Rhodes Business School

Leadership for Sustainability

An integrated approach to management education

www.ru.ac.za/businessschool

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2004 - 2015

01

Introduction to Rhodes Business School

Rhodes Business School was founded 15 years ago with seed funding from Investec Bank Limited.

It has established itself as a leading business school in the teaching of sustainability and integrated business practice in South Africa.

Rhodes Business School's combination of programme offerings is geared towards sustainability and provides a ladder of progression from Postgraduate Diploma to MBA to PhD.

Situated on Rhodes University's campus, it enjoys the benefits of a collegial, scholarly environment, while at the same time interacting with the local and international business community.

Its location in Grahamstown in the Eastern Cape provides a unique opportunity to contribute to education and employment in the rural areas, both key issues in South Africa. Grahamstown offers a microcosm of South African society, which equips students with a holistic understanding of the depth of integrated management skills that are required to fulfill the goals of *Leadership for Sustainability*.

Why Rhodes Business School's programme is distinctive and relevant to the times in which we are living and doing business

"In the world we inhabit today, business and economics are no longer about *how* much money you make; but about *how* you make your money," says Professor Owen Skae, Director of Rhodes Business School.

"In response to this, business schools worldwide are increasingly compelled to address fundamental questions about the *how* and *what* of business, and to take action towards our future survival on this planet. This includes a reappraisal of our role and what it means to have an MBA today."

The business as unusual path

The founding director of Rhodes Business School, Professor Gavin Staude, who retired in 2010, was a visionary in sustainable thinking.

Fifteen years ago he recognised that the era of traditional business school teaching was over, and chose to pursue a *business as unusual* path of sustainability.

"Over the past decade, with assistance from several leaders in the sustainability field, including corporate governance pioneer, Professor Mervyn King, and business and thought leader, Professor Reuel Khoza, we have developed a comprehensive *Leadership for*

ECONOMY | ETHICS | ECOLOGY | EQUITY

Sustainability business school programme. It is based on the pillars of good corporate governance - responsibility, accountability, fairness and transparency," says Prof Skae.

Leadership for Sustainability

Leadership for Sustainability is the distinctive motto of the Rhodes Business School. It is all about an integrated approach that increases competitiveness and profit at the same time as it focuses on a sustainable future for people and the planet.

How did Rhodes Business School evolve this approach?

"We looked at the range of issues facing South Africa, Africa and the world - from socio-political upheaval to greenhouse gas overload. We then set ourselves the challenge of equipping people in the business, public sector and civil society to find solutions to some of the 'Big How's'," responds Prof Skae.

These include:

How does climate change impact on business and marketing dynamics?

How do we deal with skewed income distribution?

How do we deal with the economic and social divide between developed and developing parts of the world?

How do we address poverty and hunger?

How do we address educational inequality?

How do we develop business opportunities in ways that benefit all stakeholders?

How do we avoid another global financial crisis?

How do we shift from short-term financial expediency to long-term wealth gain?

Thinking and operating in an integrated, sustainable manner

"At Rhodes Business School we are convinced the only way to respond to these and other questions is by thinking and operating in an integrated, sustainable manner," says Prof Skae.

"To address this, we have come up with the Four E Model - Economy, Equity, Ethics and Ecology - all of which are integral to business dynamics and objectives and must be embedded in all business decisions. This approach is already paying dividends in businesses that are committed to it, including a growing number of companies that partner with us in our programmes. This is hugely gratifying for our business school as we see ourselves as an academic bridge between the business community and society."

Prof Owen Skae,
Director,
Rhodes Business School

"The challenge and opportunity for all economies and businesses today is to determine ever more clearly and practically how each of the respective dimensions, represented by the Four Es, can be holistically integrated.
This is what is known as the integrated approach to management" says Prof Skae.

The 4E model:
Economy, Ethics, Equity and Ecology

The 4E Model - Economics, Equity, Ethics and Ecology

The logic behind this model is that while strong economies and financial sustainability are imperative for organisations to survive, if they are pursued in a manner that is inequitable, unethical or that compromises the environment and the wellbeing of employees and associated communities, success will not follow.

"The challenge and opportunity for all economies and businesses today is to determine ever more clearly and practically how each of the respective dimensions, represented by the Four Es, can be holistically integrated," says Prof Skae.

"At Rhodes Business School, our programmes and curricula, our teaching, learning and research are all approached according to this model."

The hallmark of true leadership

It goes without saying that when you think and operate in an integrated way, you will be confronted with conflicts and paradoxes.

The hallmark of true leadership is the ability to steer a sustainable course through the many diverse issues with which organisations are confronted, by embracing solid, principled, humanitarian values.

"These are the values and leadership qualities we promote through our flagship MBA programme, which is all about teaching business people who operate in a highly pressurised local and global environment, to manage diverse business challenges, people and resources in a responsible manner that is both moral and financially sustainable," says Prof Skae.

Business or moral case for sustainability?

"A question we are frequently asked at Rhodes Business School is whether we are making a business or moral case for sustainability. The answer is: *both*," he continues.

"Increasingly, the business and moral cases are becoming indistinguishable. For example, in a case study we did on water usage at Avis car rental, South Africa, the then CEO of Avis, Mr Wayne Duvenage, posed the question to his board: 'Is it right to waste water?'

"The overwhelming response was: 'No, it is not, right and we must stop doing it'. By reducing their water usage Avis was able to demonstrate that a moral decision was both good for the planet and good for the bottom line.

"Similarly, we might want to question the divide between lower wage earners and higher salary earners, and why inequity in the workplace continues to bedevil the labour relations environment."

A unique and highly relevant journey for Rhodes Business School

The case for sustainability is proving to be a unique and highly relevant journey for Rhodes Business School.

"By having this focus on sustainability we have also learnt so much as teachers about the future of business," continues Prof Skae.

"A case in point is the global financial crash of 2008/9. By the time this happened, for five years we had already been teaching about the consequences of not having responsible leadership. The crash backed up the relevance of our *Leadership for Sustainability* approach with its focus on business ethics."

Leaders must serve

"At Rhodes Business School we believe that leaders are in positions of power and authority in order to serve," says Prof Skae.

"We believe that leaders need to be honest, ethical and responsible, and to lead by example. Leaders need to be in touch with their humanity and stewardship role during this vulnerable time on our planet."

Critically engage

Rhodes Business School believes that all business leaders need to critically engage with the issues of the day.

As a business school based at a research-focused, scholarly university, Rhodes Business School strives to be research-informed at the highest level by contributing to the debate about the true purpose of business, by speaking out on contemporary challenges and opportunities, informing itself on the latest thinking and trends and publishing research and articles.

"We need case studies and scholarly debates to interrogate contemporary thinking and pioneer new business approaches," explains Prof Skae.

"It is this kind of thinking and research that we share with all students at Rhodes Business School. This equips them to go out into the world and confront the issues of the day with an integrated perspective that makes a difference."

Joining the 2% of accredited business schools worldwide

On 10th March 2015 Rhodes Business School proudly announced the accreditation of its MBA provision by the global Association of MBAs (AMBA). Only 2% of business schools worldwide have achieved this.

AMBA accreditation is the global standard for all MBAs (Master's of Business Administration). AMBA is the only professional membership association, that connects accredited business schools, MBA students, MBA graduates and MBA employers in more than 110 countries.

MBA graduates from AMBA-accredited business schools progress to lead many of the world's largest multinationals and successful entrepreneurial start-ups.

Huge strategic significance

"AMBA accreditation is of huge strategic significance for Rhodes Business School. It formally positions us as a school worthy of taking our place amongst the international family of business schools," says Prof Skae.

"South Africa is at the forefront of management education issues worldwide and this accreditation offers South African and international MBA students the opportunity to pursue an internationally accredited MBA through our school."

Strategic Intent

Our Vision
To transform business for a sustainable world
Our Mission/Purpose
To educate and influence responsible business practice, responsibly
Our Values

Professionalism & Excellence (How We Operate)	Integrity & Respect (How We Engage)	Quality & Innovation (How We Deliver)	Diversity & Equity (What We Represent)	Knowledge advancement & Service (How We Contribute)

Our Aim

Is to educate integrated and holistic thinkers, who are able to:

- **Critically understand** equitable, ethical, economic and ecological imperatives for a world that is consuming resources faster than it can replenish them
- **Responsibly lead and manage organisations** that understand and act upon the needs, interests and expectations of stakeholders
- Make the business and moral case for **sustainability**
- **Enhance** the pursuit of responsible management practices and functions

How we do this

We commit to engage around the above philosophies and practices of leadership and management through:

- Innovative, intimate and integrated teaching and learning
- Ongoing, informed and progressive research
- Critical thought
- Active engagement with our community of stakeholders
- Operating sustainably

Our Goals

Develop and deliver relevant and authentic programme offerings that embrace our integrated teaching, learning and research (TLR), (4E: Economy, Ethics, Ecology and Equity) philosophy	Consistently improve our internal sustainability	Undertake meaningful and authentic engagement with our community of stakeholders

Our Objectives Under each Goal

– Syllabus, teaching modes and methods are innovative and distinctive in positioning us as an intimate, collegial and scholarly Business School – To be a research informed school	– Practice what we preach – Economic sustainability – Staffing requirements consistent with achieving growth trajectory – Governance structures adhered to and developed for strategic purposes	– Raise the School's profile – Alumni engagement – Community engagement initiatives contribute to sustainable business practices

02

Message from the Chairperson of Rhodes Business School's Board of Advisors

Ms Imogen Mkhize, Chairperson,
Rhodes Business School, Board of Advisors

A NEW BREED OF LEADERS

Ms Imogen Mkhize graduated from Rhodes University in 1984 with a BSc Information Systems, followed by a Higher Diploma in Education. In 1995 she graduated with an MBA from Harvard Business School and a Diploma in Company Direction from the Institute of Directors/GIMT in 2000. Ms Mkhize is a Chartered Director with the Institute of Directors in South Africa (IodSA).

For over two decades Ms Mkhize has been an advocate of good governance and has held directorships at a wide range of public and private companies, including mining, construction, financial services, manufacturing, information technology and telecommunications.

Ms Mkhize has had substantial executive exposure to both the for-profit and non-profit sectors. In the early 90s, she was the second Executive Director of the Association for the Advancement of Black Accountants of South Africa (ABASA). ABASA created awareness of the accounting profession in black communities and it facilitated the entry of young black accountants into the profession.

Following her international studies, she served as Managing Director of Lucent Technologies SA and later delivered the 18th World Petroleum Congress as Chief Executive Officer in the mid 2000s.

She is the former Chairperson of Richards Bay Coal Terminal. Her previous directorships include Murray & Roberts, MTN SA, Illovo Sugar, Allan Gray, Datacentrix and the CSIR.

She is an emeritus member of the Harvard Business School Global Alumni Board.

She is currently a director of Sasol Limited, Mondi Group, NPC-Cimphor and Imbewu Capital Partners, and is a member of the Accenture South Africa Advisory Board and of the Ethics Institute of South Africa.

In 2001, she was recognised by the World Economic Forum as a Global Leader for Tomorrow. Her ongoing quest is to address the ethical challenges and responsibilities of today's leaders, as she explains: "Understanding how to build and maintain an organisation's culture so that ethical decision-making and behavior become the norm is a competency that must be constantly practised and honed."

I was recently humbled by Rhodes University when they presented me with the coveted *Distinguished Old Rhodian Award*. As I prepared my acceptance remarks, it occurred to me what a privilege it was to have spent my tertiary years at this fine institution.

Geographically located in a perfect setting for teaching and learning, Rhodes welcomed me into its nurturing environment and supportive and challenging faculty. It offered an inspiring campus culture that advanced both the academic and recreational development of its students. I certainly explored my varied interests and abilities, which opened a floodgate of possibilities that I pursued as I began my working career.

Through the decades the educators and instructors at Rhodes University, have continued to demonstrate their commitment to shape the foundation that produces graduates poised to be visionary leaders in the true sense of the word. These are leaders who are equipped and informed to make a difference in society; these, most importantly, are leaders who are socially sensitive and emotionally engaged.

Thus, as we count the passing years, we can also count the enormous strides that many graduates of this special institution have made in every field of business and all the other sectors of society.

Rhodes Business School - a place for sustainable leadership

Indeed, this is a place *Where Leaders Learn*, and the Rhodes Business School's role and approach to leadership learning is purposeful and reflective. It is firmly anchored in strategic leadership towards sustainability, and the school has laid a solid foundation for business leaders who want to be key players in the development of a sustainable world.

As a philosophy and a teaching construct, the business school's 4E model (Economy - Equity - Ethics - Ecology), is most appropriate for developing leadership for sustainability that transforms, shapes, and steers organisations along a responsible path into the future.

Ethical Responsibilities

It has been my ongoing quest to address the ethical challenges and responsibilities of today's leaders. Understanding how to build and maintain an organisation's culture so that ethical decision-making and behavior become the norm is a competency that must be constantly practised and honed.

Today, more than ever before, the world needs leaders who will foster a corporate culture that promotes sustainable ethical practices, encourages individual integrity and fulfils social responsibilty objectives and imperatives.

Part of my vision for Rhodes Business School is that it produces leaders who will have a remarkable impact in building organisations with a strong social conscience. Leaders who will embrace ethical considerations in every decision they make. The stewardship of the future lies with them, and as custodians of this value system, they will need to set the standard and demonstrate the desired behaviour.

Vehicles for wider economic and social benefits

The South African Companies Act of 2008 introduced a statutory Social and Ethics Committee to compel companies to monitor and report whether they are producing social benefits to the economy, workplace, society, and natural environment.

The Act makes it clear that companies in South Africa are not regarded as merely vehicles for

producing benefits for shareholders of companies, but also as vehicles for producing wider economic and social benefits to the South African society as a whole.

The Rhodes Business School is certainly well positioned to contribute towards this objective in today's business environment, which is far more complex and uncertain than any scenario we could have predicted many years ago. Businesses are seeking to adapt to the dramatic changes that are constantly unfolding locally and across the globe.

The application of perceptual imagination

The very point of leadership is the ability to mobilise and guide others into new and unknown territories. Leading inherently requires the application of perceptual imagination. Thinking experts such as learning organisation consultant, *Daniel H. Kim*, make the case for a connection between foresight, the articulation of a vision, and our ethical responsibilities. This notion resonates deeply with me as it provides a systems thinking perspective on the importance of vision in organisational growth and transformation.

I am encouraged by the compelling vision of Rhodes Business School. It is creative, forward thinking, transformative and centered on leadership and sustainability.

Invariably, this presupposes the capacity to prepare leaders for a complex global world fraught with uncertainty, rapid changes in technology and critical challenges.

While hindsight has traditionally been used to plan and avoid failure, future leaders will need strategic foresight to detect adverse conditions, guide policy, shape strategy, connect to the highest aspirations of their organisations, and articulate a vision that inspires people to *create* their future instead of simply reacting to events.

A new breed of leaders and organisations

In celebrating its 15th anniversary, it is my sincere hope that Rhodes Business School will continue to cultivate its focus on the foundational platform of *Leadership for Sustainability*.

Through their vision, Professor Owen Skae and his team have certainly exercised foresight in recognising the true capabilities of the school to produce the next generation of leaders. These are the game-changers, the new breed of leaders who will lead a new breed of organisations.

My aspirations for the business school are guided by the vision of GameChangers500, an initiative set up to redefine the type of company the next generation of leaders aspire to join and create. These are the world's top purpose-driven organisations that are changing the world for the better.

As the founder of GameChangers500, Andrew Hewitt, explains: "Throughout history, the largest changes in human behavior came from a change in beliefs; a change in what we believed to be acceptable and a change in what we admired as 'success'."

I do believe that the world overall will be a better place because Rhodes Business School exists.

Everything Rises and Falls on Leadership
Dr John Maxwell

03 The University and its Business School: Message from Dr Peter Clayton

Dr Peter Clayton,
Deputy Vice-Chancellor:
Research & Development

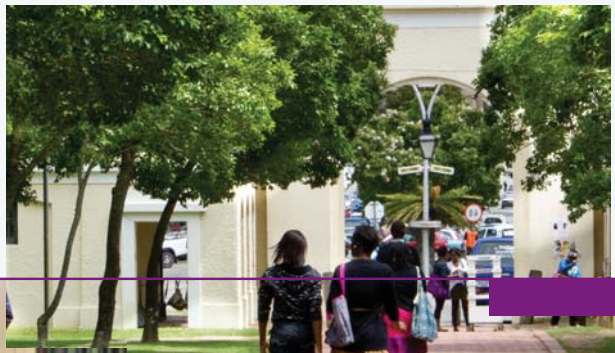
Starting a new business school is a serious challenge. The Founding Director of Rhodes Business School, Professor Gavin Staude, who retired in 2010, needs to be recognised for the huge role he played in bringing the school into existence.

The School's second Director, Prof Owen Skae, built on the momentum of the first ten years to take the school to new heights.

It is very significant that going into Rhodes Business School's 15th anniversary year, the members of the South African Business Schools Association (SABSA) elected Professor Owen Skae as their President - it is recognition of the standing of both the individual and Rhodes Business School.

Bridging the scholarly and professional business worlds

Situated within Rhodes University, Rhodes Business School bridges the scholarly and



LEADERSHIP FOR SUSTAINABILITY

professional business worlds, and brings the feet-on-the-ground application of knowledge in the business world to the University.

Rhodes University, in turn, brings to Rhodes Business School a 110-year track record of high quality education, and an international reputation for scholarship.

Enviable reputation for student success

On the scale of universities, Rhodes is a relatively small university that focuses on a core set of disciplines and strives to be amongst the best in those areas. It achieves this in its select fields of scholarship, and in its programmes of teaching and learning, with an enviable reputation for student success, and a research performance that is clustered amongst the top South African universities.

One of its areas of achievement is undoubtedly Rhodes Business School, which has established itself as a top quality business school in the selected field of Leadership for Sustainability.

Making an impact by putting critical mass into this field of study has been a successful strategy for both the school and the parent institution.

A university's intellectual reputation is its major asset, and amongst the established mechanisms for achieving this in the intellectual world, is peer review. Rhodes Business School's accreditation of its MBA provision by the global Association of MBAs (AMBA) is testimony to this.

AMBA represents the gold standard of international peer review for MBA programmes, and we are very proud that our Business School has earned this level of approval. The commendations that come from the AMBA accreditation are highly deserved and speak to the quality of business education that Rhodes Business School offers.

04 To educate and influence responsible business practice, responsibly

Rhodes Business School's Vision, Purpose and Programmes

From offering a single qualification (MBA) at its outset, Rhodes Business School has grown into an institution that offers a PhD, MBA and Postgraduate Diploma in Enterprise Management (PDEM).

Rhodes Business School also offers a variety of Certificate Programmes under its Executive and Short Course offerings, including programmes that provide a ladder of progression to its flagship MBA.

IMPRESSIVE PARTNERSHIPS

Partnerships

Rhodes Business School's impressive range of partnerships include:

Duke Corporate Education (CE)

Duke CE is recognised as the No 1 Management Company in the World by the annual *Financial Times* custom executive education rankings (May 2013) for the eleventh year in a row.

Allan Gray Centre for Leadership Ethics (AGCLE)

Active cross-pollination takes place between Rhodes Business School and the Allan Gray Centre for Leadership Ethics at Rhodes University, the Director of which is Philosophy Professor Pedro Tabensky. Through this partnership new business models from around the world are shared, including the Etsko Schuitema *Care and Growth Leadership Model*.

Leading South African corporates

Rhodes Business School partners with leading South African corporates, organisations and associations, including Barloworld Motor Retail, Deloitte & Touche South Africa, EnviroServ, Finance and Accounting Services Sector Education and Training Authority (Fasset), First National Bank, Inyathelo, Mercedes-Benz South Africa (MBSA), South African Petroleum Industry Association (SAPIA), Spar and Standard Bank.

Government and Parliamentary Leadership Development

Rhodes Business School has partnered with government in various programmes, including the Parliamentary Leadership Development Programme. The School has also done training for a number of public sector organisations around South Africa, including the City of Joburg.

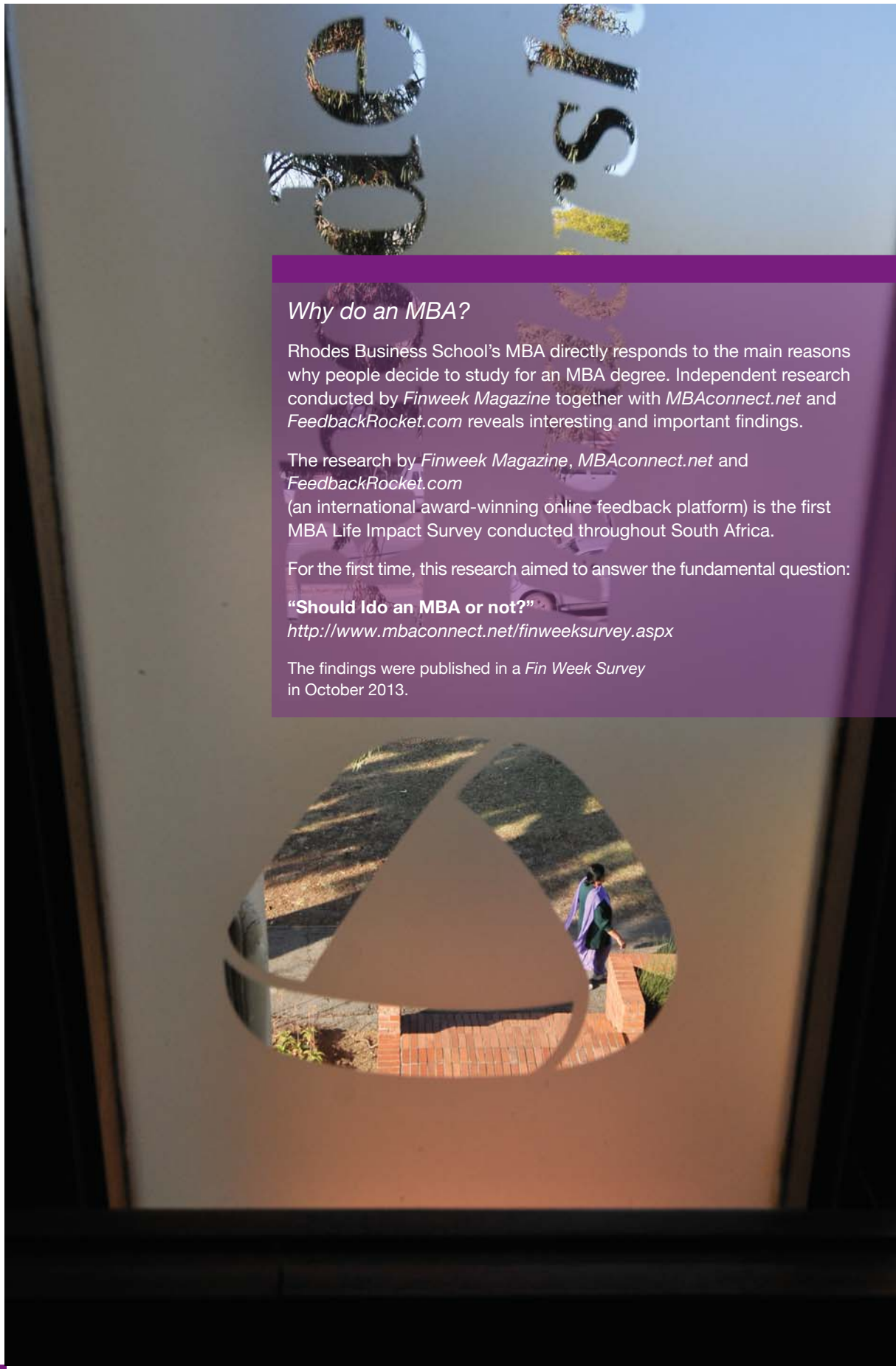
Programmes offered by Rhodes Business School

Our flagship Master of Business Administration (MBA)

The Rhodes Business School's AMBA accredited MBA is a course-work degree comprising 18 modules and a research mini-thesis of 15 000 words. It is offered on a modular basis of six teaching blocks of two weeks duration each in Grahamstown.

Students can choose to complete the degree on a part-time basis over two-and-a-half years or on a full-time basis over one-and-a-half years. Many students choose to follow the part-time MBA because it complements their employment commitments.

Our focus is on providing an integrated approach to management education, through the engagement of our unique 4E (Economy, Ethics,



Why do an MBA?

Rhodes Business School's MBA directly responds to the main reasons why people decide to study for an MBA degree. Independent research conducted by *Finweek Magazine* together with *MBAconnect.net* and *FeedbackRocket.com* reveals interesting and important findings.

The research by *Finweek Magazine*, *MBAconnect.net* and *FeedbackRocket.com*
(an international award-winning online feedback platform) is the first MBA Life Impact Survey conducted throughout South Africa.

For the first time, this research aimed to answer the fundamental question:

"Should Ido an MBA or not?"
http://www.mbaconnect.net/finweeksurvey.aspx

The findings were published in a *Fin Week Survey*
in October 2013.

Ecology and Equity) philosophy, which goes to the heart of how our students view the world of business.

In the Finweek Survey (2013), Rhodes Business School's MBA was ranked highest in Leadership Effectiveness, Effective Decision-Making and enjoyed a joint highest ranking in Increasing Job Effectiveness and Increasing View Of Own Potential.

In summary, people study for an MBA to be far more effective in a business and organisational environment. This includes the attainment of business knowledge, and the improvement in leadership ability, emotional intelligence, ability to work in teams, negotiating skills, presentation skills and communication skills.

Rhodes Business School PhD

Rhodes Business School has an active doctoral research programme. Focus areas are Management, Leadership Development and Entrepreneurship.

Postgraduate Diplomas

Rhodes Business School is committed to making a significant contribution to the development of an entrepreneurial culture in South Africa, as demonstrated by our full-time and part-time PDEM programmes.

Full-time PDEM

We offer a full-time Postgraduate Diploma in Enterprise Management (PDEM FT), which is designed to lay the foundations for students who wish to pursue the idea of starting their own businesses, thus creating their own employment as well as employment for others.

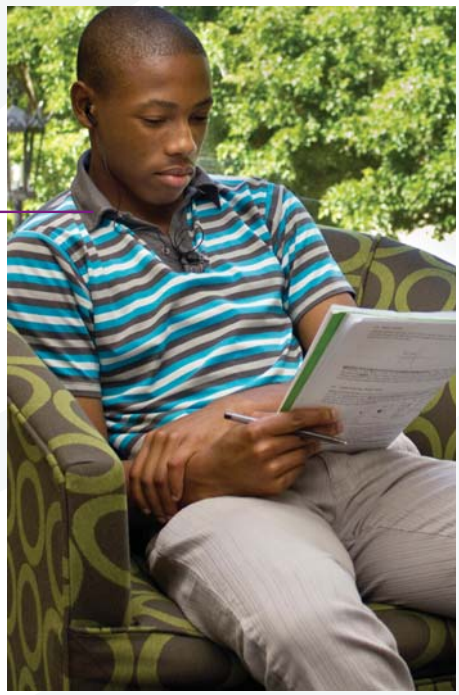
The PDEM FT was pioneered by the former Director of Rhodes Business School, Prof Gavin Staude, and initially run by the Department of Management at Rhodes University. It was moved to Rhodes Business School in 2011.

The ethos of the original programme has remained intact but now incorporates a much greater sustainability emphasis. It is enjoying record student intakes and graduation rates.

Part-time PDEM

From 2016 we are also offering a part-time Postgraduate Diploma in Enterprise Management (PDEM PT), which is designed to meet the needs of graduates in full-time employment from a wide range of job functions who wish to:

- Develop their entrepreneurship skills within their organisation;
- Develop an intrepreneurial approach to business;
- Enhance their general management ability; and
- Deepen and update their business knowledge, understanding and practice.



The PDEM PT was developed after in-depth consultation with large business partners of Rhodes Business School, including Barloworld Motor Retail and Mercedes Benz. Both expressed the need to develop innovative skills and entrepreneurial thinking within their organisations.

NQF Level 8 qualifications

Both the PDEM FT and the PDEM PT are Honours level equivalent, NQF Level 8 qualifications. They serve as precursor qualifications for those wanting to pursue an MBA. They meet the minimum entry requirement for admission to an MBA, subject to work experience requirements, typically three years.

A Bachelor Honours degree is an NQF Level 8 qualification. Completion of a Bachelor Honours Degree meets the minimum entry requirement for admission to an MBA, subject to work experience requirements, typically three years.

From 2016, the Department of Higher Education's regulations require an NQF Level 8 qualification or an appropriate four-year degree or postgraduate qualification for any student wanting to enroll in an MBA programme (NQF Level 9) at any business education institution in South Africa.

Rhodes Business School selected for the Archbishop Thabo Makgoba Development Trust annual lecture

The Archbishop Thabo Makgoba Development Trust (ATMDT) has selected Rhodes Business School as the host of an annual lecture on Values-based Leadership and also to award an annual prize for the best Values-based Leadership essay or publication produced by a Rhodes Business School student.

"My wife Lungi and I, together with the Trustees of the ATMDT, are awarding this endowment in honour of our parents who have raised and nurtured us according to their wonderful values," Archbishop Makgoba said at the presentation of the endowment in 2014.

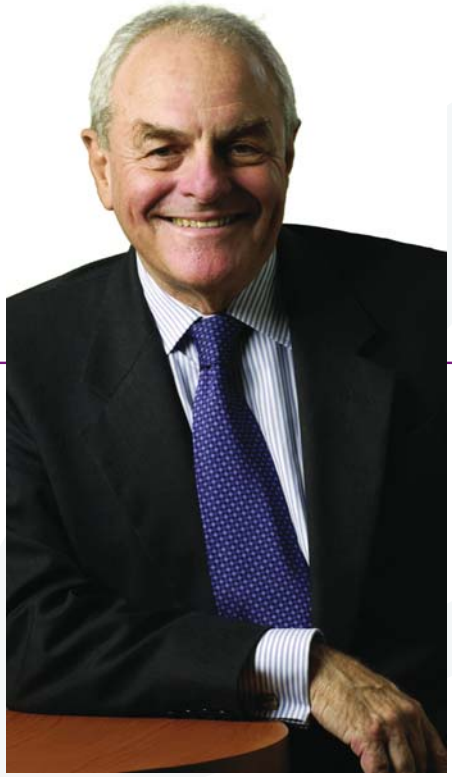
In response to the award, Prof Owen Skae said: "Rhodes Business School is extremely proud to have been chosen by the Archbishop Thabo Makgoba Development Trust. Rhodes Business School has as its essence 'Leadership for Sustainability' and we place huge emphasis on responsible leadership and ethics.

"We trust that this annual lecture will provide inspiration, critical reflection and solutions to contemporary societal challenges and opportunities that ultimately require values-based leaders to make the right decisions for the right reasons."

The ATCMDT is focused on social impact by addressing socio-economic challenges such as poverty, inequality and unemployment. It aims to provide educational opportunities, skills and entrepreneurial development, and to promote health awareness.

South Africa's Public Protector, Advocate Thuli Madonsela, accepted the invitation to present the inaugural lecture for the endowment at the 15th Anniversary celebration of Rhodes Business School on the 25th September 2015.

"Given Advocate Madonsela's principled and moral approach, which has been internationally recognised, she is the ideal person to set the tone for this lecture and those that are to follow," said Prof Skae.



Vital for a sustainable 21st century

Mervyn King,
Visiting Professor,
Rhodes Business School

Professor Mervyn King is a visiting professor at Rhodes Business School. He is the world-renowned King of King I, II and III, and the upcoming IV. He is the originator of integrated reporting, combining economic, environmental and social performance (the triple bottom line) as the measure of a company's success. This is now the international standard for global best practice.

"The strategic direction of Rhodes Business School - *Leadership for Sustainability* - based on its 4E model - Economy, Ecology, Equity and Ethics - is absolutely vital to lead public and private organisations into a sustainable 21st century. Each of these concepts are interconnected and cannot be viewed in isolation," says Professor Mervyn King.

The societies in which they operate

As the Chair of the International Integrated Reporting Council (IIRC), Prof King emphasises the need for companies worldwide to become responsible members of the societies in which they operate.

Towards achieving this, the council advocates an integrated approach to good governance and encourages the practice of good financial, social, ethical and environmental practice.

How a company makes its money

"This is the approach of modern corporate thinking where value is assessed according to how a company makes its money, how it impacts on people, communities and the environment, and how changes in the environment, notably climate change, impact on business," he explains.

"If, for example, your product or supply chain uses child labour, adversely affects people's health or pollutes the environment, you will be regarded as 'not a decent corporate citizen' and your market value will suffer.

Sustainable in the short, medium and long-term

Today, 80% of market cap is comprised of intangible assets, such as the company's reputation, integrity of its board and the quality of its management.

"Today, stakeholders assess companies on whether they have a sustainable business model, and whether it is sustainable in the short, medium and long-term."

"Gone are the days of shareholder supremacy which led to a narrow financial lens of company performance. Today, company performance is based on a number of key questions, including:

- Has the company done an integrated or sustainability report? If not, why not?
- Has the company got a supply chain code of conduct and how is it monitored?

We have to change corporate behavior

"Integrated thinking and the interlocking of the 4 Es, as taught at Rhodes Business School, directly addresses these questions and the new way of thinking," says Prof King.

"There is no alternative; we have to change corporate behaviour and the thinking and behaviour of boards."

In South Africa, the JSE has adopted the King III Report's listing requirements, which recommends integrated thinking and makes integrated reporting mandatory.

Follow my leader effect

On the International Integrated Reporting Council (IIRC), which I chair in London, we have started a pilot programme on integrated thinking and some of the iconic global companies have joined it, including Microsoft, Unilever, HSBC and Coca Cola.

"Once you have corporate leaders adopting this way of thinking, it has a follow my leader effect worldwide."

Sustainability or Bust

Reuel Khoza,
Visiting Professor,
Rhodes Business School

Dr Reuel Khoza is a visiting professor of Rhodes Business School. He has served as the Chairperson of the Nedbank Group and Aka Capital, and the President of the Institute of Directors in Southern Africa, a global businessperson and socio-political commentator. He chaired the King II sub-committee dealing with triple bottom line reporting and is the author of three books.

"The People Planet Profit concept grew organically from 2002. It is now centre-stage in a world characterised by changes in socioeconomic expectations and the requirement to behave as a conscientious corporate citizen," says Prof Khoza.

His latest book *Attuned Leadership - African Humanism as Compass* provides a guide to ethical leadership in local and global contexts, for business, politics and government.

There is no Planet B

"The preoccupation with self and disregard for others or the environment becomes a sterile stream that does not flow into greater rivers. It is directly against the philosophy of African humanism or *Ubuntu*, which is all about coexistence, collaboration and teamwork," he explains.

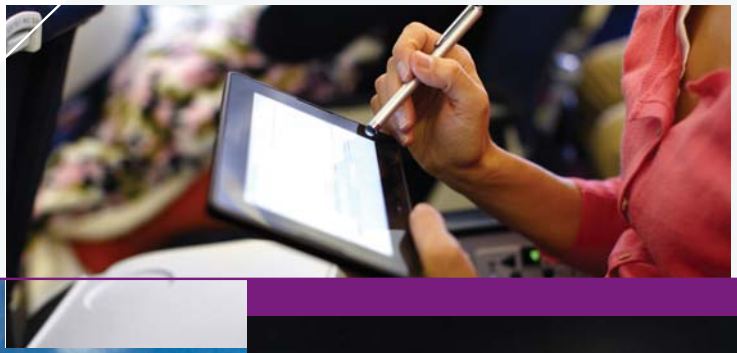
"This approach, underpinned by humility, integrity and ethical behavior, has to be the imperative of business leadership today because there is no Planet B."

Rhodes Business School has drilled deep

"Rhodes Business School has drilled deep into this imperative, guided by the understanding that without it, we are shortening the sustainability of Planet Earth."

Prof Khoza emphasises the need for leaders in business, politics and society to start thinking and behaving "generationally", and to embrace the 4 Es: Economy - Equity - Ethics - Ecology.

"Leaders worldwide need to show the way and start setting a high example."



ECONOMY | ETHICS | ECOLOGY | EQUITY

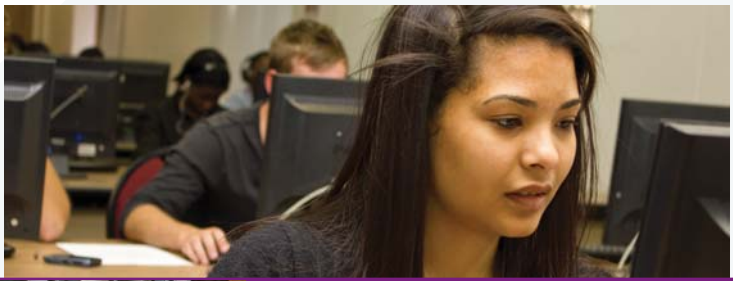
True leaders

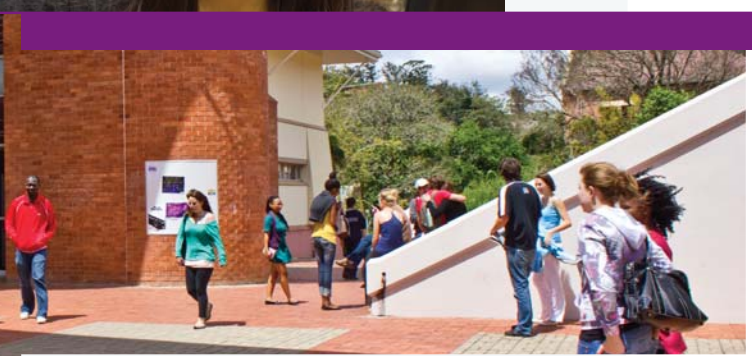
"In South Africa we need to make sure that true leaders of the likes of Nelson Mandela and Walter Sisulu are not replaced with demagogues who set a low ceiling and lead us to destruction."
- Reuel Khoza

"Those of us who teach at universities have an obligation to plough back our knowledge and understanding of leadership, driven by moral authority, and in partnership with our fellow human beings and the natural environment. This is sustainability, and in the world in which we find ourselves today, it's sustainability or bust.
- Reuel Khoza

05

A distinctive, leading Business School at a distinctive, leading University





RHODES UNIVERSITY

Rhodes Business School is a distinctive, leading business school at a distinctive, leading University that achieves exceptionally high numbers of postgraduate degrees each year.

Rhodes University's Vice-Chancellor, Dr Sizwe Mabizela, spoke about this at the 2015 graduation ceremony:

> *"We rejoice that we enjoy such high pass and graduation rates in South Africa. Our students' and graduates' stellar achievements are all the more special given that our education system has a dismal record in realising the full potential of many young people in this country. Their graduation fills one with a deep sense of hope and optimism that the future of our country is very bright with promise.*
>
> *"We rejoice that we have among the most highly qualified academic staff and best research output in the country. Our University is very fortunate to have such outstanding, loyal, dedicated and committed academic and support staff who take a deep and keen interest in the growth, development and academic success of each and every one of our students. As a Vice-Chancellor, I could not ask for more."*

At Rhodes University's six graduation ceremonies of 2015, a total of 2 298 students received their degrees and diplomas. Of these, 1 244 (or 54%) are undergraduate Bachelor's degrees and 1054 (or 46%) are postgraduate degrees and diplomas. Of the 1 054 postgraduate students, 281 will be receiving their Master's degrees.

We celebrate a new University record of 75 PhD degrees, beating the previous record of 71 from 2014. We also celebrate a new record of 16 PhD degrees for the Faculty of Humanities, up from the previous record of 12 achieved in 2014.

Of the 2 298 graduates, 61% are women - this is up from 60% last year, and 23% are international students - also up from 21% in 2014.

"My appeal to all our graduands is that they embrace the leadership responsibility they will be expected to discharge as a graduate of this great institution, and that they do so with humility," says Dr Mabizela. "I call on them to choose to serve our society and humanity, for there is no greater honour than to serve humanity with honour, integrity and humility."

It's a fabulous achievement for the smallest university in the country!

A vibrant, scholarly environment

Situated on Rhodes University's beautiful campus, Rhodes Business School is very much a part of the life and activities of the University. This offers all students and course attendants of Rhodes Business School, the opportunity to participate in a vibrant, scholarly environment in the unique university town of Grahamstown.

Small teaching classes mean that students receive personalised attention in a collegial atmosphere with world-class library facilities.

Grahamstown is situated in the rural Eastern Cape, an economically and socially challenged part of the country, which provides a real world context for our students and learners to think critically about what needs to be done differently and how to grow, not only academically, but as confident, caring, well-rounded human beings.

Climbing the MBA rankings

Since 2010, Rhodes Business School has steadily climbed up the MBA rankings and now is ranked fifth in South Africa by both Eduniversal and pmr.africa.

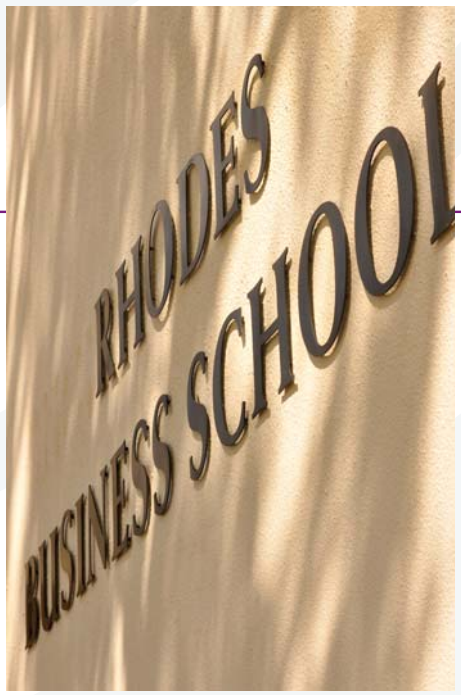
Rhodes Business School is also the highest ranked business school in South Africa in the *Excellent* category of the Eduniversal rankings of business schools in 150 countries.

History of Rhodes Business School

Rhodes Business School was founded in 2000 with Professor Gavin Staude as its first Director. He was head of school for ten years, until 2010, when he retired and Professor Owen Skae succeeded him.

The driving force

"The driving force behind the establishment of a business school at Rhodes University was the then Dean of Commerce, Professor Philip van der Watt, who raised seed funding from Investec Bank," Prof Staude explains.



The then Chairperson of Investec, Mr Hugh Herman, an Old Rhodian on the Board of Governors at the time, was particularly supportive of the School, which was initially called the Rhodes Investec Business School.

Investec, which never intended to be a long-term funder, contributed to the school for the first ten years. At this point the School was renamed Rhodes Business School.

"From the outset we were supported by large Eastern Cape companies, including Mercedes-Benz," says Prof Staude. "They have been highly supportive of Rhodes Business School, and have sent significant numbers of their people to do an MBA and other tailor-made courses here over the years."

The first MBAs

The first MBA students from Rhodes Business School graduated in 2004. For his outstanding input to the School, Mr Herman was awarded an Honorary Doctorate at this ceremony.

In its early years, most of the School's students came from the Eastern Cape. This has changed over the years and it now has students from all over South Africa, Africa and beyond.

The international students, who come from as far as Afghanistan and as close as Zimbabwe, say that the sustainability focus is the primary reason for them choosing Rhodes Business School.

Leadership for Sustainability focus

"Our *Leadership for Sustainability* focus grew from 2004, at a time when the United Nations was very keen on business schools promoting this approach as sustainability was increasingly becoming an issue at a global level," Prof Staude explains.

"We were fortunate to have strong input from Professor Christo Fabricius, who, at the time, was in the Department of Environmental Science at Rhodes, which is a renowned field of study at the University. We decided that sustainability was a pioneering, strategic focus for us and we went with it, launching it in 2005."

The value of the Profit-People-Planet approach

"Right from the start we recognised the value of the People Planet Profit approach or the need to balance financial objectives with social and environmental sustainability," he explains.

"Accordingly, we created sustainability-aligned courses in our MBA curriculum, such as Environmental Law, Responsible Leadership, Principles of Sustainability and Climate Change, and Business Ethics."

As Rhodes Business School grew, so did its full-time staff members and visiting academics.

"Initially we were criticised for taking the sustainability approach, but in the wake of the 2008/9 global economic crisis, everything changed and business schools worldwide started recognising its value," says Prof Staude.

"Rhodes Business School is proud to be a forerunner of this approach and we continue to research and pursue the ever-expanding field of doing business sustainably, which is vital to economic growth and survival throughout the world today."

Transformation in funding

Professor Matthew Lester, Tax Specialist,
Rhodes Business School

Traditionally it has been presumed that most students and their families must self-fund the costs of postgraduate studies. However, in consideration of the rising costs of the MBA and Postgraduate Diploma in Enterprise Management (PDEM) programmes, Rhodes Business School recognises that it is a major obstacle for many prospective students.

Towards addressing this, Rhodes Business School's specialist tax Professor Matthew Lester has explored how employers can be encouraged to play an active role in the financing of graduate employees who wishes to pursue higher qualifications. With a focus on transformation, this offers considerable benefit to employers and employees.

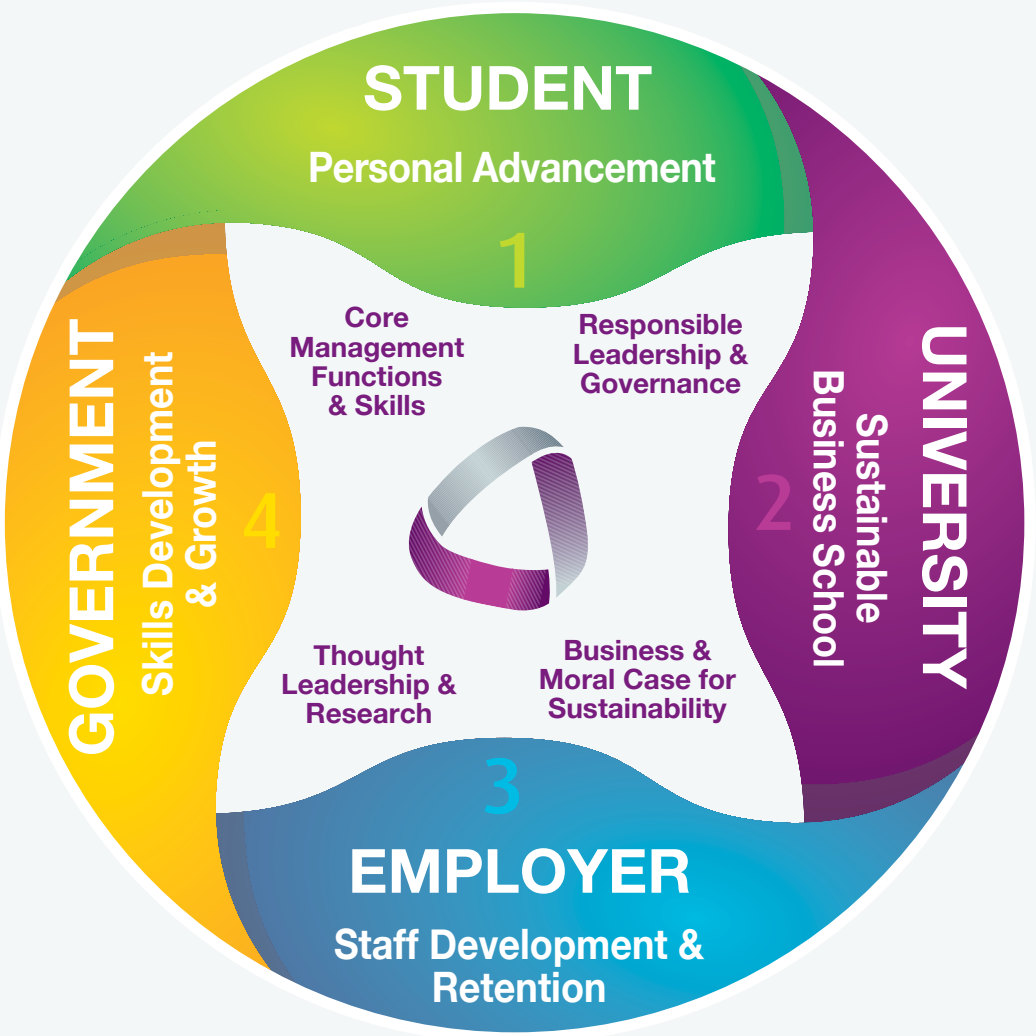
"Transformation starts with making the learning programmes of Rhodes Business School accessible to all deserving students," he explains. "The need for meaningful financial support for prospective students is going to become ever more acute in the future."

"Several attractive financing options with tax benefits and government subsidies are accessible to employers," adds Prof Lester, who, on behalf of Rhodes Business School, advises businesses how to put these in place.

"Transformation in postgraduate business education at Rhodes Business School is all about a four-point partnership between the university, government, the employer and the employee for the collective benefit of all."

4 Point Partnership

Student - University - Employer - Government



06 Rhodes Business School Team

Rhodes Business School's academic staff-members (full-time and visiting) are specialists in *Leadership for Sustainability*, integrated thinking based on the 4 E Model, and related fields.

Professor Owen Skae has proactively developed Rhodes Business School in this direction over the past five years, with strong input from global business leaders and visiting professors.

Rhodes Business School has proven experience in leading business and industry sectors, namely the automotive, banking, energy, oil & gas, retail, waste management and pharmaceutical sectors, as well as in government and the Sector Education and Training Authorities (SETA).

Rhodes Business School is on an exciting growth curve, attracting new thinkers who understand that ethical leadership and sustainability is no longer a nice-to-have tagline, it is the foundation of successful business today.

Message from the Chair of Rhodes Business School's Board of Management

Professor Dave Sewry, Dean of Commerce

A rich cross-pollination

Rhodes Business School is part of the Faculty of Commerce at Rhodes University. It is subject to the rules and governance of the Faculty.

In 2015, I am proud to say, Rhodes Business School is more firmly embedded in Rhodes University's academic programme than ever before. The AMBA accreditation of our flagship MBA programme this year, helped to consolidate this.

The AMBA accreditation process requires vigorous self-reflection and restructuring, which proved a hugely valuable exercise in refining who we are, what we offer, and our vision, not only for the MBA programme but also for the whole of Rhodes Business School.

A substantial variety of courses

After 15 years of operation we now offer a great variety of courses, diplomas and degrees, including executive short courses, full-time and part-time Post Graduate Diploma in Enterprise Management (PDEM), and our MBA and Doctoral degrees. New postgraduate diplomas in Business Analysis and Advancement and Resource Mobilisation are in the pipeline.

All of these have been conceived to equip our students with relevant, best-practice qualifications. They also serve as stepping-stones in the National Qualifications Framework (NQF) as students progress from postgraduate diplomas to the MBA to a PhD. This is perfectly aligned with Rhodes University's positioning as a leading postgraduate and research-intensive institution.

Growth in student and graduate numbers

We are extremely pleased with the growth in the number of students enrolling for an MBA or PhD at Rhodes Business School. We are equally pleased with the growth in the number of students graduating each year.

In 2014 Rhodes Business School had 18 graduates from its flagship MBA. In 2015 we had 21 MBA graduates and 26 PDEM graduates. Our 2015 enrolments include 4 PhD students, 29 MBA students and 33 PDEM students.

Over the next decade our aim is to triple our MBA graduate numbers to 60 or more per year; to double our PhD numbers and grow our postgraduate diploma graduates to 75 per year.

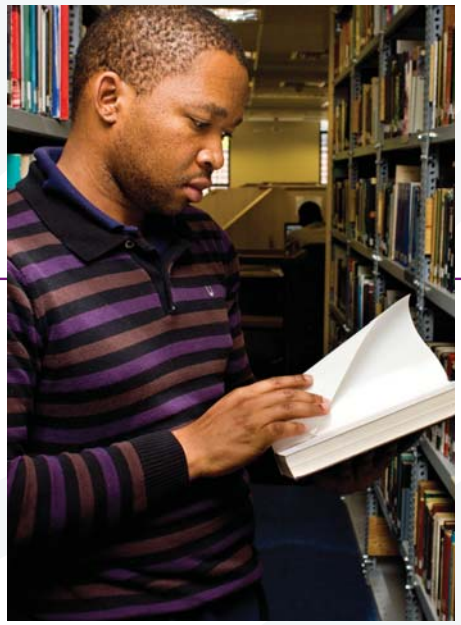
Lecturing staff from the various departments in the Faculty, contribute significantly to the teaching programme of the School. This integration results in a rich cross-pollination of lecturers between the School and in the Commerce Faculty.

Highly specialised experts

Students receive the input from lecturers who are highly specialised experts in their field, including Information Systems, Accounting, Economics, Management, Organisational Psychology and Statistics - who also supervise or co-supervise the research projects of Rhodes Business School MBA or PhD students.

Rhodes Business School is highly research-active and we are constantly working on finding answers to a wide range of pressing, applied research questions and requirements emanating from organisations and society in South Africa.

Rhodes Business School students greatly benefit from the scholarly environment and excellent facilities on campus. Whether they come here to study full-time or for their block visits, our students frequently comment on the ease with which they are able to immerse themselves in their studies here.



The collegiality of smaller classes

Being a small university the students benefit from the personalised attention they receive from their lecturers, and from the collegiality of smaller classes. On campus they interact and network with peers from South Africa, Africa and the rest of the world.

In turn, Rhodes Business School enriches the University and the lecturing experience of our academics. They thrive on the engagement with Business School students, many of whom have experience in business, government and other organisations, and who bring to the classroom their on-the-ground business insights and views. They also have their own expectations of how they would like to be educated or how they see education.

Deep-thinking, ethical human beings

Many of them choose Rhodes Business School because of our emphasis on *Leadership for Sustainability* which, in today's world has become a leadership imperative in every part of our lives.

Rhodes Business School is a widely recognised pioneer of the sustainability approach. Our aim is to produce graduates who go out into the world as deep-thinking, ethical human beings with a strong culture of sustainability in all its forms.

The Macro Perspective
Professor Hugo Nel
Economics and Economic History, Faculty of Commerce

Professor Hugo Nel has lectured on the MBA programme for the past 15 years, and was very much an integral part of the start-up of the then Rhodes Investec Business School.

"I well remember the decisions at Faculty and Senate level as to whether Rhodes University should have a business school,' he says. "The argument in favour was that it would be a strong complement to the Commerce Faculty's offerings as it would bring a more 'business-applied' or directly 'business connected' component."

Another aspect in the business school's favour, he adds, is that it was felt that Rhodes' geographic location would offer students the ideal atmosphere and space where industry and academia could meet, away from their work environment.

Where the creative juices flow

"It complemented the trend for brainstorming sessions and strategic workshops to be held away from the work environment where the creative juices could flow. This trend has grown from strength to strength at Rhodes Business School, where 15 years later, our MBA students frequently comment on the creative boost they experience during the block sessions in Grahamstown."

Prof Nel says it is extremely gratifying to have experienced the growth of Rhodes Business School and to have grown with the School.

A macro economic specialist, he explains: "Macroeconomics is very much part of strategic decision-making and problem-solving in a business setting," he continues. "It has been highly rewarding to teach macroeconomics in a more applied way to the MBA students as they are from a wide range of private and public sectors, and they bring the practical challenges they are facing into the classroom."

Economic sustainability from the macro perspective

Economic sustainability from the macro perspective (i.e. the economics of the country as a whole) has been increasingly emphasised over the past couple of years. Prof Nel looks at a number of key issues in this regard, such as issues around energy production, renewable and non-renewable resources in energy production and new forms of energy.

With globalisation the world has become a smaller place

"This alerts all companies and all countries that they have to reduce their carbon footprint and become less reliant on carbon-heavy sources of energy. If they don't do this, it will cost them. It's all about taking the bigger picture into account because with globalisation the world has become a smaller place.

Environmental Economics for Sustainability

Professor Jen Snowball

Environmental Economics

"Environmental Economics is the application of economic theory to the understanding- and management of the environment," says Professor Jen Snowball.

She and Professor Geoff Antrobus, also from Rhodes University's Department of Economics, have taught this subject to Rhodes Business School MBA students and as a short course offering since 2005.

"It's about carefully considering all the costs and benefits of the interaction between humans and the environment before taking decisions," explains Prof Snowball who specialises in the valuation of non-market goods, such as national parks, ecosystem services or the carbon sequestration of the indigenous Eastern Cape plant known as spekboom.

Students on her course include people working directly in the financing of natural resource management, such as in water management and national parks.

"Environmental Economics is not offered at many business schools, but Rhodes Business School regards it as an important area within its *Leadership for Sustainability* focus," continues Prof Snowball who has witnessed the School grow organically into the successful, sustainable "animal" it is today.

The fulltime academic team at Rhodes Business School includes:

Professor Owen Skae

Director of the Rhodes Business School
MCom (Rhodes), MBA (Durham University)

Professor Owen Skae has been the Director of Rhodes Business School since January 2010.

He studied at Rhodes University from 1983 to 1988, where he completed his undergraduate studies and read for an MCom in the Department of Management. Immediately thereafter he read for an MBA degree at Durham University in England.

He returned to his *alma mater* after extensive local and international experience in the consulting arena, the private sector and academia.

His areas of interest are strategic management, managerial accounting and finance and he also has a strong research background in business linkages and small business development.

Professor Noel Pearse
PhD (Rhodes); MSocSci (UCT)

Prof Noel Pearse lectures primarily in the fields of Leadership, People Management, and Research. His research interests are in the areas of leadership and its development, voluntary organisations, management education, and organisational change.

He is a registered Industrial Psychologist with the Professional Board of Psychology of the Health Professions Council of South Africa.

"Engaging in the transformative journey towards sustainability and engaged citizenship requires a new kind of leadership. The success of leaders going forward will be measured not only on effectiveness criteria, but increasingly on the ethics they display when exercising leadership," says Prof Pearse.

A focal area of his teaching and research is leadership development in South Africa, including how to develop responsible leaders who serve their employers.

To this end, Prof Pearse is a regular presenter of research papers at international conferences, and an active researcher in strategic and servant leadership.

Professor Matthew Lester
BCom CTA (Rhodes); HDipTax (Wits); CA (SA)

Professor Matthew Lester lectures primarily in the fields of taxation and financial management. He is widely acknowledged as one of the foremost tax experts in South Africa.

In July 2013 the Minister of Finance appointed Prof Lester to the Davis Tax Committee. The Committee, chaired by Judge Dennis Davis, is currently investigating various aspects of the South African Tax system pursuant to achieving the objectives of the National Development Plan.

Prof Lester is widely published in the mainstream media. His writing also appears on *www.criticalthought.co.za* - Rhodes Business School's thought leadership site on *Integrated Society, Engaged Business and Responsible Leadership*.

"As part of the way forward for education in South Africa, we are looking at developing digital educational offerings, including Apps," says Prof Lester.

"These will cover a range of subjects, including those in which many undergraduate students tend to struggle, notably Commercial Law and Environmental Law. These Apps would ideally be free to all students."

"Other Apps we would like to develop for companies include one on Integrated Financial Reporting. Directors of companies need to continuously educate and update themselves, and this will serve this function.

Prof Lester believes that in ten year's time education will predominantly be digital and book-less, with classes and lectures given on the internet; something he already does.

"Rhodes Business School, as an innovative leader, is constantly looking ahead to fill the great void in education and to grow Leadership for Sustainability in South Africa," he says.

Ms Leticia Greyling
MSc (RAU); MSc (UCT); MBA (Rhodes Business School)

Prior to joining Rhodes Business School Ms Leticia Greyling was National Environmental Manager within the Legal, Risk & Compliance Portfolio at Transnet National Ports Authority's head office.

Ms Greyling leads the efforts around sustainability integration within the school and coordinates the Sustainability Cluster of specialised subjects. These include Climate Change for Business, Environmental Economics, Sustainability Law, and Principles of Sustainability.

"Rhodes Business School is a member of the Globally Responsible Leadership Initiative (GRLI) (*www.grli.org*) - an international think and do tank between business schools and business that focuses on how to improve management education worldwide, and how to generate the next generation of responsible leaders," Ms Greyling explains.

"Rhodes Business School is also a member of the Principles for Responsible Management Education (PRME) initiative (*www.unprme.org*). Launched at the 2007 UN Global Compact Leaders Summit in Geneva, it is the first organised relationship between the United Nations and business schools. The mission of PRME is to inspire and champion responsible management education, research and thought leadership globally.

Rhodes Business School participated in the development of local content for the international Sustainability Literacy Test (*www.sustainabilitytest.org*). The school then facilitated the adoption of this test for Rhodes University as a whole (the first in South Africa), and the business school's students were the first to undertake the test in the country. This is being rolled out across the university and the country."

"All these sustainability-related efforts and initiatives speak directly to our passion and commitment for teaching, learning, research and engagement around our 4E-principles," says Ms Greyling.

Mr Kevin Rafferty
BSc (Wits); MBA (Rhodes Business School)

Mr Kevin Rafferty's teaching focus is Leadership and Knowledge Management. Previously he spent seven years lecturing in the Department of Information Systems at Rhodes.

Mr Rafferty facilitates numerous workshops and executive short courses on leadership development for the School's business partners and is currently partnering with Daimler South East Asia to facilitate their SCORE Leadership programme for their Level 5 managers. He leads workshops in India, Singapore, Malaysia, Vietnam, Thailand and Australia.

"We specialise in a range of custom-designed management programmes for different industries, and we have longstanding relationships with several companies," says Mr Rafferty.

"We develop and teach management programmes for their teams at all levels. It is these hands-on programmes that keep us plugged into industry's needs and at the same time they plug into our Leadership for Sustainability *culture. As a teacher it's very satisfying when you experience people shifting in their thinking."*

Mr Jos Welman
M Com (PU for CHE)

Mr Jos Welman is the Post Graduate Diploma in Enterprise Management (PDEM) coordinator.

Areas of interest are Strategic Management, Entrepreneurship and Financial Management. For 8 years prior to joining the Rhodes Business School he was Director of the Rhodes Centre for Entrepreneurship.

"I think the 4E approach is a brilliant model of new thinking and we integrate it into all our subjects in the PDEM, which is an NQF Level 8 qualification - the equivalent of an Honours Degree. A number of our students have gone on to do their MBAs," says Mr Welman.

"Rhodes Business School teaches students about being caring citizens, and we live what we teach. We go beyond campus and run 'Think Like An Entrepreneur' small business entrepreneurial skills workshops in a community centre in Grahamstown East. The so-called 'unbankable people' - people who cannot get loans from banks - attend these workshops - and we guide them in starting up businesses."

Rhodes Business School Support Staff

Office Manager

Ms Nicole Craig is the Office Manager at Rhodes Business School.

Finance and Administrative Officer

Mr Lindile Mata is responsible for the financial administrative processes and assists with academic administration.

Administrative Assistant

Ms Aviwe Petsha assists with the administration of all MBA modules and short courses. She is the website manager and front-of-house in the Administration office.

07

Students and Graduates of Rhodes Business School

Rhodes Business School is proud of the demographics and diversity of its students and graduates, the majority being black and women students, with women comprising 41% of the student population.

This is in line with Rhodes University's emphasis on growing the skills of all South Africans and on growing the next generation of black and women postgraduates and academics at Rhodes and for South Africa.

There is high diversity in the MBA student profile at Rhodes Business School - in career, nationality, origin and culture. Students include medical doctors, lawyers, pharmacists, engineers, managers and administrators from the public sector, entrepreneurs.

The South African students are from across the socio-economic spectrum, while the international students are from a growing number of countries in Africa and the rest of the world.

Rhodes Business School will increasingly be targeting students from BRICS countries who wish to attend a leading, English-speaking business school with a strong scholarly foundation in the Southern Hemisphere.

MBA Graduates

DR CHUKA ONAGA

A wow factor that has nothing to do with hugging trees

"When I started my MBA at Rhodes Business School, I dismissed the whole concept of sustainability as hugging trees. I came to realise that sustainability determines not only the profitability but also the survival of your business," says Dr Chuka Onaga who completed his MBA in 2.5 years while working full-time as a medical doctor and as the Acting Chief Medical Offer, followed by Head of Clinical Management at Settler's Hospital, a public private hospital in Grahamstown.

He graduated with distinction in 2015.

Having qualified as a medical doctor at the University of Nigeria in 2003 he moved to South Africa on the recommendation of a fellow Nigerian doctor who was working here.

Good opportunities in the public health system

He described South Africa as a beautiful country with wonderful people and good opportunities in the public health system.

"I came here in 2006, first working at a hospital in Mount Frere in the Eastern Cape and then transferring to Settler's Hospital in Grahamstown in order to enroll for my MBA at Rhodes Business School, which I started in 2012. I am interested in public health and wanted to do a formal degree in management to increase my knowledge base and my financial and management skills," says Dr Onaga who chose Rhodes Business School because of its modular MBA.

"It accommodated my heavy work schedule and I could apply what I was learning in my workplace," he explains.

"The Rhodes Business School MBA met all my expectations in many different ways. It significantly enhanced my performance management, marketing and financial skills, it helped me to become a better person in terms of developing my people skills, it enhanced my belief in my ability, and it opened my mind to sustainable, integrated management."

Staff sustainability

"The Bible talks about talents in a monetary sense, but I have learnt that our employees are our talents. In line with staff sustainability, I have introduced staff recruitment, retention, motivation and talent management initiatives at the hospital.

When I took over took over the Clinical services of Settler's Hospital in Grahamstown in August 2013 as Acting Chief Medical Officer, the hospital was seeking to fill several vacancies for doctors.

We managed to fill those posts in a relatively short period and I attribute this to my MBA from Rhodes Business School. It empowered me to market the institution, attract additional good staff and to deeply understand what it means to lead," says Dr Onaga who was appointed as the Head Clinical Manager at Settler's Hospital on the 1st February 2014. "For me the whole MBA was a wow factor."

In the classroom you are all just students learning together

MS LEONIE RICHTER

Working full-time as a CEO, giving birth to twins and excelling at her MBA

"I started my MBA at Rhodes Business School in 2010 after I had already been working for five years. This was particularly advantageous for me as I could directly apply what we were learning," says Ms Leonie Richter who has an Honours Degree in Actuarial Science from the University of the Free State.

She is the Chief Executive Officer (CEO) of TMS Research, a market research and consultancy firm within the national Genex Group. She heads up the Queenstown office in the Eastern Cape, which she opened as she wanted to live in her hometown.

Not a city girl

"I'm not a city girl, I'm a home girl. The wonderful thing about business to day is that with the right skills you can pretty much base yourself anywhere."

Ms Richter chose to do her MBA at Rhodes because she needed to attend a business school that has Council on Higher Education (CHE) Accreditation and that is situated in her home province.

"The block MBA also appealed to me as I needed to continue running my business in Queenstown, and I was recently married."

I gave birth to twins in my final year

Most people say that you shouldn't get married or have kids while doing your MBA. She did both, and gave birth to twins in her final year.

"They say things work out as they are supposed to, and I suppose they did, because we employed someone to help me with the babies and I was able to complete my MBA while on maternity leave," says Ms Richter who graduated with distinction in 2013. At the time she was the Chief Operating Officer of TMS Research, and has since become the CEO. Her MBA greatly assisted her in making this move.

The great leveler

Ms Richter says she enjoyed the "great leveler" aspect of the MBA: "We had all sorts of interesting people in our class, including the President of Siemens Afghanistan. The wonderful thing about the MBA is that no matter who you are in the world, in the classroom you are all just students learning together."

Brilliant lectures

"In addition to the full-time lecturers, we had lectures from business leaders like Professor Reuel Khoza. They made the classes fun and drove home the subjects in a memorable way."

Regarding her time in Grahamstown where MBA students stay during their block visits, she says: "I had always imagined it was a stuffy old town, but I was pleasantly surprised. I loved it - it's easy to get around, there are plenty of accommodation options and because the town is small, our class members got to know each other after hours at legendary Grahamstown haunts like the *Rat and Parrot*."

An imperative, not an option

Looking back on her MBA, Ms Richter says it opened her eyes to sustainability: "It is glossed over by many businesses but I think Rhodes Business School is visionary in this regard. In the near future, sustainability and integrated business processes are going to become an imperative, not an option."

Life is about so much more

MS TARA MIDGLEY

In 2009 Ms Tara Midgley graduated with an MSc in Marine Biology from the Department of Zoology and Entomology at Rhodes University. In 2010 she enrolled for her MBA with Rhodes Business School, and graduated in 2013.

"There weren't the kind of jobs in my field that I wanted to pursue when I completed my MSc, so when a position in academic publishing fell into my lap at a company in Grahamstown called NISC, I took it," explains Ms Midgley.

"I thought it would be a stopgap but I found that I really enjoyed it and was soon promoted to a management position. That's when I decided to do my MBA so that I could better understand budgets and acquire the necessary business skills."

She needed to be in Grahamstown at the time as her husband, Dr John Midgley, was busy completing his PhD. As things turned out, they were both offered positions in Grahamstown. Dr Midgley is now the curator of the Department of Arachnology and Entomology at the Albany Museum in Grahamstown. They have chosen to settle here and start a family.

Surprises and strategic decisions

Life is a combination of surprises and strategic decisions, and Ms Midgley says this definitively describes her MBA.

"It was a complete eye-opener, I really enjoyed acquiring business skills, and I was pleasantly surprised that it was completely in line with my approach to the world as someone with an ecological sciences background," she says.

"The sustainability focus of Rhodes Business School is extremely important because if we don't look at business as integral to the broader environment, we are facing disaster. Business and life is about so much more than how to make a whole lot of money."

Africa needs to catch up on sustainability

MR TEBOGO LETSITSI

Mr Tebogo Letsitsi is an MBA and PDEM graduate of Rhodes Business School. He also has a BSc from Rhodes University. Today, he is the Primary Care Product Manager at Dr Reddy's Laboratories, a leading pharma company based in Sandton.

"I did my PDEM in 1996, the year after I completed my BSc at Rhodes where I secured a bursary to study. I then worked for 14 years before doing my MBA at Rhodes Business School," says Mr Letsitsi who has always regarded himself as "an entrepreneur at heart".

Fell in love with marketing and strategic management

"That is why I did the PDEM, and that is where I fell in love with marketing and strategic management, largely influenced by Professor Gavin Staude," he explains.

"What really appeals to me about this is the ability to influence people's choices in ways that allow you use to use your creativity. It also revealed to me that it is possible to actively pursue entrepreneurial goals within the corporate environment."

His first position was with Charter Life in his home city of Johannesburg, followed by a handful of other marketing positions, including five years with Aspen, the largest pharmaceutical manufacturer in southern Africa. From here he joined Dr Reddy's in 2012.

Sustainability is core

"Sustainability is core to our business practice - from the work-home life balance we promote to our maternity leave policies to our production centre in India, which is working towards a zero carbon emission rating," he explains.

"As a nature lover it is extremely important to me that we focus on sustainable processes, particularly in the pharmaceutical industry, which has a significant impact on the environment. The fact that Rhodes Business School's motto is *Leadership for Sustainability* is why I chose to do my MBA here."

"Sustainability is taken extremely seriously by the business world in Europe and other parts of the world, while Africa is lagging in this. We need to start catching up fast, business by business, and I am making sure I play my part in this."

Keep on learning through life

MR GARETH DAVIES

"You get to the stage in your career where you need to compete for senior positions for which most people have a Master's degree," says Mr Gareth Davies who has a BCom degree from Rhodes University and who graduated with distinction *in 2004 from Rhodes Business School's first MBA class of 25 students.*

Today he is the Regional Head, Gauteng East, FNB Business, managing the full spectrum of business - from start-ups to companies with a turnover of R6billion.

"A good MBA definitely gives you more confidence and credibility, and while the sustainability focus wasn't a strong focus for me before I did my MBA, it opened my eyes as to how important it is to understand the impact of business on communities and the environment while driving the bottom line."

The exposure to new knowledge was a highlight of the degree for Mr Davies:

"It reminded me how important it is to keep on learning throughout life," he says. "I first learnt this from a boss who enrolled for a BA in Psychology at the age of 60. I started my MBA a bit earlier, at the age of 41, and while I would say it is probably preferable to do your MBA in your thirties, a far more important factor than age is to make sure that you enroll for the MBA when you have several years of management experience behind you. This way you can really participate in the class and grow as an individual."

Keeping everyone connected

MR SANJAY RAJA

"My MBA from Rhodes Business School has a special place in my life. I always wanted to do graduate studies and I now enjoy the satisfaction of having accomplished this," says Mr Sanjay Raja, founder and Managing Director of Zanlink, the leading internet service provider in Zanzibar on the east coast of Africa, where he is based.

Rhodes University was his first experience of tertiary education, as he did not have the opportunity to study for an undergraduate degree. Instead, he attained distance-learning diplomas, which, together with his business experience, qualified him to enroll for the MBA in which he excelled. He was the top student in his class, graduating with distinction in 2012.

"I want to emphasise that what I achieved is testimony to the quality of Rhodes Business School. I am also very proud that AMBA has accredited the MBA programme, but at the same time I was not surprised, as the efforts and ambitions of Professor Owen Skae and his team were destined to take the business school to even greater heights."

My achievement is also my wife's achievement

"I want to add that my achievement of the MBA is also my wife Mansi's achievement as she helped me to achieve this through her incredible support. She made my dream her dream and I am so grateful to her."

"I cannot take off lengthy periods of time from my work, but the short visits to attend classes in Grahamstown, which I loved, were achievable and invaluable," he says.

"I immediately started raising awareness amongst my team members about the need for sustainability in all its forms in our business and daily lives. An initiative that I introduced straightaway was the transition to a paperless office," he explains.

Reducing waste and enhancing efficiency

To reduce waste and enhance efficiency, Zanlink developed a Management Information System (MIS) to record and retrieve information faster, saving time, effort and cost. "It has reduced our fuel consumption by 30%, as the MIS has a module that allows us to resolve most of our clients' internet problems remotely now," Mr Raja explains.

Another sustainability initiative they are rolling out is a fibre optic network in Zanzibar, which is based on GPON 'green technology', which reduces power usage.

"These and other initiatives we have implemented have helped Zanlink to become a leaner, more efficient, more sustainable operation," adds Mr Raja who strongly believes that the internet is both the product of globalisation and a catalyst for globalization:

"Internet technology has made it possible for businesses to expand beyond their borders and develop various business opportunities without necessarily having a physical presence in other countries."

Business leadership in Afghanistan

MR RAAZ HASSAN

"Graduating with my MBA from Rhodes Business School was one of the defining moments in my life," says the President of Siemens Afghanistan, Mr Raaz Hassan, who graduated with distinction in 2015.

He chose Rhodes Business School because of its focus on ethics and sustainability. He also wanted to study in South Africa as he greatly admired Nelson Mandela.

"Rhodes University's motto *vis, virtus, veritas* (strength, courage, truth) appealed to me, as I strongly believe that knowledge empowers us with the strength and courage to speak the truth," says Mr Hassan.

He says that what greatly saddens him is that a whole generation of Afghans have missed out on a quality education as a result of the country having been at war for 30 years.

Civil war took everything

"War took everything from us, our academic institutions, our businesses, our infrastructure and our people - millions of Afghans, including my family, fled into exile," explains Mr Hassan.

"It was a very hard existence in the refugee camps but my parents still insisted that my siblings and I studied and attended school, for which I am eternally grateful. This, and their love, kept us going and kept us together."

Returning to Kabul

With the establishment of a democratic government in Afghanistan in late 2001, many of those in exile started returning home, including Mr Hassan who returned to Kabul in 2002.

In 2003 he joined Siemens, which had just resumed its business operations in Afghanistan after a hiatus from 1977 to 2003.

At the age of 29 he became President

Proving himself to be an outstanding young businessperson with entrepreneurial flair, he was put in charge of rolling out new business. Within three years he was promoted to Vice-President of Siemens, Afghanistan, and in late 2009, at the age of 29, he was chosen to lead the organisation.

"I'm young to be president but I think that having grown up in exile, I'm twice my chronological age, and very accustomed to business and hard work."

His work with Siemens has taken him to every part of Afghanistan.

"I thoroughly enjoyed setting up the GSM network - making communication affordable to everyone has been liberating for my people," he says.

Sustainable salaries

Siemens sponsored his MBA and he leads by example from a base of ethics and sustainability. As part of this, he believes in sustainable salaries:

"In my position this means a package that is good enough for me to support my family, but not to get super rich on it. I believe in living simply. It gives me pleasure to remain accessible to my fellow staff members and to be part of the same community. My benchmark is to be able to live a life that I could carry on living even if I was not the President of the company."

Youth empowerment and leadership

MR CRAIG ANDREW

Rhodes MBA graduate Mr Craig Andrew is a Lieutenant of the Victorian Order (LVO). This is a gift of the Queen of England to those who have notably assisted the royal family.

Mr Andrew's award is for the work he did with Prince Philip and Prince Edward in his position as Executive Director of Development Internationally for an international youth empowerment initiative called The Duke of Edinburgh's Award. In South Africa it is called The President's Award, named after President Nelson Mandela.

"While I was doing my MBA through Rhodes Business School, and almost certainly because I was pursuing my MBA (he graduated in 2003), I was promoted from Regional Director, Africa, to Executive Director of Development Internationally. This meant moving to London for seven years," he explains.

Significant projects in Africa

During this time Mr Andrew grew the initiative's fund from £1.5million to £4million and from 82 countries to 137 countries. This included significant projects in Africa with disadvantaged children between the ages of 15 and 25.

"It's an outstanding programme where disadvantaged children work towards achieving The President's Award through a range of sporting, skills development and expedition challenges," says Mr Andrew. "It's a notable accolade to have The Presiden's Award on their CVs, and it invariably gives these young people an advantage in job interviews."

Today, Mr Andrew is the Director of Development at Kingswood College, a co-education private school in Grahamstown, which currently has 760 learners from pre-primary to the post-matric bridging year.

He is heading up the 5-year programme leading up the college's 125th anniversary celebration, by which time they aim to raise R125million to secure the financial sustainability of the college. This includes a pupil enrichment fund for bursaries, scholarships and community engagement programmes.

I am very much an African

Mr Andrew explains his decision to return to South Africa to take up this post:

"Grahamstown and Rhodes University are a huge part of me. I did my undergraduate degree here, and ultimately my MBA, which equipped me with the confidence to step back, develop a strategic bird's eye view, and apply the knowledge that I gained."

He says that until he did his MBA he had not realised how many different types of leaders and leadership styles there are to drive organisations forward.

Hope and belief in the youth

Mr Andrew has particular hope and belief in the youth, and he regards the youth in South Africa as highly entrepreneurial in their thinking and able to work in a positive, proactive way.

PhD Graduate

DR MACDONALD KANYANGALE

Personalised supervision

"In 2008 I arrived at Rhodes from Malawi to do my PhD. I was fortunate to be awarded a Kellogg Foundation scholarship and I chose Rhodes because it has a very good reputation for research outputs and academic teaching standards," Dr MacDonald Kanyangale explains.

"From the outset I had a good experience. On arrival, my supervisor, Professor Noel Pearse, was there to welcome me and show me around. The beauty of studying at a small university is the personalised supervision and good relationships you develop with your supervisor and all the staff members in the School."

SME business leaders

"I did my PhD on how SME business leaders strategise and survive in favourable and unfavourable economic times," says Dr Kanyangale who, on graduating, was offered a lectureship at Rhodes Business School, where he took up his post as a senior lecturer from 2011 to 2015.

Dr Kanyangale is a Chartered Marketer and member of the Chartered Institute of Marketing of the United Kingdom.

"How you manage your activities, your people, your costs; how and where you source the inputs for your business – these are all crucial issues today – and the Rhodes MBA stands out as a postgraduate degree that embraces these issues and nurtures the types of managers we need," he says.

"It's a major shift because when everything you are doing is viewed from a sustainability point of view, then everything must change; not just the outer layers of the business, the whole business. This shift in thinking makes huge sense for the wellbeing of people, profit and the planet. It should be second nature to us; it should be like breathing fresh air."

Current Candidates

MR MARK BEDSER

MBA Graduate and
PhD Candidate

Servant leadership is sustainable leadership

"Rhodes Business School's 15th anniversary year is my first year as President of the Rhodes Business School Alumni Association. My goal is to upscale the engagement between Rhodes Business School and its alumni," says Mark Bedser, National Self Service Channel Manager at Eskom who graduated with his MBA in 2013.

"I want to grow the networked family of Rhodes graduates who contribute to the mentorship of current students and the development of the curriculum. It is, after all, our school, and we all need to be part of its continued success going forward."

Servant leadership

Mr Bedser is currently pursuing a PhD through Rhodes Business School on 'Servant Leadership and its relationship with the Quality of Worklife'.

The ethos of this approach is to lead with the heart of a servant by serving others from a place of informed, humble and authentic behavior.

Bedser argues that Servant Leadership promotes positive perceptions of the quality of work life experienced by employees, which in turn leads to sustainable, positive consequences for the organisation.

"Humility is a huge indicator of leadership," he says, adding that his MBA and PhD supervisor, Professor Noel Pearse, is the embodiment of this. "He is a highly accomplished, exacting scholar with a wealth of knowledge in sustainable leadership and change management, and at the same time he remains extremely humble. I greatly admire this."

A driving force

Leadership for Sustainability could not be a more appropriate driving force for Mr Bedser in his position at Eskom. His team manages the self-service, customer and digital channels; hence they are the 'front office' of the company and at the frontline of crisis management when the generating fleet cannot meet the demand.

"My MBA and thesis on change management has helped me in so many ways to deal with the crisis, which has turned the energy industry on its head" he explains.

Embrace change management

"The organisation has to embrace change management at an unprecedented pace. The former bureaucratic, hierarchical organisation has to become an agile, adaptable organisation that is fast-tracking a range of energy production players, including renewable energy and independent power producers."

He adds that there are many good, talented people at Eskom who are working extremely hard to turn things around. "It is a turning point that has forced Eskom and South Africa to squarely face the reality of what leadership for sustainability is all about."

People are paramount

MS NOSIPHO SIWISA-DAMASANE

MBA Student

Demonstrating leadership by ensuring that people issues are strategically and effectively managed; being an employer of choice; driving diversity and transformation in the workplace ... these are some of the qualities for which the CEO of Richards Bay Coal Terminal (RBCT), Ms Nosipho Siwisa-Damasane, was awarded the Institute of People Management's CEO of the Year Award in 2014.

She is currently studying for her MBA through Rhodes Business School at the same time as she heads up RBCT - one of the leading export coal terminals in the world. It's a 24-hour operation with a design capacity of 91million tons per annum of coal for export per annum, and the potential to increase to 110 million tons per annum.

She leads a team of 530 full-time employees and 530 full-time contractors in this highly mechanised global entity.

The key pillars of sustainability

"In the coal logistics business it goes without saying that we need to be highly conscious of one of the key pillars of sustainability - the environment. At RBCT we are continuously working on reducing our carbon footprint and environmental impact, as well as complying with environmental legislation," Ms Siwisa-Damasane explains.

Another key pillar that is of paramount importance to her is "the wellbeing of our people who create the efficiencies and positive numbers, be it key performance indicators or profits."

HR support is part of a CEO's portfolio

She is proactive about talent and management development from within: "I believe in promoting people from within and making sure the issues they face are not simply an HR support function. In my view this is very much part of a CEO's portfolio because it is critical to the success, morale and future of the organisation."

In her business she has to be two decades ahead of the game in terms of capacity planning as RBCT's expansion and port plans project 50 years ahead.

Speaking of timelines, Ms Siwisa-Damasane takes the opportunity to congratulate Rhodes Business School on achieving AMBA accreditation for its MBA programme in its 15th anniversary year.

"It's a great achievement and the networking opportunities that come with being part of both Rhodes Business School and AMBA are invaluable," she says. "In my own career, I have been mentored and influenced by a lot of people who I have met through my studies, my travels and in the work places I have served."

She recognises talent

Her influence, in turn, has already extended to her MBA classmates where she recognises talent. For example, she offered an accelerated MBA student the opportunity to work at RBCT and introduced him to her network, which led to a job offer with Anglo American.

"We need to share opportunities, especially with the youth, for the development of talent in our country," says Ms Siwisa-Damasane. "We need to help them develop and rise to the challenges of being in business today."

PDEM Graduates

MR JUSTIN NURSE

Believing I could be an entrepreneur

"The long and the short of it is that I did the PDEM in 2000 because I was looking for an excuse to stay on at Rhodes University where I did a BA in Journalism and Politics," says satirist Mr Justin Nurse, founder and head of *Laugh it Off*.

Laugh it Off *is a satirical merchandise company he started 15 years ago as a student, which has grown into a thriving Cape Town-based business with its own printing facilities and a staff of 20. The company does brand consulting and supplies a range of retail stores throughout South Africa.*

Mr Nurse first made headlines in 2005 when he won a court battle against South African Breweries after they objected to him printing the words *Black Labour, White Guilt* using the Black Label logo on a t-shirt sold by his company.

Rhodes years were the best

"My Rhodes years were the best, and I wanted to extend my time there so I thought I'd acquire some business acumen through the PDEM and at the same time sell more *Laugh it Off* t-shirts and organise more sponsored student parties, which were doing well for me financially."

Mr Nurse's entrepreneurial imperative grew out of the need to cover his studies, and he says the PDEM course helped him to develop his business.

Reaping the harvest

"The whole idea of a 5-year business plan for entrepreneurial start-ups gave me a firm grasp of the process and what to expect at each stage - from initially losing money to breaking even to reaping the harvest in year 5 and then re-planting again," Mr Nurse explains.

He adds that PDEM coordinator, Mr Jos Welman, had a significant impact on him: "He played a major role in fostering my belief in myself as an entrepreneur."

Doing exactly what she wants to do

MS BRIDGIT EVANS

"When I did my PDEM I knew I wanted to make myself more marketable and I had a strong interest in the development field but I wasn't clear about what I wanted to do," says Ms Bridgit Evans who completed her PDEM in 1996, a year after graduating with a BA in Psychology from Rhodes University.

Today, she is the CEO of the SAB Foundation, and doing exactly what she wants to do - helping disadvantaged communities and new entrepreneurs get a foothold in the economy.

A different side of my brain

"What I really enjoyed about the PDEM is that I started using a totally different side of my brain to my psychology studies," she says.

"As part of PDEM course you start up your own business and our group started a second hand clothing business called *Impahla Zabantu*, meaning 'clothing for the people'. It ran at a hopeless loss mostly but we met some incredible people in the process, as we were based at the taxi rank, alongside other micro-entrepreneurs who were selling everything from chicken innards to wine for R1 a cup."

Ms Evans says the *Impahla Zabantu* group has stayed in contact and had a reunion in 2013, after 14 years.

"One of the members read out our final report about our clothes-selling venture. By the end of the year our profit was R100 each and enough money for a party, but it gave us a good primary grounding into the practical issues and pitfalls of being an entrepreneur."

A critical solution to the problem of poverty

Entrepreneurialism, Ms Evans adds, "together with education, has increasingly become a critical solution to the problem of poverty".

Over the past decade she has worked with a range of NGOs, social entrepreneurs and social innovators, as well as in Corporate Social Investment.

"I have had huge exposure to what is happening in development locally and internationally, and entrepreneurship is what interests me most. For many people it's the difference between being able to feed their families and send their children to school, or not."

Creative about their lives

Entrepreneurship, she adds, encourages people to be creative about their lives and to come up with ways of making money instead of waiting for something to happen to them.

"There are so many wonderful stories, such as a life insurance company that offers life cover to people who are HIV positive. People on this insurance have to collect their ARVs every month and have their CD counts taken every four months.

"We need to see many more entrepreneurs finding the niche markets and making a difference to their own and other people's lives."

An absolute inflection point

MS CATHERINE TOWNSHEND

"I'm a big advocate of the PDEM. It was an absolute inflection point for me and I gained much-needed skills to make a successful transition into a corporate finance career," says Ms Catherine Townshend, CEO of Endeavor South Africa.

After graduating with her BSc in Sports Science and Industrial Psychology at Rhodes in 1997, Ms Catherine Townshend was toying with doing her Honours in Industrial Psychology. "But something was gnawing at me to pursue a business qualification and I decided on the PDEM," she explains.

Boutique investment company

"I wasn't an MBA or a CA but I was fortunate to be made a job offer in Joburg by Mr Mike Bolton, a commercial attorney who had started a boutique investment company called Mike Bolton & Associates, which later became the Chartwell Capital Group. Mike was an unbelievable mentor to me and he taught me how to be an investment banker," she continues.

After five years with Chartwell Capital she moved to Sasfin Bank's corporate finance team to test her metal in a traditional firm and listed company.

From here she started entertaining the idea of starting her own business. "I'm really interested in understanding the drivers of business and I get a thrill out of engaging with people," Ms Townshend explains.

New direction fulfilled

Her new direction was fulfilled when she was introduced to Endeavor, a not-for-profit environment led on a pro bono basis by many of the top business people in the world who help successful new entrepreneurs get to the next level.

She joined Endeavor South Africa and was subsequently appointed CEO in 2012.

Scale up entrepreneurial businesses

"We are sector agnostic and we work with entrepreneurs who have already achieved a minimum turnover of R15million per year. Through the partnership, businesses that were employing 50 to 100 people, scale up to employ 100 to 500 people or more," says Ms Townshend, adding that 14% of scale-ups in South Africa produce 24% of jobs in South Africa.

"The more effort we put into scale-ups the more jobs we create. And the beauty of those jobs is that if the company is well run, those jobs are sustainable and lead to more jobs," says Ms Townshend who has been appointed to the Kauffman Fellowship that focuses on capital creation in growth markets, and is the first South African to be asked to join the 35 Kauffman fellows worldwide.

"Part of my vision for Rhodes Business School is that it produces leaders who will have a remarkable impact in building organisations with a strong social conscience. Leaders who will embrace ethical considerations in every decision they make. The stewardship of the future lies with them, and as custodians of this value system, they will need to set the standard and demonstrate the desired behaviour."

Ms Imogen Mkhize, Chairperson, Rhodes Business School Board of Advisors

PDEM Graduates

MS CHRISTINE KARIUKI

Widening your options

"Before doing my PDEM my intention was to pursue a career in international relations and international affairs. But now I feel my career options are so much wider, that I am far more marketable and that I should rather pursue a career in the commercial field," says Ms Christine Kariuki from Nairobi, Kenya, who graduated with a BSc from the University of Cape Town in 2013 and enrolled for her PDEM at Rhodes Business School in 2014.

She found the PDEM course on Rhodes Business School's website, applied, was accepted and moved to Grahamstown.

A big move

"It was a big move for me to come here knowing no one," she explains.

"Outside of Nairobi, Cape Town is my second home, but I made some good friends in my PDEM class. I was also a member of the East African Society at Rhodes and a global non-profit organisation called *Enactus Rhodes*, which is all about community engagement. One of our projects, for example, helped to establish a community food garden in a local township."

Regarding the PDEM, she says: "The diversity of the courses offered appealed to me and it was so beneficial to put the theory we learned into practice through the micro enterprises we conceived and ran during the course."

Creative Enterprise

"Our group launched a business called *Creative Enterprise*, which included a cleaning service for students living off campus, and a customised t-shirt and tie business for student and academic bodies and societies."

"Both performed well and the exercise taught me to work in a group of diverse people. It gave me the impetus to start my own business in the future; I'd like to have a management consulting business."

Looking for something bigger

MS LYNETT MUVEMBI

"I'm a born accountant but I was looking for something bigger where I could apply myself to business in a whole lot of ways. This is what I found in the PDEM," says Ms Lynett Muvembi who graduated with a BCom in Accounting from the University of Fort Hare.

Originally from Chinhoyi in Zimbabwe, she says the skills taught on the PDEM programme are sorely needed in her home country.

How much there is to learn

"People need the skills and knowledge to start up and run a successful business. Entrepreneurs and small businesses are essential for all economies to thrive, and on this course you start appreciating how much there is to learn about enterprise management."

Ms Muvembi is from a family whose motto is 'Education is Empowerment'.

"My Mom, Loveness Muvembi, who is a nurse in Zimbabwe, believes that the more you study the more intellectual you become; and the more intellectual you become the more your thinking capacity changes and the wiser you become in decision-making," she explains.

Hard work is part of sustainability

"Both my Mom and my Dad, Cornelius Muvembi, who is a manager at a cotton production company in Zimbabwe, believe in hard work, and this has rubbed off on me."

"Hard work is part of sustainability," she continues. "It's about constantly working at improving employee wellbeing, reducing your negative environmental impact and increasing your productivity and profit."

Certificate Programmes

Rhodes Business School offers a range of custom-designed executive short courses for the public and private sector.

One of these is the Certificate in Sustainable Business Analysis, which is addressing critical graduate employment and skills needs in South Africa. The following feature published in the national media in South Africa, says it all:

100% hired
Rhodes Business School addresses critical skills shortage in South Africa

"Much needed and critical skills in South Africa are being addressed through Rhodes Business School's Certificate in Sustainable Business Analysis. Selecting its intake from talented, historically disadvantaged South African graduates, this programme produces exactly the kind of high-quality Business Analysts that Standard Bank and industry urgently requires."

These are the words of Standard Bank CEO, Sim Tshabalala, following the announcement at the end of July 2014 that Standard Bank hired all 28 graduates from the 2013/14 SAP Banking Specialist Learnership.

The learnership is part of the six-month Business Analysis programme offered by Rhodes Business School. The programme was launched in 2012 and this is the second intake of graduates on the programme, from which Standard Bank has hired 100%.

400 graduates trained and employed

The programme has, to date, trained approximately 400 Business Analysts in South Africa, who have taken up a range of specialist

Mr Sim Tshabalala

CEO, Standard Bank

Mr Olwethu Mtirara

Business Analyst, Standard Bank

posts in banking and business throughout the country.

"Historically, South Africa has relied heavily on foreign nationals to fulfill this vital role. Business Analysts play an instrumental part in defining the 'blueprints' for our future operations, identifying business improvements as well as supporting IT initiatives," says Tshabalala, a Rhodes BA LLB graduate with an LLM from the University of Notre Dame.

"Partnering with Rhodes Business School academics has proven to be a true win-win situation and we have already made significant inroads into addressing the local business analysis skills shortage. This programme is one of the most compelling reasons why I'm proud to be an Old Rhodian."

Developing skilled graduates and addressing unemployment

Rhodes Business School, with its focus on *'leadership for sustainability'*, is highly conscious of its role in South African society and its role as a bridge from academia to the business community.

"We conceived this programme in partnership with business to achieve two key objectives: to develop graduates in much needed skills areas and to address the major unemployment problem in South Africa," says Professor Owen Skae, Director of the Rhodes Business School.

"Our focus at Rhodes Business School is *'Leadership for Sustainability'* and the development of graduates to take their place in the economy is a very important part of this."

Business Analyst Olwethu Mtirara

Mr Mtirara grew up in Qunu in the Eastern Cape and has a BA in Business Management and Anthropology from the University of the Western Cape:

"God has blessed me in so many ways in my short career. One of these blessings is the Business Analysis course, which has given me a great opportunity at Standard Bank, one of the biggest banks on the continent, to further my skills and my knowledge as a fully-fledged Business Analyst."

"I love what I am doing and I would like to emhphasise that this course is doing a great deal to advance young black graduates in South Africa. Some day I would like to reciprocate and use my qualifications and experience to help other young, aspiring graduates to become Business Analysts."

Mr Cedric Tyler

Founder and CEO, Barifor

Rhodes Business School and Barifor

The Business Analysis Programme is a partnership between Rhodes Business School and Barifor, a business performance and consulting services company.

The founder and CEO of Barifor, Mr Cedric Tyler, a Rhodes BCom alumnus, and a Visiting Fellow at Rhodes Business School, jointly developed the programme with Professor Skae.

It is based on Mr Tyler's 'Business Genetics' approach, described in a book of that name which he co-authored with Stephen Baker whilst living and working in the United States. He returned to South Africa three years ago.

"It's all about developing convergent and integrated approaches to assist companies in understanding how they operate and how to implement broad-scale, improved performance across the business," Mr Cedric Tyler explains.

The 5 Ws Method

"Essentially what I've designed is a more complete, expanded approach to business processes, based on a thorough '5 Ws' investigation method that analyses what the bank or company requires: who does what, where, when and with which information."

He and Prof Skae matched this method to the escalating pool of unemployed graduates. They looked at the economic impact of South African banks hiring 300-400 foreign nationals per bank to do this work, and immediately recognised where they could make a difference.

"It was an innovative and exciting opportunity for us to take Cedric's work that has had a profound impact on business modeling and business processes in leading United States organisations, and jointly academise it for the South Africa context," explains Prof Skae.

"In this regard, I must also acknowledge the role of my colleagues in the University, Mrs Lydia Palmer, Dr Karen Bradshaw and Mr Chris Upfold who made significant contributions, two of whom are Rhodes Business School alumni."

Immediate appeal

The Business Analysis Programme immediately appealed to Standard Bank's head of Business Performance Improvement, Ian Weir, and Standard Bank's head of Business Design and Implementation for Core Banking in South Africa, Wally Fisher.

Standard Bank is currently migrating from the legacy system to SAP software in what is currently one of the largest banking SAP deployments in the world. It needs large number of astute business analysts to achieve this.

Mr Ian Weir

Head of Business Performance Improvement, Standard Bank

"Rhodes Business School offered exactly what we wanted and needed, and partnering on this programme has been one of the best decisions we have ever made," says Mr Wally Fisher.

The growth of the graduates

"The growth of the learners on the learnership is exceptional. In their first week they were insecure youngsters, full of worries and doubts. They have since matured into highly professional, fully-fledged Business Analysts and Standard Bankers. Not only has this supported a key business objective of ours, it has helped people grow and find good employment, which flows back to their families, communities and the greater South African context."

Mr Weir, a Rhodes University BCom LLB graduate with an MBA from Cranfield (UK) adds: "Countless tasks are executed by computer systems, staff and customers daily in banks. The challenge globally is around getting process right to ensure that customers consistently have a great experience despite the complexity of these tasks."

"Put this together in the context of a bank like Standard Bank, which processes 25%-30% of the money in the South African economy, and you begin to understand the key importance of the Business Analyst. This is the person who translates what business needs and a wants into a language that IT understands and can precisely implement," Mr Weir explains.

Save the banks tens of millions of rands

He adds that the Rhodes Business School is the first in South Africa to deploy "the kind of comprehensive business analysis methodology they require, that will save the bank tens of millions of rands."

Standard Bank is the first major supporter of the Rhodes programme. Deloitte South Africa also shared the vision and partnered with Rhodes Business School and the financial services Seta, FASSET, with the nationwide delivery of the programme in 2012, 2013 and 2015.

FASSET agreed to pay the learners' fees for the programme and to pay them a monthly stipend. Deloitte hosted the Rhodes Business School lecture sessions on their premises and located suitable host employers.

Prof Skae highlights the huge significance of the partnership in the rolling out of the programme: "The opportunity to work with Deloitte, Barifor and having FASSET as a funding partner, with the support of host

employers like Standard Bank, confirmed how we can combine forces to grow our South African talent. Each party brought something that each of us could not do alone, and the best part was that it worked."

Thousands applied for the FASSET programme

Each time a call was put out for graduates to apply for the programme, thousands applied but only 100 per year could be accommodated across the five centres - Johannesburg, Pretoria, Cape Town, Durban and Grahamstown.

The format was a combination of lectures during the first week of every month of the programme, followed by in-house learning at host companies, where each learner was matched with a mentor for the full six months. The programme sets out to ensure that learners master technical, logical and holistic thinking combined with the interpersonal and communication skills. These are skills that Business Analysts require.

The programme has substantially changed the lives for the better of all the learners who have completed the programme.

Other Clients and benefits

Rhodes Business School also successfully delivered the programme at First National Bank, training two cohorts of Business Analysts in 2012 and 2013 and at Standard Bank in 2013, 2014 and 2015.

"What was exciting about the First National Bank programme was that we were training their existing Business Analysts. What is exciting about the Standard Bank programme is that it shows the commitment of the bank to develop its own pipeline of talent. Their learners are trained on SAP and become competent banking professionals. This demonstrates the versatility of this programme," says Prof Skae. "Whether we are training novice or seasoned Business Analysts, they all confirm the value of our approach."

Certificate in Sustainable Business Analysis Graduates

MS BONOLO MOSADI

Ms Bonolo Mosadi grew up in Itsoseng near Mafikeng, North West Province, and has a BCom from Rhodes University.

"I'm a thinker and I tend to over-analyse everything, which is why I wanted to be a Business Analyst. I had already gained work experience in Business Analysis at the Department of Finance and at Absa when I was accepted on the Rhodes programme, which is brilliant."

"My host company was the Auditor General of South Africa where I had an outstanding mentor, Mr Merryck Webb, who is a senior business process engineer. He was so generous with his knowledge and his network, and he took me to senior stakeholder meetings so that I could gain experience at this level.

I'm now a Manager: Business Process Analyst at the Auditor General. I'm a single Mom to two beautiful children and I have my own home and car. I don't have any trouble balancing work and mothering, as I have wonderful help. Life feels great and I am so thankful to Rhodes University and Rhodes Business School. I will definitely be sending my children there."

MR TEBOGO RAMMUTLA

Mr Tebogo Rammutla grew up in Pretoria, Gauteng, and has a BA Business Studies Honours through the CTI Education Group and the University of Greenwich, UK.

"The work placement aspect of the course is critical. When I was placed with Standard Bank I didn't know how process driven the business environment is, and I gained invaluable exposure to the corporate environment. As a result of this course I'm now in a career at which I excel."

"I've progressed from being a Process Mapper to a Process Engineer in the Business Performance Improvement Division at Standard Bank where I get to be involved in the end-to-end business improvement processes in South Africa and other African countries.

While the hours are certainly long and it is demanding work, I get a great deal of satisfaction from what I do. At the age of 26 I work between three countries and I have bought my own home. It's a big responsibility but I would not have it any other way."

MR FHATUWANI NETSHIFHEFHE

Mr Fhatuwani Netshifhefhe grew up in Venda and has a National Diploma in IT Business Informatics from Tshwane University of Technology.

"There is a massive difference between a trained Business Analyst graduate and someone who acquires this skill on the job. South Africa was short of about 10 000 Business Analysts when I was interviewed for this course in 2012, and accepted as part of a group of 35.

Every first week of the month we would go to Deloitte in Pretoria for lectures, and the rest of the month we would apply what we had learnt at our host companies - mine was Transunion."

"The '5 Ws' approach taught on the course is a unique methodology that allows you to thoroughly interrogate, understand and improve on business processes. This and all the other techniques and skills to which you are exposed on the course, definitely gives you the edge."

"During my course I also had a wonderful mentor, Mr Justin du Preez, at Transunion. He taught me that the differentiating factor for success is 'the passion in the person.

It's humbling to look back where I was as a young man trying to find a job where I could do in-service training, to where I am today. I'm now 25 and a Senior Business Analyst at the Department of Mineral Resources where I am helping to streamline and improve various business processes. I'm also studying further in IT Informatics at Tshwane University of Technology, as my goal is to be an Enterprise Architect."

08

The Future

"At Rhodes Business School we are achieving record graduation rates and a growing number of PhD graduates," says Prof Skae. "We are extremely proud of our evolution over the past 15 years and of the fact that we are equipping graduates to fulfill their destiny in business and society."

"Looking to the future, at Rhodes Business School we are encouraging businesses to invest in staff training and development, and to talk to us about how to embrace an integrated thinking approach. This is an inevitable requirement for a sustainable future and it is also part of the revised BBBEE guidelines requirement," says Prof Skae.

No extra cost to business

If properly structured, with tax input from Rhodes Business School's tax specialist, Prof Matthew Lester, training and employee skills development need not be an extra cost to business.

The overwhelming benefit is that with appropriately trained staff, businesses gain precisely the kind of knowledge and skills they need in order to move into a positive, profitable future.

MBA enrolment requirements from 2016

Effective from January 2016, all business schools will require students wishing to enroll for an MBA (NQF Level 9), to have a minimum qualification of an NQF Level 8 either an Honours degree or a four-year Bachelors degree or a Post Graduate Diploma.

Responding to this, Rhodes Business School is in the process of registering two additional courses, including:

- The Post Graduate Diploma in Business Analysis (PDBA); and
- The Post Graduate Diploma in Advancement and Resource Mobilisation (PDARM).

These will be available from January 2016 and will be offered on a part-time, modular basis.

Improving business processes

The Postgraduate Diploma in Business Analysis builds on the success of the Certificate Programme.

South Africa has a tremendous shortage of skills at all levels in both the private and public sector. This diploma contributes to the creation of a cohort of skilled graduates will significantly contribute to the professionalisation of business analysts in South Africa..

The Advancement and Resource Mobilisation diploma has been developed in partnership with Inyathelo to fund-raise and develop partnerships and resource mobilisation skills in higher education and civil society institutions. This is achieved through skills development and advancement training aimed at building and managing external relationships with key stakeholders in order to attract support.

"At Rhodes Business School we are keenly aware that if we do not have a strong civil society, we do not have a sustainable society. We are constantly pursuing the knowledge and experience required for this, and developing it into an exciting academic programme for professionals in the field of advancement," says Prof Skae.

Key issues facing South Africa and the world

As an institution that is responsive to the key issues facing South Africa, Rhodes Business School regularly holds workshops and discussions with input from invited specialists such as the Chairperson of the Davis Tax Committee, Judge Dennis Davis, and leading South African entrepreneur and philanthropist, Mr Herman Mashaba.

Topics range from how academic institutions can contribute to a democratic society to unlocking youth potential and developing the next generation of entrepreneurs.

"At Rhodes Business School we believe we have an important role to play in the sustainability of our country and the greater world we share. We do not see ourselves as an ivory tower institution; to the contrary we are directly engaged in skills development for the betterment of all communities and all businesses. Our emphasis in the world we inhabit, as stressed from the outset, is about *how* you make your money today."

The Rhodes Business School Graduate List

DEGREE OF DOCTOR OF PHILOSOPHY

2004

MASON, Roger. An investigation into how marketers cope with an environment of high complexity and turbulence, with special reference to the South African environment.

2012

KANYANGALE, MacDonald. Conveniencing the family in agri-based processing enterprise: A grounded theory study of strategic leaders' cultural assumptions and strategising activities.

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

2004

BOOI, Arthur. An empirical investigation of the extension of Service quality to measure internal service quality in a motor vehicle manufacturing setting.

DAVIES, Gareth. An empirical study of client satisfaction with service recovery within a South African banking institution.

DZENGWA, Simphiwe. An appraisal of the department of provincial and local government's management and coordination of donor assistance programs to local government in South Africa.

FABRICIUS, Karin. Trends and perceptions of sustainability reporting and corporate governance - a case study of Eskom.

GEYER, Karen. It was a brilliant time: An investigation into the experiences of the founder group of the Directorate of Special Operations.

MACCOLL, Barry. Importance-performance analysis as a strategic tool for engineering management: the case of service quality perceptions of electrical utility customers in South Africa.

MASHONGANYIKA, Oswald. The relationship between job satisfaction and absenteeism: A study of the shop floor workers in a motor manufacturing plant.

MONA, Nomkhita. An assessment of the capability of the Eastern Cape Tourism Board to cope with change.

NYOKA, Zanele. The impact of smart cards on the economic behaviour of South African rural pensioners.

PALMER, Lydia. An evaluation of "on-line" banking web sites in South Africa to determine essential design criteria.

VLOK, Daniel. An assessment of the knowledge processing environment in an organisation - a case study.

2005

ANDREW, Craig. Strategic leadership within the Duke of Edinburgh's International Award Association between 1988 and 2004.

FARREN, Sean. An evaluation of whether the management practices of four companies (representing the printing industry in Bulawayo, Zimbabwe) have affected their profitability and success in the period 2003 - 2004.

GIBSON-TESSENDORF, Jacoba. An exploration of the role of uniforms in embedding and transmitting organisational culture.

KNIPE, Andrew. The development of independent contractors within the Working for Water programme over a twenty four month period: a programme evaluation, Western Region, Eastern Cape.

LEFUTSO, David. A study of current and potential future commuter transportation requirements in Kagiso township.

MAKAPELA, Nobuntu. A critical evaluation of the preferential procurement strategy and enterprise development strategy of a major motor manufacturer in the Eastern Cape.

NAIDOO, Desalin. A critical investigation of plant organisation to improve the production process of Mercedes-Benz commercial vehicles in South Africa (January 2004 - September 2004).

SAMUEL, Glen. The relationship between leadership and intimal customer satisfaction

within a motor manufacturing company in Gauteng.

UPFOLD, Christopher. Dissertation: An investigation of information security in small and medium enterprises (SME's) in the Eastern Cape.

WHITTINGTON-JONES, Alexandra. The development and implementation of a performance management system: a case study.

2006

BENINGFIELD Perry. Leading strategic change. Driving the transformation the provision of legal services to the Eastern Cape provincial government.

FRANSE, Ricardo. The response of an original equipment manufacturer to the motor industry development programme: A case study.

MAY, Jonathan. An understanding of corporate social investment within the context of the Sappi Forest Products Division in South Africa.

MQUQU, Harvest. A survey of customer satisfaction expectations and perceptions as a measure of service quality in SANBS.

TABENI, Mvelo. The Impact of inbound logistics activities on the operational performance of the postal services organisation in South Africa.

WILLIAMS, Quinton. Implementing performance management at local government level in South Africa: A case study on the impact of organisational culture.

2007

FERREIRA, Adrian. An exploration of contextual implications of sustainable development and its prevailing applications for South African mining industries - the balanced bottom line.

L'ANGE Iain Norman. An evaluation of the ownership, value drivers and market response to selected Black Economic Empowerment deals in South Africa.

LONG, Allan. The relationship between individual needs and the choice of incentive schemes in the South African Breweries.

NGATIA, Samuel. The influence of Micro-Finance Institutions (MFis) on micro and small enterprises (MSEs) in Kenya.

NGWADLA, Xolisa. An evaluation of building sustainability considerations in South Africa - A case of the SAIAB building.

NOMPULA, Thami. An exploratory survey of the factors that influence the retention of knowledge workers at the National Energy Regulator of South Africa.

NYENGANE, Hutton. The relationship between leadership style and employee commitment: An exploratory study in an electricity utility of South Africa.

POTGIETER, Diane. Competitive strategies and entry strategies of low cost airline incumbent: 1Time airline.

RAFFERTY, Kevin. An investigation of the response of entities in the South African JSE ICT sector to environmental sustainability reporting.

VENTERS, Bruce. Opportunities for eco-efficiency at Summerpride Foods Ltd - a pineapple processing factory.

2008

BLESKE, Adrian. The antecedents of customer satisfaction in a financial institution: A qualitative study.

CORNELIUS, Andre. The value of the middleman in the supply chain of South African tyre production.

LUKE, Gary. An assessment of the service quality expectations and perceptions of the patients of Awali Hospital in the Kingdom of Bahrain.

MDLOKOVI, Lulama. An evaluation of the process and impact of outsourcing Information Technology (IT) services by Eastern Cape Treasury Department (ECTD) to the State Information Technology Agency (SITA).

MNIKI, Claribel. An analysis of the

implementation of sustainability principles in Buffalo City Municipality.

NGCELWANE, Mnikeli. A critical assessment of performance management within top management of Nelson Mandela Bay Municipality, and an approach of cascading performance management to all levels of staff

NYAMA, Cynthia. Investigating aspects of corporate citizenship on private game falls The case of Mtshelezi Game Reserve in Makana Municipality, Eastern Cape Province.

SCHEPERS, Deborah. An investigation into the effect of corporate philanthropy on staff wellbeing at a small company in the South African marketing industry.

STOLTZ, Tania. Action research on leadership style and relationships in an East London law firm.

WILSON, Craig. Barriers and drivers to the implementation of the "Clean Development Mechanism" within the Nelson Mandela Bay Municipality: A case study.

2009

FOURIE, Dawie. An examination of an incentive system to maximise performance in an automobile manufacturing environment.

HELMUTH, Angelo. Economic diversification of a mining town: A case study of Oranjemund.

KOYANA, Gwyneth. A case study of strategy implementation at a major Eastern Cape component supplier company in the automotive industry.

MALULEKE, Yinywane. Evaluation of an implemented quality management system (QMS) at one of the South African government departments: Employee perceptions of the effect of the QMS intervention.

MUNGONGE, Goliath. A case study of strategic leadership in the creation and development of a privately owned newspaper in Zambia.

NOMPOZOLO, Nikiwe. The value of shared corporate services in improving patient care.

PETRUS, Henry. An investigation into causes of success and failure of small businesses sponsored by the Department of Social Development.

PITTORINO, Leonardo. The relationship between culture, commitment and performance in a South African electricity utility.

QWESHA, Babalwa. Restructuring of the Port Elizabeth hospital complex. A perspective from the planned management approach.

SAMKANGE, Tichaona. An evaluation of the brand campus concept implemented at Mercedes-Benz South Africa: A case study.

SAUNDERS, John. An assessment of the relationship between organisational climate and organisational commitment within the IT department of a telecommunications company.

WARD, Philip. The relationship between innovation and leadership in First National Bank of South Africa.

WATKINS, Deidre. An assessment of the environmental compliance monitoring capacity of the Department of Minerals and Energy, Eastern Cape.

2010

BANDA, Musale. A critical analysis of the management of climate change risk among short-term users in South Africa: Evidence from company annual reports.

BOSCH, Colin. An evaluation of the quality of service delivery of the East London public transport commuter rail service provider (operated by Metrorail).

BURGESS, Roberta. Goat production in the Northern Cape. What are the impacts of farmer training.

CHAMBERS, Tracy. The value of a Rhodes University degree and securing employment.

DUMA, Thobile. The relationship between leadership style and employee engagement in Sasol Gas, South Africa.

JACOBS, Phillip. The identification and evaluation of key sustainable development indicators and the development of a conceptual

decision-making model for capital investment within Gold Fields Limited (GFL).

MATHURA, Vikash. The influence of strategic leadership in an organisation. A case study Ellerine Holdings Ltd.

MATUTOANE, Leanetse. A study of employee satisfaction in two manufacturing facilities of General Motors South Africa.

ODURO-KWATENG, George. The evaluation of environmental reporting by listed South African banks.

SWANEPOEL, Sybel. The relationship between organisational culture and financial performance: An exploratory study in a selected financial institution in South Africa.

WIENEKUS, Barend. The characteristics and role of informational leadership in work groups. A South African perspective.

2011

DAVIDS, Mogamad. The role of strategic leadership in Coega Development Corporation: A case study.

DREWS, Rushda. *Where Leaders Learn:* Constructions of leadership and leadership development at Rhodes University.

ERLANK, Wayne. An Evaluation of the feasibility of obtaining payment for Ecosystem Services for the Baviaanskloof Nature Reserve.

GREWAR, Robert. Exploring sustainability in maize farming in Western Mpumalanga: A multiple case study approach.

GREYLING, Letitia. Assessing sustainability integration of a business school through the development and use of a sustainability assessment tool: The case study of the MBA curriculum at Rhodes University's Business School.

JUSSA, Leman. An evaluation of the marketing and distribution channels of the Mzuzu Coffee Planters Cooperative Union (MZCPU) Malawi.

MBANJWA, Sibonelo. The implementation of a performance management system in the Northern Cape Department of Environment and Nature Conservation.

MRARA, Masibulele. An investigation of turnover and retention factors of health professional staff within the Eastern Cape Department of Health.

MSOMI, Mzwandile. A survey of staff turnover and retention in the Eastern Cape Department of Agriculture Ukhahlamba District.

MYOLI, Mncedi. A survey of customer satisfaction, expectations and perceptions as a measure of service quality in Eskom.

NOLTING, Janine. Proposed South African management framework for the implementation of the international convention for the control and management of ships' ballast water and sediments.

PILLAY, Jayalakshmi. A case study of corporate social investment: Employing people with intellectual disabilities.

SANDLER, Jeanette. A formative evaluation of the implementation process of the supply chain management policy frame work in Eastern Cape Provincial Administration.

SCHMIDT, Jadon. The potential impact of diving charges on the demand for diving and the diving industry in the Aliwal Shoal Marine protected area: A pilot study.

SIAME, George. Broadening the Tax Base: A case for the informal Real Estate sector in Zambia.

TOM, Lubabalo. A case study of the strategic leadership displayed by Kevin Hedderwick at Famous Brands between 2004 and 2009.

2012

BAKER, Roanne. The barriers to clean energy: A South African investment perspective.

DLOVA, Mzwanele. An investigation into constraints impacting on small, micro and medium enterprises (SMMEs) access to finance in Buffalo City Metropolitan Municipality.

GALO, Luntu. Factors affecting staff satisfaction at an East London hospital complex.

MAKHOOANE, Stephen. An investigation into fraud and corruption risk management policies and procedures at institutions of higher learning.

MTHEMBU, Bhekisisa. The role of leadership in implementing service delivery initiatives: A case study of Buffalo City Municipality.

NAIDOO, Lavendra. The strategic alignment maturity of business and information technology in corporate strategy formulation and implementation at Volkswagen South Africa.

QUVILE, Nkosipendule. Evaluating the sustainable management of the state indigenous forests in the Eastern Cape Province.

RAJA, Sanjay. Diagnosing organisational effectiveness in the tourism sector of Zanzibar.

SHILONGO, Johannes. An evaluation of the organisational communication of a Performance Management System in the city of Windhoek.

VAN HEERDEN, Garth. Constraints to the implementation of a Market Development Approach to the delivery of Business Development Services within the Makana municipal area.

VAN HEERDEN, Vicky. Local government reform in Western Australia: A case study on change readiness.

WADDELL, Alda. An evaluation of a motor retail organisation's lead management system.

KWAK, Gerrit. Developing marine pollution awareness among new recruits at SAS Saldanha Naval Gymnasium: A training needs analysis.

ZAULOCHNA-BROUWER, Irina. The praxis of responsible investment in South Africa: A holistic case study of evolution one fund.

2013

AKOH, Emmanuel. Barriers to public participation in developmental projects: A Nigerian community perspective (case study of the Gbaran-Ubie oil and gas project).

BEDSER, Mark. An Assessment of change readiness prior to significant organisational change.

BOOTH, Tara. Evaluating social media participation for successful marketing and communication by selected private game reserves, Eastern Cape, South Africa.

CARR, Nathan. An exploratory study of the factors that influence the retention of managers in Small to Medium Business Enterprises.

JAVU, Mncedi. An evaluation of the Performance Management and Development system of the Eastern Cape Department of Health.

LETSITSI, Ezekiel. Waste Management in the Pharmaceutical Industry - An Evaluation Report of Dr Reddy's Laboratories.

MFENYANA, Nondumiso. An investigation into conditions that enable or constrain sustainable paper usage at Rhodes University.

MUTERO, Gabriel. Performance management of veterinarians: A case study of Veterinary Services in the Eastern Cape.

MYENI, Jabu. How community participation and stakeholder involvement can improve recycling: An investigation of initiatives and opportunities in Simunye.

NKATSHA, Thembinkosi. Analysis of the implementation of corporate level strategy in a South African furniture retailer.

RICHTER, Leonie. The relationship between customer satisfaction and revenue: An empirical study within the corporate banking division of a South African bank.

SKEPE, Siphelo. Evaluation of the applicability of Lewin's Force Field analysis in the implementation of the Financial Sector Charter at Standard Bank.

TALI, Patrick. Evaluation and identification of critical success factors in the running of successful food security projects within the Eastern Cape Department of Rural Development and Agrarian Reform, in the Amahlhathi Municipality.

TSOAELI, Tebalo. A teaching case study of the strategic alignment of business strategy and information technology strategy at Nedbank.

WYNGAARD, Richard. Understanding Generation Y: An investigation of how Hilton College can use technology for communication.

YOBE, Kingsley. The relationship between leadership and employee work performance in a Nigerian Courier Company.

ZVAREVASHE, Marshall. The influence of individual employee performance metrics on a subculture in a professional services firm in Durban, South Africa.

2014

AMANAMBU, Rochelle. An investigation of the intention to leave or stay of Health Care Professionals at St Andrews Hospital.

CARLISLE, Juliet. Cooperative Member perspectives on the role of social capital in the success of the Heiveld Cooperative in the Northern Cape, South Africa.

CAZA, Akhona. An evaluation of the quality of customer service provided to large power users by ESKOM in the Eastern Cape.

DU PREEZ, Samuel. Readiness for the implementation of the National Environmental Management Waste Act, 2008 (Act 59 of 2008): The case of Koukamma Municipal Area.

DYASI, Nobuhle. An exploratory study of the implementation of a decentralised water service provision model: A case of Chris Hani District Municipality.

FUNANI, Simphiwe. Organisational culture and leadership competencies in ABSA Business Bank: Enterprise Business, Gauteng.

MATEBESE, Zolani. An evaluation of the city of Johannesburg's Igoli 2002 programme as a response to fiscal crisis and the sustainability thereof from 2003 to 2010.

MFABANE, Masiwakhe. The impact of growth on organisational leadership and culture: A case study of a South African listed organisation.

MFEKETHO, Chuma. Exploratory study of the Enablers and Challenges of a Social Entrepreneur: Case of Dr Govender in the Gelvandale Community, Port Elizabeth, South Africa.

MOKITLANE, Ofentse. An exploratory study - How do Somali shop owners run successful businesses in Soweto, South Africa?

MOONIEYA, Vernon. An evaluation of the perceived effectiveness of the management of the East London Industrial Development Zone (ELIDZ) structural realignment.

MTYALELA, Kanyisa. An evaluation of the delivery of the Eskom Customer Safety Education Programme in the Queenstown Customer Services Area.

NDORO, Tinashe. The Personality of an Entrepreneur: A Psychobiography of Steve Jobs.

NONXUBA, Mnweba. Influence of Local Economic Development (LED) strategic leaders on the formulation of the Integrated Development Plan (IDP), Makana Local Municipality, Eastern Cape.

SILIMI, Maimbo. Managers' perceptions of performance appraisal implemented at Kansanshi Mine, Zambia.

SOKUTU, Nonkuselo. Towards sustainable municipalities: An evaluation of sustainability integration in Elundini Local Municipality strategy.

TLHAPANE, Keatlaretse. A case study exploring the level of awareness of NCP Chlorchem's staff of environmental costs associated with hazardous waste.

WAUGH, Geoffrey. A study exploring the relationship between employee happiness and financial performance within a South African financial institution.

2015

ARCHERY, Derrick. An evaluation of safety and health training at Mercedes-Benz South Africa (MBSA).

BATIDZIRAI, Davidson Herbert. Profitablity drivers in the South African airline industry: A comprehensive analysis of SAA and Comair.

BOOI, Mlungisi. Performance management of health professionals: A case study of health

services in the subdistrict of Buffalo City in Provincial Department of Health in the Eastern Cape.

CHIBBA, Rajesh. An empirical study on staff turnover and retention within Eskom: Eastern Cape Operating Unit.

FIETZE, Jennifer. The leadership characteristics and development of Doctor Trudy Thomas.

KASSIEM, Wahib. A case study of organisational change in an employee wellness company and its effects on job satisfaction and organisational climate.

LISANI, Ncedo. Developing a performance measurement tool to monitor the performance of a public sector agency – a balanced scorecard approach.

LOADER, Rory. Impact on poaching on the marketability of safari lodges in the Eastern Cape.

LUKHELE, Mlungisi. Evaluation of micro-insurance distribution strategy at the bottom on the pyramid by Liberty Life Swaziland.

MADLOPHA, Sboniso. A needs analysis of an employee wellness programme: The case study of the financial services regulatory authority (FSRA) of Swaziland.

MAGUBANE, Nokuzola. An evaluation of change communication in ensuring the sustainability of change at Barclays Africa's first "green" building.

MBERI, Mary-Jane. Strategic thinking during a period of turbulence: A case study of BancABC Zimbabwe.

MCALLISTER, Rozane. An evaluation of the implementation of Mercedes-Benz production systems (MPS) and employee change readiness at Mercedes-Benz commercial vehicles, South Africa.

MOTSEPE, Sewawatla. A study of barriers and drivers that contribute towards the operations of Energy Services Companies (ESCOs) in South Africa.

MUNYAI, Pfarelo. The exploration of influence as a leadership competency amongst emerging adult males.

ONAGA, Chukwuka. The impact of job redesign on employee job outcomes: The case of the implementation of a private-public partnership model at a hospital.

QALEEJ, Raaz. A case study of Siemens Afghanistan: Building a country. Building a company.

SIMAK, Geraldine. Feasibility of biodiversity banking in South Africa.

SITYOSHWANA, Ludwe. An exploration of business level strategy at the bottom of the pyramid: A case study of Twizza, Eastern Cape.

THOMPSON, Craig. The consideration and improvement of the sustainability performance monitoring framework for South African water boards.

VAN DER MERWE, Sophie. Perceived breach and violation of the psychological contract in a collectivistic culture.

POSTGRADUATE DIPLOMA IN ENTERPRISE MANAGEMENT

2012

ADIE, Alexandra - *with distinction*
ADRIAAN, Luke
AITCHISON, Kevin
ARANGIES, Nicholas
BECKETT, Lauren
BELL, Jonathan
BELL, Lisa - *with distinction*
BINEDELL, Sean
DAMANE, Likeleko
EMMOTT, Robert
GAILLARD, Alexander
GREEN, Justin
KARSSING, Kerryn - *with distinction*
KING, Alistair
MAHLANGU, Niuthuko
PORTER, Mark
SAMUEL, Caitlin
TIMM, Darryn Lynn
WANNENBURG, Melissa

2013

BERRY, David
CHIMUKUTE, Amanda
CONNOR, Ashleigh - *with distinction*
COPPINGER, Jennifer - *with distinction*
GRAHAM, Alexander
HALKETT, Natasha
RAYNES, Candice
NOWLES, Emily
KUTUKWA, Sandra
LEECH, Scott
McCUNE, Keegan
MCFARLANE, Sarah
NDZUMO, Solomzi - *with distinction*
NILAND, Daniel
NYWABENI, Kolosa
PREDDY, Warwick
RINTSANA, Vuyiseka
SAVANHU, Margaret
SELEMALE, Vanessa
STEWART, James
WALKER, James
WELCOME, Silvanus

2014

ANNEAR, Michele
BRINK, Jessica
CARLYLE-MITCHELL, John
CONRADIE, Tessa
CROSSLEY, Alexander
DAWSON, Jarrod
DONALD, Charlene - *with distinction*
EDELSBACHER, Johann
FORSYTH, Angus
GOSS, Cayley
GRIFFIN, Michael
GWEBANI, Musa
HARRISON-BOWEN, Jon
HASELAU, Blaze
HURFORD, Rose-Marie - *with distinction*
JENKINS, Simon
KAJESE, Tanaka
KHOALI, Bafokeng - *with distinction*
KIBUR, Tamzyn
KROON, Kim
MAHLATI, Nangamso
MBHELE, Sfiso
MILLER, Sterling
MKHWANI, Zamakhwane
MOORE, Lucy
MUSUWO,Getrude
NELLEMANN, Kirsten
OLIPHANT, Andisiwe
RAYNER, Stuart - *with distinction*
RISHARD SAGAAF, Aisha
SCHLAMM, Matthew
SCROOPE, Amy - *with distinction*
SEIDERER, Robert
STIEBEL, Jessica - *with distinction*
TINARWO, Michele
VAN DER VEGTE, Matthew

2015

CHIOTA, Hilda
DAWE, Holly
FORDYCE, Jonathan
GAVAZA, Mudiwa
GIBBON, Joshua - *with distinction*
HART, Jeremy
KAMONA, Oabona
KARIUKI, Christine - *with distinction*
KURTEN, Nicholas
LANGE, Timothy
LEWIS, Tiffany
LUPONDWANA, Lwandile
LUSU, Zwelabona
MASANGO, Bongeka
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