



DEPARTMENT OF
BUSINESS MANAGEMENT

FULL RESEARCH MASTER'S AND DOCTORAL PROGRAMMES 2023

COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT

**The Future
Reimagined**

FULL RESEARCH MASTER'S AND DOCTORAL PROGRAMMES



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1) INTRODUCTION

Thank you for your inquiry regarding further studies in the Department of Business Management. This information brochure addresses all the aspects that we consider to be of importance in answering any questions you may have. Please study it carefully. Should you have any further queries, please contact us so that we can be of further assistance to you.

2) TUITION APPROACH

The full research master's and doctoral programmes in the Department of Business Management follow a mentoring approach. This is where a candidate is guided through the process of study by a mentor (in the form of a supervisor or promoter). The role of the mentor is to impart knowledge and expertise, to guide and to assist the candidate in completing their studies.

3) TERMINOLOGY USED

Both master's and doctoral studies employ their own, unique, terminology:

Doctorates	Master's degrees
Thesis	Dissertation
Promoter	Supervisor
Co-promoter	Co-supervisor

4) MASTER'S AND DOCTORAL DEGREE PROGRAMMES OFFERED BY THE DEPARTMENT OF BUSINESS MANAGEMENT

4.1) Master's programme

The Department of Business Management offers research guidance for the following Master's degree:

MCom (Strategic Management) (M1CSMQ):

To qualify for this program, you need to be in possession of a BCom (Hons) in Strategic Management (or suitable equivalent). In addition to this, the proposed study must focus on a Strategic Management issue.

Besides the broad research focus areas of the Department of Business Management indicated in Annexure 1, please be sure to refer to the Departmental website for the individual specialisations of our academics within the Department. Applications that fall outside of this scope cannot be catered for in the Department of Business Management. The Department also reserves the right to decline applications on the basis of insufficient research supervision capacity.

The final deliverable of this programme is a dissertation. The dissertation should be quite comprehensive (200 + pages). In addition to this, research outputs in the form of publishable conference papers and/or academic articles are a requirement.

From time to time, the Department may impose additional (preliminary) study requirements. This can take various guises, from completing specified modules to submitting independently completed pieces of work.

Always bear in mind that the aim of a master's study is twofold:

- firstly, to ascertain if the candidate can perform scientifically sound research independently, and
- secondly to ascertain whether the candidate can report on the research in an academically correct fashion.

A student qualifies for the Master's degree if:

- a final mark of 50% (minimum) is attained for the dissertation, and
- research outputs in the form of conference papers and/or academic articles have been delivered.

The degree is awarded cum laude if a final mark of 75% (minimum) is attained for the dissertation.

4.2) Doctoral programme

The Department of Business Management offers research guidance for the following degree:

PhD (Business Management) (PHD710):

To qualify for this program, you need to be in possession of an MCom in Business or Strategic Management (or equivalent) or MBA.

Besides the broad research focus areas of the Department of Business Management indicated in Annexure 1, please be sure to refer to the Departmental website for the individual specialisations of our academics within the Department. Applications that fall outside of this scope cannot be catered for in the Department of Business Management. The Department also reserves the right to decline applications on the basis of insufficient research supervision capacity.

The final deliverable of this programme is a thesis. The thesis should be comprehensive (300 + pages). In addition to this, research outputs in the form of publishable conference papers and/or academic articles are a requirement.

From time to time, the Department may impose additional (preliminary) study requirements. This can take various guises, from completing specified modules to submitting independently completed pieces of work.

Always bear in mind that the aim of a doctoral study is threefold:

- firstly, to reiterate that the candidate is proficient at conducting scientifically sound research independently,
- secondly – and most importantly – the study must make an original and significant contribution to the current body of knowledge pertaining to the study, and
- thirdly, to ascertain whether the candidate can report on the research in an academically correct fashion.

A student qualifies for the Doctoral degree if:

- the thesis is passed by external examiners (no marks are awarded for a thesis), and
- research outputs in the form of conference papers and/or academic articles have been delivered.

Please note: Full regulations are published in the official **University of Johannesburg Academic Regulations book**. This information brochure does not replace the Academic Regulations; it merely aims at setting out the most important procedures

applicable to students in this Department. Therefore, **Academic Regulation 17 and 18** is aimed at all students who intend to register or re-register for research-based degrees in the Department of Business Management.

4.3) Duration of study

The minimum and maximum duration for master's and doctoral studies are as follows:

Master's programmes:

Minimum two (2) and maximum six (6) semesters.

Doctoral programmes:

Minimum four (4) and maximum eight (8) semesters.

In exceptional circumstances, the period of study could be lengthened. Such cases will only be considered if the student has exhibited progress with the intended study. In such instances, the student must submit a detailed motivation for such a request to the supervisor/promoter, who will then submit the motivation together with their recommendation, via the Head: Full Research Master's and Doctoral Programmes in the Department, to the Faculty Higher Degrees Committee (FHDC).

In instances where the student's circumstances change (temporarily) and he/she is not able to devote time to his/her studies, the FHDC may grant a postponement of study. The student must submit a detailed postponement request to the supervisor/promoter, who will then submit the request, together with their recommendation to the Head: Full Research Master's and Doctoral Programmes in the Department. The Head: Full Research Master's and Doctoral Programmes will forward the application for a postponement to the FHDC. Postponement may be granted for up to one year.

Students to whom postponement is granted do not need to register as students and no University fees are payable. The postponement period does not form part of the total residential requirements.

4.4) Medium of tuition

The dissertation/thesis is to be written in English.

4.5) Secrecy and confidentiality

This refers to requests from students that a dissertation/thesis is not placed on the bookshelves in the library, nor made freely available (see AR 18.8.10). Generally, it is difficult to obtain permission to have a dissertation/thesis classified as “confidential”.

Students are advised to adapt the proposed research subject or the handling of confidential facts, so that the research report may be made freely available in the library.

5) ADMISSION REQUIREMENTS

The normal academic admission requirements and university regulations of the University of Johannesburg are applicable to all students enrolling for the Master’s and Doctoral programmes.

Master’s programme:

For the Master’s programme, the following admission requirements are applicable:

- a BCom (Hons) degree specialising in Business Management (or suitable equivalent), and
- an average mark of 65% or above for the relevant BCom (Hons) degree.

PhD programme:

For the Doctoral programme, the following admission requirements are applicable:

- an MCom degree specialising in Business or Strategic Management (or equivalent) or MBA, and
- an average mark of 65% or above for the relevant Master’s degree.

Note: It does not necessarily mean that a student who meets the recommendation of 65% will be accepted for further study. Also, there may well be circumstances in which students who have not attained 65% may be admitted.

Students with degrees from other universities, as well as students from foreign universities are also considered for admission to the Master’s and Doctoral programmes.

Students that obtained prior qualifications at foreign universities need to have these qualifications evaluated by SAQA, the South African Qualifications Authority. Please go to www.saqa.org.za for more details. Please note that no applications who have obtained degrees from foreign universities will be considered without a SAQA evaluation certificate.

Note: South African universities use a percentage scoring system. If you have obtained a qualification outside South Africa that does not reflect marks in percentages, an explanation of the scoring system employed is needed. We must be able to assess the percentage equivalent of the scoring system used. Applications that do not include a percentage equivalent will not be considered

6) THE SELECTION PROCESS

Applications close on 31 October 2022.

All applications are subjected to an initial screening process. For this initial screening, the following is required:

- A completed UJ application form.
- Certified copy of matric certificate.
- Certified copies of all prior qualifications.
- A full academic record of all previous qualifications (with marks in percentages).
- A certificate of conduct from the university where previous qualifications were obtained.
- A Comprehensive CV (with one colour passport photo).
- A research proposal on your envisaged study (Minimum 8 page and maximum 12 pages, excluding cover page, content page and bibliography).

In the case of Doctoral applications, applicants could be asked to provide copies of their Master’s dissertations along with the application.

Applicants who pass this initial screening will be conditionally accepted to the Master’s/

Doctoral programme. Candidates now need to expand and rework the initial, concise proposal into a full, scientifically sound and academically correct research proposal. Conditional acceptance will allow you to a Provisional Registration at UJ. This registration status is subject to the completion of your final proposal as detailed below.

Upon conditional acceptance, all prospective master's and doctoral candidates must attend an induction programme. This induction programme will cover all aspects of master's and doctoral study in the Department of Business Management.

After the induction programme, proposal mentors will be allocated to prospective students. The role of these proposal mentors is to guide the candidate in developing a full research proposal on an iterative basis. Students now have a set amount of time (6 months for master's students; 9 months for doctoral candidates) to develop the proposal and get it accepted. "Acceptance" implies that the proposal is presented and defended before the Departmental Higher Degrees Committee (DHDC) of Business Management.

Only if the DHDC is satisfied with the proposal will it be accepted. No proposal will be presented to the DHDC without the consent of the proposal mentor.

A candidate is granted two (2) opportunities to present the proposal to the DHDC. If the DHDC does not accept the proposal after two attempts, the candidate will not be allowed to continue, and the candidate will be de-registered. If a candidate fails to get the proposal accepted within the specified time, the candidate will not be allowed to continue and will be de-registered.

Once the proposal is accepted, the candidate will now gain full acceptance to the relevant Master's/Doctoral programme. The candidates' registration status will now change to full acceptance and a supervisor/promoter will be allocated to the candidate.

Dates for registration and re-registration are set annually and are published in the official University of Johannesburg calendar. A student who has not registered is not entitled to library facilities or study guidance.

7) THE PROCESS OF MASTER'S AND DOCTORAL STUDY

After the supervisor/promoter has been assigned to a student, the student is compelled to meet the supervisor/promoter to discuss how the study is to be embarked upon. It must always be remembered that the student is the researcher and is ultimately responsible for undertaking the research. The supervisor/promoter gives advice and guidance but does not do any of the research.

The student is obliged to draw up a study project plan for approval by the supervisor/promoter. Bear in mind that the supervisor/promoter also has other work to do and that some duties take priority over research supervision. Therefore, discuss your timetable with your lecturer and do not take study leave without at least ensuring that your supervisor will be available to assist you to the extent which you require. Please note that the following times are normally very busy times for a lecturer, during which he/she will have little time for study guidance: June, July, October, November, December and January.

The supervisor normally comments on the submitted chapter(s) of the manuscript within a reasonable time. The student then makes the (agreed) corrections and accepts the guidance of the supervisor.

As explained in Section 2, master's and doctoral study follows a mentoring approach. This implies that a relationship should be established between student and supervisor/promoter early on in the process. In this regard, it might be a good idea for both student and supervisor/promoter to air their expectations of the other party and the process as a whole. To put the study project plan into action, the student is to submit agreed-upon sections of work to the supervisor/promoter, who will then provide comment on the work submitted. This commentary is in the form of recommendations and suggested courses of action that the student should act upon to improve the piece of work submitted. This process is repeated iteratively until the dissertation/thesis is of such a calibre that it can be submitted with the consent of the supervisor/promoter.

More information on this point, as well as accompanying administrative issues shall be discussed at the induction programme.

8) FEES

The cost of tuition (including recognition of status, late submission, application fees and registration fees) are determined annually by the University. For 2022, the tuition fee for the MCom (Strategic Management) and the PhD (Business Management) was R13 550 per semester. Students must register annually for the duration of their studies. Fees are payable in accordance with this registration.

Quotations for tuition fees are available, on request, from the College of Business and Economics on 011 550 2725. Please state the qualification code when requesting a quotation. See section 4.1 and 4.2 for applicable qualification codes.

Apart from the formal tuition fees payable, there are also other costs involved. This includes the following:

- Costs associated with conducting the actual research (travel and accommodation, questionnaire and the analysis thereof, tracing of sources and photocopies).
- Word processing.
- Language editing.
- Printing and binding.

It is not possible to calculate these costs in advance.

9) CONTACT INFORMATION

If you require further information, please contact:

Prof David Pooe

(Head: Full Research Master's and Doctoral programmes)
Department of Business Management

Office location:
ADD 312 Ukhamba Building,
Soweto Campus

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Email: dpooe@uj.ac.za

10) USEFUL INFORMATION AND FAQ

Many people wish to embark on master's or doctoral study without knowing what is in store for them. Remember that this is very rigorous study and requires self-discipline and the utmost commitment. You need to be in the right "headspace" and you must always remember that you are doing this for yourself; not for anyone or anything else.

The initial draft proposal aims to establish if you have the necessary under-build and understanding to continue with master's or doctoral study. As such, you need to devise a "research topic" yourself and interrogate this topic into a draft proposal. The responsibility for the choice of the research topic rests with the student. Although lecturers can advise the prospective student on possible topics, lecturers cannot be expected to devise the field of study for a prospective student.

As stated, the overall objective of the draft proposal is to assist with the selection of prospective students. The following aspects are of particular importance:

- The student's interests, background and experience in the proposed subject.
- The ability of the student to undertake scientific research and to record it in an academically acceptable way.
- The feasibility of the proposed research.
- The research-worthiness of the problem, including the availability of literature.
- A clearly defined problem statement of the research subject.
- Clearly defined objectives of the research.
- The proposed research methodology and applicability thereof to the chosen problem.
- The measure in which the research can be verified empirically, or in which information may be gained empirically.
- The area to which the research is limited and the measure to which this can influence the reliability of the research.
- The proposed composition of the study in order to achieve the proposed objectives.

- Proposed structure of the study and the ability to achieve the proposed objectives.
- Language command and writing abilities of the student.

In Annexure 2 an outline is provided of a draft proposal.

The draft proposal is submitted in a typed format and should be a maximum of 12 pages (excluding cover page, content page and bibliography), single-spaced in Arial font size 12. Furthermore, references and listing of sources must be done according to the Harvard method.

SOME FAQ...

Q: “I live in Kenya, but I want to pursue a PhD on a part-time basis with UJ, is this possible?”

A: No, it is not. The University of Johannesburg is not a correspondence based university, it is a residential university. As such, you are required to meet frequently and in person with your supervisor/promoter. In addition to this, some workshops and sessions are compulsory and where you have to be physically present.

Q: “I have an MBA, can I pursue a doctorate in Business Management?”

A: Yes. An MBA is a recognised masters’ qualification. However, prospective candidates with an MBA degree can only apply for the PhD (Business Management).

Q: “I am a Zimbabwean living and working in South Africa. I did my master’s degree in Zimbabwe, can I apply for a doctorate?”

A: Yes, but there are conditions. Your Zimbabwean qualification(s) will have to be evaluated by SAQA (South African Qualifications Authority) and this evaluation must be attached to your application. Needless to say, this applies to ALL foreign qualifications. Furthermore, your academic record must reflect marks in percentages, as this is the practice in South Africa.

All foreign applicants must be in contact with UJ’s International Office. Issues such as study

permits, visas and the like are not the domain of the Department of Business Management.

Q: “I have a BTech degree, do I qualify for the MCom program?”

A: No. To qualify for the MCom, you need a relevant BCom (Hons). A BTech is not the same as a BCom (Hons) degree. A BTech is a first degree, whereas a BCom (Hons) is a postgraduate qualification. In the Department of Business Management, you can gain entry to our BCom (Hons) program in Strategic Management with a relevant BTech degree.

Q: “I want to pursue a master’s degree, but I don’t have a proposal ready. Can I apply now and submit the proposal at a later stage?”

A: No. The proposal is a pivotal part of your application. We need to assess if you exhibit competence in research principles and whether there is merit in the study you wish to pursue. The only way to do that is by means of a proposal.

Q: “I am busy with my PhD application, but I want access to your library. Can you write me a letter to help me to gain access to the UJ library?”

A: No, this is not done, there are enough community libraries and electronic resources available.

Q: “I have a masters’ degree in Accounting, but I want to pursue a PhD in Business Management, is this possible?”

A: No, it is not. The University, as well as the DoHET do not encourage vertical movement between disciplines. You would first have to move horizontally between disciplines. In other words, you would first have to do something like an MBA before you can progress to the PhD.

Q: “I have been conditionally accepted, but now I want to change my topic to something completely different. Can I do this?”

A: No. If you do this, you are basically terminating the study we evaluated you on in the first place and now embarking on something that has not been evaluated. If

you want to do this, you would have to re-apply with your new topic and associated proposal. Having said that, one is free to make adjustments to the topic as you go along. The proposal is fluid and not cast in stone. The basic premise is that you must not change it to the extent that it is something completely different.

Q: “English is my third language and I want my proposal language edited before I submit it. Can the Department of Business Management help me?”

A: That depends. If you require the names and contact details of professional language editors, we can assist. If you want us to do the language editing, then no, we do not do that.

Q: “I want to pursue a masters’ degree, but I do not adhere to all your requirements. Do you offer a bridging course?”

A: No, we do not offer a bridging course at this point.

Q: “I have been working on my proposal, but I want to know if I am on the right track. Can you check my proposal and offer me advice on how to better it?”

A: No, we do not do this. As mentioned, the proposal is a pivotal part of your application. We want to assess whether your study has potential as a doctoral study, thus, we want to assess your work. If we allow input from lecturers, the work you are submitting will not be entirely your own, but shaped by academics in the Department of Business Management. We also want to see if the necessary prior learning is in place as far as an understanding and comprehension of research methodology is concerned.

Q: “My application for master’s study next year was successful, but I have now been offered a better job and will not be able to commence my studies as planned. Can my acceptance be carried over for a year or two?”

A: No, this will not be allowed. Remember, we have limited supervision capacity and we have to plan our supervision workloads within the department well in advance. In such a case, you will have to re-apply.

Q: “I submitted my application and my proposal was, in my opinion, a good one and my average for my master’s was 70%, yet I was denied acceptance as it was stated that the program is full. How can this be?”

A: One must remember that supervision capacity is the key to how many candidates we accept. Very often, we simply cannot accept candidates because we do not have the capacity to supervise them. Also, our applications have been increasing exponentially over the past few years. This leads to a situation where we sometimes have to deny access to meritorious candidates.

Q: “My PhD application was not successful. It was commented that my proposed study was not of a standard expected for doctoral degree Can I appeal this?”

A: No. All applications get assessed by a panel and the outcome of their deliberations are final.

ANNEXURE 1

Department of Business Management: Research Focus Areas

The Department of Business Management endeavours to promote the creation and dissemination of knowledge in two main areas, namely Management and Entrepreneurship.

MANAGEMENT

Within this main area, two focus areas exist:
Management theory:

- Management theory refers to management knowledge created in the organisational context to enhance management thinking on how organisations function, and their interrelationships with the environment in which they operate.

Applied management:

- Applied management refers to generating knowledge to find solutions to real-world corporate management problems and scenarios. The current application of management in terms of the traditional functions of management.

Within the ambit of the main area of Management, the Department of Business

Management specialises, and has a research track record, in the following specialisations:

- Strategic Management.
- Project Management.
- Moral issues in business (including Business Ethics, CSR/I and Sustainability).

ENTREPRENEURSHIP

Within this main area, two focus areas are immanent:

Entrepreneurship and Small Business Management:

- This area refers to the body of knowledge concerned with the origin, development and longevity of a business that is small in scope. It is recognised that such business ventures conform to a particular set of characteristics and thus need a particular route of inquiry.

Corporate entrepreneurship:

- Corporate entrepreneurship refers to knowledge generated for purposes of the pursuit of business opportunities in the corporate setting.

These are both areas the Department of Business Management specialises in and boasts an extensive publication record on.

As Business Management is such a broad and highly contextualised discipline, it must be borne in mind that room must be created for cross-disciplinary inquiry. However, the discerning factor should be that the four focus areas should be the focal point.

The focus areas apply to profit-making and non-profit organisations in the private sector. The Department of Business Management does not possess the supervision capacity to take on studies that deal with Public Sector issues.

ANNEXURE 2

Draft proposal layout

1 Background to the study

Describes the milieu/environment in which the research is undertaken and also describes what prompted initial interest in this area as an avenue for possible study. This section should also contain the most important points from literature on the subject under investigation.

2 Problem statement

Emanates from the background description. Describe the exact nature of the problem under investigation. Thus, what is the problem, challenge or opportunity under investigation?

3 Purpose of the research

Emanates from the problem statement. What are the main objectives of the research (primary and secondary)? This forms the “mission” of the research. Furthermore, what is the research question/research proposition/hypotheses that this research is attempting to answer or test?

4 Methodology to be employed

Consider the following questions here:

- What research methodology is considered?
- Why is this particular method chosen?
- How does the chosen method help to achieve the objectives of the study?
- Is the proposed method feasible?
- What does the chosen method entail?

5 parameters/scope of the study

- Address the following issues here:
- What is incorporated in the research?
- What is left out - and the reasons why?
- What is the influence of the restrictions on the validity of the research?

6 Division of the study

Provide a brief outline and description of the chapters you envisage in the final dissertation/thesis. Pay attention to the relative importance (and length) of the chapters.

7 List of sources consulted

NB: The BACKGROUND gives rise to the PROBLEM STATEMENT, from which a number of OBJECTIVES are formulated. To reach these objectives in a meaningful way, it will be necessary to choose a specific RESEARCH METHODOLOGY, taking into account the LIMITATIONS of the study. The DIVISION of the study is logically structured and forms a CONTINUOUS GOLDEN THREAD through which the set objectives are sought throughout the dissertation.