneurs.*

*Conducting the research for my thesis was challenging as I had focus groups that I had to conduct online. Some participants failed to log on as they had challenges with data (affordability issues) or connectivity (unavailability).*

*Covid impacted my final module, Research - my respondents were not available, and were not used to online/ virtual engagements. as a result, there was delays in completing my Research project.*

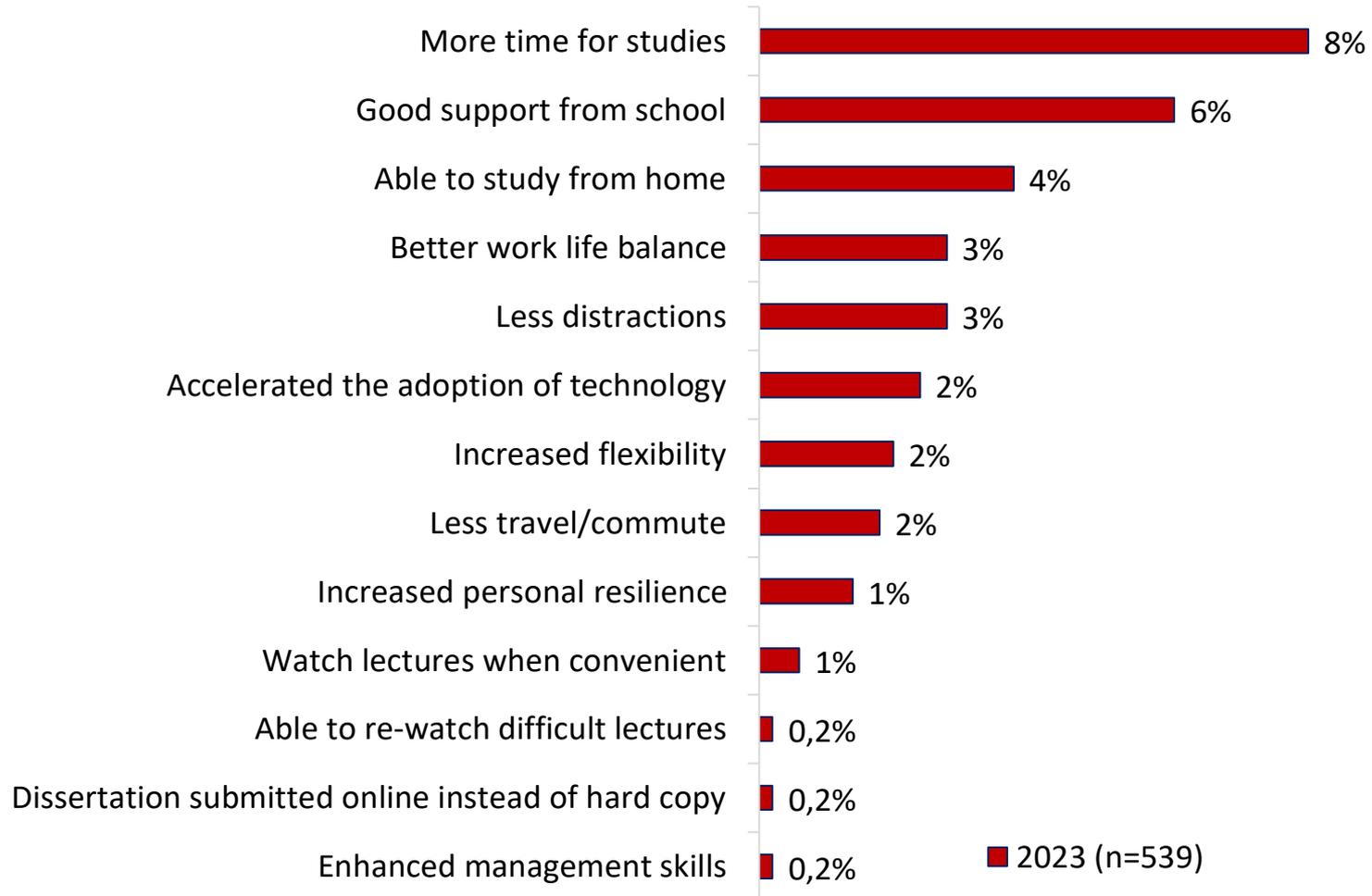
*We did not have a graduation ceremony, and only received our certificates in the mail. No letter of accomplishment even included. Not even a congratulations message from the business school.*

*In-person classes were suspended and thus, that rich face-to-face interaction was missed. We couldn't travel for the Global Tour. Fatigue levels increased during this period as there was no distinction between work and home chores.*

## Impact of Covid on MBA experience *Open-ended answer*

27% said it had little impact because their studies were complete/almost complete  
Of the remainder, 77% of comments were negative, and 23% were positive

### Positive comments



## Positive impact of Covid on MBA experience

## Open-ended answer

*Apart from preventing face to face interactions with my cohort, its impact was honestly positive since I was pregnant, and I was at home for all of 2020. It allowed me to truly immerse myself in my schoolwork.*

*Because my role involves travelling. I maximised during Covid because I was not travelling. So, in that regard Covid had a positive impact..*

*Being agile and working from home, allowed flexibility in the work and study schedules.*

*Covid had a positive impact on my MBA experience. Working from home gave me more time, and time was what I needed.*

*Enhanced experience. I had more time to study.*

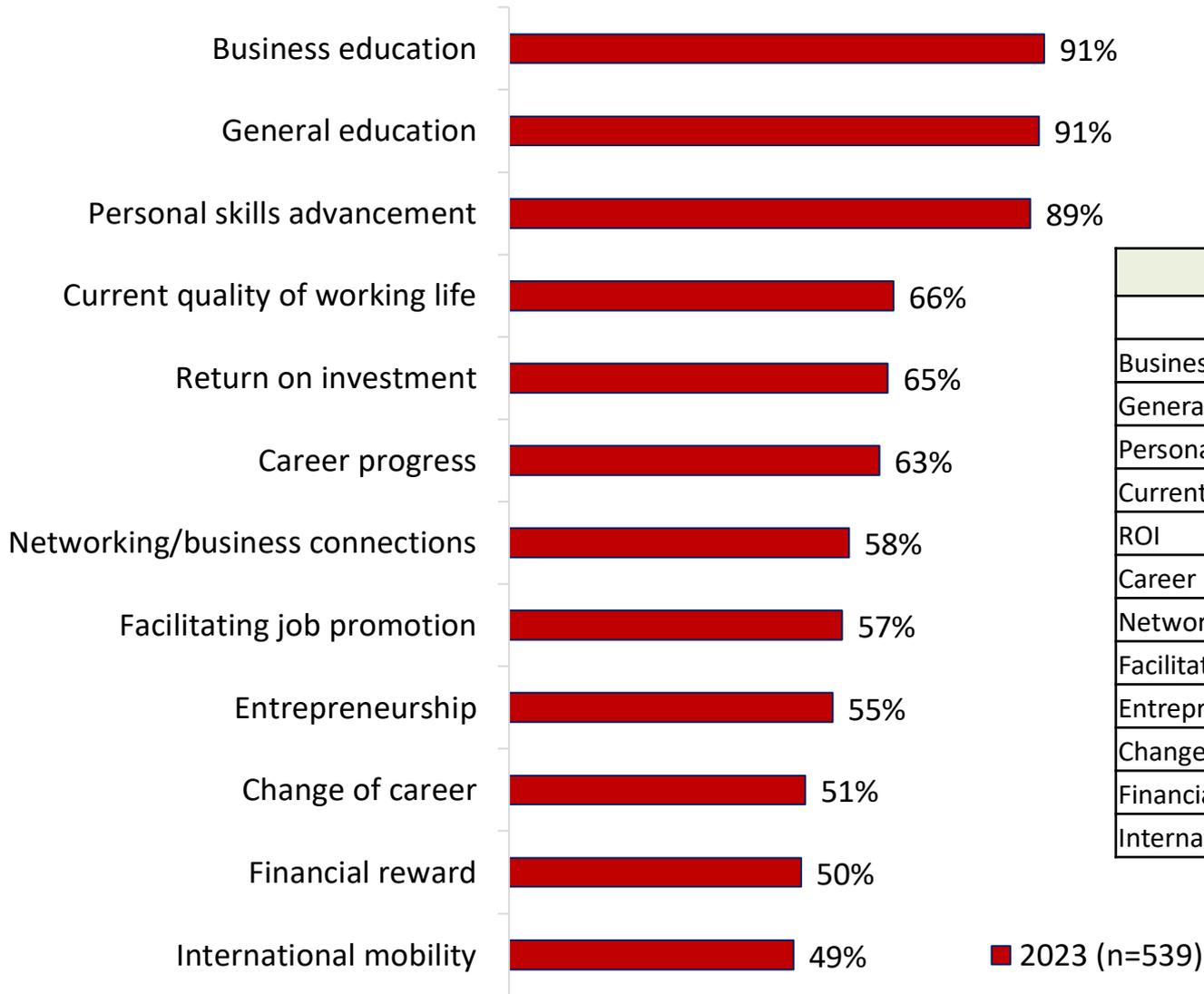
*I had more personal time to complete my MBA as business slowed down.*

*if anything, it helped because I didn't attend classes which I think add more pressure as you always have to be available for classes and syndicate meetings.*

*It made me become agile in the true sense of it. Had to act and think very swiftly and be able to adapt to a rapidly changing environment of learning and teaching.*

*The virtual classes made it easy for me to make it to classes in time as they were virtual. The driving to and from class in the evenings was tiring. COVID restrictions made the learning easier for me.*

# Rating the MBA Programme: Meeting expectations: Total *Excellent + Very good*



	Rhodes
n	16
Business education	94%
General education	88%
Personal skills advancement	94%
Current quality of working life	31%
ROI	56%
Career progress	75%
Networking	31%
Facilitating job promotion	63%
Entrepreneurship	38%
Change of career	56%
Financial reward	25%
International mobility	44%

## Rating the MBA Programme: Improved ability: Total *Excellent + Very good*



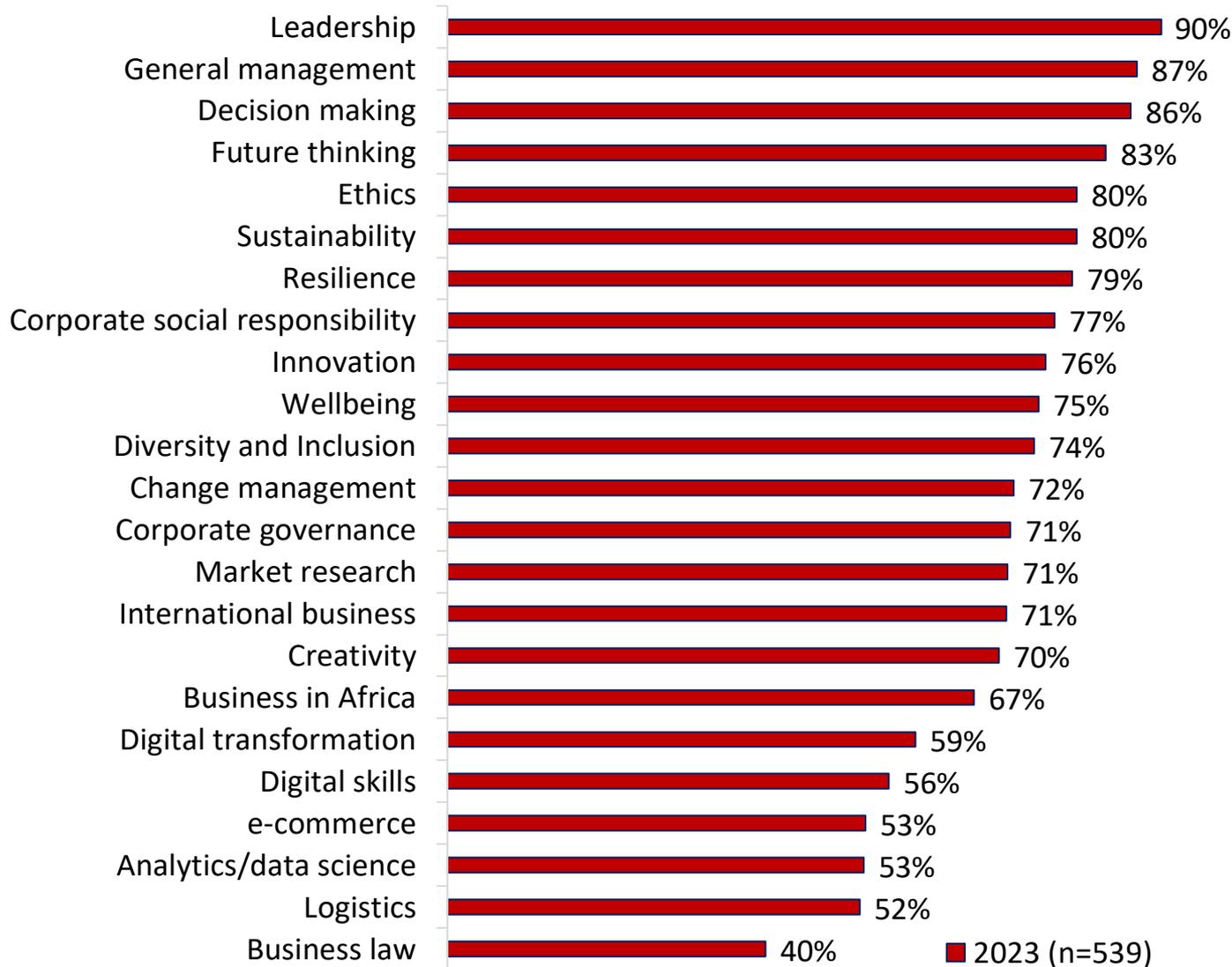
	Rhodes
n	16
Critical thinking	94%
Think strategically	88%
Leadership role	94%
Decisions effectively	88%
Solve problems	88%
Communicate	100%
Team member	100%
Apply your knowledge	88%
Business processes	75%
Manage people	81%
Think creatively	94%
Conduct research	94%
Implement effectively	75%
Prepare written reports	81%
Cultural intelligence	94%
Manage projects	81%
Numbers and figures	81%
Impact your business	75%
Manage finances	69%
Solve ethical dilemmas	88%
International perspective	50%
Impact society	88%
Corporate governance	75%

## Rating the MBA Programme: Subjects: Total *Excellent + Very good*



	Rhodes
n	16
Leadership	88%
Strategy	88%
Management of Business Processes	75%
Research	88%
People Management	88%
Economics	81%
Governance and Ethics	88%
Operations	69%
Finance	75%
Marketing	81%
Knowledge Management	88%
Human Resources	81%
Performance Management	63%
Project Management	69%
Mentoring and Coaching	69%
Entrepreneurship	50%
Information Technology	38%
Mergers and Acquisitions	38%

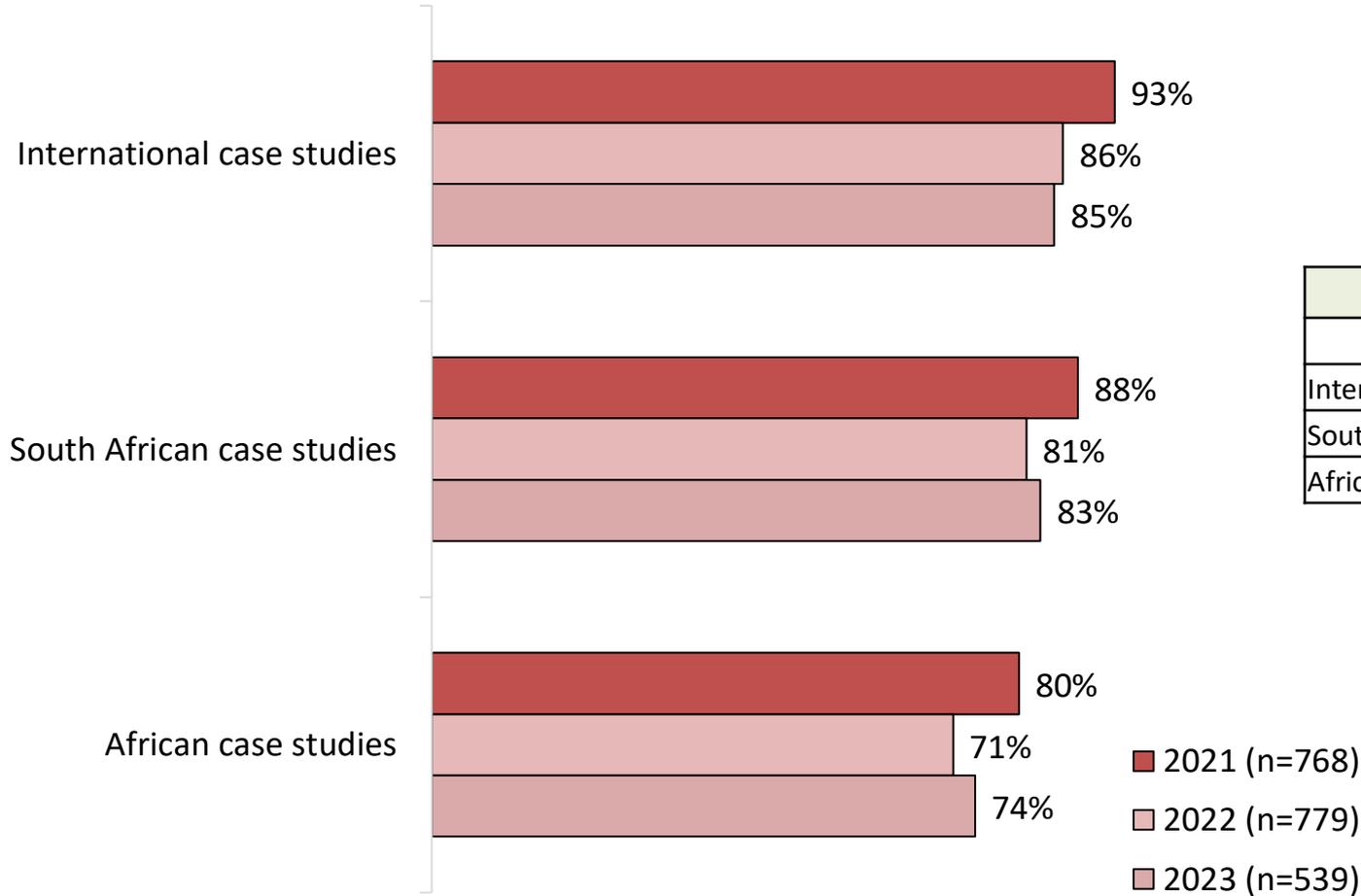
## Rating the MBA Programme: Business Disciplines: Total *Excellent + Very good*



	Rhodes
n	16
Leadership	81%
General management	88%
Decision making	94%
Future thinking	94%
Ethics	94%
Sustainability	100%
Resilience	81%
Corporate social resp	100%
Innovation	63%
Wellbeing	56%
Diversity and Inclusion	88%
Change management	69%
Corporate governance	88%
Market research	69%
International business	63%
Creativity	63%
Business in Africa	38%
Digital transformation	38%
Digital skills	44%
e-commerce	56%
Analytics/data science	44%
Logistics	44%
Business law	25%

# Rating of the importance of SA, African and International case studies

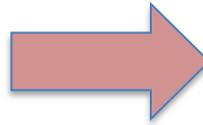
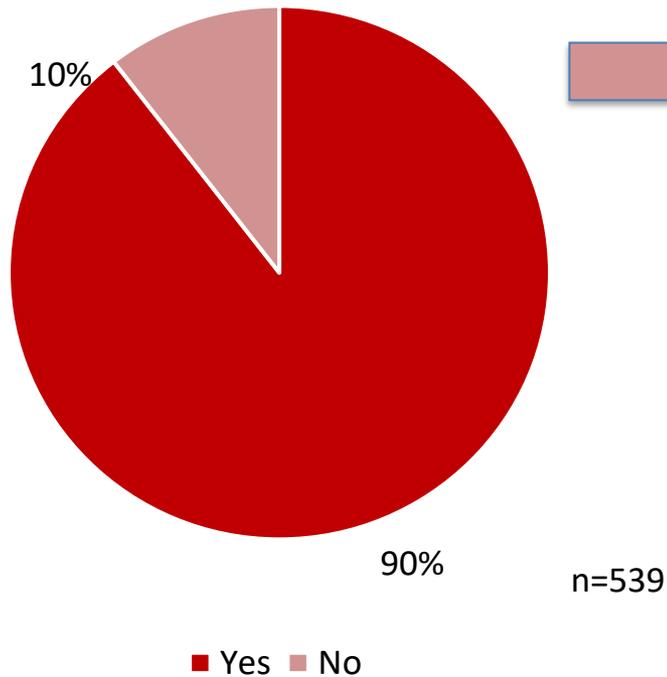
## *Important + Extremely important*



	Rhodes
n	16
International	94%
South African	100%
African	88%

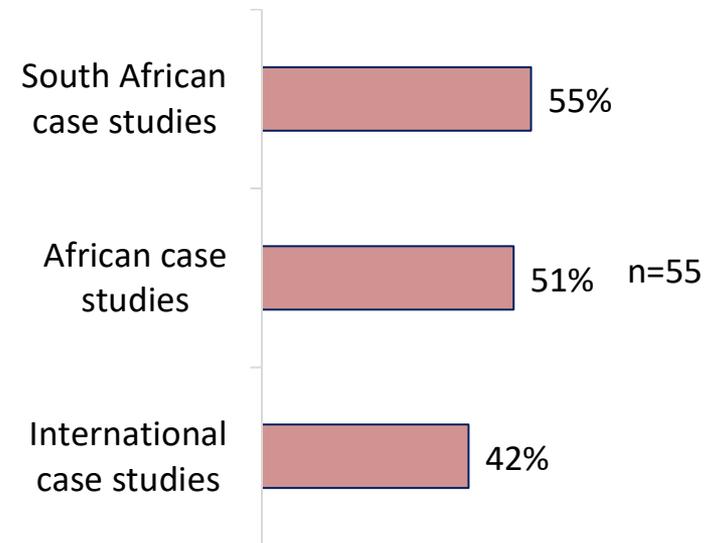
## Balance of case studies

Did your business school offer the right balance between SA, African and International case studies?



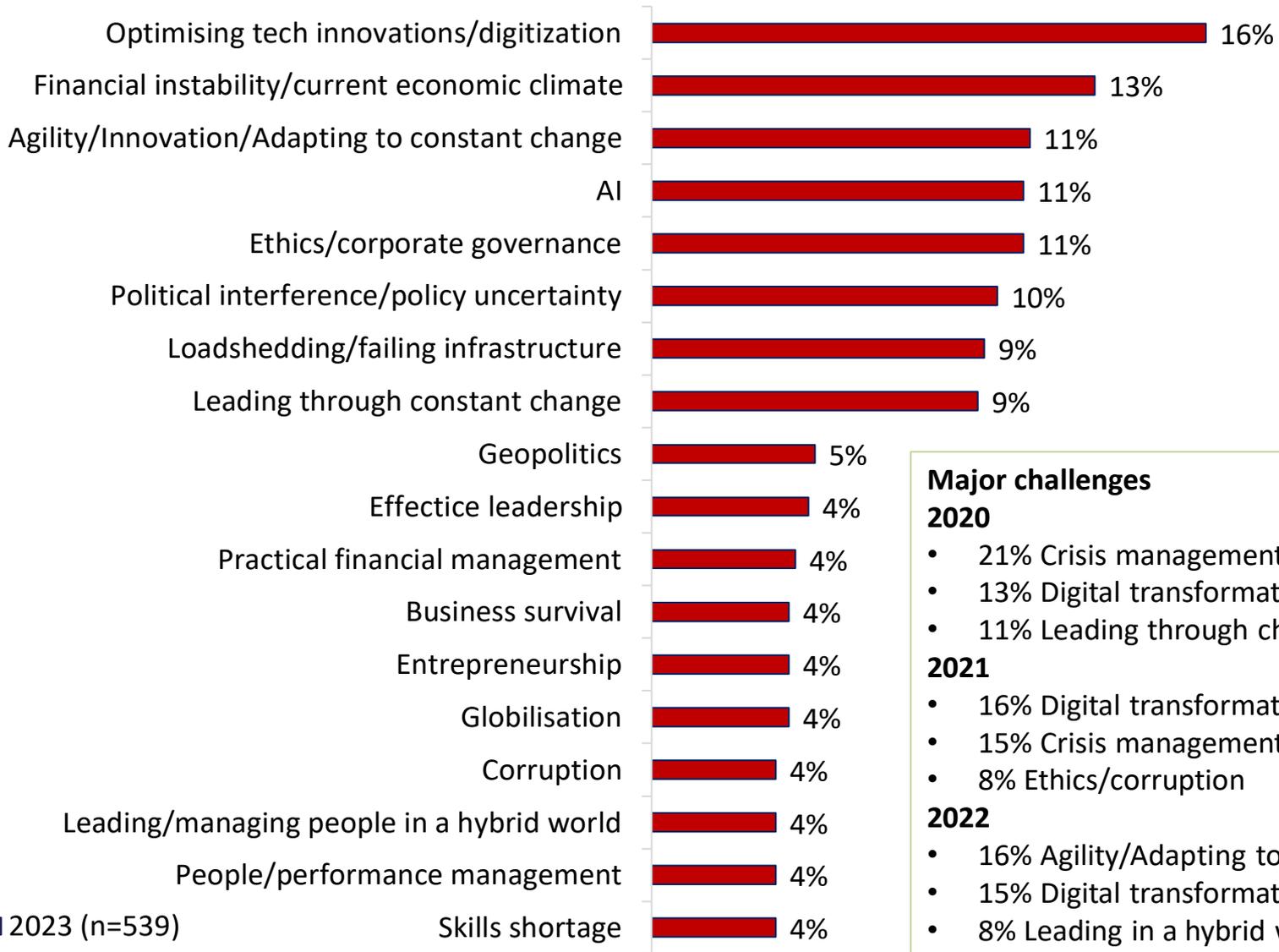
Rhodes	
n	16
<b>Did your business school offer the right balance?</b>	
Yes	94%
No	6%
<b>What would you have liked more of?</b>	
South African case studies	0%
African case studies	100%
International case studies	0%

If no, what would you have liked more of?



## Major challenges facing business

## Open-ended answer



### Major challenges

#### 2020

- 21% Crisis management
- 13% Digital transformation
- 11% Leading through change

#### 2021

- 16% Digital transformation
- 15% Crisis management
- 8% Ethics/corruption

#### 2022

- 16% Agility/Adapting to constant change
- 15% Digital transformation
- 8% Leading in a hybrid world

## Major challenges facing business      *Open-ended answer*

*Skills retention and development. Strategies to retain or ensure the business has the correct skills for business continuity and can adapt to the changing operating environment.*

*Climate change and sustainability challenges. Digital transformation and technological disruption, like how AI changes the daily operation of the business. Political impacts and risks on business operations.*

*Corporate governance I believe we could have done more instead of putting it under the electives.*

*Digital transformation and the retention of talent. More focus is needed on how to fast-track the digital transformation in businesses. More innovative ways on how to manage and retain talent, strategies on skilling the workforce, and ready them for the world of AI.*

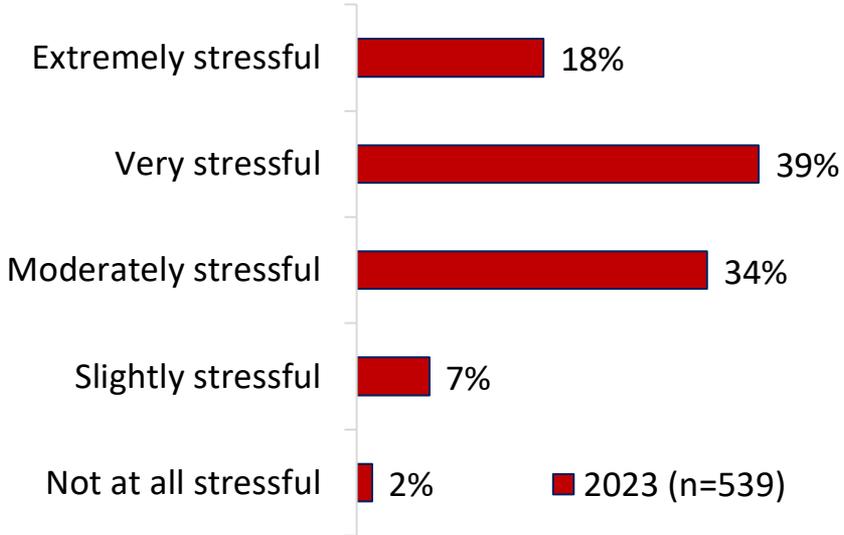
*Remote working and managing a remote team, keeping productivity and morale high is a huge challenge.*

*Fast changing and volatile business environment. The MBA should focus on enabling leaders in business to make changes quickly when business environment need changes such as during Covid19. To be adaptable enough to absorb shocks from the market and transition quickly to manage risks arising from disruptions and to take advantages of the opportunities unveiled by the disruptions.*

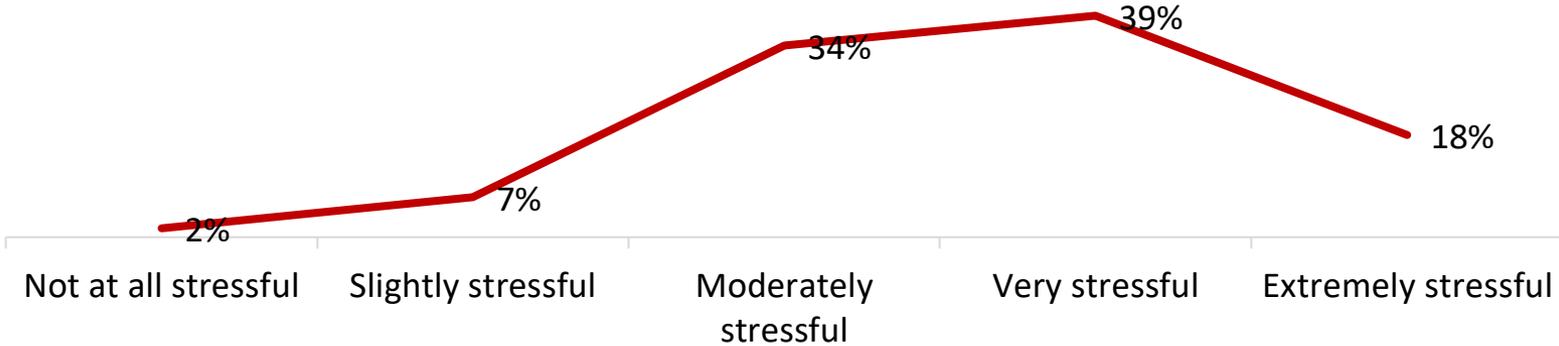
*Technology changes such as the rise of AI and its impact on most careers. Business schools have not been able to adequately integrate the impact of AI such as ChatGPT on business into their program offering.*

*We are seeing failures in aspects usually managed by the government in our country. Learning how to initiate, influence and manage joint ventures with the government would be beneficial.*

# MBA Programme and Stress

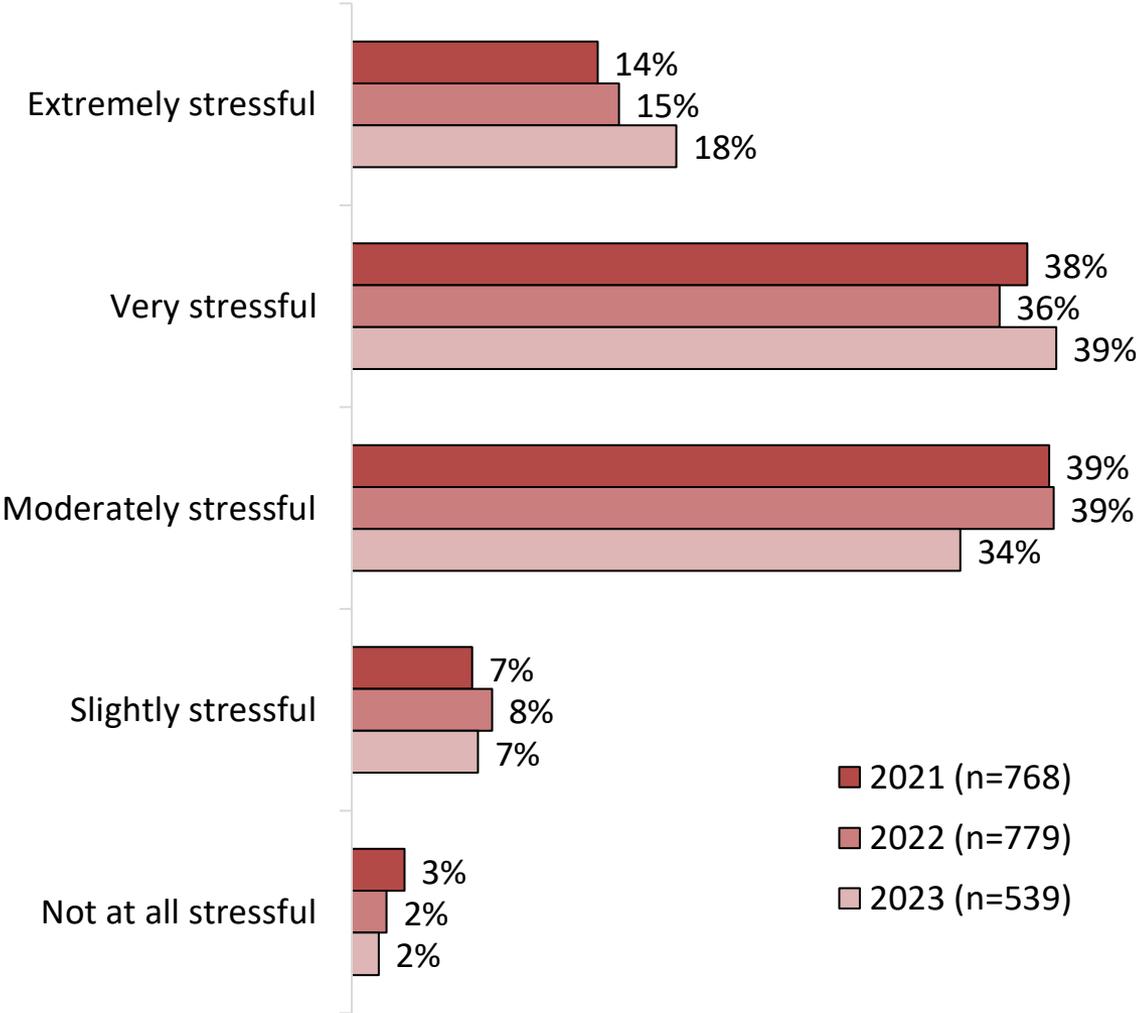


	Rhodes
	n <b>16</b>
Extremely stressful	19%
Very stressful	44%
Moderately stressful	31%
Slightly stressful	6%
Not at all stressful	0%

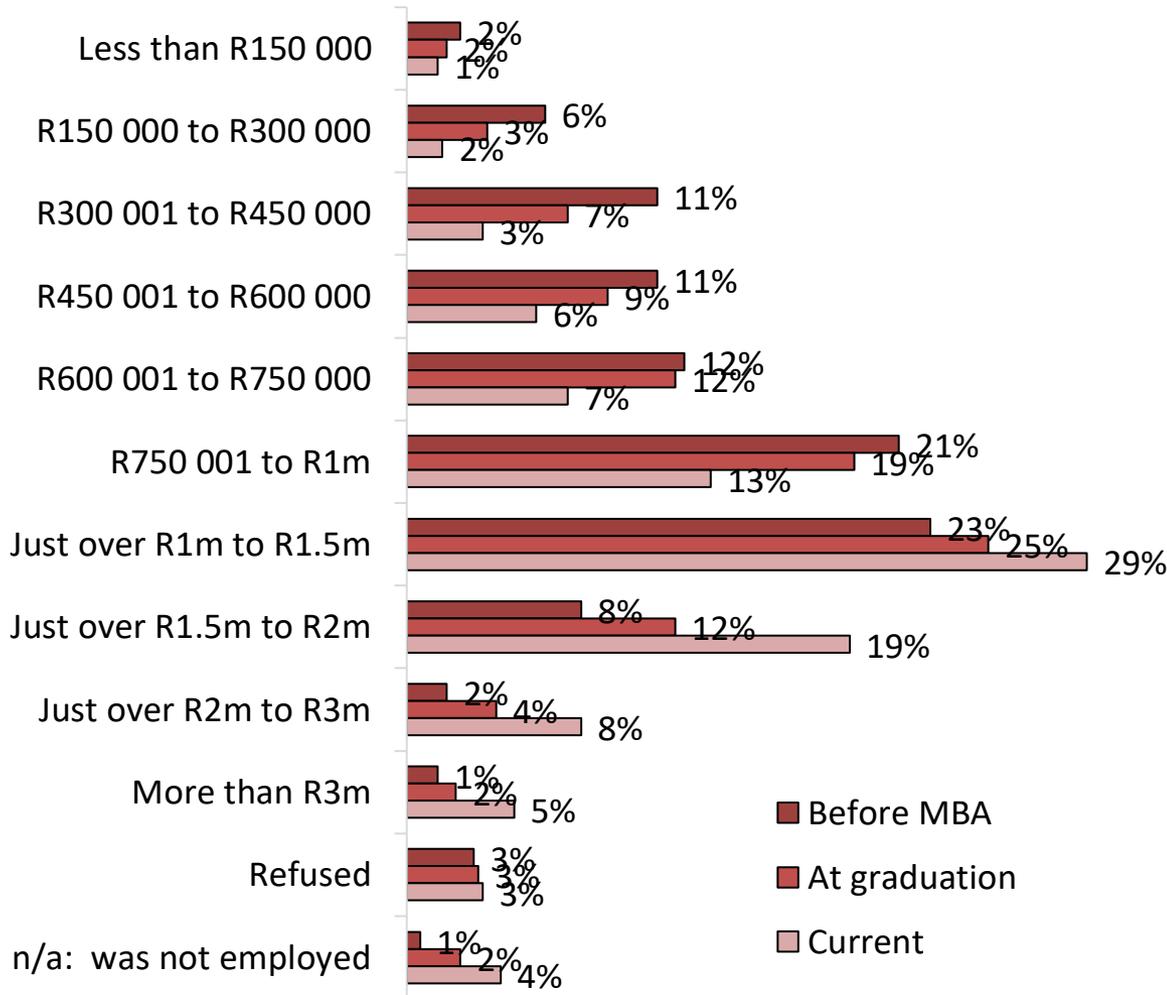


Thinking back on your MBA/MBL studies, please rate how stressful your experience was.

# MBA Programme and Stress



# CTC: Before, At graduation and Current

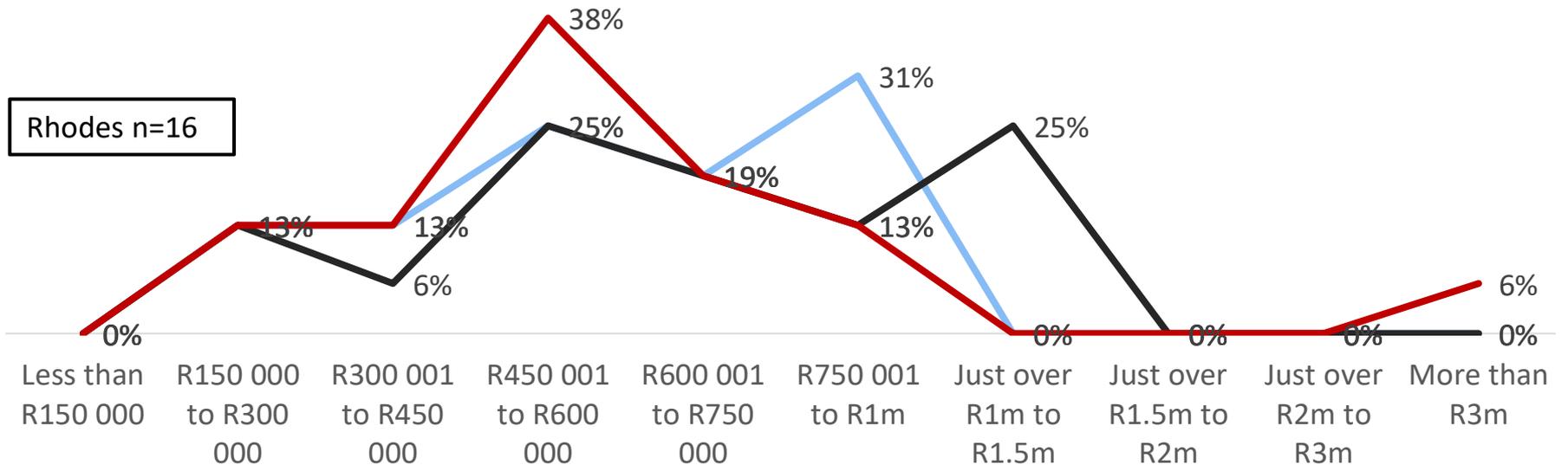
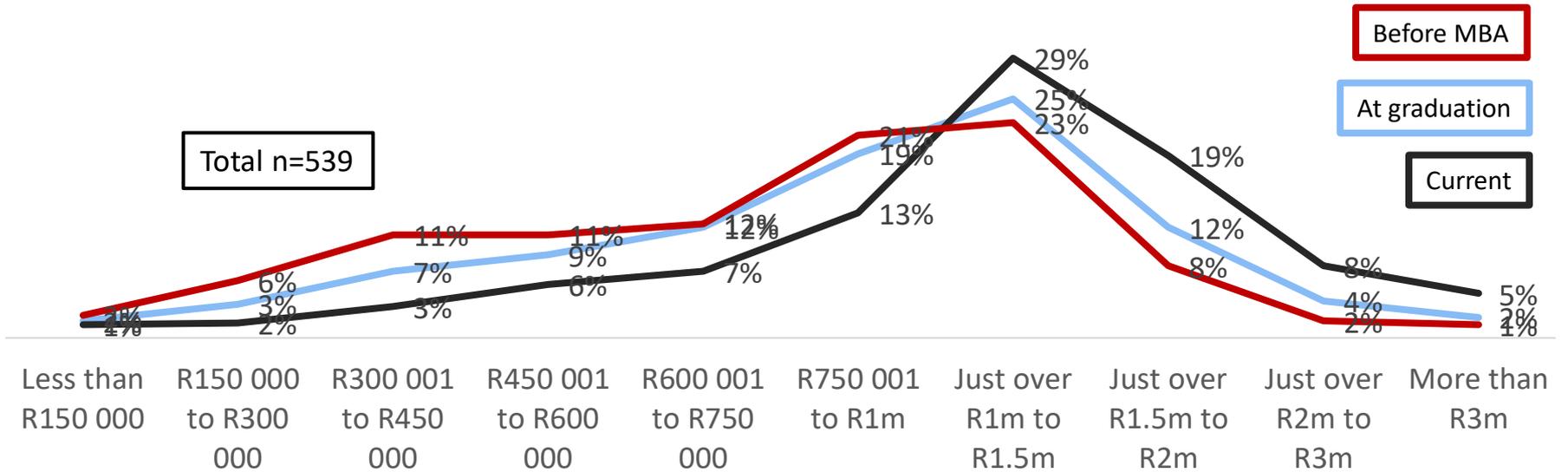


	Rhodes		
n	16		
	Before	Grad	Current
< R150k	0%	0%	0%
R150k - R300k	13%	13%	13%
R300k - R450k	13%	13%	6%
R450k - R600k	38%	25%	25%
R600k- R750k	19%	19%	19%
R750k - R1m	13%	31%	13%
R1m - R1.5m	0%	0%	25%
R1.5m - R2m	0%	0%	0%
R2m - R3m	0%	0%	0%
> R3m	6%	0%	0%
Refused	0%	0%	0%
n/a: unemployed	0%	0%	0%

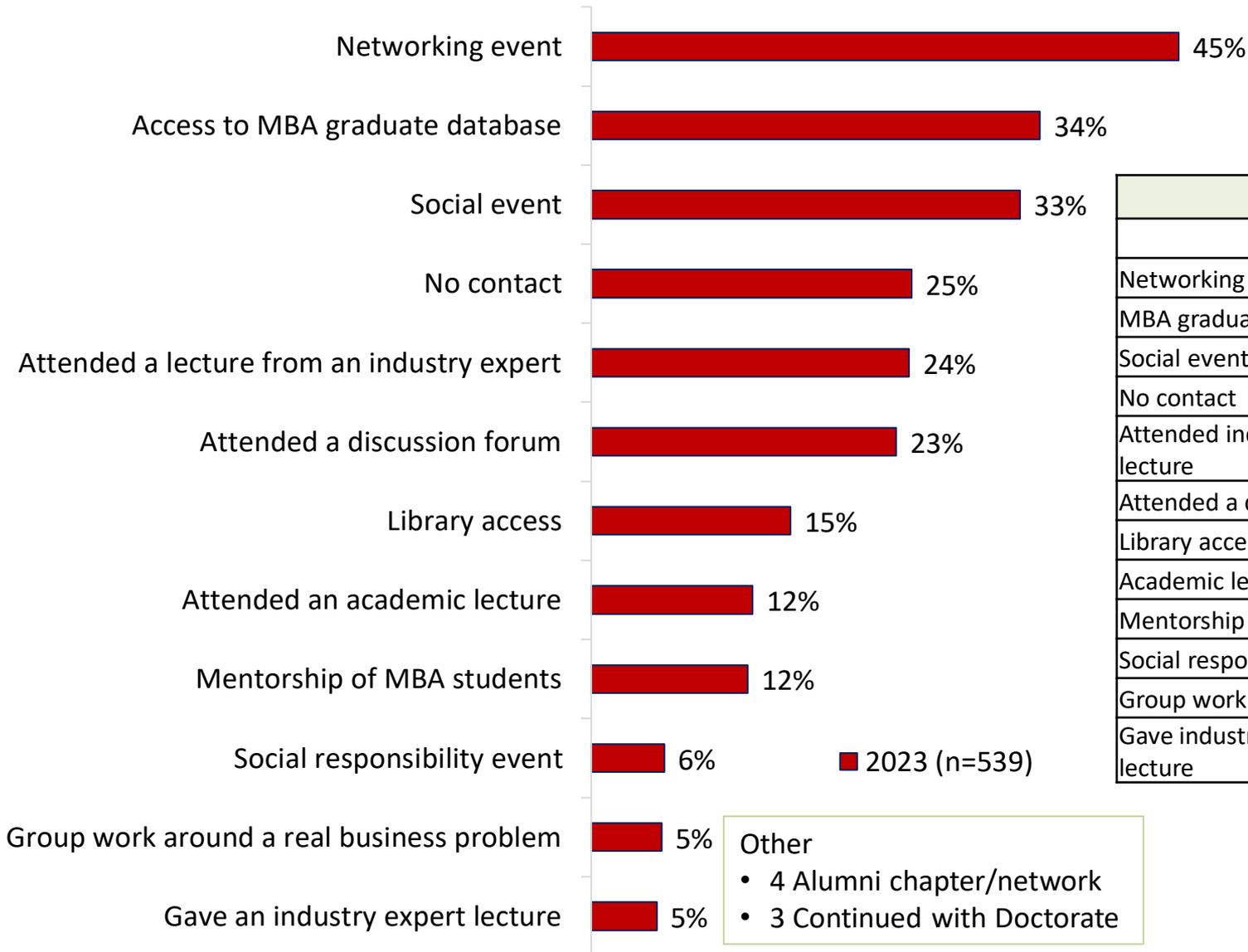
What was your annual cost-to-company remuneration:

- Immediately prior to commencing your MBA/MBL studies
- At graduation
- Current

# CTC: Before, At graduation and Current



# Contact with Business School since graduation: Total



	Rhodes
n	16
Networking event	19%
MBA graduate database	6%
Social event	25%
No contact	56%
Attended industry expert lecture	19%
Attended a discussion	6%
Library access	19%
Academic lecture	25%
Mentorship	0%
Social responsibility	13%
Group work	0%
Gave industry expert lecture	0%

Other

- 4 Alumni chapter/network
- 3 Continued with Doctorate

What type of contact have you had with your Business School since you graduated?

# Contact that MBA graduates would like to have: Total

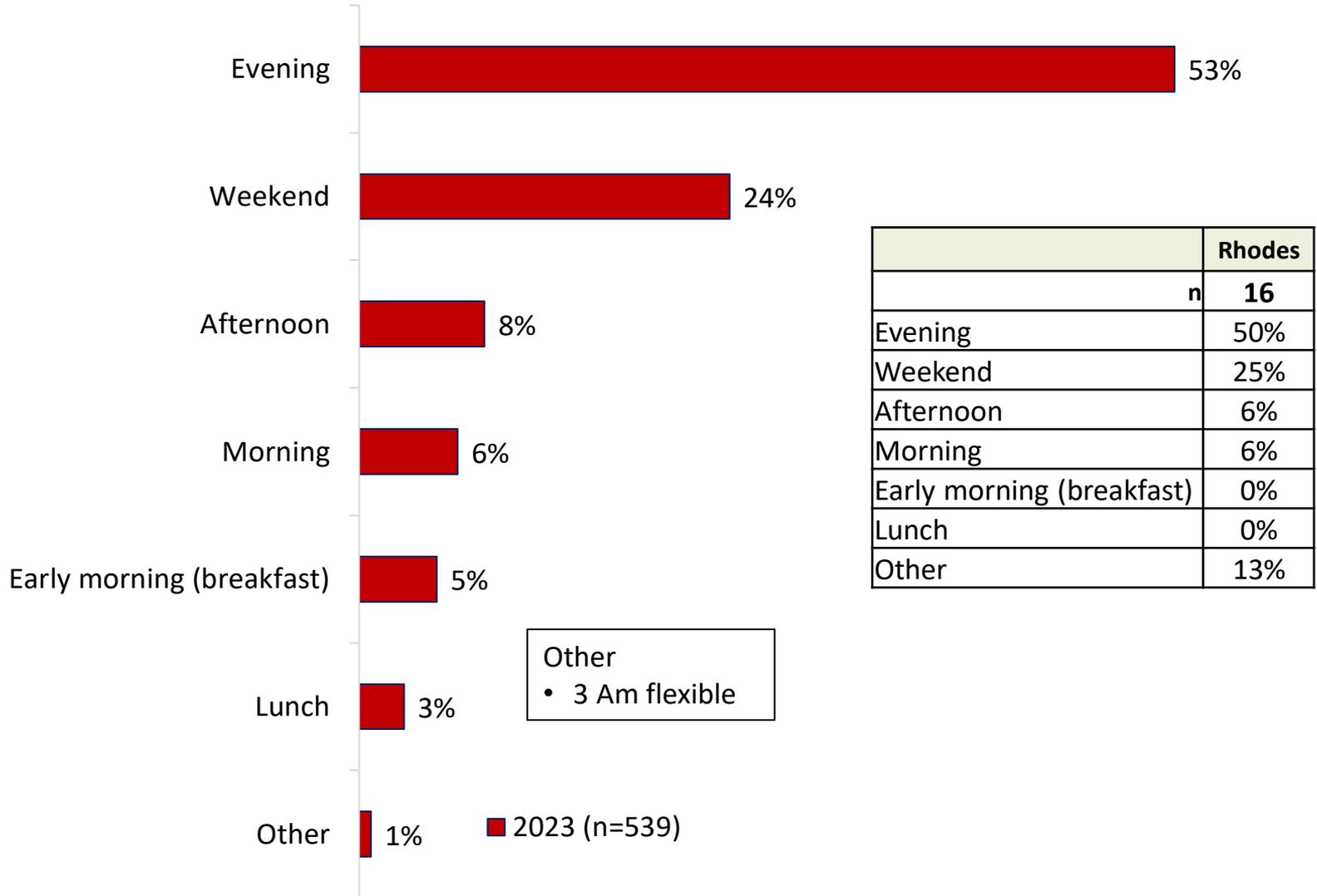


	Rhodes
n	16
Attend industry expert lecture	50%
Networking event	31%
MBA graduate database	44%
Mentorship	31%
Attend academic lecture	44%
Attend discussion	31%
Library access	31%
Group work	25%
Social event	13%
Social responsibility	25%
Give industry expert lecture	25%
No contact	0%

Other

- 4 Employment opportunities
- 2 Further studies
- 2 Refresher courses

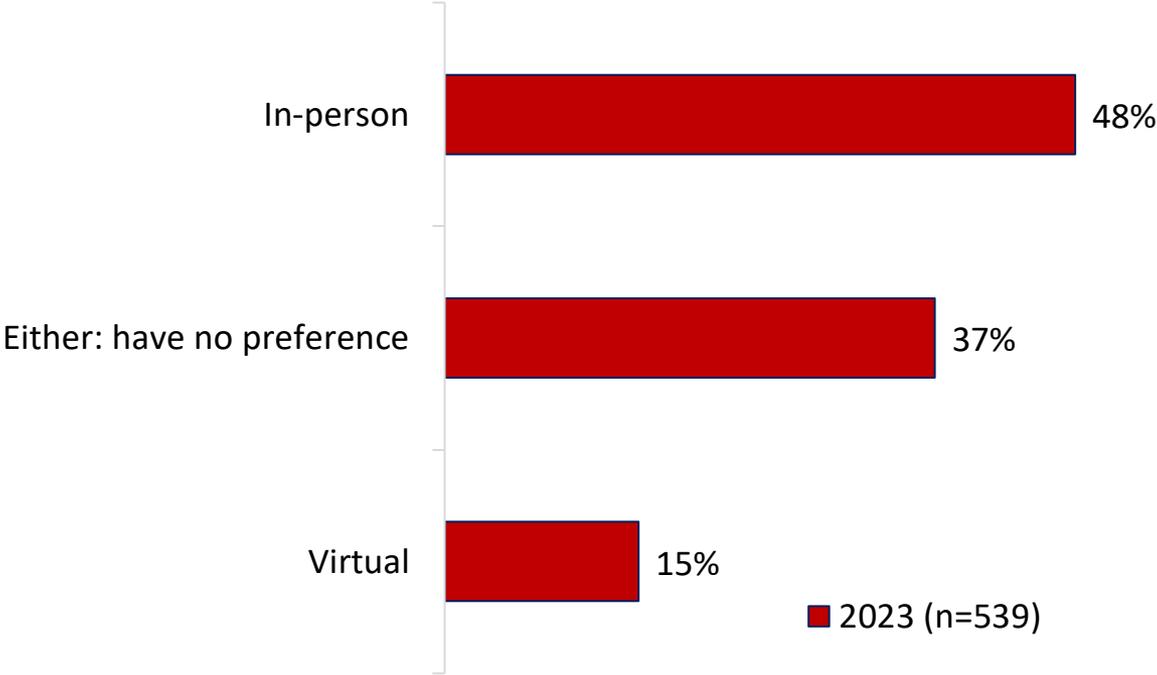
# Preferred time for interaction with Business School: Total



	Rhodes
n	16
Evening	50%
Weekend	25%
Afternoon	6%
Morning	6%
Early morning (breakfast)	0%
Lunch	0%
Other	13%

If you did attend an event at your Business School, what is the most convenient time for you?

# If you do attend an event at your Business School, would you prefer it to be in-person or virtual?



Rhodes	
n	16
In-person	25%
Either	38%
Virtual	38%

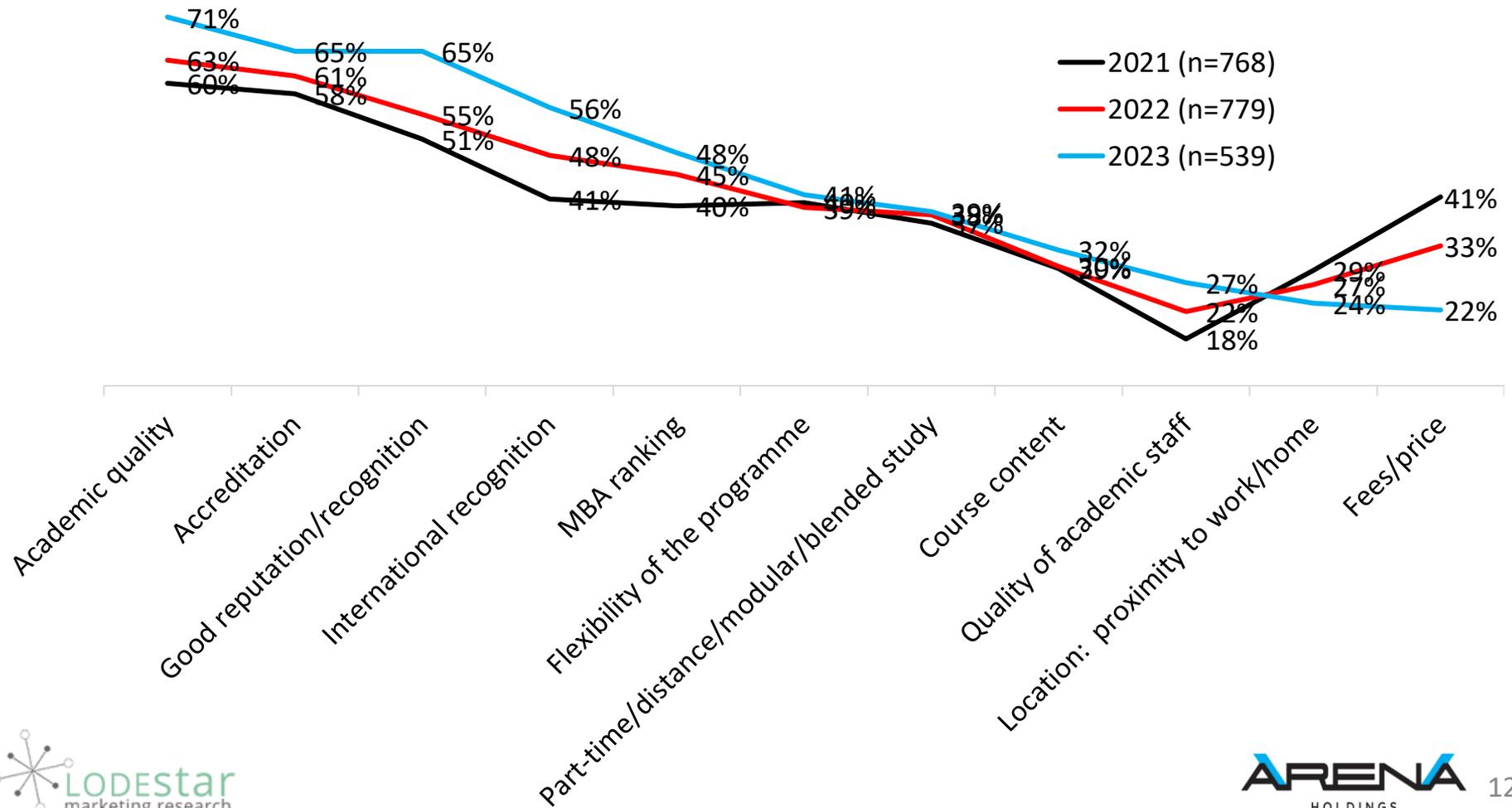
# MBA/MBL Graduates

## Key findings and trends

## Reasons impacting on choice of business school

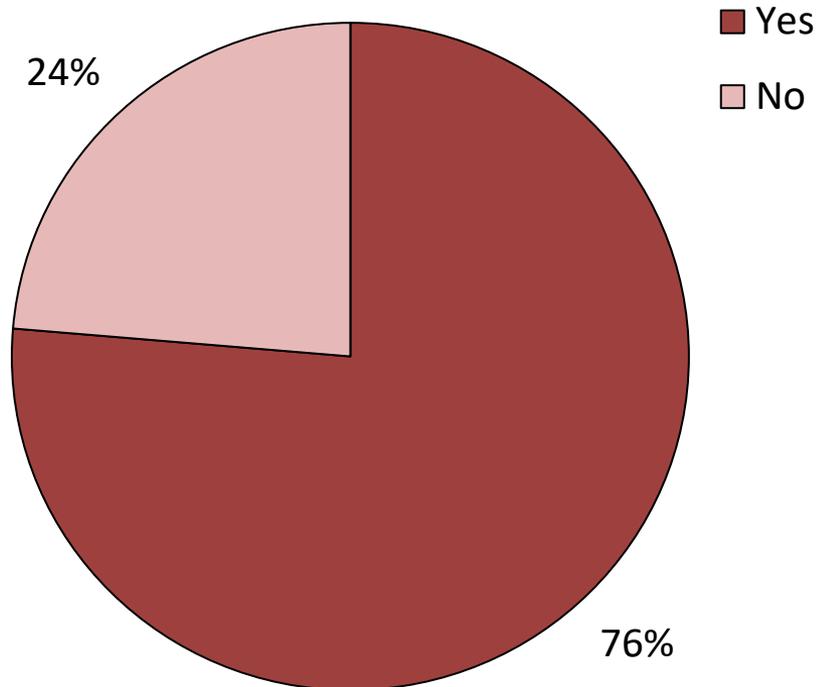
Academic quality, accreditation and recognition (local and international) continue to be the most important factors impacting on choice of business school

Location and fees are less important now than two years ago



# International business schools are attractive because of the exposure, prestige and opportunities that they offer. SA schools offer equal quality and local relevance

Would you like to have attended an international business school?



## Main reasons for wanting to attend an international business school

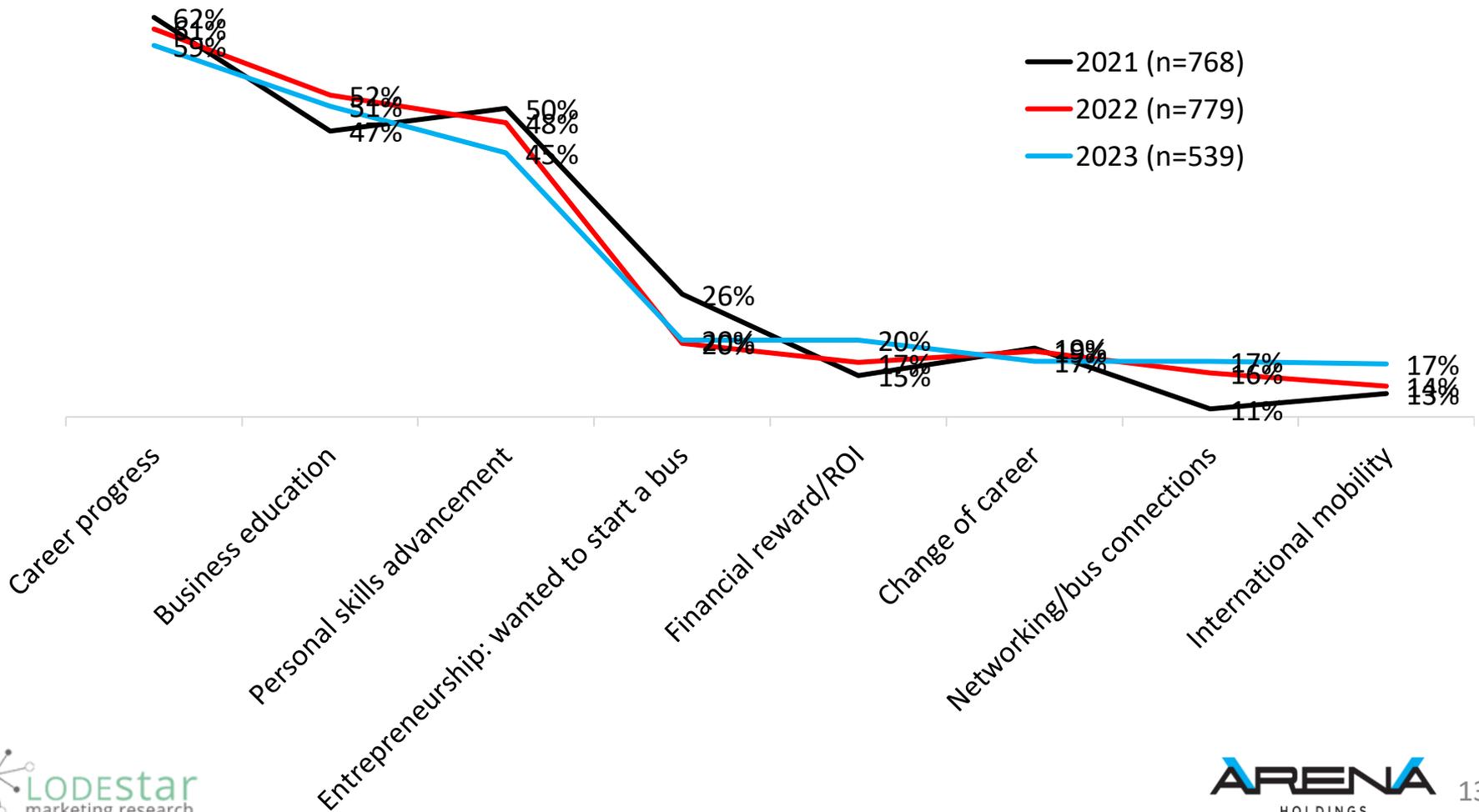
- International experience exposure
- International reputation/prestige
- International career opportunities
- Wider networks
- Experience other cultures

## Main reasons for not wanting to attend an international business school

- Family commitments
- SA schools are as good
- SA schools are relevant to SA
- SA schools are high quality
- My school has international accreditation

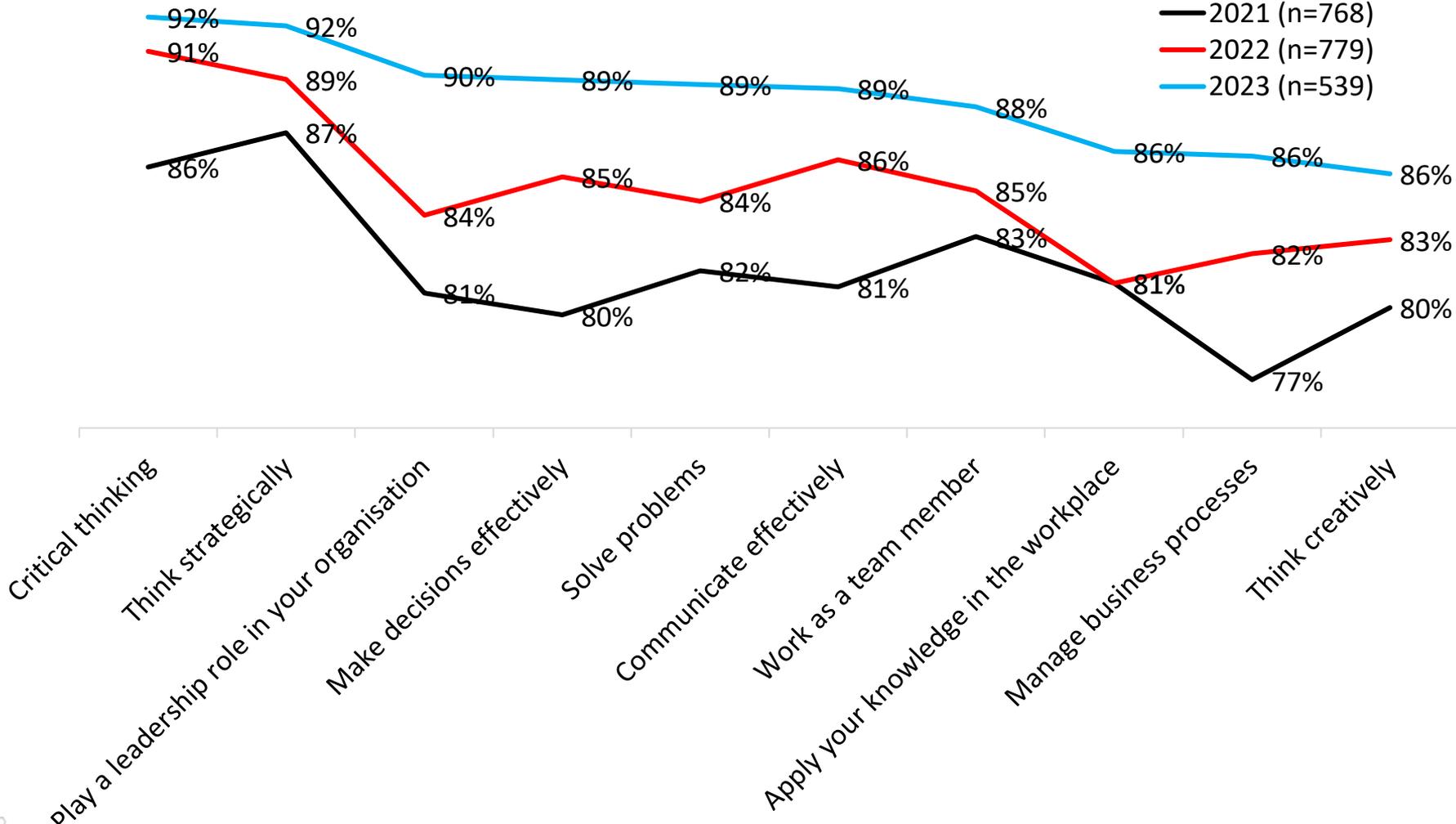
## Reasons for doing an MBA/MBL

Career progress, business education and personal skills advancement continue to be the most important drivers for undertaking an MBA/MBL



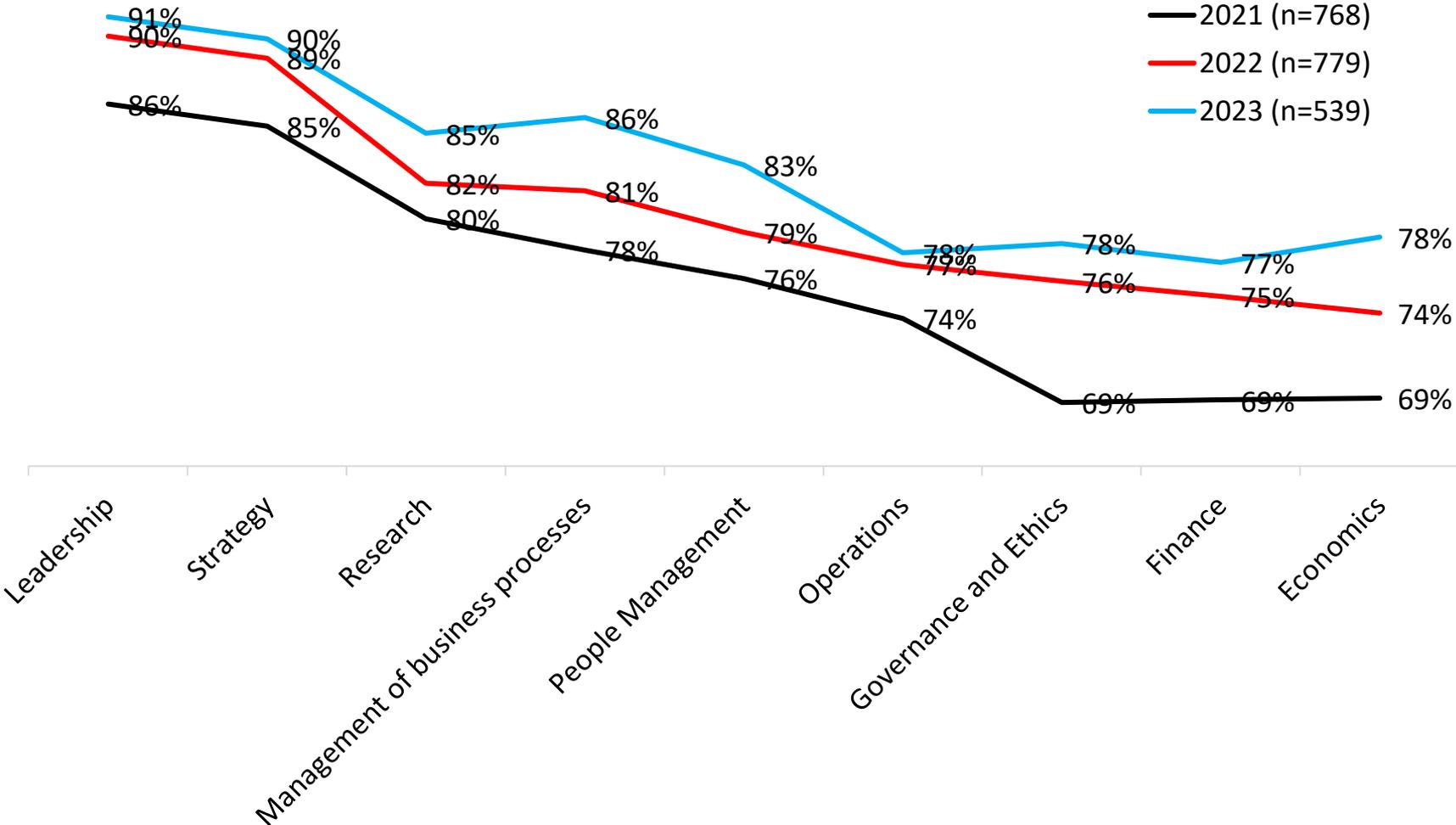
# Rating the MBA/MBL Programme: Improved ability: *Excellent + Very good*

Their MBA/MBL experience has a positive impact on graduates' confidence in their own ability, particularly regarding their critical and strategic thinking



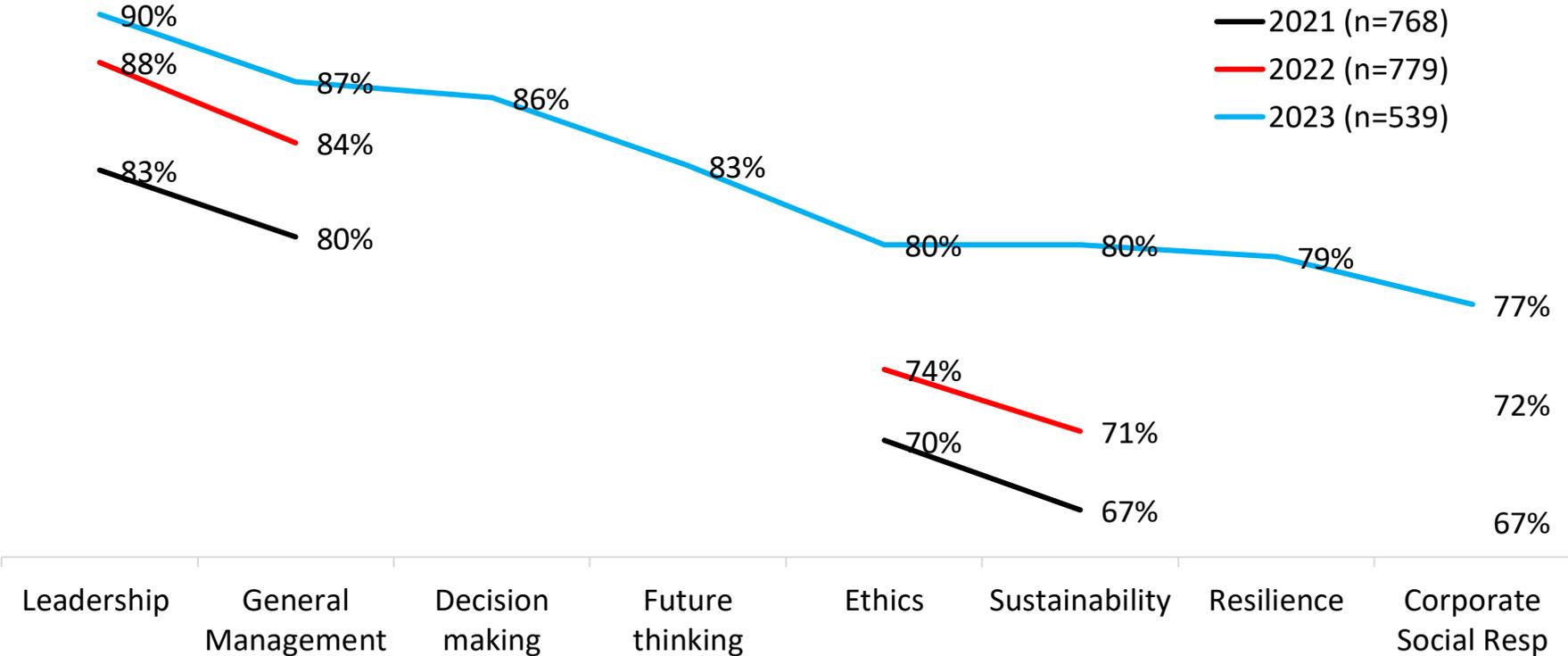
# Rating the MBA/MBL Programme: Subjects: *Excellent + Very good*

Graduates are particularly positive about the leadership and strategy content of their MBA/MBL programme



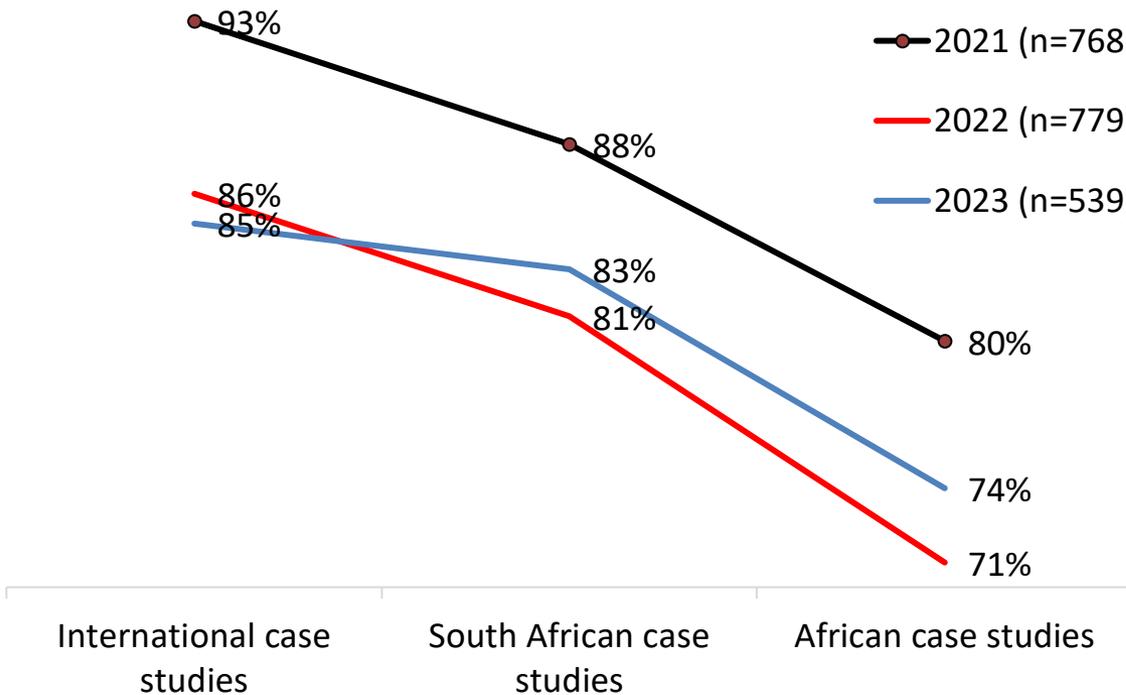
# Rating the MBA/MBL Programme: Business Disciplines: *Excellent + Very good*

While retaining the staples in programme content (leadership, management, ethics, sustainability), business schools are incorporating new disciplines (decision making, future thinking, resilience) to better prepare graduates for the challenges they and their organisations are facing

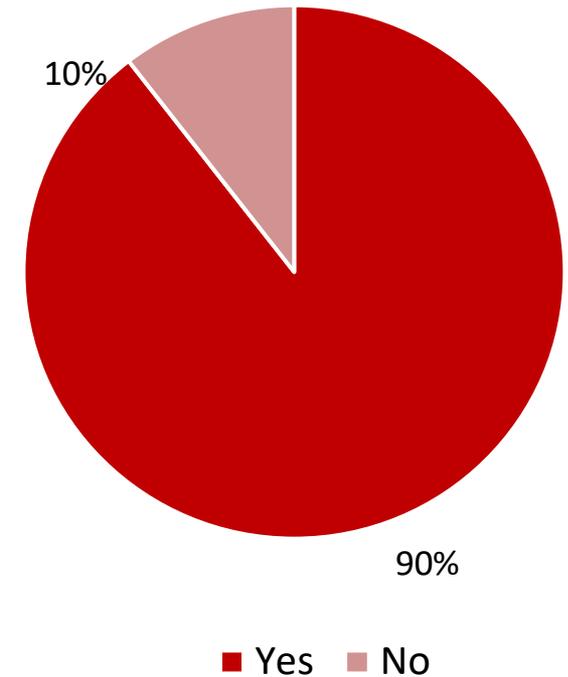


## Rating of the importance of SA, African and International case studies *Important + Extremely important*

Local and international case studies are perceived to be important, and most business schools achieve the correct balance



Did your business school offer the right balance between SA, African and International case studies?



## Major challenges facing business *Open-ended answer*

The most frequently mentioned challenges over the past four years reflect the shift from the Covid pandemic crisis to the recent upswing in technology, particularly AI, together with concerns about the economic climate and ethics/governance

### Major challenges

#### 2020

- 21% Crisis management
- 13% Digital transformation
- 11% Leading through change

#### 2021

- 16% Digital transformation
- 15% Crisis management
- 8% Ethics/corruption

#### 2022

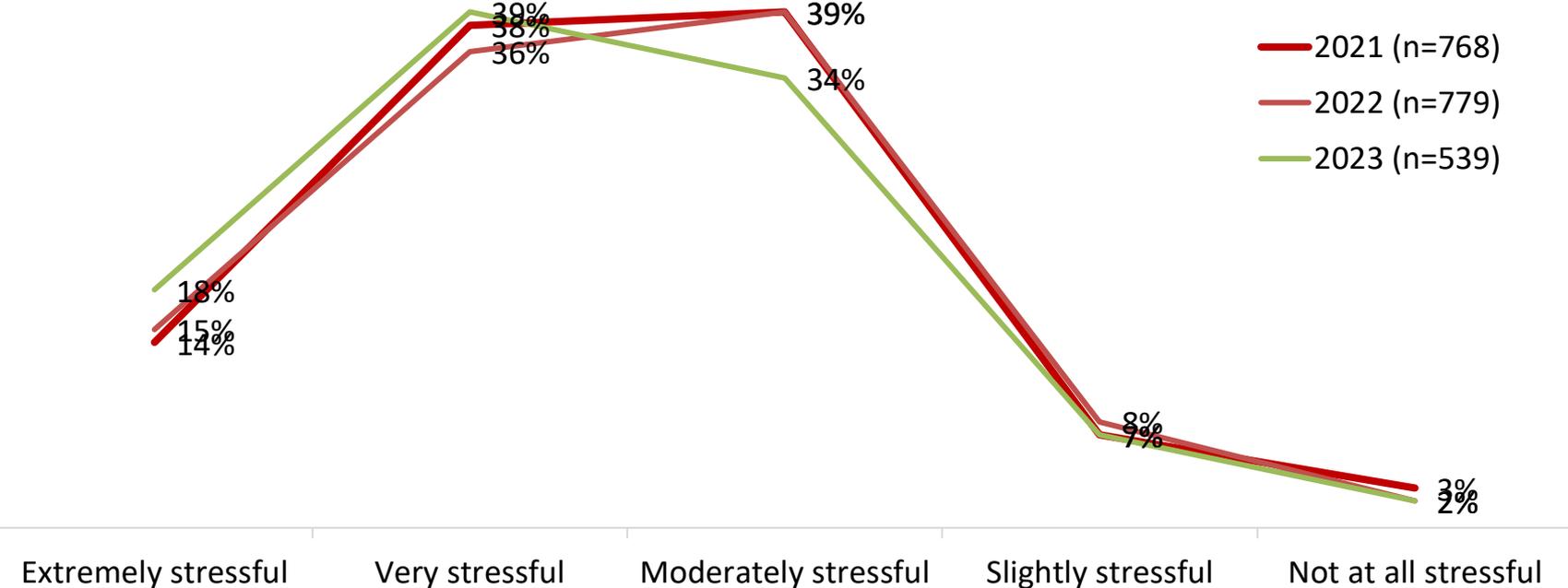
- 16% Agility/Adapting to constant change
- 15% Digital transformation
- 8% Leading in a hybrid world

#### 2023

- 16% Optimising tech innovations/digitisation
- 13% Financial instability/Current economic climate
- 11% Agility/Innovation/Adapting to constant change
- 11% AI
- 11% Ethics/Governance

# MBA/MBL Programme and Stress

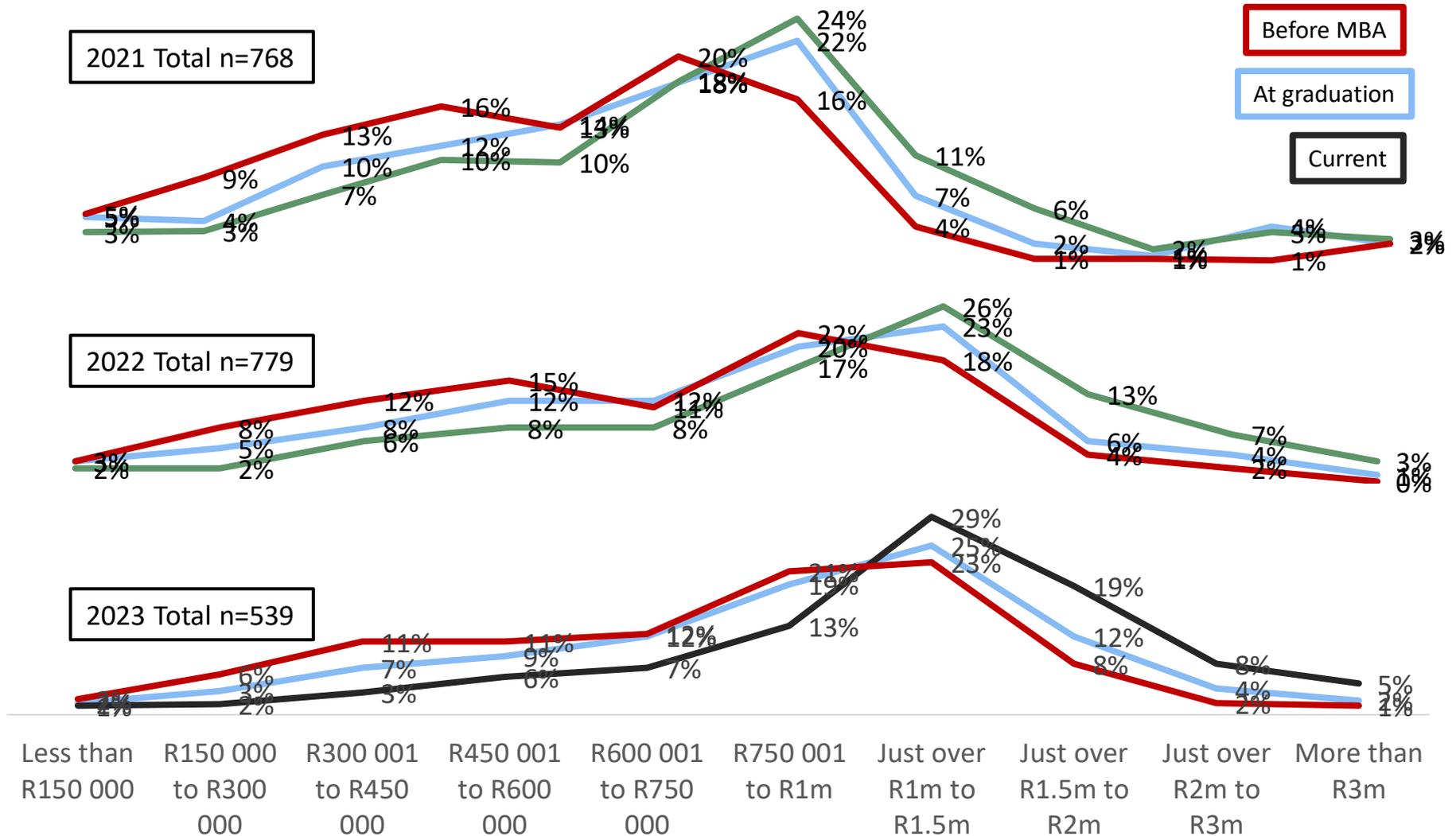
## Most graduates report moderate to high stress



Thinking back on your MBA/MBL studies, please rate how stressful your experience was.

# CTC: Before, At graduation and Current

Trends show a significant ROI, with 61% of graduates in the 2023 study earning over R1m

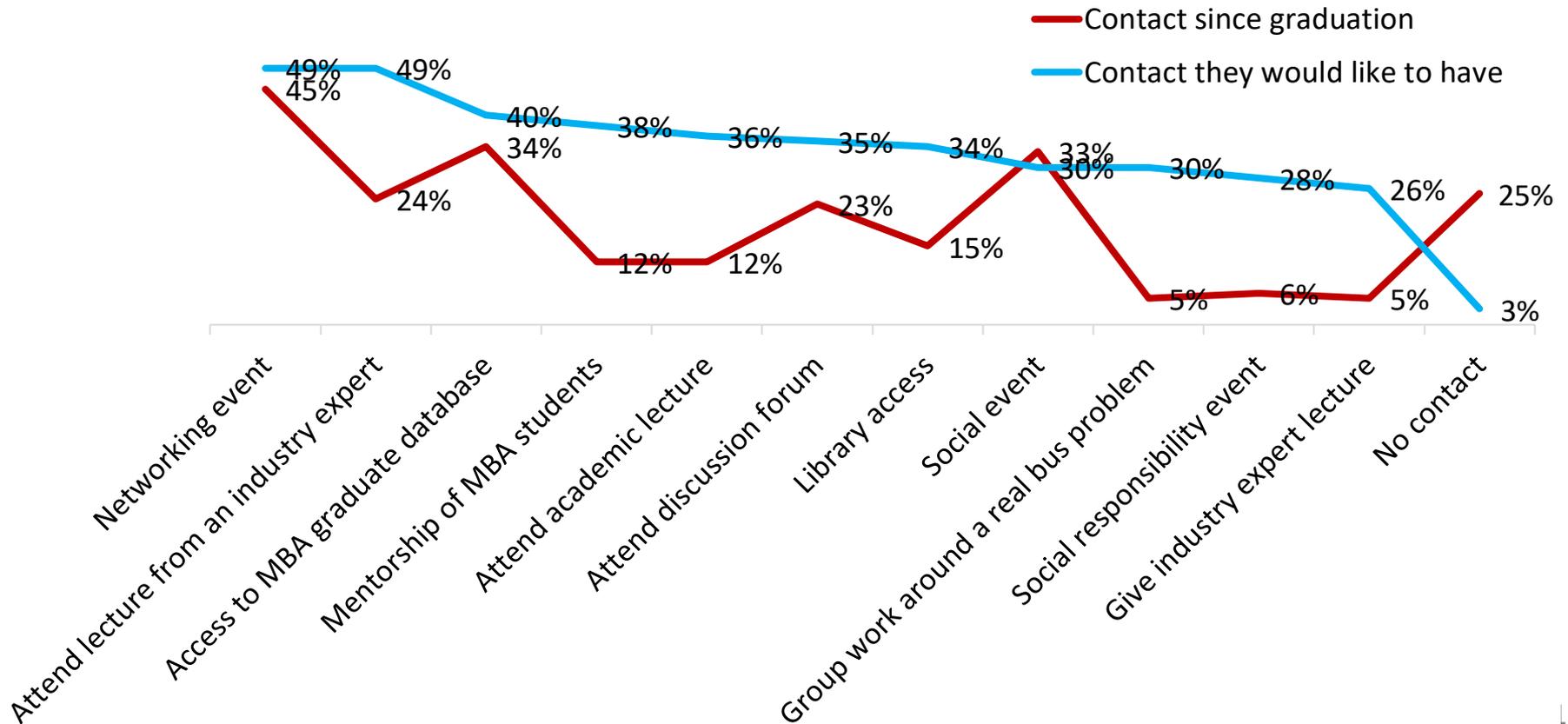


## Contact with business school

Graduates would like significantly more interaction with their alma mater than they are currently experiencing, particularly with events that reproduce their student experience such as networking and industry expert lectures as well as opportunities to give back such as mentoring current students

53% prefer evening events, 24% prefer weekend events

48% prefer in-person events, 15% prefer virtual and 37% are happy with either



## Contact details

Sylvia Jones MA (Psych) - Director  
sylviaj@lodestar-research.co.za | +27 83 303 1163

**Lodestar Marketing Research (Pty) Ltd**