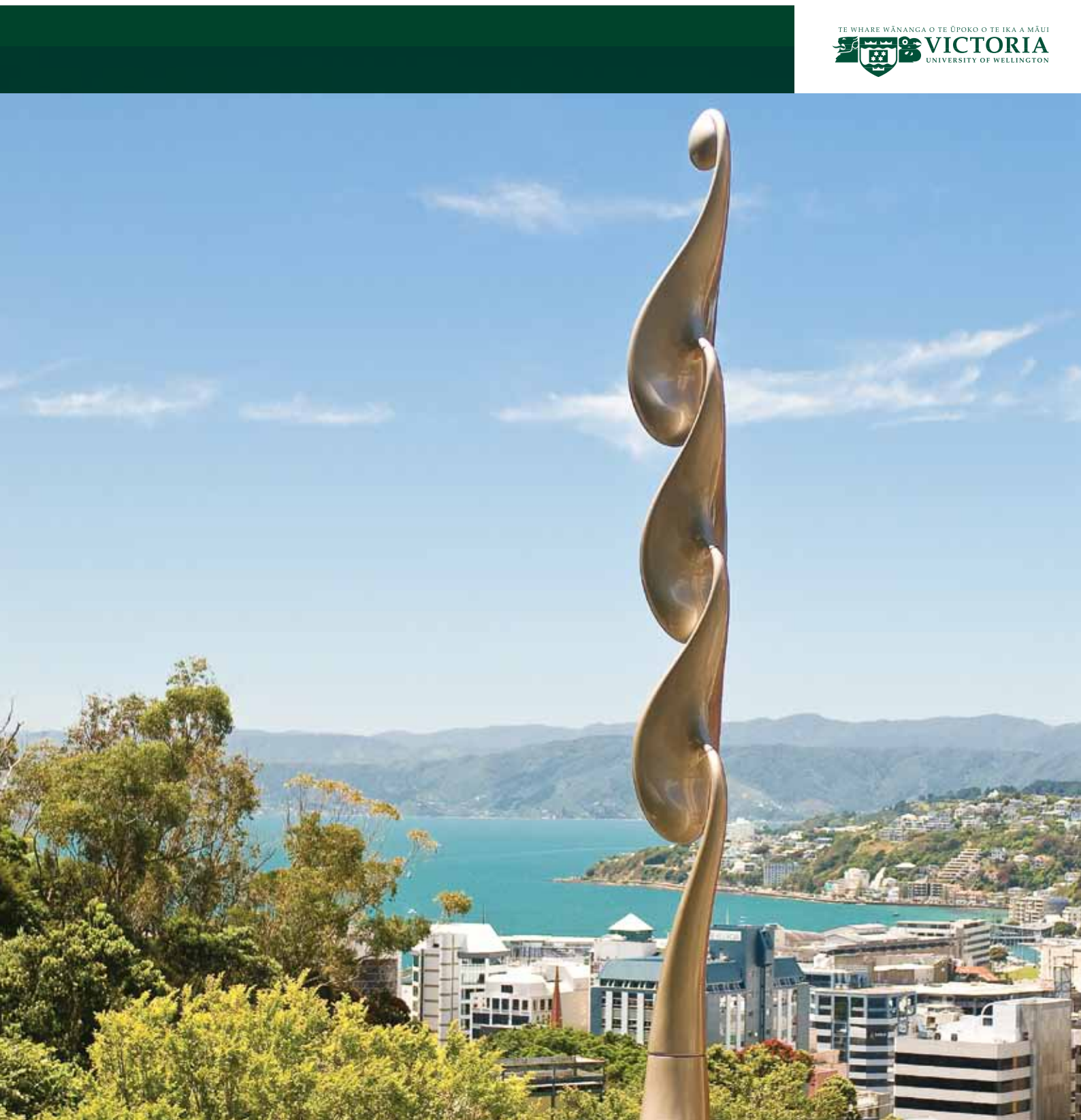


**MASTER OF BUSINESS ADMINISTRATION
VICTORIA UNIVERSITY OF WELLINGTON**



**A tradition of excellence.
Exacting standards.
Focusing on your future.**

Your decision to study for a Victoria University Master of Business Administration (MBA) is one of the most important career choices you can make.

Having an MBA sends a powerful message to employers and your professional peers. It proves you have intellectual ability, analytical rigour and strategic acumen to succeed in any business environment.

Find out more at
www.victoria.ac.nz/mba





WELCOME TO THE VICTORIA MBA

The Victoria MBA gives business professionals the skills for senior leadership roles in commerce, the public sector and society.

We regard the MBA as a programme that will help you develop both personally and professionally. It encourages you to think laterally, expand critical thinking skills, develop conceptual capabilities and hone your communication style.

It also develops your analytical and leadership skills by using international ideas and insights to illustrate the local and global business environments and to challenge ideas and concepts. The programme fosters practical dialogue through the use of case studies, visits from experienced practitioners and projects that require you to apply your learning in real organisational settings.

The Victoria MBA has been running for more than 25 years. My own observation is that the quality of the educational experience the MBA provides and the quality of its alumni are continuously improving. This growth and maturity has been recognised through Victoria University being awarded the prestigious Association of MBAs accreditation.

Professor Robert A. Buckle

Pro Vice-Chancellor and Dean
Faculty of Commerce and Administration

“I welcome your interest in the Victoria MBA and I am sure that, should you take up the challenge of studying with us, you will find the experience both invigorating and rewarding.”

Professor Robert A. Buckle



THE VICTORIA MBA

Since its establishment in 1984, more than 1,000 people have graduated from the Victoria MBA programme and forged careers in the executive ranks of business and public sectors both in New Zealand and overseas.

The programme is specifically designed for the information age and to equip managers for the global business world. It recognises the importance of collaborative work, the integration of diverse skills and lets you use your practical experience to enhance learning.

It is a generalist degree which allows you to understand the big picture of business conceptually, strategically and operationally. By getting this holistic grounding, you will become an innovative, integrative thinker and develop the skills of balanced leadership.

The programme produces graduates with conceptual depth and the ability to integrate theory and practice in a wide range of managerial situations.

Requirements

Students embarking on the Victoria MBA programme of study should have four attributes:

- ☒ A high level of personal commitment—given the mode of delivery, full attendance is a critical success factor as is committing time to personal study.
- ☒ Work experience in a relevant business setting—the applied nature of the programme ensures contextual empathy is critical.
- ☒ Strong oral and written communication skills—you will be working with complex and integrated concepts in your class discussion and written work.
- ☒ Academic competence—your ability to learn will be evident from your prior undergraduate experience.



Teaching staff

The Victoria MBA draws on the expertise of more than 50 academic staff in the Faculty of Commerce and Administration, as well as visiting experts and lecturers.

Excellence

The programme has been awarded international accreditation by the Association of MBAs (AMBA), the impartial international authority on postgraduate business education, which sets global standards for all MBA programmes. AMBA accreditation represents the highest standard of achievement in postgraduate business education and is earned only by the best programmes. Students and employers recognise that accreditation is an assurance of quality.

“I completed my MBA at Victoria in my first term as Mayor of Wellington. To say it was busy is an understatement! But I thoroughly enjoyed every minute of it.

The study was challenging and hard work; I learnt a lot especially around new ways of thinking strategically and working in teams; and I think it has made me a better civic leader.”

Kerry Prendergast
Mayor of Wellington
Victoria MBA graduate





APPLICATION AND ADMISSION

APPLICATION PROCESS

To be considered for the Victoria MBA, email a copy of your CV and the names of two referees to mba@vuw.ac.nz

If you meet the academic/professional work experience requirements, as per the admission criteria below, you will be invited for an interview with the Programme Director.

On completion of a successful interview, you will be invited to attend the next scheduled MBA Admission Test (see below). If you pass this test, you will be invited to complete your enrolment online at www.victoria.ac.nz/home/admissenrol/enrol

CRITERIA

1. An undergraduate degree of good academic performance from an accredited university of equivalent standing is required.

On rare occasions, applicants without a first degree, but with outstanding achievement and a track record of managerial experience of 10 years or more, may also be considered.
2. A demonstrated, successful professional experience of at least five years.
3. A high level of motivation and commitment indicated by:
 - ☒ being prepared to commit ample time to the programme—20-30 hours a week for part-time participants and up to 60 hours a week for full-time participants;
 - ☒ a clear understanding of how the MBA would fit into personal career development
 - ☒ a high level of motivation to succeed in, and complete, the degree.
4. Leadership potential in management indicated by having:
 - ☒ strong interpersonal and communication skills. Much of the learning is carried out in teams, therefore the ability and desire to work in this manner is required
 - ☒ a high degree of self-confidence and independent thinking
 - ☒ a strong need for achievement combined with flexibility and adaptability
 - ☒ the willingness to assume a leadership role in a team environment.



THE VICTORIA MBA ADMISSION TEST

Domestic students

All domestic students wishing to be considered for the MBA programme take the Victoria MBA Admission Test. This is a two-hour test covering three sections:

- ☒ a business case study
- ☒ reading comprehension and critical thinking
- ☒ numerical skills and logical thinking.

International students

All international student enrolment applications are processed by Victoria International. Visit www.victoria-international.ac.nz or phone +64-4-463 5350 for more information.

International students are required to take the Graduate Management Admission Test (GMAT) and score 550 or more.

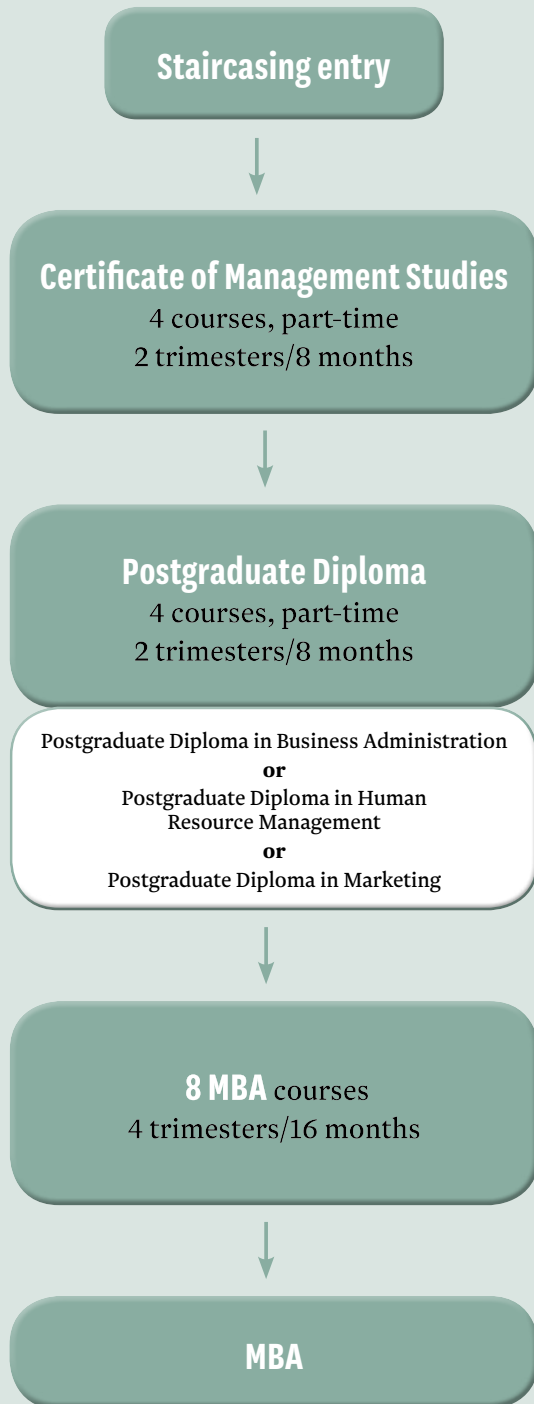
International applicants whose first language is not English will also be required to undertake either the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) test.

Applicants' overall achievement, professional experiences, undergraduate record, referee reports and areas of strength will all be considered as part of the application.

“How do you place a value on something as abstract as knowledge? At 43, having exited ownership of a typical New Zealand small business I had run for nearly 20 years, I enrolled to do the MBA I had promised myself since I was 30.

I look back now and wonder how I ever coped without the fundamental understandings I have gained through the process and rue what might have been if I'd had this knowledge earlier. My MBA has led directly to my position as Chief Executive of AstraPrint, and to a greater confidence in dealing with the many challenges leadership in the modern business world entails.”

Steve Messenger
CEO AstraPrint
Victoria MBA graduate



MBA PROGRAMME PATHS

There are three programme paths to completing a Victoria MBA:

- ☒ Staircasing (as left) entails completing a Certificate of Management Studies, followed by a Postgraduate Diploma in one of three disciplines. On successful completion of these steps, you would then take an additional eight MBA courses. The staircasing option is done part-time and would usually take 32 months to complete.
- ☒ Direct entry as a part-time student also usually takes 32 months to complete. The part-time option covers the same courses as the full-time MBA, but two courses are taken each trimester for eight trimesters as per the table opposite.
- ☒ Full-time MBA students take an intensive course of study with four courses each trimester for four trimesters, a duration of 16 months.

Detailed course outlines for part-time and full-time students are on pages 8-11 of this booklet.

PROGRAMME TIMETABLE

Full-time students complete four courses per trimester and part-time students complete two courses per trimester.

Note: Most classes are scheduled during the evenings and some during weekends.

TRIMESTER	FULL-TIME ENTRANT	PART-TIME ENTRANT
Year 1 Trimester One February/March–June	MMBA 502 MMBA 505 MMBA 507 MMBA 508	MMBA 505 MMBA 507
Trimester Two July–October	MMBA 516 MMBA 518 MMBA 519 MMBA 520	MMBA 519 MMBA 520
Summer Trimester November–February	MMBA 503 MMBA 509 MMBA 560 1 x Part 4 Electives	MMBA 503 MMBA 509
Year 2 Trimester One February/March–June	MMBA 532 MMBA 534 MMBA 565 1 x Part 4 Electives	MMBA 502 MMBA 508
Trimester Two July–October		MMBA 516 MMBA 518
Summer Trimester November–February		MMBA 560 1 x Part 4 Electives
Year 3 Trimester One February/March–June		MMBA 534 MMBA 565
Trimester Two July–October		MMBA 532 1 x Part 4 Electives

THE PROGRAMME

THE CURRICULUM COMPRISES FOUR ELEMENTS:

- ☒ Core discipline courses designed to give you conceptual depth across the functional spectrum of modern business.
- ☒ Contemporary management courses designed to highlight issues in management.
- ☒ Integrating courses designed to provide a strategic perspective.
- ☒ Elective courses that cater to individual student interest.

The mode of delivery is face-to-face lecture format supported by class discussion and debate. All courses involve 24 hours of teaching contact time. Learning interaction includes working after class in study groups and completing applied projects and assignments based on real business organisations.

Completion of the degree requires six days of personal/professional development and 16 courses.

PART 1: SIX BUSINESS DISCIPLINE FOUNDATION COURSES

MMBA 502—Commercial Law

The implications of commercial law for business organisations. Particular emphasis will be placed on the law of contract, the law of organisations and administrative law with respect to business decision-making.

MMBA 503—Economics, Organisation and Markets

The course focuses on providing students with a conceptual appreciation of the modern literature in industry, organisation and applied microeconomics and on demonstrating how this body of literature can be used in thinking about a wide range of management problems.

MMBA 505—Organisational Behaviour

An overview of organisational behaviour and its relevance to management. Specific areas include:

- ☒ individual, interpersonal and group behaviour and performance
- ☒ organisational structure, design and change
- ☒ communication
- ☒ leadership
- ☒ decision-making
- ☒ managerial roles.

MMBA 507—Information Systems

An introduction to information systems with an emphasis on understanding how computers can be used effectively in organisations. The course explores information technology, the organisational implications of technology and the management of information systems.

MMBA 508—Problem-solving and Decision-making

A multiple-perspective approach to the framing and solution of problems, and an introduction to the use and application of quantitative methods employed in managerial decision-making.



MMBA 509—Accounting for Managers

An introduction to the concepts of financial and management accounting, covering the content of financial statements; concepts of value and profit, cost behaviour and cost-volume-profit relationships; and cost allocation principles.

PART 2: FOUR CONTEMPORARY MANAGEMENT COURSES

MMBA 516—Corporate Finance

An overview of the theory and practice of corporate finance: the opportunity cost of capital, time value of money, risk and return, market efficiency, investment analysis, determination of capital structure and short-term asset management.

MMBA 518—Marketing Management

An analysis of the marketing function in organisations. The concepts required for development of a marketing plan including products and services, pricing, promotion and distribution.

MMBA 519—Human Resource Management

Current issues in the management of human resources in modern organisations from a functional perspective. Topics include: job design, recruitment, selection and orientation; career management, development, managing performance and remuneration; health and safety; and employee retention, exit and retirement.

MMBA 520—Operations and Services Management

Management of operating sectors of manufacturing and service organisations, with emphasis on operations strategy, capacity, inventory and quality. Examination of the major activities involved in deploying key physical resources of the organisation to deliver competitive goods and services.

“With more than 20 years’ management experience, it was time—perhaps past time—to get an MBA, but I didn’t have a tertiary degree.

I am thrilled that Victoria’s MBA programme recognised my decades of practical experience as equivalent, at least, to a tertiary qualification and admitted me into the MBA programme.

As a fairly recent immigrant, the programme is helping me learn a lot about how business and the law work in my adopted country. It’s also giving me the depth of knowledge I will need to really succeed in the Kiwi workforce.”

Kelly Buehler

Victoria MBA full-time student



PART 3: FOUR STRATEGIC CAPSTONE COURSES

MMBA 532—Business Research Project

Consists of the supervised execution of an approved research paper or business topic. Participants study a topic of interest in depth, seeking to answer a research question using appropriate design and methodology. The business topic option allows participants to negotiate access to a particular organisation and investigate an agreed topic or problem on its behalf. Project supervision will be provided by a member of academic staff teaching on the MBA programme.

MMBA 534—Strategic Management

An examination of the strategic issues and tasks faced by general managers, determining the purpose and direction of the organisation, establishing objectives and formulating strategies to achieve them, taking account of changes in the environment and the organisation's total competence.

MMBA 560—Leading Change

It is now widely recognised that the organisations that can quickly react and adapt with minimal disruption are the ones that will be most likely to survive and thrive in an increasingly globalised marketplace. Because of this, a proven capacity to manage change has become a crucial but frequently elusive competence for senior and middle managers to acquire and continually enhance. This course has been designed to develop that competence.

MMBA 565—Innovation and Entrepreneurship

Entrepreneurship will be studied in the form of the establishment of new independent businesses owned largely by those who manage them and the initiation of new enterprises having exceptional autonomy within larger organisations that finance and own them.

PART 4: TWO ELECTIVE COURSES FROM THE LIST BELOW BASED ON PERSONAL/PROFESSIONAL INTEREST

Note: The availability of MBA elective offerings will be subject to student demand, faculty availability and individual programme timetabling constraints.

MMBA 535—Advanced Strategic Management

This course develops material from MMBA 534 with particular emphasis on the issue of implementation of corporate strategy.

MMBA 545—Creative Leadership

This course draws on a variety of creative arenas, including design arts, theatre, music and film to facilitate personal development and insight. A creative exploration of the field of leadership emphasising an experiential, hands-on approach. Projects will involve both introspection and experimental practice, individually and in groups.

MMBA 549—Systems Thinking and Creative Problem-solving

A systems approach provides a new way of looking at organisations and their management that encourages holistic thinking. It promotes learning organisations and enables managers to deal with the complexity of the tasks they face. Different aspects of systems thinking and different methodologies are taught individually and in combination.

MMBA 553—Project Management

Theory and practice of the management of projects in organisations.

- ☒ The system development cycle.
- ☒ Organisational and behavioural issues.
- ☒ Systems and procedures for scheduling, resource allocation, control and evaluation of projects.

The Faculty of Commerce & Administration
*pursues and shares knowledge of business, economics
and management, to develop capability and provide
our stakeholders with a global perspective.*

MMBA 556—Financial Statement Analysis

An overview of the analysis and evaluation of corporate performance, financial conditions and future prospects as set out in corporate entities' published annual reports and financial statements.

MMBA 558—International Business

Consideration of regional economic integration and related trade issues and the influence of environmental trends on organisations involved in international business. Development of appropriate management strategies for conducting international business.

MMBA 561— Strategic/International Human Resource Management

A critical analysis of models of strategic human resource management within the context of international practice. The focus is on the strategic management of employees in a manner that contributes to competitive advantage. Issues of human resource planning, policy and cross-functional integration are addressed.

MMBA 562—Managing Employment Relations

The theory and practice of entering into, managing and ending the employment relationship, including economic, political, social and technological contexts. The range of employment-related law and policy, the rights and duties of employers and employees and the roles of trade unions and employer groups.

MMBA 570—Marketing Strategy

This course is concerned with the development, evaluation and implementation of marketing strategy in different organisational environments. Participants will be introduced to a variety of analytical frameworks for making decisions implicit in marketing planning.

MMBA 571—Negotiations: Strategy and Process

Negotiating is a core management competency. This course covers theories underlying negotiations and develops skills in applying the negotiation process. It includes insights into international and cross-cultural negotiation contexts.

MMBA 574—The Information Economy

This course explores the economic and strategic principles underpinning the development of information and economy and e-commerce, and develops skills in critical analysis of the ways in which firms and governments are participating in the developing information economy.

MMBA 579—Advanced Corporate Management

The analysis and application of the economic principles of corporate governance and management in the public, private and non-profit sectors to examples in the New Zealand and international environments.

YOUR MBA COMMUNITY

Orientation

A two-day orientation programme is held over a weekend prior to the first week of classes. The orientation programme is compulsory for all new MBA students. It covers the learning philosophy and teaching objectives for the programme and an introduction to services and resources including the University's libraries.

In addition, working in study groups is an important part of the MBA learning experience. During the orientation weekend, students have the opportunity to interact in a variety of team exercises before being formed into study groups.

Professional development workshops

During your programme of study you will be required to attend six days of professional development from a selection of weekend workshop topics including:

- ☒ executive presentation skills
- ☒ lateral thinking and creativity skills
- ☒ learning and study skills
- ☒ career management and job search skills
- ☒ stress management skills
- ☒ coaching skills.

These workshops are designed to develop career skills and enhance your employment opportunities upon completion of your study.

Student exchanges

Victoria MBA students can participate in a Victoria Overseas Exchange (Vic OE) for one full-time trimester at one of our partner business schools overseas.

Vic OE allows students to experience a new culture while paying normal Victoria tuition fees and earning credits towards the Victoria MBA. Universities that offer the MBA programme include:

- ☒ Jonkoping International Business School (Sweden)
- ☒ Lancaster University (UK)
- ☒ EAFIT University (Columbia)
- ☒ Indian Institute of Management Kozhikode (India)
- ☒ WHU Otto Beisheim School of Management (Germany)
- ☒ Nanyang Technical University (Singapore)
- ☒ McMaster University (Canada)
- ☒ Texas A&M University (USA).

Other partner universities may also be open to accepting MBA students on a case-by-case basis. Students are still eligible for StudyLink loans and allowances as per normal, and Victoria will also contribute \$1,000 to your expenses. Visit www.victoria.ac.nz/exchange to learn where there are study opportunities.

If you are interested in an exchange, or have any exchange-related questions, contact the Exchange Office at exchangestudents@vuw.ac.nz or contact the MBA Director at mba@vuw.ac.nz

Downtown networks

Close associations with Wellington's commercial and government sector, and our unique location in the heart of the capital city, have allowed the Victoria MBA programme to foster strong working partnership and networks.

Our partners provide invaluable support by contributing towards research, case studies, teaching materials, awards and funding visiting scholars and speakers.

Seminars and visiting speakers

A series of seminars, extra to the set programme, has been developed to give our participants greater exposure to key issues in international business. These feature both domestic and international visiting speakers.

Research projects

Throughout the programme, participants have opportunities to engage in research and business projects, involving hands-on experience with local industries and businesses. During the last trimester of the programme, the business research project provides the option of conducting research on a business topic based on a participating organisation. The focus is on research quality and the relevance of research to the practitioner community.

Victoria MBA alumni

This organisation of graduates of the Victoria Management School offers members an educative seminar and discussion programme throughout the year. The alumni network provides an opportunity for MBA graduates to extend their professional careers.

Social activities

Various informal functions are organised throughout the year to provide participants with networking opportunities.





SERVICES AND FACILITIES

“I decided to study full-time as an MBA student after several years of working in management here and abroad.

The main attraction of the Victoria MBA was that it’s a highly recognised professional degree in the capital city of New Zealand. I saw it as a way to both advance and expand the skill set I already have. It has been a lot of challenging fun so far.”

Joe Hopkirk

Victoria MBA full-time student

Libraries and databases

The Central Library is located in the Rankine Brown building on Kelburn Campus. Information on library services and resources can be found at www.victoria.ac.nz/library

The Commerce Library (in the Railway Station) at Pipitea Campus holds high-demand, course-related books that are available either on two-hour or three-day loan. All other material is housed in the Central Library.

An inter-site delivery service allows electronic requests for Central Library material to be delivered to Pipitea.

Web accessible databases, which use Article Linker software to enable access to a comprehensive list of resources, can be accessed on- and off-campus. For a full list of databases, see www.victoria.ac.nz/library/research/databases

Reference books, study space, PCs and photocopiers are also available. For information, contact library-commerce@vuw.ac.nz

Computer networks

Victoria’s Information Technology Services (ITS) provides computing resources for all enrolled students, to support your communication, learning and research needs. ITS offers a range of electronic resources such as wireless internet, student email, Blackboard (online teaching and learning tool), the University website and a range of databases. It is recommended that students have offsite computer access although as a professional student, you will have access to a dedicated computer laboratory on campus.

vicbooks

vicbooks has branches at Kelburn and Pipitea Campuses. All texts required for the Victoria MBA are available at vicbooks at a 10 percent discount. The stores also stock general books, music, magazines, stationery, stamps, phone cards and greeting cards. For more information, go to www.vicbooks.co.nz

Student services

Below are some of the services available to Victoria MBA students. For further information about the services available, go to www.victoria.ac.nz/st_services

Student Health Service

The Student Health Service is a general medical practice for all students enrolled at Victoria. The clinic is staffed by both doctors and nurses and a consultant psychiatrist is available on referral. General consultations are free for a full year to students holding a valid Community Services card. Students without a Community Services card pay a small consultation fee.

Career development and employment

Vic Careers provides advice and information to help you make informed career decisions. It offers confidential interviews with trained advisers, workshops to discuss interview techniques and writing CVs, and assistance in identifying career opportunities.

Stress management

The Victoria Counselling Service has trained counsellors who are available, free of charge, to discuss personal or academic issues affecting your sense of wellbeing, relationships or learning. You are also welcome to contact the MBA Directors to discuss any issues you may have.

Sport, recreation and leisure

The Rec Centre, located at Kelburn Campus, offers hundreds of activities including exercise circuits, aerobics classes, yoga, tai chi and pilates, and sports ranging from archery to volleyball.

Pipitea Fitness is located on the basement level of Rutherford House and has a fitness studio with a selection of machines, free weights and cardio equipment, and fitness classes. There is also the Pipitea Fitness Dance Room, an air-conditioned room with a carpeted floor, full-length mirrors and a sound system.

For further information, go to www.victoria.ac.nz/reccentre

MBA ADVISORY BOARD

As at 1 July 2010

EXTERNAL MEMBERS

Dean Harding

CFO, Atlantic Pacific American Express, Wellington

Peter Hughes

CEO, Ministry of Social Development, Wellington

Jacob Mani

Managing Director, Sounds of Forest, Picton

Steve Messenger

CEO, AstraPrint

Kerry Prendergast

Mayor of Wellington

Ron Stuart

Manager Consulting, Starfish Consulting, Wellington

James Te-Puni

Sales and Marketing Manager, New Zealand Post, Wellington

INTERNAL

John Brocklesby

Deputy Dean, Faculty of Commerce and Administration

Stephen Cummings

Deputy Head, Victoria Management School

Sally Davenport

Head, Victoria Management School

Director, Victoria MBA

IMPORTANT NOTICE

Victoria University uses all reasonable skill and care to ensure the information contained in this document is accurate at the time of being made available. However, matters covered by this document are subject to change due to a continuous process of review, and to unanticipated circumstances. The University therefore reserves the right to make any changes without notice. So far as the law permits, the University accepts no responsibility for any loss suffered by any person due to reliance (either whole or in part) on the information contained in this document, whether direct or indirect, and whether foreseeable or not.

IMPORTANT DATES

To find lists of important dates, including enrolment deadlines, accommodation, scholarships and deadlines for international student dates, visit the following websites:

www.victoria.ac.nz/home/study/dates.aspx

www.victoria.ac.nz/st_services/accommodation

www.victoria.ac.nz/scholarships

www.victoria-international.ac.nz







Victoria Management School

Level 10, Rutherford House, 23 Lambton Quay,
Pipitea Campus

Enquiries: Senior Administrator, Room 1004

Phone 04-463 5367

Fax 04-463 5084

Email mba@vuw.ac.nz

Website www.victoria.ac.nz/mba

Faculty of Commerce and Administration

Student and Academic Services

Phone 04-463 5376

Fax 04-463 5360

Email fca-sao@vuw.ac.nz

Website www.victoria.ac.nz/fca

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