

# **MASTER'S OF BUSINESS ADMINISTRATION (MBA)**

## **INTERNAL AND EXTERNAL EXAMINER'S LETTER AND REPORT**

Dear Examiner

On behalf of the Rhodes Business School we would like to thank you for making yourself available to examine a Master of Business Administration (MBA) research paper.

The MBA is a Masters-level degree by coursework and dissertation. As such the dissertation needs to be examined at the Masters level, but significantly less work is required compared to that of a Master's degree by full thesis. The MBA dissertation counts for 30% of the total MBA mark, with the course work component making up the balance. As a coursework degree, a mark needs to be awarded to the dissertation. An examiner's report is enclosed for this purpose, and should supplement a more detailed narrative report.

Excluding preliminary pages, references and appendices, the body of the research report should be approximately 15 000 words ( $\pm 70$  pages) in length.

It is recognised that the length and format restrictions could affect the candidate's ability to make a substantial contribution to the field. Furthermore, the nature of the MBA degree often encourages research that is more applied in nature rather than theoretical, and typically candidates conduct the research in their own organisation, addressing organisationally relevant problems. In the light of these unique conditions, the following guidelines are offered in examining:

- Is the candidate sufficiently acquainted with the relevant literature to use it as a theoretical basis for the study? In other words, whilst a comprehensive review of the literature is beyond the scope of study, the candidate should be familiar with seminal, current and relevant theoretical contributions that inform the study.
- Is the candidate sufficiently acquainted with the appropriate methods and techniques of conducting the research and analysing the results? That is, the research has been conducted with sufficient rigour to place confidence in the results, while also recognising the limitations of the scope of the study and its contribution.
- Taking the scale of the research into account, its applied nature and limited scope, has the research made some contribution to practice or theory?
- Is the research presented in a satisfactory way? That is, the report should adopt a formal style, be appropriately structured, free of spelling, typographical and grammatical errors, and properly referenced, with a consistent referencing style applied.

I trust that these guidelines assist in clarifying your role as an examiner and we look forward to receiving your assessment and report in due course.

Professor Owen Skae  
Director

**INTERNAL AND EXTERNAL EXAMINER'S REPORT OF THE  
MBA DISSERTATION**

REPORT BY..... ON THE **DISSERTATION** PRESENTED  
BY THE CANDIDATE .....  
FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

Each examiner is required to complete and sign this form and return it, **together with a more detailed report**, to the Registrar's Office. The examiner should report on the main features of the Dissertation, its merits and weaknesses, and draw attention to any aspects of particular interest or importance. The report should clearly set out the corrections and/or revisions that the student is expected to make. As this is a **Master's Degree by coursework and dissertation**, a mark has to be awarded.

**Suggested guidelines for mark allocation to be used at the discretion of the examiner.**

% mark	These guidelines may be used in all areas of consideration
86-100	This candidate's work is in the top 10% of all MBA dissertations that I have encountered, and is publishable
75-85	This candidate has met all the criteria extremely effectively and shows remarkable potential. This is a distinction candidate.
65-74	This is a highly competent effort. This candidate has a solid understanding of all that is required of him/her in the area under consideration.
55-64	This candidate has met the criteria, but has not progressed much beyond that position.
50-54	This is borderline work.
40-49	This dissertation requires extensive reworking.

30-39	This candidate has misconstrued the requirements completely, but has made an effort.
Less than 30%	This dissertation is completely below standard.

While not binding, the weighting of marks reflected in the table below may be useful for structuring the evaluation of the dissertation. This may assist the examiner in justifying the mark allocated for the work.

<b>Areas of consideration</b>	<b>Weighting</b>	<b>Mark given</b>
Contextualisation, problem definition, planning	10	
Methodological considerations and procedures	10	
Knowledge of the field, the discipline and subject being researched (literature study)	20	
Ability to develop and sustain an argument; strategic follow-through; focus etc	30	
Validity and formulation of conclusions	15	
Style and presentation	15	
<i>Total:</i>	100	

Please indicate which one of the following you recommend:

No corrections need to be made to the Dissertation	
Minor corrections should be made	
Further work should be done to revise and then resubmit for a re-examination	
Further work should be done to extend the research and then resubmit for a re-examination	

Should corrections, revisions or extensions be required, please indicate if they should be done to the satisfaction of the:

Supervisor	
Head of Department	
Examiner	

Would you recommend that a distinction be awarded to the Dissertation? (Yes/No)

In the event of you not recommending that a distinction be awarded to the Dissertation, would you object if, in the light of other examiner's reports, a distinction is awarded? (Yes/No)

Are you prepared to be identified to the candidate, if the degree is awarded? (Yes/No)

Signature \_\_\_\_\_

Name in block capitals \_\_\_\_\_ Date \_\_\_\_\_