

Best wishes from WBS head of school



Professor Wendy Ngoma, Head of School

As the year draws to a close, I would like to wish you all a wonderful festive season and a successful 2012. This year has been an incredible one at WBS, one in which we have stabilised and grown. We have been recognised for being a melting pot of diversity and have become a truly multicultural campus that offers educational excellence.

I would like to congratulate all of you who graduated this year, and may the knowledge you have accumulated while at WBS stand you in good stead in your future career.

This year we have established new relationships and built on old ones and, in each case, it has been of mutual benefit. Examples of these are with Montecasino, Vodacom and the City of Johannesburg.

I look forward to the new year and all the wonderful new opportunities it will bring. I also eagerly anticipate welcoming new students to our school.

I wish you all a safe and enjoyable holiday and I am excited about us all returning in 2012, refreshed and ready to tackle the challenges of the new year.

Warm regards
Professor Wendy Ngoma
Head of School

WBS professor speaks at COP17

Wits Business School's Professor Gillian Marcelle was selected as a panellist at the Design for Sustainability Conference, which was organised in conjunction with the 17th Conference of the Parties (COP17) to the United Nations Framework Convention on Climate Change in Durban. To coincide with the United Nations event, the International Union of Architects held its annual conference on sustainability in the built environment to crystallise further a coherent set of climate change strategies for this environment.

Marcelle's work focuses on the role of science, technology and innovation as contributors to managing the transition to low-carbon systems in energy, transport, the built environment and production systems. She reports on innovation for sustainability, part of an ongoing teaching and research programme at WBS on strategic management of innovation. This

work forms part of the research agenda of the recently launched Global Change and Sustainability Research Institute.

Marcelle explains that developing solutions which better enable humanity to respond to climate and other global pressures requires technological solutions, behaviour change, regulatory frameworks and entrepreneurship in the form of champions who deliver solutions to market. She says: "The intellectual framework of innovation studies provides a systemic framework for analysing the inducing factors that encourage transition to low-carbon systems and those blocking factors that result in carbon lock-in."

The work being done by Marcelle is interdisciplinary and involves cooperation with scholars in disciplines such as anthropology, architecture and planning, international relations, political science and psychology. ■



Professor Gillian Marcelle represented WBS at a COP17-related conference

WBS exchange programme



These international exchange students spent the last few months at WBS

Sunny South Africa and its friendly people have crept into the hearts of the international exchange students who have spent the past few months at Wits Business School.

“It has been a phenomenal experience for all of us,” says Julie Tondreau, a master’s student from Louvain School of Management in Belgium. “Not only from an academic point of view, but also personal. I think we have all made some good friends and learnt some valuable life lessons that will stand us in good stead as we sadly bid South Africa and WBS goodbye.”

Ten students from all over the world have spent several months at WBS as part of the Student Exchange Programme,

an international exchange programme in which WBS participates. Through this, WBS has a network with more than 50 business schools in the world that sees students from these campuses spend a few months at WBS, while South African students head abroad.

The global exchange programme is seen as a key aspect of the school’s offering, as it allows students the opportunity to gain important international exposure and perspectives on business.

The international students agree that a vital element of their studies at WBS has been in the huge emphasis on practical knowledge at the school. “It is not just about academics,” says Corentin Cassiers, also a Louvain student. “The small classes

also mean there is nowhere to hide and you have to take part in the class, sharing your opinions and ideas. It has been very good for our self-confidence.”

It is this unique combination of theory and practical elements that makes WBS stand out.

“Most of us are full-time students who have had very little or no working experience, while at WBS most of the students have already been in the workplace at some point. Their sharing that experience with us has probably made this all worthwhile because that is not something you pick up in a purely academic environment, which is what most of the European universities offer,” says Charlotte Carmona, a marketing student from Euromed School of Management and Business in France. ■

NEWS ON CAMPUS

- This month is a big celebration for two of our staff members, who will be getting married. Nerina Amos will be tying the knot on 23 December and Hilary Beck tied the knot on the 10 December. We wish them the best of luck and much happiness!
- WBS warmly welcomes Philominah Mashingaidze, who has taken up the position of executive personal assistant to director and head of school Professor Wendy Ngoma. We also welcome Tozi Zeka and Lindy Mataboge as senior programme coordinators in the academic office.
- Congratulations to Mark and Charmaine Peters on the birth of their son, Ethan Bruce.
- WBS congratulates the editor of the WITS Business School Journal, Peta Krost Maunder, who was chosen as Editor of the Year for business-to-business magazines at the Pica Awards.

Academic Staff Development – Case Teaching Workshop

World-renowned case-method expert Professor Jim Erskine, from the Richard Ivey School of Business in Canada, presented an intensive three-day workshop through the Wits Business School Case Centre at the end of October.

Erskine has designed and conducted case teaching and writing courses for many corporations, universities and government agencies worldwide. The recipient of several teaching awards, he has co-authored three books on case method, and brought to the workshop a wealth of knowledge from which participants could benefit.

The workshop was designed for those who are new to the use of cases for teaching, as well as those who have case teaching experience but wanted to improve their teaching effectiveness. Workshop participants came not only from WBS, but also from the Wits Schools of Accountancy and Economic and Business Science, and the University of the Free State. They worked through all the steps in the case-teaching process, using exercises, group discussions and case-teaching practice sessions.

Case Centre coordinator Claire Beswick remarks that the workshop was a great success and she received excellent feedback from those who attended. “The case-study method is widely acknowledged as one of the best ways to teach business skills,” she says, “and it was good to see not only WBS delegates, but participants from the rest of the university and the broader university community too.” ■



Luca Gallarelli speaking about the evolution of the Carling Black Label brand

From cowboy to new SA man – the Carling Black Label story

Whether its leading characters were saving horses from creeks or building stadiums, Carling Black Label's campaigns have always focused on masculinity. Director of Ogilvy Cape Town, Luca Gallarelli, spoke about the evolution of the Carling Black Label brand during a WBS Distinguished Lecture in November.

Gallarelli says Ogilvy has worked on campaigns for more than 20 of South African Breweries' brands during their 50-year partnership. In terms of Carling Black Label, he says, they keep reinventing the brand with the times. The Carling Black Label-drinking man in its adverts has evolved from being represented by a cowboy to a working-class hero and then to a champion over the years.

Carling Black Label launched in 1966 when South African Breweries identified an opportunity to occupy a slightly lower end of the market than the mainstream Lion Lager, Gallarelli explains. Carling Black Label drinkers were "proud and heroic" characters who deserved a reward after a hard day's work, he says. This campaign allowed Carling Black Label to capture a significant share of the market.

The cowboy character in Carling Black Label's adverts epitomised the heroic spirit of the brand – but plummeting shares in the 1980s meant Carling Black Label had to adapt its strategy to attract a new market.

Carling Black Label saw an opportunity in the rise of the trade unions in the 1980s and, by representing blue-collar workers in the adverts, successfully tapped into a new market.

"The campaign gave workers a sense of pride in what they do," says Gallarelli. "Their role was being recognised, and Carling Black Label was their reward for the hard day's work."

In the 2000s, the characters in Carling Black Label's adverts became workers building barriers against falling rocks on Chapman's Peak Drive in Cape Town and, in 2009, the workers were the heroes behind the building of stadiums for the 2010 FIFA World Cup.

But the most recent campaign focuses on a multidimensional man. By using musicians, sportsmen, businessmen and the like, Ogilvy depicts ordinary and extraordinary men as champions, explains Gallarelli.

Through developing campaigns in shebeens and bottle stores, and sponsoring events like the annual Rocking the Daisies music festival, the brand has expanded into large activation territories.

Also, by focusing on "passion points" such as soccer through the Carling Black Label Cup, which gave Carling Black Label-drinking soccer fans a chance to choose the players for teams in a highly-publicised match between Kaizer Chiefs and Orlando Pirates at FNB Stadium, Carling Black Label maintains steady occupancy in a vast market. ■

Guest lecture series Professor Gunnigle: recession elevates HR management

Many multinational companies have responded to the global financial crisis with extensive restructuring – particularly through human resources (HR) management. Professor Patrick Gunnigle focused on this in his October WBS Distinguished Lecture.

Gunnigle is professor of business studies at Kemmy Business School at the University of Limerick, Ireland, and used his own country as his example. His research shows that the global crisis led to changes in staffing, pay and benefits, industrial relations, and the way in which HR controls these functions in multinationals based in Ireland. The role of HR management in companies had become far more important, because it was the key department managing the response to the recession, he says.

In Ireland, reckless lending by banks meant the country was severely impacted by the recession. Now, Gunnigle explains, the focus is on restructuring and cost reductions. These reductions manifest in HR changes, with short-term redundancies (lay-offs of employees), reduction of exit packages and pay cuts or freezes taking effect. HR management systems in many companies have downsized by letting staff go and by reducing training and cutting pay, Gunnigle says. In some cases, workers are let go, only to return with restructured packages that are more cost-effective for the companies. He says recession-related lay-offs – which he labels "management opportunism" – gave HR the chance to weed out poor performers, thereby benefiting the companies.

Money is also saved on HR by cutting training and employing workers who already have the skills to fulfil roles in companies. Despite this, companies have maintained chain management and succession training – what Gunnigle refers to as "elite" training.

Multinationals have pursued new initiatives in HR management to reduce costs as a way of coping with the recession. But while HR staff members administer these changes, they are not safe from the cuts. Installing IT-based HR management systems has become common, Gunnigle says, meaning fewer administrative staff members are needed. So, although the department's role has become more important, there has been a slimming down of its numbers and an increased reliance on technology. ■



Visiting Irish professor Patrick Gunnigle speaking at WBS

WBS 2012 short courses

SENIOR EXECUTIVE PROGRAMMES

WBS International Senior Executive Development Programme (Including a study tour) IEDP
1 August–1 September 2012

International Study Tour in Learning and Development (IEPLD)
19 April–4 May 2012

GENERAL MANAGEMENT

Corporate Governance
28 May – 31 May 2012

Art and Science of Negotiation
6 March – 9 March 2012
28 August – 31 August 2012

Managing a Turnaround in Corporate Renewal
21 May – 25 May 2012

Thinking and Planning Strategically
13 August – 16 August 2012

FINANCE

Finance for Non-financial Managers
14 May – 17 May 2012
30 July–2 August 2012
12 November – 15 November 2012
20 February – 23 February 2012

Technical & Financial Evaluation in Mineral Projects
16 April - 20 April 2012
17 September - 21 September 2012

Certificate Programme in Finance and Accounting 27
12 March–25 July 2012

Certificate Programme in Finance and Accounting 28
16 July–21 November 2012

Integrated Strategy, Budgeting and Reporting Programme
15 October - 17 October 2012

PROJECT MANAGEMENT

Project Management
20 February - 24 February 2012
11 June - 15 June 2012
12-16 November 2012

Certificate Programme in Business Project Management
21 May - 14 September 2012
13 August - 14 November 2012.

MARKETING

Product Strategy and Brand Management
16 July – 18 July 2012

Marketing Management Programme
24 May - 26 May & 21 June - 23 June 2012

Sales Management
20 August – 24 August 2012

Strategic Marketing Management
2 July – 6 July 2012

Certificate Programme in Marketing Management 18
31 May – 8 September 2012

Social Media That Gets Results
5 June – 14 June 2012

SPECIALISED TOPICS

BEE – Unpacking Strategy and Codes
14-15 March & 18 April 2012
22-23 August & 19 September 2012

Personal Effectiveness Through Emotional Intelligence
7 February - 10 February 2012

MANAGEMENT DEVELOPMENT PROGRAMME

New Managers Programme 79
12 March - 15 June 2012

New Managers Programme 80
21 May - 24 August 2012

New Managers Programme 81
3 September - 7 December 2012

Management Advancement Programme 103
26 January - 7 September 2012 (Part-time)

Management Advancement Programme 104
12 April - 17 August 2012 (Full-time).

LEADERSHIP DEVELOPMENT

Certificate Programme in Leadership Development
13 February - 10 August 2012
11 June - 9 November 2012

Fast Track Leadership
28 September (Pre-day), 13-20 October, 30 November (Follow-up day) 2012
24 March (Pre-day), 21-28 April, 2 June (Follow-up day) 2012

Business Executive Coaching Certificate
15 February - 21 July 2012.

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