MASTER OF BUSINESS ADMINISTRATION (MBA)

2009
Wits Business School (WBS) is well known for providing its students with a solid, relevant and globally competitive business education. It has been a premier choice of students and employers for 40 years. Situated in the centre of business in South Africa it prides itself on counting some of the country’s top business people among its Alumni.

The MBA and PDM programmes are designed to equip our students with the skills and knowledge that will make them truly competitive in the job market as well as giving them the confidence to venture out on their own.

WBS is accredited by a number of leading international organisations including the Association of Master Business Administration (AMBA) and the Programme in International Management (PIM). The school is also a founding member of the South African Association of Business Schools.

Our faculty prides itself on its diversity and international expertise. WBS teaching methodology is interactive and grounded in both theory and real-life business cases. We select our students carefully to ensure that they have the ability to pass the course as well as making a meaningful contribution in the classroom.

Our vision for the future is to meet the changing needs of business and society by ensuring that our curriculum remains relevant to the needs of our students and the market; raising WBS’s international profile as well as increasing our presence in Africa and continuing to produce high quality graduates who can play their part in our expanding economy.

If you are keen to pursue a career in business and believe you have what it takes to thrive in a competitive environment we would love to hear from you.

Professor Mthuli Ncube
Director: Wits Business School
Why should I choose Wits Business School (WBS)?
Research has shown that people consider the following factors when choosing a business school:

- **The prestige of the parent university and the prestige of the business school**
WBS forms part of the Faculty of Commerce, Law and Management of Wits University. For over eighty-five years, Wits has offered an education of the highest quality. It is recognised as a world-class university offering degrees that are internationally accepted. As one of the best universities in the world, Wits recognises the importance of being part of creative, innovative intellectual networks. At Wits we therefore recognise the need to establish and maintain existing local and global partnerships and to play an active role in fostering intellectual communities. As a result of this; WBS continues to have close links with other business schools such as INSEAD and the London Business School.

- **Published ranking, accreditations and memberships**
WBS is acknowledged as one of the leading business schools on the continent; being ranked for a number of years by the Professional Management Review as the leading business school in Africa and having its Master of Business Administration (MBA) degree ranked number one in the South African Financial Mail for the sixth consecutive year. It is one of seventeen South African business schools to have their MBA qualification officially accredited by the Council on Higher Education (CHE) and one of the two schools in South Africa who have their MBA qualifications internationally accredited by the Association of MBAs (AMBA 2005). It is also one of the few Schools in Africa invited to become a member of US-based Graduate Management Admissions Council Programmes (GMAC).

- **Quality of Faculty**
Lecturers on the programme are known for their outstanding teaching abilities, business and research experience. Our faculty prides itself in its diversity, local and international expertise.

- **Quality of students**
The student mix is just as important as the syllabus on an MBA programme. WBS is uniquely positioned to attract the best students. Therefore our students do not only benefit from the School’s outstanding local and international lecturers; but also from the wealth of experience and viewpoints brought to the classroom by peer groups and classmates: all of whom have been carefully selected.

- **Ability of the school to improve both their technical and soft skills**
WBS offers an interactive approach to management education, which has proven over many years to be highly effective in empowering individuals to handle business challenges, both locally and internationally. The case study teaching methodology creates the space for students to exercise analytical and decision-making skills and, at the same time, encourages students to respect differing opinions, challenge their own thinking and question conventional wisdom.
WBS’s MBA is focused on developing your leadership potential by equipping you with the management tools required to become anything you want.

**International study trips and student exchanges**

Part of studying towards an MBA degree is to gain an international perspective on business. WBS’s MBA has the most extensive Student Exchange Programme in Africa, through Programme in International Management (PIM), a network of over fifty prestigious business schools in the world, and reciprocal exchange agreements with a further ten. WBS is the only business school in Africa to have been admitted to PIM. The deciding factor in admitting a business school to PIM is whether the school has the same quality and reputation of the international partner universities, and is able to attract foreign students to study.

One of the electives offered on the MBA is an international study tour. These visits are designed to expose students to leading companies in the countries visited; as well as to develop an appreciation of their economies. These international business trips are considered by many students to be a major highlight of the MBA. They are both fun and educational.

**Will a WBS MBA equip me with the skills and competencies that are valued by employers?**

Organisations employ MBA graduates primarily for their business management knowledge and their ability to apply that knowledge, along with their technical skills, to any function necessary to reach organisational goals. Therefore our MBA programme is designed to equip our students with skills and competencies that form part of the content ‘requirements’ of daily managerial work by offering modules that enhance decision-making skills, human capital management skills, strategic thinking, innovation skills, administration and control skills, global awareness, operations management skills and the skills of how to maximise the value created by technology.

**Does the WBS offer internship opportunities?**

WBS is the first South African business school to introduce an internship option for the full-time class. MBA full-time students have an option of completing a two-month internship in a business organisation. The aim of this internship is to provide our students with unique opportunity to integrate their academic learning with real work experience; in a manner that facilitates critical reflection and deep learning.

**Does the WBS offer funding for MBA studies?**

WBS grants a limited number of bursaries for full-time studies in MBA degrees. For conditions for awarding a bursary please see page 21 in this brochure.

**Is it compulsory for me to sit for the Graduate Management Admission Test (GMAT)?**

From 2008 all MBA applicants are required to sit for the GMAT. For more information on how to book, prepare and sit for the GMAT; please visit www.MBA.com or call 011 655 7224.

**Do I qualify to apply for an MBA?**

Applicants who apply for the MBA programme and hold an undergraduate degree; have four years working experience and achieve a satisfactory result on their GMAT will be considered. We consider a small number of exceptional individuals who do not have degrees.
Wits Business School turns 40

Two generations of WBS MBA testimonies
Wits Business School (WBS) is celebrating its 40th Anniversary, having been established since 1968. In the 40 years we have seen two generations of fathers and sons completing an MBA at WBS.

Campbell Bomela
MBA PT 1981/1983
“In the 80’s the management and control of companies was preserved only for white males, but the WBS MBA qualification made it possible for my rapid progression through the corporate ladder up to executive level. I am the Executive Director: Group Service for the JSE-listed Staffing Solutions Company, Adcorp Holdings. Adcorp is a R4.4 billion turnover company, employing 2 300 permanent and 65 000 contract employees. In the job of Executive Director: Group Services; I lead Adcorp’s Human Resources Team; the Strategic Research Team and the Corporate Social Investment Team. I was previously Managing Director of the Black Management Forum Investments Company Limited, a company which I lead from a no-value base in 1999 to a stage where it had acquired significant stakes in a number of large South African companies: including the then national lotteries operator, Uthingo Management Services; in a gaming company, Gold Reef City Casino; in a global financial service company, Computershare SA and in a mining resources company, Matlapeng Holdings.”

Loyiso Bomela
MBA FT 2008
“After matriculating in 1998, I was accepted into the University of the Free State for a MBChB degree. Upon my completion I did my internship at the Helen Joseph Hospital and in 2007 finished my community service at the Mmamethake Hospital in Mpumalange Province. After developing an interest in the management aspects of the health sector, as well as a long standing interest in the business sector, I then decided to pursue an MBA degree. As advised by my father, WBS was the obvious choice, as the leading business school in the country. He had also done his MBA at WBS and was of the opinion that it prepared and equipped him with the necessary skills and knowledge required for the business sector. I was fortunate to be accepted, as this was the only business school that I had applied to and I haven’t been disappointed since that day. As I had only two years of working experience, I found that classroom interaction and lectures were very beneficial in the enlightenment of a “lost” soul such as myself. I enjoyed the lectures and learned a great deal. I have also been privileged to meet amazing and talented individuals, who have become my friends and hopefully, future business partners. The WBS process of “Sculpting Global Leaders in Africa” is an intense one and I must say that the MBA Programme has been challenging. If learning and the expansion of your thought process stimulates and interests you, I would recommend WBS as the obvious choice.”
Dr Izak Fourie  
MBA PT 1989/1991  
“I had been in private practice as a specialist urologist for more than ten years when I became progressively more interested in health economics and health systems management. I was then offered a position with one of the major hospital groups and it was on the advice of senior executives of the hospital group that I decided to do a part-time MBA at the WBS. I thoroughly enjoyed the MBA experience and made a number of good friends from amongst my fellow students and faculty members. For a person who had no previous business training or exposure the WBS MBA was an extremely useful and quick learning curve without which I’m sure the transition from clinical medicine to senior management would have been much slower and more difficult. When my son (Henri) indicated that he also would like to become more involved in the business side of IT, I had no hesitation in recommending a WBS MBA to him.”

Henri Fourie  
MBA PT 2005/2008  
Graduated Cum Laude  
“My decision to enrol on the MBA Programme at WBS was driven primarily by my desire to further both my career and my academic studies. That said, I chose WBS as an institution due to the fact, as the second generation of my family to sign up to complete an MBA from WBS, I had insight into both the pedigree of WBS as a learning institution and the quality of the lecturers and courses on offer. What I have learnt on the MBA Programme has indeed been invaluable and will no doubt be of great value to me in my career and, indeed, in all aspects of my life moving forward. For me the programme’s value lies not only in the academic content and learning, but equally in the good friends that you make as well as the network of business contacts you manage to build up over the duration of your MBA degree.”
Part of studying towards a Master of Business Administration (MBA) degree is to gain an international perspective of business. Wits Business School’s (WBS’s) MBA has the most extensive Student Exchange Programme in Africa, through a network of over 50 prestigious business schools in the world; and reciprocal exchange agreements with a further ten.

WBS is a member of the Programme in International Management (PIM) which defines itself as “an international consortium of higher education institutions; outstanding in their field and delivering a graduate-equivalent degree in management”. The PIM network has more than 50 leading international business schools such as Duke University, Cornell, UCLA, University of Chicago, Indiana, North Carolina, HEC and Warwick.

WBS is the only business school in Africa to have been admitted to PIM. The deciding factor in admitting a business school to PIM is whether it has the same quality and reputation as the international partner universities and is able to attract foreign students to study.

There is a demand from South African students to study, especially in the United States and Europe, for between three to six months, but there is also strong interest from foreign students to spend between three to six months at the WBS. Our growing academic reputation underpins the steady growth in numbers arriving from abroad. The Exchange Programme is highly attractive for WBS students; and without exception they have done very well at the foreign business schools. Students pay no tuition fees to the international partner business school. This is a real benefit for our students as these fees are far in excess of those charged locally.

**International business trips**

One of the electives offered on the MBA is an international study tour. For example, in 2006 the group visited China and Hong Kong; and in 2007 India and Dubai. The visits are designed to expose students to leading companies in the countries visited, as well as to develop an appreciation of their economies. In 2008 a group of 40 students will visit Singapore, Thailand and Malaysia. These international business trips are considered by many students to be a major highlight of the MBA. They are both fun and educational.
International exchange

During 2008 Wits Business School (WBS) hosted exchange students from many top international Business Schools; some of which are listed below:

- HEC School of Management, France
- Bocconi University, Italy
- Cornell University, USA
- Warwick Business School, UK
- University of Cologne (Kohn), Germany
- Duke University, USA
- University of Chicago, USA
- Kenan Flagler Business School, University of North Carolina, USA
- St Gallen, Switzerland
- UCLA Anderson School of Management, California, USA
Wits Business School (WBS) is the only business school in South Africa that offers its students comprehensive career management services including career workshops, career coaching, graduate recruitment and advice on job search strategies. All these services are free of charge and students may opt to make use of all or just some of them.

In the Career Management Workshop; students have the opportunity to explore their career needs, career interests and work style preferences. They are taught how to brand and market themselves successfully by means of networks, CVs, covering letters and interviews. Students are also given some guidelines on how to manage their future career development. The Interview Skills Workshop has been designed to help students to prepare themselves for all types of employment interviews. In the Dual Career Couples Workshop MBA students are invited to bring their partners and explore the challenges and rewards facing the Dual Career Couple.

Career coaching with the WBS Career Counsellor is available to all students who have attended the Career Management Workshop.

Individual consultations on employment opportunities, job search strategies, résumé and CV formulation and critique; as well as interview skills are available by appointment with the WBS Graduate Recruitment Officer.

Graduate Recruitment is an ongoing activity at WBS facilitated by the Graduate Recruitment Office. It peaks in the period August to October in the Graduate Recruitment Programme: to which a large number of employers are invited to present their companies to the WBS students. A cocktail party, at which company representatives and students are able to network, usually follows these presentations. Application forms and CVs can be channelled through the Graduate Recruitment Office to the recruiting companies, and many first interviews take place on campus.
The Master of business Administration (MBA) Full-Time Internship Programme at Wits Business School (WBS) provides our students with a unique opportunity to integrate their academic learning with real work experience; in a manner that facilitates critical reflection and deep learning. The programme is managed by our Graduate Recruitment Officer, Charisse Drobis, who facilitates the process from initial internship briefing through to final debriefing and evaluation. Moreover an extensive Career Management Programme underpins the Internship Programme; providing the necessary support with respect to career counselling; career preference profiling; career management; job search skills and interview workshops; employment strategy consultations; CV and cover letter critique and mock interviews. This places the students in a position of confidence and readiness to exploit the exciting opportunities on offer.

Organisational support emerges from an appreciation of the value that MBA students are able to add within a relatively short period of time. The students bring new thinking to the organisations and energise the environment with their enthusiasm and objective, yet creative, problem-solving abilities. They are expected to add value and this value has been assessed as both real and tangible by the participating organisations.

The Internship Programme provides employers with an ideal forum for engaging potential employees.

The Internship Programme is supported by intra-organisational mentors and supervisors. WBS provides further support for the interns through a tutor system; WBS faculty provide both telephonic and on-site guidance and support to our students.
What would you do if you were the marketing director of MTN having to roll out a uniform marketing strategy throughout Africa and the branches in all the countries were fiercely protective of their turf? What is there to learn from Maria Ramos about how she set about turning around Transnet? And did she get it all right? Leisurenet appeared to have all the governance processes in place; yet still it was destroyed by corruption. Why was this? And what could the developers of eNaTIS have done to avoid the system crash that brought the whole traffic registration process to a halt in April 2007? Indeed, could they have done anything?

These are the kinds of issues that Wits Business School (WBS) cases give students the opportunity to grapple with and learn from. Case studies bring real-world business challenges into the classroom for students to address. They facilitate participant-centred learning; where students can bring their own experiences into the classroom and learn from each other. They allow students to apply the latest theory in solving practical business problems. They create the space for students to exercise analytical and decision-making skills and at the same time they encourage students to respect differing opinions; challenge their own thinking and question conventional wisdom.

The case method creates a context for discussing and analysing business processes that is seldom generated using traditional teaching methods; and WBS therefore uses case studies extensively in its classrooms.

While WBS uses many international cases in its courses; the real-world decisions, companies and scenarios depicted in these cases are not always applicable in the South African context. Moreover, the South African business environment has unique characteristics that cannot be depicted in cases set in international contexts. As a consequence, as far back as 1993, WBS established its own case centre to produce South African cases; retaining a Harvard-trained case writer to help to develop the specialist skills that we needed.

Today WBS has a team of case writers who work with academics to produce cases of the highest standard and its growing collection of cases is being used not only in WBS classrooms, but also in other South African and international universities and business schools. Its collection includes cases on companies as diverse as AngloGold, SABMiller, Nando’s, Discovery, Harley Davidson®, Avis, Young Designer’s Emporium and Capitec Bank. The cases cover all areas of business and management; including strategy, organisational design and development, entrepreneurship, internationalisation, operations management and human resources, and are highly regarded for the quality of learning that they generate.

As the only business school in South Africa to have a dedicated case centre, WBS is committed to producing top quality South African cases studies that students will remember and be able to draw from long after they have left the school.
Wits Business School Faculty

**PROFESSORS**

**Professor Russell Abratt,**
BCom(Witwatersrand), MBA, DBA(Pretoria).

**Professor David Dickinson**
BA(Hons)(Sheffield), DipEc Distinction (Sussex University, United Kingdom), MPhil(Cambridge), PhD(Cambridge, United Kingdom)

**Professor John Luiz**
MCom(Witwatersrand), PhD(Stellenbosch)

**Professor Gillian Marcelle**
BSc(Econ), MBA, DPhil(Sussex, United Kingdom)

**Professor Rasoava Rijiamampianina**
DSc, DECSA(Madagascar), MBA(Otaru, Japan), DBA(Hokkaido University, Japan)

**Professor Louise Whittaker**
BCom(Witwatersrand), MCom(Witwatersrand), PhD(Pretoria)

**Professor Fred Ahwireg-Obeng**
BSc(Hons), AgEcon(Ghana), PhD(Leeds, United Kingdom)

**Professor Kalu Ojah**
PhD(S. Louis, United States of America)

**Professor Russell Abratt,**
BCom(Witwatersrand), MBA, DBA(Pretoria).

**Professor David Dickinson**
BA(Hons)(Sheffield), DipEc Distinction (Sussex University, United Kingdom), MPhil(Cambridge), PhD(Cambridge, United Kingdom)

**Professor John Luiz**
MCom(Witwatersrand), PhD(Stellenbosch)

**Professor Gillian Marcelle**
BSc(Econ), MBA, DPhil(Sussex, United Kingdom)

**Professor Rasoava Rijiamampianina**
DSc, DECSA(Madagascar), MBA(Otaru, Japan), DBA(Hokkaido University, Japan)

**Professor Louise Whittaker**
BCom(Witwatersrand), MCom(Witwatersrand), PhD(Pretoria)

**Professor Fred Ahwireg-Obeng**
BSc(Hons), AgEcon(Ghana), PhD(Leeds, United Kingdom)

**Professor Kalu Ojah**
PhD(S. Louis, United States of America)

**Professor Rasoava Rijiamampianina**
DSc, DECSA(Madagascar), MBA(Otaru, Japan), DBA(Hokkaido University, Japan)

**Professor Louise Whittaker**
BCom(Witwatersrand), MCom(Witwatersrand), PhD(Pretoria)

**Professor Fred Ahwireg-Obeng**
BSc(Hons), AgEcon(Ghana), PhD(Leeds, United Kingdom)

**Professor Kalu Ojah**
PhD(S. Louis, United States of America)

**WBS faculty**

is one of the top ranked schools
Internationally in terms of the diversity of its faculty; drawing its academics from all corners of the world

**DIRECTOR**

Professor Mthuli Ncube
PhD(Cambridge, United Kingdom)

**PROFESSORS**

**Professor Russell Abratt,**
BCom(Witwatersrand), MBA, DBA(Pretoria).

**Professor David Dickinson**
BA(Hons)(Sheffield), DipEc Distinction (Sussex University, United Kingdom), MPhil(Cambridge), PhD(Cambridge, United Kingdom)

**Professor John Luiz**
MCom(Witwatersrand), PhD(Stellenbosch)

**Professor Gillian Marcelle**
BSc(Econ), MBA, DPhil(Sussex, United Kingdom)

**Professor Rasoava Rijiamampianina**
DSc, DECSA(Madagascar), MBA(Otaru, Japan), DBA(Hokkaido University, Japan)

**Professor Louise Whittaker**
BCom(Witwatersrand), MCom(Witwatersrand), PhD(Pretoria)

**Dr Geoff Bick**
BSc(Eng)(UCT), BCom(UNISA), MBA(UC, Berkeley, United States of America), DPhil(University of Johannesburg), CM(USA)

**Dr Christoph Maier**
Licentiate in Business Administration, DBA(University of St. Gallen, Switzerland)

**Dr Thabo Mosala**
MSc(Rhodes), MBil(UNISA), MPhil(Pretoria), PhD(Rushmore, United States of America)

**Dr Thabang Mokoateli-Mokote**
PhD(Cranfield, United Kingdom)

**Dr Geoff Heald**
BSc(Hons)(UCT), BusAd(Hons), MBA(Stellenbosch), PhD(Witwatersrand)

**Dr Terri Carmichael**
BSc(Hons), MMHR, PhD(Witwatersrand)
The Faculty maintain close ties with the business community through consulting and teaching in executive programmes.

LECTURERS

Mark J Peters
Grad Dip, CoD, CM(SA), F Inst D, MBA(Henley, United Kingdom)

Mike T H Pycraft
BSk(Eng)(Manchester, United Kingdom), MBA(Unisa)

Dr Grant Sieff
BA,BSc(Hons), MA, MBA(Witwatersrand), DPhil(University of Johannesburg)

Dr Anthony Stacey
BSk(UCT), MBA(Witwatersrand), PhD(Witwatersrand)

Conrad Viedge
BA(Hons), MA(Witwatersrand)

Rabelani Dagada
MED(University of Johannesburg), MCom(Witwatersrand)

Dr Dominik Heil
Diplom Kaufmann(Munich, Germany), PhD(Witwatersrand)

Michael Mcete
BAdmin(Unisa), BEd(Witwatersrand), HipEd (Witwatersrand), LL.M(UPE), MA(HR&LR)(UPE)

Viveka Christerson
BA(Hons), MA(Ind Psych)(Witwatersrand)

Mkhethwa Mkhize
BCom(Hons), MBA(Natal)

Yvonne Saini
BA(UNZA), MBA(Illinois, Champaign – Urbana, United States of America)

Antony Soicher
MBA(Witwatersrand)

Courtney Sprague
BA(Michigan State University), MA(Boston University, United States of America)

Douglas Taylor
BCom(Hons)(Unisa), MBA(Witwatersrand)

Sean Temlett
BA(Hons)(Witwatersrand), MBA(Witwatersrand)

Mkhethwa Mkhize
BCom(Hons), MBA(Natal)

Yvonne Saini
BA(UNZA), MBA(Illinois, Champaign – Urbana, United States of America)

Antony Soicher
MBA(Witwatersrand)

Courtney Sprague
BA(Michigan State University), MA(Boston University, United States of America)

Douglas Taylor
BCom(Hons)(Unisa), MBA(Witwatersrand)

Sean Temlett
BA(Hons)(Witwatersrand), MBA(Witwatersrand)
Wits Business School Faculty continued

**VISITING PROFESSOR**

**Professor Mukul P Gupta**  
BSc(University of Rajasthan, Jaipur),  
MBA(Gold Medalist of University of Rajasthan Jaipur), PhD(Rajasthan, India).

**Dr Samuel Jonah KBE**  
Diploma (Camborne School of Mines, Cornwall, England), MSc Mine Management (Imperial College, London University).

**Professor Désiré Vencatachellum**  
Magist'ere ingénieur économiste(Université d'Aix-Marseille II), PhD(économie), (Montreal).

**Professor Vijay Mahajan**  
BTech(Indian Institute of Technology)(Kanpur), MSChem, PhD(Management)(University of Texas, Austin).

**Professor Neil Duffy**  
BCom(UCT), MBL(Unisa), DBL(Unisa), FCSSA.

**Professor Ron Amey**  
BA(Econ), MBA, CEng, FIMechEng, FIM.

**Professor Peter Brews**  
BCom, LLB, HDip(Company Law)(Witwatersrand), MSA(Purdue), PhD(Witwatersrand, Pittsburgh).

**Professor Norman Chorn**  
BA(UCT), HDPFM, MBA, PhD(Witwatersrand).

**Professor Nitendor Dhillon**  
BA(Hebrew University), MBA, PhD(Toronto).

**Professor Keith Yeomans**  
BA(Hons), DipEd(Keele), FSS, CStat.

**INTERNATIONAL FACULTY**

**Professor Richard Cohen**  
BCom(Hons)(Witwatersrand), MCom(Hons)(Witwatersrand), CA(SA).

**Sid Cohn**,  
BSc(Stell), MBA(Cape Town).

**Maryse Curutchet**,  
BCom(Unisa), MBA(Cranfield, United Kingdom).

**Peter Draper**,  
MCom(Natal).

**Charissse Drobis**,  
BA(Witwatersrand).

**Adam Gordon**,  
BA(Hons)(Witwatersrand), MSc(University of Houston), MBA(Insead, Wharton).

**Liora Gross**,  
BA(Witwatersrand), MBA(Witwatersrand)(Cum Laude).

**Karen Hinrichs**,  
BA(Hons), Masters (Pietermaritzburg).

**Tertia Jacobs**,  
BCom(Hons)(Witwatersrand), BusEcon(RAU).

**Dimitri Joannides**,  
BSc(Hons), MBA.

**Lisa Kinnear**,  
BA(Hons), HDE(Natal), MBA(Witwatersrand).

**Roos Koen**,  
BA(Hons), MCom(Hons)(Witwatersrand).

**Kevin Lings**,  
BA(Hons), MBA(Witwatersrand).

**Helen McIntee**,  
BA(Industrial Psychology), MBA(Witwatersrand), CM(SA).

**Dr Wendy Ngoma**,  
PhD(Witwatersrand).

**Neale Penman**,  
BCom(Hons), MBA(Witwatersrand).

**Clara Priester**,  
BA(Kansas Western University), MBA(University of Chicago), Chartered Marketing (South Africa).

**Anton Roodt**,  
BA(Hons), MA(Potchefstroom).

**Anton Roskam**,  
MBA(Witwatersrand).

**Cynthia Schoeman**,  
MBA (Witwatersrand).

**Paul Semark**,  
BSc(Eng)(Capetown), BA(Unisa), MM(Witwatersrand).

**Brad Shannon**,  
BA(Hons)(Witwatersrand), MScSci(Cum Laude)(Natal), MM(Cum Laude)(Witwatersrand).

**Herman Singh**,  
BSc, GDE, MBA(Witwatersrand).

**David Thayser**,  
CA(SA), FCMA.

**Geoff Verschoor**,  
BA(Hons)(Rhodes), MA, MBA(Witwatersrand).

**Merle Werbeloff**,  
BSc(Hons)(Psychology)(Unisa), MSc(Industrial Psychology)(Witwatersrand).

**Natalie Withhuhn**,  
BA(Hons), MBA(Witwatersrand).

**Johathan Yudelowitz**,  
BA(Hons)(Rhodes), MM(Witwatersrand).

**David Zidel**,  
MBA(Witwatersrand).

**WBS teaching methodology is based on a participative international approach**
Wits Business School campus facilities

Wits Business School (WBS) was founded in 1968 and has grown rapidly since then. There are currently over 700 students registered on academic programmes and over 1,500 executives on various short courses. Within the School there are a number of associate centres. These include the Management Development Unit, the South African Management Project and the Case Writing Centre.

**Lecturing Facilities**

WBS lecturing takes place in four buildings within the Parktown Campus. The Albert Wessels Building, completed in 1999, has almost doubled the capacity of WBS by providing three 60-seat classrooms, a computer laboratory and additional syndicate rooms for group discussions. Other lecturing facilities include the 230-seat Donald Gordon auditorium and the 98-seat Investec auditorium. The Bert Wessels lecture theatre, a 70-seater ‘holographic’ video conferencing room, links us to other business schools across the world. All our classrooms have state of the art audio-visual equipment and are based on the Harvard Business School model of a horseshoe shape to stimulate interaction between students and lecturers.

All our buildings are maintained to a high standard and are monitored by close circuit television (CCTV).

**Library**

All our registered students and alumni have access to all the Wits Libraries with over one million volumes and 400,000 periodical volumes. The Wits Library of Management, which is in the Parktown Campus, contains more than 15,000 volumes, subscribes to over two hundred physical and several online data base journals, and includes a formidable collection of South African research accumulated over a 30 year period.

**Computer Facilities**

The computer facilities in our computer lab rank amongst the best in the country for academic institutions. The School operates on a Novell LAN which is attached to the university’s fibre optic backbone for access to the Internet. The School uses the MS Office suite of software in the MS Windows environment; together with several specialist packages and online data bases. In terms of computer literacy, we expect our students to be able to use at least a spreadsheet and a word processing package.
Master of Business Administration
Degree details

Contents
Programme structure 16
The Curriculum for the MBA Degree 16
Internship programme 21
MBA scholarships 21
Entering the Wits MBA Programme 21
Application checklist 28

PROGRAMME STRUCTURE

Three programmes are available to prospective students:

• A 14-month full-time programme; equivalent to two full academic years. Principle and core courses are completed from April to November; followed by Electives and Research from January to June of the next year.

  During the first half of the course the class completes the Fundamental and Core courses. The second half consists of a Research Report plus five electives.

• Three-year part-time programme: one commencing in January 2009 and one commencing in April 2009. On this programme students are required to attend evening lectures on two evenings a week and on a few Saturday mornings. In addition, they must attend a four-day full-time study school at the beginning of the programme, and further study schools as may be necessary.

  The Fundamental and Core courses are completed in the first two years, followed by the Research Report and five electives in the third year.

• A combined full-time and part-time programme over 20 months: this is designed to give students the opportunity to attend Wits Business School (WBS) on a full-time basis for the first eight months and then switch to the part-time programme for a further year; completing five electives and a research report.

THE CURRICULUM FOR THE MBA DEGREE

Course Content of Business Administration

Attendance courses

BUSA5064  Business Simulation
Participants work in company teams to set up and operate businesses in a new industry. They must establish the strategy of the company; establish corporate and management objectives and policies and construct a business plan. Operations involve all functions (production, R&D, marketing, finance and human resource management) and demonstrate the integrated nature of the business.

BUSA5062  Group Dynamics
This course develops skills with regard to group and team interaction. Group Dynamic theory is interspersed with interactive learning. This course also serves as an introduction to adult and life-long interactive learning principles and processes.

BUSA5065  Leadership
Candidates will be introduced to the concepts and components of leadership and will be expected to participate in individual and group activities which will identify, develop and consolidate leadership skills.
**Fundamental courses**

**BUSA5057 Principles of Accounting and Finance**
This course will assist candidates to develop financial literacy as generalist users of accounting information for the purposes of business decision making and control. On completion of the module; the candidate should know basic terminology and concepts of finance and accounting and should have successfully compiled a mental model of business dynamics based on the numerical data available. In particular the candidate must know the characteristics of financial success; and be able to identify situations where these may be absent by reference to accounting and financial information.

**BUSA5058 Principles of Economics**
This course will give an overview of business and the economy. An analysis of consumer demand and production costs in competitive environments will develop an understanding of pricing strategies in the micro-economic environment. The domestic macro-economic environment will be assessed in terms of the economy and fiscal and monetary policy. International trade and exchange rate policy and economic growth and development within an international macro-economic environment will be discussed. It includes an integrated, social scientific analysis of the global, African region and South African environments of business.

**BUSA5059 Principles of Human Resource Management**
This course develops an understanding of the human aspects of business management. It will provide insight into the factors influencing attitudes in the workplace. The ability to contribute to the design and evaluation of key human resource management processes; and a framework for understanding the function of a human resources department and its practitioners will be developed. The course will also include the integration of human resource strategy and a business plan.

**BUSA5060 Principles of Marketing**
This course will introduce candidates to the marketing concept. Marketing research and information systems, consumer behaviour; market segmentation and target market selection will be discussed. Product, distribution, pricing and promotion policy will be discussed as well as the integration of the marketing mix.

**BUSA5061 Principles of Operations Management**
The ability to use good judgement in any type of operating environment is important: service or manufacturing, unique through to continuous type operations. This introduction gives an environmental link to operations and a strategic framework. Linkages to marketing, human resources and accounting / finance will be emphasised.

**BUSA5056 Principles of Strategic Management**
The purpose of this course is to give candidates a basic understanding of the role of strategy in an organisation. Basic tools for the strategic analysis of the external and internal environment of the organisation will be presented. Candidates will also develop a general understanding of the strategic thinking process.
Core courses

BUSA5100 Data and Decision Making
This course is designed to broaden and deepen the student's understanding of the analytical techniques used to solve business problems in management situations. Students learn to apply statistical theory by means of software packages, where appropriate, to problems involving estimation; simulation and queuing; correlation and regression and forecasting. It is a practical course and on completion the student should be able to use or to supervise the use of the techniques covered.

BUSA5199 Finance
This course covers the management of working capital; financial analysis; the time value of money; capital budgeting; risk and return; capital structure and equity valuation. Concepts explored include operating and cash cycles; ratio analysis; benchmarking; net present value; payback internal rate of return; operating cash flows; the capital asset pricing model; the cost of capital and economic and market value added. The course is intended to expose the student to the financial techniques which drive the management of a company.

BUSA5050 Industrial Relations
This course is divided into two sections. The inherency of conflict between capital and labour is illustrated by describing how in South Africa those respective interest groups have designed structures of governance and developed processes of negotiation and dispute-resolution to shape their relationship. The influence of labour laws renegotiated in the post-1994 period are discussed; diagnostic tools are presented and case studies used to identify responses to world-class manufacturing.

Characteristics of the South African labour market are discussed in the second section. This requires examination of the impact of both globalisation and the liberalising economy on the labour market; the scope of implementing institutional reform and the challenges of implementing labour market policy.

BUSA5048 Information and Knowledge Management
This course commences with an overview of the concepts, issues and technology relevant to information and knowledge management. It establishes an overarching structure in the form of information systems strategy and business planning. Key topics cover knowledge management; electronic networks, (including electronic commerce and the Internet), sourcing information systems; the management of corporate data and information; the dynamics and trends of the Information Technology industry; the organisational effects of informational technology and the implementation of information systems. After the course participants are expected to be able to perform in a co-ordinating and advisory capacity in an organisation.

BUSA5046 Management Accounting
This course presupposes awareness of the fundamentals of financial statements. The content of published financial statements is now considered in greater detail. The need for disclosure in the context of GAAP and the Companies Act is addressed. The concept of consolidations and group accounts is highlighted. One of the objectives of the course is to enable the student to read and understand financial statements of a company and thereby enhance the decision-making ability of management. More sophisticated forms of costing and control are covered as well as modern developments in managerial accounting. It aims to analyse their uses and limitations in business situations relative to management decision-making.
BUSA5043  Marketing Management
This course will address marketing planning and strategy. Special topics may include: business marketing; product management and strategy; the marketing of services; distribution strategy; sales management; communication management; relationship marketing and technology and retailing.

BUSA5044  Operations and Technology
The objective of this course is to enable the student to build simple but correctly formulated models of any operation such that useful pictures and/or conclusions can be drawn from the process. The objective is to clarify how the physical process strategies and planning (aligned to market requirements and forecasts) for an operation should always precede any Information Technology or indeed any technology choices.

BUSA5045  Organisational Design and Development
This course will enable candidates to use appropriate outcomes to analyse and critically evaluate organisational design holistically; to identify appropriate processes to institute organisational and individual change strategies; to evaluate the implications of equity legislation and diversity management in organisations and identify processes to address issues of organisational culture; to apply the principles of, and process, of organisational development and process consulting to any organisational setting.

BUSA5051  Strategic Management
This course will give candidates an understanding of thinking approaches and actions that allow for the creation and execution of strategic change in an organisation. It will identify local and global strategic leadership and management issues.

BUSA5162  Research Methodology
In this course students are briefly exposed to the philosophy of science and an understanding of the scientific method. Qualitative and quantitative approaches to research are contrasted and the methods of research design and analysis explored for both paradigms. Students are given guidance in the writing of their research proposals and their research reports.

A combined full-time and part-time programme over 20 months: this is designed to give students the opportunity to attend WBS.
Applicants should have obtained a bachelor’s or higher degree from a recognised university or similar institution.

Elective courses

The choice of five elective courses may be streamed in one of the following areas:

- Finance
- Information Management
- Human Resources
- International Business
- Strategy
- General Management
- Marketing

Not all electives nor all elective streams will be offered each year - a selection of some of the electives that may be offered are:

- Advanced Information Systems
- Brand Management
- Business French
- Business Forecasting
- Business Strategy in Asia
- Competitive Intelligence
- Corporate Finance
- Corporate Law
- Cross Cultural Management (African Leadership)
- Developments in Financial Management
- E-Commerce
- Entrepreneurship
- Environment of Business
- Equity Investing
- Ethics and Governance
- Executive Coaching
- Financial Derivatives
- HIV/AIDS in the Workplace

- Human Resources Information Systems
- Industry Foresight and Business Future Strategy
- International Finance
- Investments
- isiZulu
- Issues in Leadership
- Interactive Planning
- Industry and Competitor Analysis
- International Marketing
- International Business
- International Economics
- International Management and Culture
- Investments
- Managing Business Risk
- Managing Corporate Data
- Mergers and Acquisitions
- New Ventures
- Negotiation
- Personal Mastery Creativity and Innovation at Work
- Philosophy of Management
- Private Equity
- Profiles of Leadership
- Quantitative Research Methods
- Taxation
- Total Quality Management
- Storytelling in Organisations
- Strategic Finance
- Strategic Golf
- Strategic Marketing
- Supply Chain Management
- The Customer-focused Organisation
INTERNERSHIP PROGRAMME

Internship Programme
Full-time students will have the option of completing a two-month internship in a business organisation. The aim of this internship is to provide our students with an unique opportunity to integrate their academic learning with real work experience in a manner that facilitates critical reflection and deep learning.

MBA SCHOLARSHIPS

About the bursary / scholarship
Wits Business School (WBS) grants a limited number of bursaries for full-time studies in Master of Business Administration (MBA)

Conditions of award of bursary for MBA studies
• Applicants must be South African citizens.
• Applicants must have achieved outstanding results in their undergraduate studies.
• Applicants must demonstrate leadership qualities
For more information on the scholarships, please contact Zimasa Koyana, zimasa.koyana@wits.ac.za

ENTERING THE WITS MBA PROGRAMME

This section contains important information – please read it carefully. All information was correct at the time of writing but may change without notice.
Applications to the MBA are processed through the Faculty of Commerce, Law and Management. Enquiries regarding the status of your application may be addressed to the Faculty Office on telephone number (011) 717-3582/3629.

General information
Information is listed under the following sections:
• Admission requirements
• Application procedures
• Progress of application
• Calendar and curriculum information
• Further studies
• Foreign students
• Other information – fees; correspondence; financial aid; accommodation
• Term dates

To expedite your application
Ensure that applications and documents are submitted timeously.
Applications received after 30 October 2008 for the part-time programme that starts in January 2009 and 15 December 2008 for the full-time and part-time programmes that start in April 2009 will be treated as late and will only be considered if places are still available.
The Faculty Office is unable to obtain missing documents on an applicant’s behalf.
You will be contacted by e-mail or telephone should you be required to attend an interview.
1. Admission Requirements

First degree
Applicants should have obtained a bachelor's or higher degree from a recognised university or similar institution. In very exceptional cases an application from a person who holds a senior managerial position; who has many years of relevant business experience and is in possession of a qualification other than a degree may be considered. Students who complete the Postgraduate Diploma in Management (PDM) programme, having shown above-average academic performance, and who have also had relevant business experience, are eligible to apply.

Post-university experience
Four years post-university experience is required, and applicants with more experience have a better chance of being selected.

Graduate Management Admission Test (GMAT)
MBA applicants are required to write the GMAT. For more information on how to book, prepare and sit for the GMAT, please visit www.MBA.com or call 011 655 7224.

Motivation
An applicant to the MBA degree is expected to be well motivated and to be conversant with the content of the MBA programme.

Mathematics
A level of competence equivalent to the requirements of the SA Matriculation certificate is advisable. A number of areas of the MBA degree such as Data and Decision Making, Operations and Technology and Finance require students to be able to think quantitatively and to have a reasonable level of mathematical ability. Students with no post-matriculation mathematics are urged to brush up the following topics; as there will be no time during the MBA programme to do so: Simple Algebra; Linear Equations and Inequalities; Graphs; Logarithms; and Exponents. Knowledge of how to use a pocket-calculator (scientific or financial) is essential, as is familiarity with micro-computers (MS Word and Excel).

2. Application procedures

2.1 Application form
Procedural details regarding the application are given in part 3 of this section. Please ensure that all information given is correct; that you have included everything required on the checklist (as specified on the last page of the application form) and that you have signed the form.

In order to be considered by the Admissions Committee; your application form and the other required documentation (including the GMAT results, transcript and referees' reports) must reach the Faculty Office no later than 30 October 2008 for the January 2009 part-time programme or 15 December 2008 for the MBA full-time or part-time April 2009 programmes.

Late applications will be considered only if places are still available, if the reason for delay is unavoidable and if all of the required documentation has been submitted.

2.2 Academic transcript
Information is given in the General Information booklet but please note: Wits undergraduates do not need to submit a transcript.

Graduates from other universities must submit an original or certified copy of their academic transcript. The transcript must include a complete list of all subjects taken for a degree; including any courses that were failed. A degree certificate is not a transcript.
Documents not in English must be accompanied by a sworn translation.

Graduates from certain UK universities may not be able to supply a full transcript. An applicant in this position should obtain a 'confirmation of class of degree' certificate (a green form) from the Faculty Office and forward the completed form to the Faculty Office.

All the above documentation must be received by the Faculty Office before the closing date for applications (30 October 2008 for the part-time programme or 15 December 2008 for the MBA full-time or part-time April 2009 programmes).

2.3 Reference forms
You will be required to select two referees. Please choose them carefully. A close relative will not be acceptable. Your referees should be aware of your academic ability and should be able to confirm your suitability for the MBA.

Two personal reference forms are supplied with the applications material and it is the applicant’s responsibility to deliver a form to each of the referees and to ensure that the referees return them directly to the Faculty Office. The Faculty Office will not undertake the responsibility of tracing reference forms.

2.4 Photographs
Two photographs must be submitted together with your application form. The photographs must be recent; in black and white; 5.5 cm high x 4 cm wide (passport size); full face and taken against a plain background. Please print your name clearly on the back of the photographs.

2.5 GMAT
Applicants need to have written the Graduate Management Admission Test (GMAT). For more information on how to book, prepare and sit for the GMAT, please visit www.MBA.com or call 011 655 7224

3. MBA selection criteria
Due to the level of intensity of the Wits Business School (WBS) MBA; classes are made up entirely of highly intelligent overachievers. The selection criteria are thorough and comprehensive to ensure that only suitable candidates are accepted. The application process for prospective students is as follows:
• Sit for the GMAT (see 2.5)
• Complete the application forms (see 2.1)
• Attend an interview with the Faculty if required
From this information the selection panel will assess the suitability of each applicant by carefully examining the following:
• A minimum score of 550 in the GMAT is a prerequisite for admission onto our MBA programme.
• The academic record of the student from all previous studies.
• The candidate’s career path and managerial experience. All full-time MBA students need to have at least three years managerial experience, while part-time students require a minimum of four years.
The above three main categories will be supplemented by the applicant’s letters of reference; motivation for undertaking studies; prior leadership experience and the outcome of an interview if the Faculty deems one necessary.

The Faculty Office will acknowledge receipt of your application immediately. Please note that many are delayed at this stage for being incomplete; only fully completed applications are forwarded to the selection panel. You will then be notified of the panel’s decision which will take place in four forms:
• Acceptance
• Rejection
• Call for an interview
• Placed on the waitlist

If you are called for an interview you may have to wait until the next predetermined interview dates. Following your interview the panel undertakes to inform you of their final decision with 48 hours. Candidates who are borderline; or who have applied for a class that is provisionally full, may be wait-listed until the finalisation of class numbers determines the availability of places.

Late applications will only be reviewed if places remain on the programme after applicants have been dealt with and who have met the closing date.

A non-refundable deposit is payable when accepting the offer of a place. This deposit will be offset against your tuition fees.

Incomplete applications will not be considered.
4. Calendar and curriculum information

Full-time / Combination full-time and part-time programme
You may complete the full-time curriculum in one of two ways:
• Full-time registration from the beginning of April of the first year to the end of June of the following year.
• Full-time registration from the beginning of April to December of the first year and the part-time registration from January to December of the second year.

Part-time Programme
The part-time curriculum extends over three calendar years with lectures normally taking place two evenings a week from 17:30 to 20:30 on Mondays through to Thursdays. Occasional Saturday morning lectures may be scheduled. Timetables specifying the days on which lectures will be held for specific classes are available prior to the beginning of each term.

Full-time and part-time MBA students must attend a compulsory 3-day Group Dynamics course on the following days:

| January intake:    | 28 – 30 January 2009 - 8 am till late |
| April intake:      | 22 – 24 April 2009 - 8 am till late |

This is compulsory
Examinations are normally written during the day at the end of each quarter.

Please note that the degree cannot be studied by correspondence.

5. Further Studies
Master of Business Administration graduates are eligible to apply for admission as candidates for the degree Doctor of Philosophy (PhD).

6. International students
International students must ensure that they are able to:
• Obtain a full academic transcript from their university / universities. (Refer to section 2.2 if your university does not supply an academic transcript.)
• Write the GMAT test.
• Obtain a study permit and renew it for the entire period that they will be in South Africa.
• Submit proof of proficiency in English where the home language is not English. (Refer to the booklet “General Information for Postgraduate Applicants”).
• Pay all fees before registration. Please also consult section on ‘Fees’.
• Show proof of having South African medical insurance cover.

Please contact the International Office on +27 11 717-1052 for information regarding study permits. e-mail: studysa@international.wits.ac.za

7. Other Information

Fees
Please refer to section 8.

Accommodation
Please refer to section 1.5 in the booklet ‘General Information for Postgraduate Applicants’. Any query regarding accommodation must be referred to the Accommodation Office. You can contact them on (011) 717-9174 or (011) 717-1000.

Correspondence
Please ensure that all information, documentation and correspondence is forwarded to:
The Faculty Office
Faculty of Commerce, Law and Management
P O Box 98, WITS, 2050
Please address all telephone queries relating to applications already submitted to:
The Admissions Co-ordinator or the Faculty Office (011) 717-3624/3576/3537.

Financial aid
The University’s policy is to assist an indigent student wherever possible with some form of financial aid package and it is also committed to rewarding academic excellence. Resources, however, are limited and aid is usually only available to full-time students. Should you need to apply for financial aid, in the form of a bursary, loan or scholarship, contact:
The Bursaries Officer
Financial Aid and Scholarships Office
Telephone (011) 717-1075
Private Bag 3, WITS 2050.
Please specify to the Bursaries Officer that you are applying to the Business School (only available for full-time students)

The major banks and the University offer loans to students at a reasonable rate of interest; repayable only after the degree has been completed and the student commences employment. You may wish to consider this avenue.

8. Fees
Detailed information will be found in the Fees Booklet, which is given to students when they register. Information will be available for 2009 in December; please contact the Faculty Office then for further details. The cost of the MBA in 2008 was approximately R105 000.

Dates for payment
Tuition
One hundred percent of the fee is payable by the last working day in March 2009 for part-time students and one hundred percent by the last working day in May 2009 for full-time students who start in April 2009.

A student may pay by instalments and interest will be charged at the rate of 1.5% per month from mid-March 2009. However, foreign students (i.e., those who are not South African citizens or who do not have permanent residence) are required to pay all fees before registration.

Admission to status or to candidature
A person who is admitted to candidature for a postgraduate degree or diploma and who is not a graduate of the University is required to pay a fee.

Late registration
A student must inform the Faculty Office if late registration is intended.

Term dates - 2009
MBA Part-time (January)
1st quarter 02 February - 09 April 2009
2nd quarter 28 April - 26 June 2009
3rd quarter 13 July - 11 September 2009
4th quarter 28 September - 27 November 2009

MBA Full-time / MBA Part-time (April)
1st quarter 28 April - 26 June 2009
2nd quarter 13 July - 11 September 2009
3rd quarter 28 September - 27 November 2009
APPLICATION CHECKLIST

Incomplete applications will not be considered. Applications will be held in suspension until the supporting documentation has been received. Application forms for January part-time study that do not have all supporting documentation by 30 October 2008 will be considered incomplete. Application forms for April part-time and full-time studies that do not have all supporting documentation by 15 December 2008 will be considered incomplete.

A complete application consists of:

**Application form**
All four parts are to be completed.

**Academic transcript(s)**
This is a detailed list of all subjects taken for the degree(s), with marks obtained, from the awarding university / universities. Transcripts should be obtained from all universities attended.

**Result of Graduate Management admission Test (GMAT)**
Please ask GMAT to send your results directly to the Faculty Office.

**Two reference forms**
These will be sent directly to the Faculty Office by the referees. The onus is on the applicant to inform the Faculty Office of the names and addresses of the referees and to ensure that the references are submitted timeously.

**Foreign students**
Please read item 6 under ‘Admission Requirements’.

**Two passport-sized photographs**

Submit your application timeously

**Closing date for applications for 2009**
Part-time – 30 October 2008 (January intake) / 15 December 2008 (April intake)
Full-time – 15 December 2008

The above dates are the final application dates. We strongly encourage all candidates to submit their applications as early as possible. Applications will be dealt with, and admissions made, as soon as the completed application is received. Please ensure that all documentation and correspondence is forwarded to:

**The Faculty Office**
Faculty of Commerce, Law and Management
P O Box 98
WITS
2050
e-mail: jennifer.mgolodela@wits.ac.za/noncedo.rwanqa@wits.ac.za
Internet: http://www.wbs.wits.ac.za
Telephone (011) 717-3629 or (011) 717-3582
Wits Business School,
University of the Witwatersrand,
2 St. David’s Place, Parktown,
Johannesburg, South Africa,
PO Box 98, Wits, 2050, South Africa,
Telephone: +27 11 717 3600,
Telefax: +27 11 643 2336
e-mail: jennifer.mgolode@wits.ac.za
Website: www.wbs.ac.za