

# Communiké

Leadership Staff Research Partnerships and Community Engagement Students Teaching

FAKULTEIT EKONOMIESE EN BESTUURSWETENSAPPE | FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

## 2010



# 90

YEARS  
of excellence

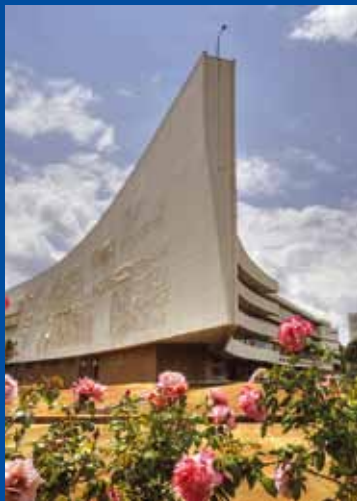


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA  
Faculty of Economic and Management  
Sciences

*Communiqué* is issued by the Faculty of Economic and Management Sciences, University of Pretoria.

Alumni and stakeholders of the Faculty of Economic and Management Sciences receive *Communiqué* free of charge.

Opinions that are expressed in this publication are not necessarily the opinions of the Faculty.



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#### **PRODUCTION**

ChilliDesign 012 332 3833

#### **PRINTING**

Seriti Printers 012 333 9757

#### **ACKNOWLEDGEMENT**

The Faculty of Economic and Management Sciences would like to express its sincere thanks to all who contributed to the publication.

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# FAKULTEIT





## Die Fakulteit word 90 jaar oud

“Die toekomstige sakeman moet hom in diens van die gemeenskap stel net soos die advokaat, arts, ensjineer, ens, maar alvorens hy die algemene welsyn kan bevorder moet hy, net soos die advokaat, arts of ensjineer, weet waaroor dit gaan. Die toekomstige besigheidseier moet dus net soos enige ander professionele persoon ’n wetenskaplike kennis van sy vak hê: Hy moet vertrouwd met die uiterlike wese van die bedryfslewe wees: hy moet weet wat die verband tussen die verskillende bedryfshuishoudinge is, ... hy moet in kort die sakelewe wetenskaplik betrag.” - Prof AJ Norval oor die doelstellinge van die Fakulteit se opleiding in 1930.

Die Fakulteit Ekonomiese en Bestuurswetenskappe aan die Universiteit van Pretoria (UP) vier vanjaar ’n besondere mylpaal. Dié Fakulteit is amptelik 90 jaar gelede gestig, maar kan met reg sy bestaan na 1912 terugvoer, toe die eerste lesings in ekonomie aangebied is.

Die Fakulteit Ekonomiese en Bestuurswetenskappe se voorganger was bekend as die Fakulteit Handel en Publieke

Administrasie. Die eerste lesings in ekonomie is in 1912 deur prof WA MacFadyen aangebied toe twee bankklerke hom genader het vir hulp met hul bankeksamens.

Die Universiteitsraad het egter eers ’n paar maande later ’n memorandum van prof MacFadyen goedgekeur wat hom en adv WM Pittman gemagtig het om twee vakke, naamlik Ekonomie en Bankwet-

te, op Woensdagmiddae aan te bied.

In 1918 ontvang die Universiteit finansiële steun van die Transvaalse Vereniging van Rekenmeesters en verskeie handelsbanke en word daar begin om klasse in rekeningkunde, staatshuishoudkunde en handelswetgewing aan te bied.

In notules van senaatsvergaderings wat in 1919 gehou is, word daar deurentyd verwys na kursusse wat deur die Fakulteit Handel aangebied word. Die Fakulteit Handel en Publieke Administrasie – ook bekend as die Handel fakulteit – het egter eers amptelik in 1920 beslag gekry.

Die Fakulteit se studentegedagtes het deur die jare geweldige groei getoon. In 1930 het sowat 189 studente ingeskryf, waarvan net sewe vroulik was. In 1940 was daar sowat 240 studente – nege vroue – en in 1950 was agt van die 365 studente vroue. In 1960 het die Fakulteit 841 studente gelok en was 32 vroulik. In 1980 het die

Fakulteit met sowat 1 916 studente gespog. Sowat 500 van dié studente was vroue. Teen 2000 was byna die helfte van die Fakulteit se 6 000 studente vroulik.

Die Fakulteit was aanvanklik in ’n gebou in Visagiestraat geleë, maar het in 1921 na die Erasmusgebou op Kerkplein en later na ’n nuwe gebou in Vermeulenstraat verhuis.

Vandag spog die Fakulteit met ’n ultra-moderne gebou en fasiliteite op die Hatfieldkampus. Die Fakulteit word ook allerweë as ’n leier op die gebied van besigheidsnavorsing in Suid-Afrika beskou.

### **Mylpale**

**1920** – Die vestiging van die Fakulteit Handel en Openbare Administrasie met dr JE Holloway aan die hoof, wat die eerste dekaan geword het. Die eerste BEcon-graad word ingestel.

**1923** – Die BEcon-graad

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verander na BEcon (Openbare Administrasie), en 'n DPhil-grad met MCom en MEcon as voorvereistes word ingestel.

**1926** – Die Fakulteit skuif van 'n kelderverdieping in 'n gebou op Kerkplein – wat as *The Black Hole of Calcutta* bekend staan.

**1927** – Die eerste MCom-grad word toegeken.

**1932** – Die BEcon-grad word deur die BAdmin-grad vervang.

**1949** – 'n Instituut vir Bestuur en Administrasie (voorganger van die Nagraadse Bestuurskool) word gevestig en 'n MCom-grad word ingestel. In 1955 verander dit na 'n MBA.

**1951** – Die eerste 27 studente skryf vir die kursus in geotrooieerde rekenmeesterskap in.

**1952** – 'n BCom-grad in Rekeningkundige Wetenskappe word ingestel.

**1959** – Die BCom-gradkursus word nou ook binnemuurs aangebied. Sommige kursusse wat aanvanklik slegs na-uurs aangebied is, word nou ook

binnemuurs aangebied.

**1960** – Die Fakulteit spog met sewe departemente: Bedryfs-ekonomie, Handel, Geld- en Bankwese, Handel- en Sakereg, Rekeningkunde en Ouditering, Politieke Wetenskappe en Openbare Administrasie en Statistiek.

**1965** – Die Departement Politieke Wetenskappe en Openbare Administrasie word in twee onafhanklike departemente verdeel. Die Buro vir Finansiële Analise word gevestig.

**1968** – Die naam word verander van die Fakulteit Handel en Openbare Administrasie na die Fakulteit Ekonomiese en Politieke Wetenskappe.

**1969** – Leerstoel in Bemaking in die Departement Bedryfs-ekonomie word ingestel.

**1970** – Die BCom-grad word in areas van spesialiteit verdeel: ekonomiese wetenskappe, bemaking, rekeningkundige wetenskappe en ekonometrie.

**1971-1972** – Die eerste grad in bemaking – met vyf

studente in 1973 word ingestel. Die Buro vir Ekonomiese Politiek en Analise (BEPA) word gevestig. Die departemente Ekonomie en Geld- en Bankwese word gekonsolideer. Die Departement Bestuur word gevestig.

**1986** – Na-uurse lesings verskuif na die hoofkampus in Hatfield.

**1988** – Die Fakulteit kry weer 'n nuwe naam en word die Fakulteit Ekonomiese en Bestuurswetenskappe. Versekering word as vak ingestel en die BCom (Versekering) word 'n studieveld. Konstruksie van die nuwe gebou op die Hatfieldkampus begin.

**1989** – Buite-muurse onder-ryg in Witbank begin. Bankwese as vak en BCom (Bankwese) as studieveld word heringestel.

**1991** – Die nuwe tuiste van die Fakulteit word amptelik ingewy. Die eerste BCom-grade word aan studente by die sentrum vir na-uurse onderrig in Witbank toegeken.

**1992** – Die Skool vir Openbare Bestuur en Administrasie,

die Buro vir Statistiese en Opnamemetodologie, sowel as die Sentrum vir Ekonomiese Politiek en Analise in die Departement Ekonomie word ingestel.

**1993** – Engels word as onderrigtaal ingestel.

**1995** – Die Fakulteit ondergaan fundamentele herstrukturering en gevolglik verander die name van 'n aantal vakke, studie-areas en departemente: die Departement Bedryfseconomie word die Departement Ondernemingsbestuur; die Departement Personeelbestuur word die Departement Menslikehulpbronbestuur; die Departement Rekeningkunde en Ouditering word die Departement Rekeningkunde. Die Departement Toersimebestuur word toegevoeg toe Hotel- en Toerismebestuur 'n onafhanklike departement word.

**1997** – Die Eenheid vir Leierskap word gevestig om tot die ontwikkeling van leierskap-kapasiteit by te dra.

**2001** – 'n Aantal nuwe grade

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word in die Fakulteit ingestel om in voeling met veranderende markneigings en kliëntefokus te bly.

**2003** – Die eerste vroulike dekaan in die geskiedenis van die Fakulteit, prof Carolina Koornhof, word aangestel.

**2004** – Die navorsings-uitsette van die Fakulteit, wat deur personeel en nagraadse studente gepubliseer word, is meer as 60 geakkrediteerde eenhede, wat tot gevolg het dat die Fakulteit as 'n leier in besighheidsnavorsing in Suid-Afrika beskou word.

**2006** – Twee joernale van die Fakulteit kry internasionale akkreditasie; naamlik die *Journal of Public Administration* en die *South African Journal of Economic and Management Sciences*. Die Departement Finansiële Bestuur vestig 'n onderwysvennootskap met die *Institute of Chartered Financial Analysts* – die eerste in Afrika.

**2007** – Die Interne Ouditering akademiese program word een van slegs vyf Interne Oudite-

ringsprogramme ter wêreld en word deur die *International Institute of Internal Auditors Inc* as 'n sentrum van uitnemendheid geklassifiseer. Die Departement Ondernemingsbestuur stel 'n *Business Incubator* in samewerking met die *Softstart Business Technological Incubator* in. Die *Business Incubator* ondersteun studente om hul eie sakeondernemings te begin, te vestig en te bestuur. Die *African Tax Institute* bied vir die eerste keer 'n intensiewe opleidingsprogram in Frans aan.

**2008** – Die Fakulteit bied 'n navorsingsimposium vir akademiese personeel aan. Die doel van die simposium is om personeel se vaardighede op die gebied van nagraadse toesighouding te verbeter. Die Fakulteit bied ook 'n konferensie met die tema *100 years of excellence – unlocking a new century* wat deel vorm van die honderdjarige vieringe van die Universiteit van Pretoria, aan.

'n Hele gradeplegtigheid word vir die eerste keer aan die

toekening van grade in Interne Ouditering toegewy.

**2009** – Die Sentrum vir Verantwoordelike Leierskap word in die Fakulteit Ekonomiese en Bestuurswetenskappe gevestig. Die King III Verslag word vrygestel. Drie personeellede van die UP, naamlik Estelle de Beer van die Departement

Bemarkings- en Kommunikasiebestuur, prof Derick de Jongh, Direkteur van die Sentrum vir Verantwoordelike Leierskap en prof Deon Rossouw, hoof van die Departement Filosofie en Direkteur van die Sentrum vir Sake- en Professionele Etiek, is by die skryf van die verslag

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## Feesvieringe!

Die Fakulteit se herdenkings-aktiwiteite om sy 90ste verjaarsdag te vier het op 1 Maart 2010 met 'n bring-’n-beker-geselligheid vir personeel afgeskop. Personeel het tydens dié geselligheid die geleentheid gehad om hul ondersteuning vir BafanaBafana te wys deur in hul groen-en-goud vere te pronk. Hulle het ook die Diski-dans – sommige met meer sukses as ander – geleer.

Op 11 Julie 2010 is personeel uitgedaag om rooi of oranje aan te trek om te wys waar hul lojaliteit in die finaal van die Sokkerwêreldbeker lê, toe Nederland teen Spanje te staan gekom het.

Ander geleenthede het werksinkels ingesluit, soos die werksinkel wat op 11 Maart 2010 deur dr Andries Terblanché, 'n alumnus, 'n senior venoot van KPMG (Australië) en wêreldbekende deskundige op die gebied van finansiële risiko's en die invloed daarvan op veral finansiële instellings, aangebied is.

Die Fakulteit se Sentrum vir Verantwoordelike Leierskap het ook in Mei 2010 die eerste Internasionale Konferensie oor Verantwoordelike Leierskap aangebied.

Die Departement Bemarking

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LEADERSHIP





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betrokke. Prof Rangan Gupta, 'n navorser en dosent in die Departement Ekonomie, word as een van die wêreld se top 100 jong ekonome aangewys.

**2010** – Die Fakulteit vier sy 90ste verjaardag!

en Kommunikasiebestuur het in Augustus die 40ste verjaardag van bemarkingonderwys by UP met 'n glansryke geselligheid gevier, terwyl die Departement Ekonomie in Oktober 2010 'n navorsingsprojek oor omgewingsbewustheid van stapel gestuur het.

Die Skool vir Openbare Bestuur en Administrasie het in November 2010 'n internasionale konferensie aangebied en 'n boek met die titel *Courageous Conversations*, wat deur proff Derick de Jongh, Stella Nkomo en mnr David Gleason saamgestel is, op 25 November 2010 in Johannesburg bekendgestel.

Die feesvieringe het op 'n hoogtepunt afgesluit met die Anton Rupert-gedenklesing op 16 November 2010 met me Maria Ramos van die ABSA Groep Bpk as gasspreker.

**From the Dean's Desk**

As I approach the end of my second term as Dean of the Faculty of Economic and Management Sciences, I look back at the many achievements of the members of staff and students of the Faculty and the milestones that were reached over the past almost eight years.

One of the milestones reached in 2010 was the celebration of the founding of the Faculty in 1920, ie 90 years ago. Although the first lectures in economics were presented in 1912 to assist students with their banking examinations, it took another eight years as well as funding by the accounting profession and major banks to establish the Faculty, which was then called the Faculty of Commerce and Public Administration. Initially, lectures were presented extramurally, mainly to mature students who were in full-time employment and

wanted to pursue their studies in the evenings. The Faculty's enrolment has since increased to approximately 10 000 students and it has full-time members of staff. The majority of the lectures are now presented to full-time students on the Hatfield Campus of the University of Pretoria.

The Faculty celebrated its 90th anniversary with several events, which are reported on in this edition of *Communiqué*. One of the highlights of the celebration was the second Anton Rupert Memorial Lecture, which was presented by Ms Maria Ramos, the CEO of ABSA. The subject of her lecture was "Is Africa the new Asia?"

The year 2010 was a highly successful year in many other respects for both the staff and students of the Faculty. I trust that you will enjoy reading about their activities and successes. It should be borne in mind that *Communiqué* is available online on the Faculty's web page at [www.up.ac.za](http://www.up.ac.za).



*Prof Carolina Koornhof.*

Whereas I am vacating my position as Dean of the Faculty of Economic and Management Sciences in order to take up the position of Executive Director at the University of Pretoria, I again express my appreciation to the members of staff and students of the Faculty who have provided the news that appears in *Communiqué*. I am also indebted to the members of the editorial staff, and in particular Ms Sonja van der Waldt, for the enthusiasm and dedication displayed in publishing *Communiqué* each year.

I trust that the reader will enjoy reading *Communiqué* 2010 as much as I did.

## A new head for the Department of Financial Management

On 1 September 2010, Prof Henco van Schalkwyk took over the role as the Head of the Department of Financial Management in the Faculty of Economic and Management Sciences from Prof Ebo Oost, who served as Head of the Department for almost 9 years.



*Prof Henco van Schalkwyk, new Head of the Department of Financial Management.*

Prof van Schalkwyk obtained his academic qualifications from the former *Rand Afrikaans University* and earned the right to use the *Chartered Financial Analyst* designation in 2000. He started his career in the foreign exchange market at a

large banking institution after which he joined the academia. After a period at the *old Technikon Witwatersrand*, he joined the *Rand Afrikaans University (now University of Johannesburg, UJ)* where he lectured various business, financial, and investment courses at undergraduate as well as postgraduate level over a 16 year period. He was actively involved in the development and implementation of new academic programmes, including the establishment of Investment Management and Financial Planning as career paths at UJ, and delivered a number of papers at national and international conferences.

Prof van Schalkwyk was



the first Chairman of the newly formed Department of Finance and Investment Management at UJ and served on various Faculty committees as well as trustee of both the UJ Pension and UJ Provident funds. He was a member of the investment committees of both these retirement funds and also the UJ Investment Committee. Prof van Schalkwyk is a member of the Academic Council of the *Institute of Behavioural Finance*, the Editorial Board of the *Journal of Economic and Financial Sciences*, and reviewer for *Management Dynamics*, *Meditari*, the *African Journal of Business Ethics*, and the *SA Journal of Information Management*. He consults to the private sector and was involved in financial training for, amongst others, Nedbank Private Bank, Citibank, Deutsche Bank, African Harvest, ABSA, Denel Aviation, Transnet, Portnet, SAB Miller, and Samancor.

According to Prof van Schalkwyk, his vision for the Department of Financial Management is to be the foremost national knowledge provider in the fields of finance, management accounting and investment management. He says this can be achieved by delivering experts to the labour market through the professionally oriented financial qualifications offered by the Department as well as delivering leading financial scholars through its research-based postgraduate qualifications.

The faculty would like to thank Prof Ebo Oost for leading the Department of Financial Management from its baby shoes into a full grown department of note.

Prof Oost commenced his studies at the University of Pretoria where he obtained the BCom (Economics) and BCom (Hons) in Economics. He furthered his studies at the University of South Africa (UNISA) and obtained a BCom (Hons) in Financial Management and an MCom with distinction after which a DCom in Investment



*Prof Ebo Oost, former Head of the Department.*

Management was conferred on him from Unisa.

He held senior financial positions at Eskom and the South African Reserve Bank before he was appointed as associate professor and later professor in Financial Management in the Department of Business Management at the University of Pretoria.

January 2002 marks the birth of the new independent Department of Financial Management with Professor Ebo Oost as its first head of department. The department is involved in adverse range of activities which include the presentation of two undergraduate, BCom (Financial Management Sciences and BCom Investment Management) and

two postgraduate programmes, a master's programme and Phd programme.

Prof Oost was instrumental in entering into partnerships with institutions and practice (such as MGregor/BFA) and the expansion and renewal of under – and postgraduate programmes at the University. Under his leadership the BCom (Investment Management) programme offered by the Department successful awarded an Educational Partnership with CFA Institute in 2006. At the time the University was the first and only CFA® Educational Partner in Africa. Subsequently the postgraduate Educational Partnership with the CFA Institute was also awarded to the University in 2009. This partnerships support one of the Departments aims to have local impact, while creating an international presence. He also served on various committees of the University and the Faculty of Economic and Management Sciences and is still a staff member of the Department of Financial Management.

## In the role of President

Ms Elbie Louw, a senior lecturer in the Department of Financial Management and a board member of CFA South Africa took up the role of President of the CFA South Africa from 1 September 2010.

Elbie obtained a BCom (Financial Management) cum laude in 2001 and a BCom Hons in Financial Management in 2004 from the University of Pretoria. As senior lecturer, she is involved in the teaching of modules such as Risk Management, Portfolio Management, Alternative Investments, Ethics, and Performance Measurement on undergraduate as well as postgraduate level. She has also been the CFA Institute Program Partner Coordinator since 2006. She delivered papers at international conferences such as the IntEnt (International Entrepreneurship Training and Education) Conference. She also has academic articles published in *Meditari*, a scientific journal. Her research specialisation areas are mainly Portfolio



*Ms Elbie Louw, President of the CFA South Africa.*

Management, Performance Measurement and Ethics.

The CFA Institute is a global, non-profit member organisation of financial analysts, portfolio managers, and other investment professionals. The CFA Institute administers the CFA and CIPM curriculum and exam programmes worldwide; publishes research; conducts professional

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# STAFF





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development programmes; and sets voluntary, ethics-based professional and performance-reporting standards for the investment industry. CFA South Africa promotes ethical and professional standards within the investment industry, encourages professional development through the CFA Programme and facilitates the open exchange of information and opinions. Administered by CFA Institute, the Chartered Financial Analyst® (CFA®) programme is a graduate-level, self-study curriculum and examination programme for investment specialists. In 2006, the Department of Financial Management at the University of Pretoria was the first at a South African University to become a Programme Partner of the CFA Institute and subsequently also became a Programme Partner at Honours level and have been appointed as the CFA Institute

Continuing Education Training Partner in Africa.

Elbie is also involved, in collaboration with other staff members of the Department of Financial Management, in contract research done by the Department for SEI Investments. The research focuses on How Retirement Funds are using Hedge Funds in South Africa.

According to her reference and fields of specialisation, there is no better candidate as Elbie for the position as President of the CFA.

## An experience with a deep and positive influence

Nolo Mphahlele, a senior lecturer in the Department of Accounting furthered her MCom studies in the Netherlands at the Vrije University.

It also formed part of the SAVUSA (South Africa University Strategic Alliances) for their SKILL (Stimulating Knowledge Innovation through Life-Long Learning) programme, which avails funds for South African students to expand on their knowledge, scope and skills within their respective fields at selected universities in the Netherlands.

"My experience in the Netherlands is one that will definitely have a deep and positive influence on my life. Not only because it is such a wonderful opportunity in itself, but also because I made a conscious decision; I chose to open my

heart and mind, such that these two months make a permanent investment in who I am as an individual. There has been a constant expectation in my heart for what God has in store for me" says Nolo.



*Nolo (left) and Ellouise Strydom, her new Afrikaans "tjommie" from Stellenbosch University at Vrije University.*

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The master's programme in Accounting at the Vrije University has been an exciting challenge for Nolo. She has had an opportunity to take advantage of what the South African curriculum has to offer and expand on that through what Vrije University has to offer. The main area of interest for her has been firstly, their focus on introducing students to research skills prior to them entering the professional environment, and secondly, their approach to teaching IFRS.

Nolo believes this experience came at a critical time for her. As she is still in the early stages of her career as an academic, a taste of the international college experience has definitely made her hungry for more knowledge. "I'm looking forward to taking what I have learned in Amsterdam and integrating it with my future academic aspirations at Tuks" says Nolo.

## Geleenthede vir kleinsakekonsultante

Volgens Prof Jurie van Vuuren, koördineerder van die Leerstoel in Entrepreneurskap, in die Departement Ondernemingsbestuur, is daar baie geleenthede in Suid-Afrika om kleinsakekonsultasie as 'n volwaardige en volhoubare beroep te beoefen as 'n mens bereid is om die eiesoortige Suid-Afrikaanse veranderlikes te konfronteer.

Hy het tydens 'n onlangse gesprek met kollegas in die buiteland opnuut besef hoe eiesoortig en uitdagend die kleinsake-ontwikkelingslandskap in Suid-Afrika is tydens 'n onlangse. Volgens prof van Vuuren is 'n reeks vaardighede nodig om hierdie mark suksesvol te kan bedien en is die Suid-Afrikaanse kleinsakekonsultasielandskap nie vergelykbaar met dié in Europa, die VSA, Australasië of die Ooste nie. Die struikelblokke wat in Suid-Afrika oorkom moet word, soos byvoorbeeld verskille in geletterdheidsvlakke, stede-

like- en plattelandse behoeftes, verskille tussen nywerhede en bedrywe, verskille rakende tale en waardestelsels asook verskille in verwagtinge en in rekenaargeletterdheid, is legio. As korporatiewe behoeftes rakende entrepreneurskapkonsultasie en -opleiding boonop hierby gevoeg word, is dit duidelik hoe belangrik aanpasbaarheid is, sê hy. Indien ingrypings deur regeringsorganisasies, buitelandse fondse of korporasies gefinansier word, maak dit die omgewing nog meer uitdagend.

Suksesvolle ondernemings kan nie meer sonder kennis oor rekenaar- en selfoontegnologie groei nie. Slegs 10,5% van die Suid-Afrikaanse bevolking gebruik die Internet. Aan die een kant van die spektrum moet kliënte met 'n hoë vlak van rekenaargeletterdheid bedien word, maar die aanpassing moet gemaak kan word om ook in die behoeftes van dié wat nie die kennis en toegang daartoe het nie te voorsien.

Ook 'n rits sakevaardighede rakende bemarking, finansiële en menslike hulpbronnbestuur is baie belangrik. Die beroep van 'n kleinsake/entrepreneurskapkonsultant is egter baie bevredigend, sê prof Van Vuuren. Om saam met jou kliënt uit enige van die marksegmente, sukses te kan beleef, is 'n baie emosionele ervaring.



*Prof Jurie van Vuuren van die Departement Ondernemingsbestuur.*



STAFF

## Workshops galore

Mr Jan van Rensburg and Ms Hayley Reynolds of the Department of Economics attended an intensive eight day workshop in August 2010 at the University of the Witwatersrand's Department of Public Health in August 2010 on "The Burden of Disease and Health Economic Evaluations".



*Attending the "Burden of Disease and Health Economic Evaluations" workshop, Mr Jan van Rensburg (back row on the right) and Ms Hayley Reynolds (fifth from right in the front row).*

The aim of the workshop was to develop the practical skills of researchers in South Africa with tools to compile burden

of disease data and to model the cost-effectiveness of health interventions, from gathering the data, through developing appro-

priate models, to reporting the results, including the sensitivity and uncertainty analysis.

The workshop was lead by well-known international expert on burden of disease studies, Prof Theo Vos from the University of Queensland in Australia and some of his colleagues. The content of the workshop was based on two postgraduate-level courses in the field of study at the University of Queensland. Lectures were filled with practical examples from various parts of the world, while the exercises focused on South African data and typical South African disease studies.

Both participants from the Department of Economics are confident that their own research definitely benefited from the experience.

As part of yet another initiative taken by Prof Nicola Viegi, the South African Reserve Bank Chair of Monetary Economics, well-known scholars working at the frontier of the discipline was invited to a four-day workshop

on non-linear econometrics that was hosted by the Department of Economics during September 2010.

The workshop was delivered by Prof Mehmet Balcilar of the Eastern Mediterranean University. Staff members of the Department of Economics, students of the Advanced Macroeconomics (EKN 823) course and officials from the South African Reserve Bank attended the workshop. The course covered both basic and advanced theory of non-linear econometrics with an emphasis on applications using R, based on the RSTAR package developed by Prof Balcilar.



*Prof Nicola Viegi, staff member in the Department of Economics and the South African Reserve Bank Chair of Monetary Economics.*



## Summer School in Applied Macroeconometrics

Annari de Waal, a lecturer of the Department of Economics, attended the Summer School in Applied Macroeconometrics (Programming in Matlab) at the Department of Economics and Quantitative Methods of the University of Salento in Lecce, Italy. The course was organised by Dr Camilla Mastromarco from the University of Salento.

Prof Ulrich Woitek from the Institute of Empirical Research in Economics at the University of Zurich presented the Summer School. Topics included advanced econometric modelling techniques, such as vector auto-regressive model (VAR) estimation, state-space models, the Kalman filter, Markov-switching models, time-varying VARs and dynamic stochastic general equilibrium (DSGE) model estimation. Several examples from applied macro-economics were used to practice programming in Matlab, which is a widely-used mathematical programming tool



*Annari de Waal of the Department of Economics.*

suitable for solving complex econometric models. The workshop was attended by more than 30 PhD students from all over Europe and the UK.

## Extraordinary Professor appointed

Prof Dave Bartram, Research Director for the SHL Group Ltd, has been appointed as Extraordinary Professor in the Department of Human Resource Management.

Prof Bartram is a world renowned scientist and researcher. In his role as Director of research at SHL, he is responsible for long-term strategic research projects and for exploring ways in which current scientific advances can be turned into applied assessment technologies. He joined SHL in 1998, having been a faculty Dean and Professor of Psychology at the University of Hull. He is past Chair of the British Psychological Society (BPS) Steering Committee on Test Standards and Chair of the EFPA Standing Committee on Tests and Testing, President of the International Association of Applied Psychology's Division 2 (Measurement and Assessment)



*Prof Carolina Koornhof (left), Dean of the Faculty of Economic and Management Sciences and Prof Dave Bartram, Director of research for the SHL Group Ltd.*

and also past-President of the International Test Commission.

During his career, he received the BPS award for distinguished contribution to professional psychology and has been widely published in a range of areas relating to occupational assessment, especially in relation to computer-based testing.





STAFF

## 4th Round Table Discussion

Prof Jerry Kuye, Director of the School of Public Management and Administration, was invited to act as respondent at the 4th Round Table Discussion on the 2010 State of the Public Service (SOPS) Report, under the theme *Integration, Coordination and Effective Service Delivery*, that took place on 4 November 2010.



**Professor Jerry Kuye, Director of the School of Public Management and Administration.**

Prof Kuye joined speakers such as Dr RR Mgijima and Mr MJ Diphofa, Chairperson and Director-General of the Public Service Commission (PSC) respectively, in this illustrious annual debate. The SOPS report

is a flagship product of the PSC and analyses the performance of the Public Service against the nine Constitutional values and principles governing public administration.

## NRF Ratings in the Faculty

The Faculty of Economic and Management Sciences boasts no less than 12 staff members with National Research Foundation (NRF) research ratings.

They are Profs Riël Franzsen, James Blignaut, Niek Schoeman, Steve Koch, Jan van Heerden and Rangan Gupta, all from the Department of Economics. From the Department of Marketing and Communication Management, Profs Yolanda Jordaan, Anské Grobler and Ernest North received NRF ratings. Other NRF-rated staff members of the Faculty are Profs Petrus Brynard and Chris Thornhill of the School of Public Management and Administration and Prof Stella Nkomo of the Department of Human Resource Management.

The objective of the NRF is to support and promote research

through funding, human capacity development and the provision of the necessary research facilities in order to support the creation of knowledge, innovation and development in all fields of the natural and social sciences, humanities and technology, including indigenous knowledge systems.

The evaluation and rating of individuals is based primarily on the quality of the research outputs in the recent past and is undertaken by national and international reviewers who are requested to critically scrutinise the completed research.

*continued on p 18*

# STAFF



*Continued from p 17*

## **NRF rated staff members of the Department of Economics**



**Prof Riël Franzsen**



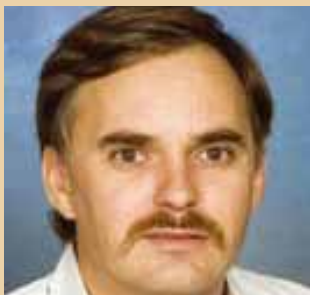
**Prof Jan van Heerden**



**Prof Steve Koch**



**Prof Niek Schoeman**



**Prof James Blignaut**



**Prof Regan Gupta**

## **NRF rated staff members of the Department of Marketing and Communication Management**



**Prof Yolanda Jordaan**



**Prof Anské Grobler**



**Prof Ernest North**

## **NRF rated staff member of the Department of Human Resource Management**



**Prof Stella Nkomo**

## **NRF Rated staff members of the School of Public Management and**



**Prof Petrus Brynard**



**Prof Chris Thornhill**

## Deneys Reitz Tax Thesis Competition winner



*Etienne Louw (left), Head: Group Tax, Absa and Prof Madeleine Stiglingh (right) of the Department of Taxation at the University of Pretoria.*

Prof Madeleine Stiglingh, Head of the Department of Taxation and winner in the doctoral category of the Deneys Reitz Tax Thesis Competition for 2010, received her prize during a function that was held at the Sandton Convention Centre on 14 October 2010.

Deneys Reitz Inc is a leading South African law firm, providing specialist services in the full spectrum of legal disciplines and is one of the largest independent commercial law firms in the country. The company also has global reach through its established working relationships with major law firms in the United Kingdom, United States of

America, Australia and the Far East.

In addition, Deneys Reitz has a dedicated tax division, Deneys Reitz Tax Services, which provides expert services on all commercial tax aspects. The goal of the competition is to promote taxation research and to highlight the role of taxation in the economy.

The title of Prof Stiglingh's thesis is *Developing a model to evaluate the quality of the services rendered by the South African Revenue Service.*

The objective of the research done by Prof Stiglingh, was to establish the perceptions that tax practitioners hold with regard to the services rendered by SARS in order to develop a service quality model that can be used to measure SARS's service quality continuously. In order to establish the perceptions of tax practitioners with regard to the quality of SARS's service, a model of service quality is required. The research proposed a framework

for a service quality model for both the traditional services and the e-services provided by SARS. This framework could be used as a basis for studies to establish the perceptions of tax practitioners with regard to the quality of SARS's service. The conceptual model of service quality that is proposed could also enable SARS to identify quality problems and assist SARS to plan for the launch of a quality improvement programme, and thereby to further improve the efficiency and overall performance of SARS.

The research done on the service quality of SARS provides a basis for other researchers and may also stimulate the momentum of service quality research in the tax agency environment. The famous quote by Winston Churchill ([1942] 2008) sums it up: *"Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning."*

## 'n Tyd om tot siens te sê

Monika Roode, 'n eertydse dosent van die Departement Rekeningkunde, het na 24 jaar afgetree. Haar loopbaan het in Oktober 1986 by die Universiteit van Pretoria begin toe sy 'n permanente aanstelling in die Departement Rekeningkunde onder prof G van N Viljoen aanvaar het. Sy onthou, "In daardie jare was die Departement Rekeningkunde op die 20ste verdieping van die GW-gebou met 'n pragtige uitsig en doodstil met geen studente wat jou ooit kom sien het nie, dit was nie die "in"-ding om te doen nie.

"Gelukkig was daar nie daardie tyd baie probleme met kragon-



derbrekings nie en die hysbakke was redelik nuut of iets, want die kere wat ons daardie stelle trappe moes aandurf was gelukkig maar min. In 1988 het prof Herman de Jager as departementshoof oorgeneem en het die Departement Rekeningkunde oorgetrek na die Ekonomiese en Bestuurswetenskappegebou, wat algemeen bekend was as die rooi baksteengebou met die blou vensterrame.

Wat ek van die jare 1988 tot 1990 onthou is dat ek, Marius Koen en Riaan du Plessis in die aande van 17:00 tot 19:00 in die Teologiegebou klas gegee



het. Een van daardie jare se studente, prof Willie Botha, het later departementshoof geword. Ek het hom altyd geterg en gesê dit moes óf die goeie onderrig, óf die Teologiegebou gewees het wat die grondslag gelê het."

Monika sou haar lewe nie anders wou gehad het nie. Sy het werklik elke dag van haar werksjare terdeë geniet, veral die kontak met studente en die klasgee. Elke student (en daar is baie van hulle) het vir haar soos 'n eie kind gevoel. "Wanneer 'n student aan my toevertrou was, was ek verantwoordelik en dit is mos wat 'n ouer is" sê sy.

Prof Carolina Koornhof, Dekaan van die Fakulteit Ekonomiese en Bestuurswetenskappe, was ook een van haar departementshoofde. Wat interessant is, is dat Monika prof Koornhof se Graad 9-onderwyser in Hoërskool Menlopark was. Aan die ander kant van hierdie prentjie was haar pa, prof Aad Zevenbergen, een van Monika se dosente as derdejaarsstudent in Rekeningkunde by Tukkies. Daarna het sy saam met prof

Quintus Vorster en dr Mynhard van der Merwe, vorige departementshoofde, en prof Johan Oberholster, huidige departementshoof, gewerk.

"Interessanthede is te veel om op te noem. Een gebeurtenis wat my altyd sal bybly is die aand toe 'n redelik ondeunde eerstejaar mansstudent, wat van die platteland af gekom het, tydens 'n sosiale geleentheid op die vraag wat sy indrukke van die Universiteit van Pretoria is geantwoord het dat sy ma hom gewaarsku het teen ouer vroue met baie goud. Die mense wat my ken sal weet dat ek al my juwele (dit is nou nie die hele wêreld s'n nie) te alle tye dra. Die skimp was dus op my".

Monika se laaste lesing by UP was 'n hoogtepunt in haar lewe. Tydens die oggendlesing van 7:30 het van eerstejaarstudente tot gekwalifiseerde GR's die lesing bygewoon om tótsiens te sê. "Ek kry nou nog sulke koue rillings as ek daaraan dink".

Met Tukkies-groete,  
Monika Roode.



# STUDENTS





## Tuks does it again in the QE 1 exam

The results of part 1 of the Qualifying Examination (QE 1) of the South African Institute of Chartered Accountants (SAICA) were released after being written in January for the first time in 2010. This exam is the first of two exams to be passed in order to obtain the CA(SA) qualification. A total of 2 921 candidates wrote the exam country wide of who 1 492 passed. The following are interesting facts about the recent examination:

- All three the joint top candidates in the exam were from the University of Pretoria.
- Of the Top 10 candidates in QE 1, three are from UP.
- Apart from UP in 2010, no

university has ever managed to have three candidates in the joint first position.

- All 10 candidates in the Top 10 qualifiers, passed with honours (75% or higher).
- UP delivered 24% of the candidates with honours, despite contributing only 8% of all candidates that passed the exam.
- The pass rate among first-time writers in 2010 was 73%.
- UP achieved a pass rate of 90% for African candidates in 2010.

The CA programme of the Faculty of Economic and Management Sciences of the University of Pretoria achieved excellent results, maintaining its consistent performance over the years and making UP one of the top SA universities in respect



*The academic clarks who specialise in financial sciences, (from left to right): Ben Griesel, Waseem-Ahmed Carrim, Tinyiko Siwele, Anculien Buitenweg, Chantelle Coetzer (cum laude), Jacomien Visagie, Shabana Ebrahim (cum laude), Anneke Lombard and Rozanne van Zyl.*

Year	Pass rate of first time candidates	Position nationally	Candidates in Top 10
2010	92%	Placed 1st	3 (No 1 x 3)
2009	96%	Placed 3rd	5
2008	95%	Placed 3rd	1
2007	93%	Placed 2nd	1
2006	88%	Placed 5th	1

The table provides an overview of the performance of UP candidates over the past five years:

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## Diski Dance on UP campus

of the education of chartered accountants.

The first-time writing candidates of the University of Pretoria achieved a pass rate of 92%, which means 121 of the 131 candidates passed the examination. This is the highest pass percentage in the country and for this the University is extremely thankful.

The Faculty is also especially proud that three of its candidates, namely Chantelle Coetzer, Melissa Manley and Megan Marinus in the joint first position, were under the Top 10 candidates. At the same time all 10 academic trainees at UP passed the exam and, apart from Chantelle, mentioned earlier, Shabana Ebrahim, also an academic trainee, passed the exam with honours.

The Tuks Tourism Students Association (TTSA), a student society of the Faculty of Economic and Management Sciences, was actively involved in campaigns prior to the 2010 Soccer World Cup.

The Department of Tourism Management was approached by South African Tourism to partner with them on one of their 2010 Soccer World Cup campaigns. The task was to identify the twenty most talented and exciting Diski dancers to represent Pretoria as the host city during the World Cup.

TTSA and the BCom Tourism Management students society, undertook to promote awareness of the dance on the Hatfield Campus and held workshops to teach interested students the basic moves. On 28 May 2010 some 50 hopeful candidates took part in the

auditions which were held in the Serengeti at the Economic and Management Sciences Building.

The judging panel included Wendy Ramokgadi, the creator of the Diski Dance, and Sugan Pillay, SAT's Global Manager

for Events. Twenty dancers were chosen and performed at the official FIFA™ Fan Fest at the Centurion Cricket Stadium during the World Cup.



*Hopeful candidates that took part in the auditions for the 2010 Soccer World Cup Diski Dance.*



## Centres of Excellence exchange students

Craig Miller from the Department of Auditing at the University of Pretoria took part in an internal auditing exchange programme at Louisiana State University (LSU). This is what he had to say about being the successful candidate for this prestigious programme.

"From the day I attended the first BCom (Internal Auditing) class at UP, I realised that the course was like no other I had done before. It started off with standard administration issues, but when we started to discuss what the course and the profession was about, I knew I had made the right career choice. I haven't looked back since!

In our first meeting, the possibility of sending a student on a semester exchange programme to another IAEP Centre of Excellence was discussed. This was met with a lot of enthusiasm from the students, despite the hard work that would be

required and the large price tag! I expressed my interest in the exchange programme to



*Craig Miller of the Department of Auditing who was on an internal auditing exchange programme at Louisiana State University (LSU).*

America with the staff of the Department of Auditing and tried to keep up to date with the status. As soon as it was announced that the exchange programme had been finalised and that UP would be sending a student to LSU, I knew I had the opportunity to apply for an experience of a lifetime! I did some research and applied for the exchange, along with 22 fellow students. After a grueling

interview process, I was the privileged student to be selected. After the excitement subsided, I realised how much work there was to do! I had just over three months to raise the necessary funds, book the tickets, apply for a visa, make academic and other arrangements and most important of all, to complete my degree!

I had a week to settle into my apartment and learn about America and the Southern culture. I met 20 international students from all over the world

*continued on p 25*



*Liu Yang (left) and Xinyu Xu (right), exchange students from the Nanjing University, with Mrs Kato Plant (middle), a staff member in the Department of Auditing at the University of Pretoria.*





who had also arrived. We realised once again how privileged we all are and what an honor it is to be ambassadors in the USA for our universities and countries. It is an especially big honour for me to participate in such a highly regarded exchange programme.

I would like to thank the University of Pretoria, Louisiana State University and everybody who made this experience possible."

As part of yet another formal exchange agreement between the Department of Auditing at the University of Pretoria and the Nanjing Audit University in China (NAU), two students from the Nanjing Audit University visited and studied Internal Auditing at UP's Department of Auditing.

They arrived during July 2010 and returned to China in November 2010 after their examinations. During the semester they attended internal auditing lectures on second-year, third-year and honours levels.

## Tuks student wins Budget Speech Competition

Ntuthuko Tsokodibane, an undergraduate student from the University of Pretoria, was awarded the first prize in the 37th Nedbank and Old Mutual Budget Speech Competition.

The winners in the different categories, namely postgraduate and undergraduate categories, were announced by the Minister of Finance, Pravin Gordhan, from a total of 20 finalists at a Cape Town gala function hosted by co-sponsors Nedbank and Old Mutual.

In the category for undergraduates, Carl Veller from the University of Cape Town was the runner-up. Third place was shared between Kwanele Ngwenya from the University of Fort Hare and Romi Reinecke from Rhodes University.

Tom Boardman, former Chief Executive of Nedbank, congratulated the winners and praised the finalists whom he believes are on the path of becoming the new leaders in the country's

economy. He said that the competition aims to make young South Africans excited about economics and about the future of our country.

"Through the Nedbank and Old Mutual Budget Speech Competition we are able to make a tangible difference in the lives of deserving young students. The winners deserve congratulations for their efforts, and we will be following their

progress closely," he said.

Postgraduates had to write an essay to the Finance Minister to discuss whether or not the inflation targeting policy framework has been successful and to look at alternative options. Undergraduates had to focus on macro- and micro-economic policy changes that would increase South Africa's export potential. The competition is an initiative to promote socio-economic thinking and to motivate students in economics and finance to apply their minds to constructive solutions.



*From left to right: Congratulating undergraduate winner Ntuthuko Tsokodibane (University of Pretoria), were Pravin Gordhan (Minister of Finance), Kuseni Dlamini (CEO of Old Mutual South Africa and Emerging Markets) and Mike Brown (Nedbank Chief Executive Designate).*



## An opportunity for exchange

Since signing a collaboration agreement between Fordham University in the USA and the University of Pretoria (UP) in 2007, a number of students from the Department of Economics at Fordham University have spent four to six weeks annually with staff and students from the Department of Economics at the University of Pretoria. In 2010, for the first time, the exchange was reciprocated.

On 30 May 2010, 10 BCom (Hons) (Economics) students from the University of Pretoria embarked on a five-week learning and cultural experience in New York City.

During their stay at Fordham University, the UP students enrolled for two graduate courses, namely Political Risk Analysis and Strategic Financial Management. These two courses are open to both MA and PhD students at Fordham University. It also forms part of a special postgraduate certificate programme in Emerging Markets and Country Risk Analysis that is run under the auspices of

Fordham's International Political Economy and Development programme (IPED). To complete the programme, the South African students were expected to satisfactorily complete the previously mentioned two courses offered in New York and complete a third course, namely Emerging Markets: South Africa, at the University of Pretoria during the month of August. The advanced certificate is a fully accredited programme and is registered with the New York State Board of Regents. Since its inception, it has attracted students and participants from around the world.

Apart from a challenging academic programme, with lectures from 18:00 to 21:00 from Mondays through to Thursdays, students had the opportunity to visit and interact with business leaders and policymakers from various government agencies and businesses, both in New York City and Washington, DC. Students visited Credit Suisse, JP Morgan, the NASDAQ, the NYSE, NY Branch of the Federal Reserve Bank, the UN, USAID and the US Capitol.

The highlight for many students was the June 11 2010 visit to the NASDAQ Times Square trading floor to kick off the 2010 FIFA World Cup that was hosted by South Africa. The students joined South African Consul General Fikile Magubane in ringing the opening bell while the event was broadcasted worldwide. This was a special event as President Nelson

Mandela was the only other South African to also ring the opening bell. Following the NASDAQ opening, the visiting students walked from Times Square to the New York's Paley Centre for Media to watch the opening game, showing their support by wearing the South African green and gold and providing a few inspirational blasts on their vuvuzelas.

The UP students were also treated to two Broadway shows, managing to obtain backstage passes to the musical *Chicago*. They also attended a church service in Harlem while staying with US families for two weekends. Before returning home, the UP students were able to experience Independence Day in the US that included a fireworks display in New York.

For the students of the University of Pretoria, the visit has

*continued on p 27*



been a remarkable experience and according to the Fordham faculty members, the UP students acquitted themselves well in the demanding programme. They received good grades and were also active class participants.

Meanwhile the 14 Fordham students that visited Pretoria were equally excited about their exposure to academic course information on Emerging Markets and local role players in business and government, as well as a number of diverse cultural adventures. The course offered at the University of Pretoria focused on the country's macroeconomic performance, currency and credit risk, inflation targeting policies, unemployment challenges and growth prospects. Students also had the opportunity to learn about South Africa and its culture.



*UP students at the NASDAQ in New York.*



*Fordham students at a farewell lunch with UP students and Prof Steve Koch, Head of the Department of Economics at UP (left) and Profs Boo Themeli and Henry Schwalbenberg from Fordham University (back, right).*



*UP students at Fordham with Dean Nancy Busch (right).*

Professor Dominick Salvatore (Chair of the Department of Economics, Fordham University), Prof Henry Schwalbenberg (Director of IPED), Dean Nancy Busch and Dr Stephen Freedman (Provost, Fordham University) have all expressed their commitment to the UP-Fordham University collaboration. In particular, Fordham University management would like to see a long-term collaboration that focuses on research, teaching and student exchanges, including the continuation and expansion of the current Emerging Markets certificate programme. Another initiative in the pipeline is Fulbright scholar's visits to UP and Fordham.



## Student wins Mandela-Rhodes Scholarship

Ntuthuko Tsokodibane, a BCom (Hons) (Economics) student of the Department of Economics in the Faculty of Economic and Management Sciences, has won the Mandela-Rhodes Scholarship for 2010.

This is an outstanding achievement as the field of candidates is large and of exceptional quality. It has been an extremely successful year for Ntuthuko, as he has also won the 2010 Nedbank and Old Mutual Budget Speech Competition earlier this year!

The Mandela-Rhodes Scholarship is more than a bursary. It aims to build leadership excellence in Africa and offers young Africans, who exhibit academic progress as well as broader leadership potential, a unique educational opportunity.

While pursuing their chosen postgraduate degree, each scholar benefits from access to leadership development programmes.

In addition to the opportunity



*The 2011 Mandela-Rhodes Scholarship winner: Ntuthuko Tsokodibane.*

to interact with a diverse group of fellow scholars that spans the continent and academic disciplines, scholars become part of a wide-ranging network of young Africans who are expected to play leadership roles in their fields and societies in the years to come. Ntuthuko is also a tutor in the Department of Economics.

## A time to celebrate!

Proud students, their families and Faculty staff celebrated on 15 April 2010, as the first ever group of Thuthuka students graduated at the University of Pretoria.

It was a time of excitement and rejoicing when 37 students received their BCom (Accounting Sciences) degree – the first step towards becoming a Chartered Accountant. Another

three students were even a step closer and received their BCom Honours (Accounting Sciences) and the Certificate in the Theory of Accountancy (CTA). Ntebogeng Mashilane received her BCom (Accounting Sciences) degree with distinction – a remarkable achievement!

These students commenced their studies in 2007 as part of the SAICA sponsored Thuthuka programme in the Department

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*The first ever group of Thuthuka students graduated at the University of Pretoria.*



## House HR reaches out

of Accounting at the University of Pretoria and have consistently achieved outstanding results. The name "Thuthuka", a Zulu verb meaning "to develop", was chosen by SAICA to designate its transformation initiatives related to increasing the number of African and Coloured chartered accountants. The Department of Accounting's transformations programme was established in order to better serve the financial knowledge and skills needs of the South African business, by taking cognisance of the recognised need to transform the demographics of the accountancy profession.

These graduates are excellent ambassadors for Thuthuka and the University of Pretoria. The Department of Accounting at the University of Pretoria is looking forward to watching their progress in the future.

The student house HR Tuks of the Department Human Resource Management gave a beautifully renovated room to a patient of the YANA House for people suffering from schizophrenia.

According to Louis Taljaard, a third-year BCom (Human Resource Management) student, HR Tuks decided to assist the YANA House as it is part of their study field. "We really wanted to reach out and even though it was a small project, it made a big difference in someone's life," said Louis.

"Restoring a room in YANA House was just the beginning. We just put things in motion and we would like to challenge other student societies to also get involved in projects like these," Taljaard said.

According to YANA's manager, Estelle Verbeek, there is a stigma attached to mental

illness, until someone close to you suffers from it. "The suffering of a person with a mental illness is not always apparent, but it is an illness which leaves the sufferer helpless and changes their life," says Verbeek.

According to the Chairman of HR Tuks, Fagan Nicholson, they have been working on the project since the beginning of 2010. He says that many people were involved and that it was also a social event. "We worked together, socialised and had braais together."

The project was completed

successfully with the help of a lecturer from the Faculty, Dr Deon Meiring, who became personally involved by spending time to support the project.

HR Tuks will continue, like other student societies on campus, to get involved in the community. "It is wonderful to make a difference in someone's life, the feeling is really great!" says Nicolson.



*Students of the HR Tuks student society at work at the YANA House for people suffering from schizophrenia.*



## Supply Chain Management students attend conference

BCom with the option of Supply Chain Management students attended the annual Chartered Institute for Purchasing and Supply (CIPS) conference which was held during April 2010 at the Emperors Palace convention centre in Johannesburg.

The theme for this year was the 2010 Soccer World Cup and most analogies were used with this in mind. The importance of procurement and supply in different industries were also highlighted. There were more than 20 speakers from various businesses of South Africa, Africa, China, Australia and the United Kingdom, where CIPS originates from.

The theme of the conference was *Greening our procurement*, which emphasised that businesses can, by reducing its carbon foot print, not only save the environment, but also reduce

costs by eliminating waste. Guest speaker former Bafana Bafana soccer star Marks Maponyane said that when it comes to procurement and supply management, people should not only think out of the box but throw the box away.



*Front row: Sihle Pika, Nicole Brooks, Ushma Bhana. Back row: Xander Engelbrecht, Mr Wesley Niemann (programme coordinator) and Wayne Manley, all BCom with the option of Supply Chain Management students of the Department of Business Management of the University of Pretoria who attended the conference.*



# TEACHING & LEARNING





## A Laureate Award for teaching

Lecturers of the Department of Auditing and the Department of Marketing and Communication Management of the Faculty of Economic and Management Sciences received a Laureate Award for teaching the Business Communication course (BKM 780) to postgraduate students. The award was presented to them at a prestigious gala dinner on 25 October 2010.

Nominations for the awards were open to academic staff with teaching appointments, and both individual and team nominations were invited. A peer review process was applied in the evaluation of the nominations. All the submissions were evaluated independently by nominated peer evaluators. Innovation in teaching focuses



*The award winning team of lecturers of the Internal Auditing Educational Partnership (IAEP) programme of the Department of Auditing and the Department of Marketing and Communication Management were, standing from left: Ms Kato Plant, Ms Philna Coetzee, Ms Mpho Masete, Ms Ané Kritzinger and Dr Jana Slippers (from the Department of Marketing and Communication Management) Sitting from left: Mr Cobus Janse van Rensburg, Ms Ronel de Kock and Mr Rudrik du Bruyn.*

on evidence-based practice and to reconceptualise initiatives into teaching in order to enhance student learning and to

achieve the stated outcomes of a module.

The award winning course in Business Communication was

presented by the Department of Marketing and Communication Management in collaboration with the Department of Auditing. The need for developing business communication competencies of internal auditors at tertiary level has been identified by the Advisory Board of the University of Pretoria's Internal Auditing Educational Partnership (IAEP) programme. Effective communication skills are critical within the internal audit profession. Internal auditors should have excellent verbal and written communication skills. The IAEP Advisory Board therefore suggested the introduction of a business communication course at postgraduate level for internal auditing students.

A task force consisting of academia and internal audit practitioners was established to investigate the structure and

**Continued on p 33**





## Logistics Achiever Awards seminar

content of such a business communication course. This led to the introduction of the BKM 780 semester course in 2007, developed exclusively for the BCom (Hons) (Internal Auditing) students.

This course addresses a learning need that makes the BKM 780 unique. In the module the students are influenced, motivated and inspired. It can be replicated and is also based on exceptional and innovative instructional practices that respond to the teaching and learning challenges within the UP learning environment and beyond.

During April 2010, BCom with the option of Supply Chain Management students of the Department of Business Management at the University of Pretoria had the opportunity to attend the Logistics News - Logistics Achievers Awards (LAA) seminar at Emperors Palace. During the seminar, numerous presentations based on how a company achieved its success were delivered. Awards were also made to the best presentations delivered.

Imperial Logistics/Fast 'n Fresh and BMW both won Environmental Awards. The awards were based on how a company contributed toward the reduction of negative environmental footprints in the transportation and automotive industry, respectively.

Clem Sunter, who is a well-known strategic planner, delivered a guest presentation at the seminar. All the students found his presentation particularly enlightening and enjoyed it thoroughly.

The event was rendered as a very informative experience and gave each student insight into the real issues faced within the supply chain environment.



*BCom with the option of Supply Chain Management students who attended the Logistics News - Logistics Achievers Awards (LAA) seminar (From left to right): Zane de Beer, Karen Terblanche, Andrea van Staden and Anna Sivetshe.*

## Virtuele belasting maak deure oop

Die *Virtual Tax Meeting* is deur die Departement Belasting van die Fakulteit Ekonomiese en Bestuurswetenskappe in werking gestel. Dit is 'n herhaling van die maandelikse *Tax Meeting* wat op 'n Donderdagaand deur die Departement op die Hatfieldkampus van die Universiteit van Pretoria aangebied word.

Adv Redge de Swardt en mnr Piet Nel van die Departement Belasting het op Vrydag 16 April 2010 die eerste *Virtual Tax Meeting* via die Internet as 'n proeflopie aangebied.

"Dit is besonder positief deur die deelnemers ervaar wat die sessie gebruik as platform om vrae te vra wat dan deur die aanbieders bespreek word. Die gedagte is om dit op 'n maandelikse basis aan te bied", sê

mnr Piet Nel.

Die doel van die *Tax Meeting* en die *Virtual Tax Meeting* is om belastingpraktisyns op hoogte te hou van relevante belastingaangeleenthede en nuwe ontwikkelinge.



Adv Redge de Swardt.



Mnr Piet Nel.



## Networking in Orlando

Naomi Wilkinson, lecturer in the Department of Auditing, recently attended the Fourth Annual IAEP Leadership and Networking Retreat in Orlando, Florida. Two honours students, Jaco de Winnaar and Rutendo Masvikeni, accompanied her to this conference.

The aim of this conference was to allow internal audit students from all over the world to network with one another. This

"by invitation only" event brings students, educators and practitioners (IAAAF donors) together and provides an opportunity for the practitioners to see the talent resonating the IIA's IAEP programmes. The practitioners get to observe and interact with the students before other recruiters see them on campus. The educators meet with each other as well as the practitioners to discuss the successes of their programmes and to share ideas for improving and growing them.



From left to right: Rutendo Masvikeni, Naomi Wilkinson and Jaco de Winnaar.



## Nuwe program bou brûe

Die Departement Ondernemingsbestuur in die Fakulteit Ekonomiese en Bestuurswetenskappe aan die Universiteit van Pretoria en die *Chartered Institute of Logistics and Transport: South Africa (CILTSA)* het op Maandag 17 Mei 2010 'n mentorskapprogram bekend gestel. Die program is gerig op tweede- en derdejaarstudente wat BCom met die opsie in Voorsieningskettingbestuur studeer.



*Van links na regs: Mnr Wesley Niemann (BCom Voorsieningskettingbestuurskoördineerder), mnr Mika Moerat (CILTSA-raadslid) en prof Gideon Nieman (Hoof van die Departement Ondernemingsbestuur).*

Die Departement Ondernemingsbestuur het met hierdie mentorskapprogram ten doel om sterk verhoudings met professionele liggame en beroepsverenigings te vestig. Die mentorskapprogram poog dus om die gaping tussen akademiese opleiding en die beroepsvelde van vervoer, logistiek en voorsieningskettingbestuur te oorbrug. Lede van CILTSA besit waardevolle kennis en deskundigheid. Verder beskik CILTSA *International* oor uitgebreide internasionale deskundigheid en netwerke, wat beskikbaar is vir studente wat aan die Universiteit van Pretoria studeer.

"Studente is dikwels nie aan die werksomgewing van hul gekose beroep blootgestel totdat hulle gradueer nie. Die verwagtings van die werksomgewing is soms totaal verskillend van die verwagtinge in die akademiese omgewing en studente is dik-

wels nie vir die aanpassing in die werksomgewing voorbereid nie. Die mentorskapprogram is daarop gemik om die bogenoemde kwessies aan te spreek en om te verseker dat studente volledige opleiding ontvang wat hul in staat sal stel om na die voltooiing van hul studies in diens geneem te word. Hierdie doelstelling behels die daarstelling van 'n goeie grondslag met akademiese inhoud wat later in prestasie-uitsetvermoë omgeskakel kan word," sê mnr Wesley Niemann, koördineerder van die Voorsieningskettingbestuurs-program van die Departement Ondernemingsbestuur aan die Universiteit van Pretoria.



## Students present assignment to industry

As part of the curriculum, third-year BCom (Investment Management) students presented the findings of their group assignments to a panel of industry specialists from the Public Investment Corporation and Nedbank Capital during August 2010.

As part of the assignment, the students were required to recommend two JSE listed shares, from the construction and banking sectors respectively, based on fundamental analysis techniques. Each group had to convey their recommendation in a twenty minute presentation, followed

by a ten minute question and answer session.

The students benefited greatly from the insights and assistance provided by the industry panel. The purpose of the assignment was to give the students a better idea of the issues and concerns they will face as they pursue careers in the investment industry.



*(From left to right): Mr P Pearce, Mr K Ngubane, Ms Z Bhamjee, Ms T Kulasinghe, Ms C Mulder and Mr C Barton.*



*(From left to right): Mr D Botha, Mr C Nel, Mr B Beetge, Ms S Aziz and Ms A Graaf.*



*(From left to right): Mr J de Wet, Ms T Lephala, Ms C Armstrong, Mr S Schickerling, Mr D Kritzing and Mr G Nash.*

## An innovative way of teaching

A unique interactive e-learning site for qualitative research has been developed by the Department of Human Resource Management. The initiative will be facilitated by two seasoned researchers, Prof Willem Schurink and Ms Evanthe Schurink who have been involved in qualitative research for more than 30 years. The main aim of the site is to help students to conduct qualitative research of a high standard, by providing them with the knowledge and skills needed, as well as a supportive and stimulating environment where emerging approaches, current debates and new developments in qualitative research will be addressed. Participating students will be invited by the blog facilitators to develop their own blogs (e-portfolios) where they can keep other students

informed on their research.

More specifically, the forum will act as a network where students can be informally trained to master a range of methodological skills needed for quality research (including evaluation research) and where they will be assisted to meet the required standards set by the Department.

The course will be presented in modules and includes topics such as the philosophy of qualitative research, qualitative research design, proposal writing, data gathering methods and data recording, data analysis and interpretation, critical appraisal, ethical considerations, enhancing the quality of qualitative research and evaluation research within the systems perspective.

This e-learning site aims to

address the problem currently shared by many South African universities, namely to meet the needs of a diverse group of students. Some of these students, for example, received excellent training in qualitative research, and some hardly received any training at all. Apart from developing a sense of identity, cohesion and belonging needed for learning, being part of such a group could help the student to foster an understanding of

issues involved in the specific subject, which in this case is qualitative research, and develop the critical and reflective skills needed to write a dissertation. It could also encourage the students to communicate their ideas, reflect on what they have learned, assist other students and become aware of the vast literature and new developments on the qualitative research horizon.



*Prof Willem Schurink, Ms Evanthe Schurink (left) and Mr Rolf Schurink (right) discussed the QualiQuest web page with Ms Sumari O Neil of the Department of Human Resource Management (third from left) and Mr Dawie Roux of the web office of the University of Pretoria (standing).*



## Tuks Communication Management leads

Staff members of the Department of Marketing and Communication Management at the University of Pretoria (UP) attended the biannual conference of the World Public Relations Forum in Stockholm from 13 to 16 June 2010.

Profs Gustav Puth, Ronel Rensburg, Anské Grobler and Ms Estelle de Beer of the Department of Marketing and Communication Management, as well as Judge Mervyn King, Extraordinary Professor in the Department of Marketing and Communication Management at UP, gave a presentation at the conference.

The focal point of the conference was to formulate a new set of guidelines for the communication professions, and a

white paper in this regard – the so-called Stockholm Accords – was published by the conference. During the conference, Judge King and Prof Rensburg presented papers that were received with high acclaim by the attendees from all over the world.

The Department of Marketing and Communication Management at the University of Pretoria has been teaching the key elements of the Stockholm Accords for more than a decade, while several other universities are considering steps to put this into effect.

All of this bodes well for the profession in South Africa and for the role that Communication Management graduates from the University of Pretoria are already playing in the industry.

Prof Anské Grobler was



*(From left to right): Profs Gustav Puth, Ronel Rensburg, Anské Grobler, Judge Mervyn King and Ms Estelle de Beer at the biannual conference of the World Public Relations Forum in Stockholm.*

also invited to lecture Public Relations and Communication Management to undergraduate and postgraduate students of the School of Communication at the University in Miami in Florida.

During her visit to the USA from 21 September to 5 October 2010, she also attended the Academic and Business Research Institute (AABRI) conference in Orlando. The AABRI supports research and publication by academics in education, ethics, technology

and all business-related fields.

The contributions that the Department made to the Stockholm Accords (affirmed at the recently held World PR Forum in Sweden during April), the Department's representation in the Global Alliance (GA) and its membership of the European Public Relations Research Association (EUPRERA) are some of the main reasons for the international standing of the Department of Marketing and Communication Management.



## Sneakers with a new dimension

As part of their training, BCom (Entrepreneurship) students had to do a project where they used the theoretical background that they receive in class coupled with their own experience to create and make shoes from recycled material. The students worked in groups of five members each.

The students exhibited the shoes, that had to have a unique South African pattern and also had to be made from recycled material, during a presentation.

The project originated from the current tendency of businesses to focus more on their social responsibility and the responsible use of business resources. Profit is no longer

the prime concern. Keeping this in mind, students had to design and make shoes from any recycled material. They also had to apply the theory of the creative process to their shoes. In turn, this could be linked to the phase of identifying and evaluating an opportunity in the entrepreneurial process.

The sneaker project attempted to help students to link theory to practice. They had to develop and present sneakers to the market using the theory of the different stages in the window of opportunity. They also had to compile a pocket guide titled *Information in a nutshell* on how to get a product on the market, containing detailed information on these stages. The pocket guides were used to make existing and potential small business owners aware of all



*The shoes designed and made from recycled material by BCom (Entrepreneurship) students.*



the necessary steps they have to go through in order to have a sustainable business. The overall aim of the sneaker project was to invest in the community by developing the entrepreneurial skills of an individual.



## Programmes in International Freight Management and Administration

The Department of Business Management of the Faculty of Economic and Management Sciences and Continuing Education at the University of Pretoria (CE@UP) are extending the continuing education offerings in the field of international freight management and administration.

Billions of Rands are spent annually by South Africans purchasing goods from foreign suppliers. Many businesses rely on imported supplies for the production or assembly of their own goods for the local market and for use in the manufacture of other goods for export. Although the bulk of exports fall in the categories of metals, minerals and agricultural produce, exports of general merchandise are increasing all the time. This is an important dynamic in the management of the country's balance of payments. South Africa is a large importer of capital goods and equipment. Simply put, the export activities of South African business are

involved in international trade, with increasing importance.

At practical level, the responsibility for making the trade happen lies with management involved in purchasing, supplies planning, production and inventory control - all aimed at ensuring that goods are received and delivered within set time limits and cost-effectively. International trade is indelibly linked to international transportation. This function must be managed properly and controlled by people with a sound understanding of the complexities involved.

Importers and exporters rely, to a greater extent, on freight forwarders and customs

brokers, but the responsibility for achieving the desired results remains with management. It is incumbent on import and export management to understand the impact of the many elements of the international transportation and this applies to all disciplines, which include logistics, shipping, marketing, production and finance. All involved - from the freight forwarder's perspective, management and staff - must have the skills and knowledge to operate in this multi-faceted environment.

The Department of Business Management's Chair in Logistics introduced two programmes in international freight management and administration. The first programme commenced in July 2010 and was presented over a period of five weeks. Study took place at the Hatfield Campus of the University of Pretoria and involved 160

contact hours with lecturing being provided by experts. With the objective of improving the students knowledge and competence in the vast and intricate field of international trade, the course examined amongst other topics, the needs of importers and exporters, the contract of sale, delivery terms and payment methods, the role of international organisations such as the World Customs Organisation, the ICC and IATA, international freight forwarding and the role of customs.

An advanced programme will be presented over a period of six weeks with 200 contact hours and will introduce students to the legal framework of international transport, trade issues such as anti-dumping, the transportation of dangerous goods and other special cargoes, marine insurance, financial management and freight forwarding within the supply chain. The advanced programme will commence in 2011.





## International Conference on Global Sustainable Tourism

A best paper award, six scientific papers and a keynote address, were among the achievements and contributions by lecturers and postgraduate students of the Department of Tourism Management at the International Tourism Conference on Global Sustainable Tourism.

The Conference, took place in Mbombela from 15 to 17 November 2010 and attracted more than 170 delegates from 29 countries. The papers presented by the staff and postgraduate students addressed key sustainability issues in areas such as rural tourism routes, rural tourism cuisine, events as an element of sustainable destination competi-

tiveness, urban ecotourism and the relationship between tourism destination branding and sustainability.

A paper delivered by Mrs

Eileen Geldenhuys, a master's degree graduate in Tourism Management, Dr Gerrie du Randt, a PhD graduate from the Department of Tourism

Management and Prof Deon Wilson, a lecturer in the Department of Tourism Management, was awarded the Best Paper Award in the Cultural Heritage Category.

According to Prof Ernie Heath, Head of the Department of Tourism Management, who delivered a keynote address at the Conference, a number of key sustainability issues and challenges were highlighted at the Conference, which could inform the future tourism research agenda.



*Dr Gerrie du Rand (left), Ms Eileen Geldenhuys (middle) and Prof Deon Wilson (right) with the uniquely designed trophy.*



## A tourism strategy for Zambia



*The group of BCom (Hons) (Tourism) Management students with lecturers Mr Cyril Francis (left), Ms Felicity Fairer-Wessels (right) and Prof Ernie Heath (middle).*

BCom (Hons) (Tourism Management) students at the University of Pretoria recently had the educational experience of a lifetime when they undertook a field visit to the Livingstone area in Zambia.

As part of their honours studies in tourism management, the

students, supported by their lecturers, were involved in analysing the tourism challenges and opportunities for the Livingstone area of Zambia. Based on key developments and trends, as well as lessons from best-practice destinations, they proposed tourism strategies and actions for the future.

The project included a field

visit to the region during the week of 4 to 11 October 2010, during which they visited various attractions and facilities in Livingstone and the surrounding area in order to experience the destination first-hand. They also had discussions with public and private sector tourism stakeholders in the area. On Friday, 8 October, they presented their tentative findings to approximately 40 tourism stakeholders at a lively interactive tourism forum in Livingstone. The overall feedback from the stakeholders regarding the proposals was very positive.

The programme did not only provide excellent learning experiences for the students, but also aimed to supply stakeholders in the Livingstone area with strategic and practical proposals to capitalise on their rich array of tourism resources, which include a wide spectrum of special ecotourism and

adventure activities, authentic cultural and cuisine experiences, and of course their flagship attraction, the Victoria Falls.

According to Prof Ernie Heath, Head of the Department of Tourism Management, previous projects of this nature, which have been undertaken in, Namibia, Mozambique, Mauritius and South Africa among others, have proved to be extremely successful and have not only provided invaluable experience to students, but have also provided major benefits to participating destinations and industry stakeholders.



## Facebook and the teaching environment

Based on the statistics of use, it is clear that Facebook is a very powerful tool. Why not therefore incorporate it into the teaching environment?

A lecturer in the Department of Taxation, Ms Theresa Hills, decided to do just that! There were about 820 students registered for BEL 220, a module in Taxation, during 2010. The large amount of students made it difficult for personal interaction and Facebook was the ideal platform to create this personal interaction with students in addition to ClickUp, a web based information system for registered students at the University of Pretoria.

"Facebook is literally taking over the world and we decided to use it as tool for communication with second year BCom option in Taxation students.

Facebook was the ideal platform to create a personal interaction with the large amount of students", says Theresa.

The Facebook group will be used by lecturers to communicate with students and serve as a social interface during the semester. The basic purpose is to create a proper class instead of just a group of random people that occasionally gathers in a lecture hall. Whenever documents are uploaded onto ClickUp, a message is sent to all the members in the group. Most students have Facebook on their phones, so they know immediately when they have to go onto ClickUp. All announcements that have been posted on Facebook will also be uploaded on ClickUp, so that students who are not using Facebook, will not be negatively affected.

The Facebook group facilitates communication between



the lecturer and individual students. Messages can easily be sent to specific students, and the students can also send messages to lecturers.

About 35% of the students were part of this group. How-

ever, the number is growing on a daily basis and the feedback received from the students using it is very positive.



## Departement presteer met navorsing

Navorsingswerk en - artikels deur die Departement Ekonomie van die Fakulteit Ekonomiese en Bestuurswetenskappe aan die Universiteit van Pretoria (UP), het die afgelope vyf jaar beduidend toegeneem. Dit het daartoe gelei dat die Departement se plek op die navorsingsranglys van Suid-Afrikaanse universiteite aansienlik verbeter het en die Departement nou die naasbeste ekonomie departement onder alle tersiêre instellings in die land is.

Dié prestasie is behaal ondanks die feit dat die Departement, vergeleke met ander universiteite se ekonomiese departemente, van die meeste studente per dosent in die land het.

Dié evaluering is deur John Luiz van Wits se Sakeskool gedoen in 'n opname van departemente vir die tydperk 2004 tot 2007. Die inligting is vervat in 'n artikel getiteld *Evaluating the Performance of South African Economics Departments* wat in 'n onlangse uitgawe van

die *SA Journal of Economics* gepubliseer is.

"Ons is trots dat ons die naasbeste in die land is – en ons sien uit daarna om vorentoe nog beter te vaar," sê prof Steve Koch, nuwe hoof van die Departement en self ook 'n toegewyde navorser.

Ofskoon die evaluering van toepassing is op die tydperk 2004 tot 2007 is het die Departement Ekonomie aan UP die afgelope vyf jaar deurgaans aktuele navorsing op verskeie



*Navorsers van die Departement Ekonomiese en Bestuurswetenskappe. Van links na regs agter: Proff Steve Koch, Rangan Gupta, Jan van Heerden en Margaret Mabugu (voor).*

belangrike gebiede gedoen met die doel om die resultate in gesaghebbende tydskrifte te publiseer, sê prof Koch.

UP-navorsers wat gerekende navorsingsbydraes gelewer het, is prof Rangan Gupta met 'n reeks van ses verslae oor finansiële onderdrukking, en 'n reeks navorsingsverslae wat die afswaai van die behuisingsmark voorspel het, prof Margaret Mabugu wat die effek van handelsliberalisering op vroue in Suid-Afrika ondersoek het,

en proff Jan van Heerden en James Blignaut, wat saam met 'n aantal medenavorsers 'n navorsingsartikel vir *The Energy Journal* gelewer het.

Sowat 40 studente is tans geregistreer vir 'n meestersgraad in Ekonomie, met sowat 20 wat reeds besig is met navorsingsprojekte en - verslae. Bykans al 25 PhD-studente wat verlede jaar by die Departement Ekonomie geregistreer het, is tans ook besig met navorsingverslae en - artikels.



# RESEARCH





## Meditari ranked on the ABDC list

The Department of Accounting is proud to announce that *Meditari* – Accountancy Research a scientific journal, has been ranked on the recently published journal list of the Australian Business Deans Council. This list contains the combined views of Business Deans throughout Australia on the top academic journals in the world and the list is used extensively throughout Australasia.

The following individuals, who have been instrumental in the application for ranking, deserve specific mention:

Prof Stephen Coetzee, rotating-editor of *Meditari* of the Department of Accounting of the University of Pretoria, Prof Elmar Venter also of the Department of Accounting of the University of Pretoria and rotating-editor of *Meditari*, Prof Craig Deegan of the RMIT University in Melbourne, Australia, Prof Charle Villiers of the University of Auckland and Prof David Hay of the University of Auckland, both in Australia.

It has been a great effort from all colleagues to contribute to the shared vision of

improving the international standing of *Meditari* – Accountancy Research. The next goal

would be to move up on the ABDC ranking list.



*Prof Elmar Venter (left), Prof Johann Oberholster, Head of the Department of Accounting Sciences (seated) and Prof Stephen Coetzee (right) of the Department of Accounting Sciences.*

## Equality, diversity and inclusion

Prof Stella Nkomo, a professor in the Department of Human Resource Management in the Faculty of Economic and Management Sciences was the joint recipient of the *Distinguished Woman Scholar in Social Sciences Award*. The Department of Science and Technology recognises the achievement of women scientists and researchers in South Africa or Africa by rewarding outstanding work done by women in research.

Prof Nkomo completed her doctoral studies at the University of Massachusetts in the United States of America. She held teaching positions at the

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University of North Carolina, the University of Massachusetts, the University of South Africa and the University of Rhode Island and has been a visiting professor at Dartmouth College and Harvard University. Prof Nkomo's internationally recognised work on race, gender and managing diversity appears in numerous journals and she has been widely acclaimed by her peers for her brave and novel approaches to the topics of race, gender, power and inequality. Her work brings fresh insights from a South African perspective. She is a highly visible thought leader in the field as evidenced by invitations to contribute to encyclopaedias and textbooks.

She is the associate editor of *Organization: The Critical Journal of Organisation, Theory and Society* and also serves on eight other editorial boards. Prof Nkomo is also the recipient of numerous other awards, including the Sage Award given



**Prof Stella Nkomo of the Department of Human Resource Management.**

by the Gender and Diversity Division of the US Academy of Management, which recognises the contributions made through a scholar's body of work.

Prof Nkomo is also a NRF-rated researcher. It is the first time that an academic from the University of Pretoria has won this award in the Social Sciences category.

Prof Stella Nkomo also delivered a keynote address at the Equality, Diversity and Inclusion (EDI) Conference in Vienna, Austria. The Vienna University

of Economics and Business hosted the Conference from 14 to 16 July 2010. The focus of this year's Conference was on *Leadership for Equality, Diversity and Inclusion at work*.

Her paper highlighted leadership for equality, diversity and inclusion in the South African context. According to her, South Africa became a democratic nation in 1994 that saw the official end of its racial segregation policy of apartheid. "Since that time the government has embarked on an aggressive policy initiative

to redress the injustices of the past and to achieve equality. This addresses the results of a recent study of the diversity and transformation initiatives of organisations within South Africa and the results reveal the unique challenges of attaining equality in a context where the goal is social justice and equity for the majority instead of a minority", she says.

The Conference provided an inter- and transdisciplinary as well as an international platform for academics, policy makers and practitioners for explorations, syntheses and discussions of leadership for equality, diversity and inclusion at work. There were academic and doctoral sessions, as well as sessions for practitioner and policy making interests at the Conference. A doctoral colloquium, which allows research students to discuss methodological and subject specific issues in studying equality, diversity and inclusion at work, also formed part of the

## A prestigious event

The University of Pretoria's Centre for Internal Auditing Excellence hosted its 12th Annual Student Internal Audit Conference at Sun City during September 2010.

The Student Conference forms part of the professional development of internal audit students, and the objective of the Conference was to provide students with a networking opportunity with well-known companies, practitioners, other students and

educators. The theme for this year's Conference was occupational health and safety in the working environment.

The Student Conference would not have been possible without the support of its sponsors. The main sponsors were Eskom was the main sponsor and Price Waterhouse Coopers.

Dr Claudelle von Eck, the new CEO of the IIA (SA), opened the conference with a motivational speech about the strategic imperatives for the Internal Audit profession. Other speakers of



*Delegates at the twelfth Annual Student Internal Audit Conference.*



*Mr Rudrick de Bruyn of the Department of Auditing at the 12th Annual Student Internal Audit Conference.*

the day were Ray Strydom, a specialist in safety risk management, who addressed occupational safety in South Africa. Dr Wessel Neuhoff addressed the occupational health practice in 2010 and Frans Fouché, the University of Pretoria's Head of Occupational Health and Safety, addressed occupational health and safety issues at the Univer-

sity. Finally, Gert Lange, CEO of National Risk Management (Pty) Ltd told some interesting stories with regard to the building of the soccer stadiums for 2010. He was one of the key role-players in terms of health and safety during the building process.

In addition, two groups of the BCom (Internal Auditing) final year students of the University of Pretoria delivered did presentations. The one group focused on safety during the FIFA 2010 Soccer World Cup, while the other group assured delegates that the Gautrain is safe and ready to roll at 160 km/h!

Feedback from the students, practitioners and presenters indicated that the Conference was, once again, a huge success. Students were provided with very valuable information in respect of the health and safety environment for auditing purposes.





## Conference on Responsible Leadership

From the 18 to 20 May 2010, some 150 professionals from across the globe gathered at the University of Pretoria for the first International Conference on Responsible Leadership that was hosted by the Centre for Responsible Leadership (CRL) at the University of Pretoria. The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) was the official sponsor of the Conference.

The focus of the three day conference was on advancing the case for more responsible leadership across the globe, in various sectors, on individual, organisational and on collective frontiers. A broad range of topics, as well as the diverse participation, reflected

the complexity of the emerging responsible leadership field, and acted as a constructive platform for contributing to the further development of the responsible leadership field. Topics in the academic streams ranged from capacity building of responsible leaders, to environmental leadership and leadership in community development. Other topics reflected accounts of leadership, as well as strategies for embedding sustainability in organisations, improving public sector leadership, and nurturing responsible leadership in organisations. The practitioner streams reflected a similar diversity, and included workshop sessions focused on promoting responsible and value-driven leadership. Specific applications included non-financial accounting, health care and climate change.



*Prof Cheryl de la Rey, Principal and Vice Chancellor University of Pretoria, Mr Jacko Maree, Chief Executive Standard Bank Group, Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences and Prof Derick de Jongh, Director of the CRL.*

Prof Derick de Jongh, Director of the CRL, emphasised during the official opening of the Conference the important role leaders of the future will play in creating a new global society, characterised by a deep sense of and appreciation for a sustainable future planet. He highlighted three qualities that are, according to the CRL, emerging cornerstone elements of responsible leadership. These are reflection, courage and wisdom.

A diversity of topics were reflected on by well known keynote speakers, such as Prof Thomas Maak, Associate Professor Esade (Spain) on attributes and competencies of responsible leaders and Prof Pierre Tapie, Dean and President of Essec (France) on the role of business schools in developing the next generation of responsible leaders.

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### **Continued from p 49**

The CRL also hosted the first International PhD Colloquium in Responsible Leadership, bringing together PhD students from South Africa and Africa. Rich debates resulted amongst peers through the sharing of ideas and experiences. Strong support for perusing research and practice in the field of responsible leadership was demonstrated amongst all PhD candidates participating in the colloquium.

Another constructive platform for discussion around leadership issues, was the CEO roundtable which took place over breakfast during the last day of the Conference. This platform utilised perspectives of three different CEO's, to stimulate dialogue between delegates. CEO's that took part in this roundtable included Benjamin Mophatlane, CEO of Business Connexion, Mark Drewell,

CEO of the Global Responsible Leadership Initiative in Brussels, and Russel Loubser, CEO of the Johannesburg Stock Exchange.

The Conference emphasised the importance of nurturing networks for developing the responsible leadership field. This was perhaps best illustrated by the 'holistic view of responsible leadership' proposed by Philip Mirvis in a presentation on the last day, in which he emphasised the interconnectedness of the individual (me), organisational (we) and societal (us) dimensions of leadership.

The aim was that the ideas and relationships that were developed and strengthened by this Conference would contribute to the spearheading of the responsible leadership field, in order to contribute to systems that help establish a new generation of responsible leaders.

## **Renowned financial expert visits the University of Pretoria**

As part of the celebration of 90 years since the founding of the Faculty of Economic and Management Sciences, the Faculty hosted a workshop on financial risks and the impact thereof on financial institutions, presented by an internationally renowned expert Dr Andries Terblanché.

Dr Andries Terblanché, an alumnus of the University of Pretoria (UP), is currently the Chairman of Financial Services for KPMG in Australia. In this capacity, he has worked closely with risk professionals, mathematicians, statisticians, actuaries, accountants and economists in Australia and globally. Dr Terblanche joined KPMG in 1982. He was admitted as a partner in 1994 and joined KPMG Australia in 1999. He has acted as an independent financial expert for numerous

corporate mergers, acquisitions and demutualisations, and has advised courts in Australia, New Zealand, South Africa and the UK on contested and litigated insurance matters.

His current client responsibilities include major Australian insurers and wealth managers. As an approved Australian life insurance and general insurance auditor, Dr Terblanche is a member of the International Insurance Society Inc, the Australian Accountants and Actuaries

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Liaison Committee, the Institute of Chartered Accountants in Australia, the Institute of Chartered Accountants of New Zealand, and the South African Institute of Chartered Accountants. He is

also a member of the Australian Institute of Company Directors and the Australian Institute of Banking and Finance.

Dr Terblanché is also a popular lecturer to MBA

students at the University of Technology in Sydney, and a professor of accounting and finance at the University of Pretoria. He interacts closely with economists from Stanford

and Chicago Universities in the discussion and analysis of global matters. Dr Andries Terblanché recently received the University of Pretoria's Laureate Alumni Award, and last year the World Economic Forum invited him to serve on its Global Risk Network.

The workshop at UP took place on 11 March 2010 in the Senate Hall of the University of Pretoria and consisted of different modules, namely The Changing Face of Risk, Fragility: The new Normal, Moral Hazards and Lessons Past and Present. The workshop was well attended by alumni, students, staff and representatives of commerce and industry.

For more information on the workshops, visit the website of the Faculty of Economic and Management Sciences at [www.up.ac.za](http://www.up.ac.za).



*Dr Andries Terblanché, an alumnus of the University of Pretoria and an internationally renowned expert on financial risks for companies.*



# PARTNERSHIP





## A time to share

The Faculty of Economic and Management Sciences once again took part in community projects during 2010. Staff members and students of the Faculty united in donating food to those who are in need and this time even man's best friend was also looked after!

### The SPCA's Build a mountain with donations project

During December, the number of abandoned animals rises dramatically and the SPCA is under enormous pressure to

provide food for all. The SPCA launched a project where animal food can be donated to the SPCA in Waltloo. The project was called the *Build a mountain with your donations*. The aim of the project was to set a record to be beaten in the future.



*Personeel van die Fakulteit Ekonomiese en Bestuurswetenskappe (van links na regs): Estelle Olwagen, Doret van der Westhuizen, Liesl Oosthuizen, Antoinette Victor (maatskaplike werker) en Lynette van Niekerk.*

The Financial Accounting 121 (FRK 121) students of the Faculty of Economic and Management Sciences decided to join the project and launched a Mountain of Rescue / Food Project in an effort to help feed abandoned animals during the holidays.

Students and staff members of the Department of Accounting Sciences donated food up to the value of R6 000 to the SPCA.

### Wespoort blikkieskosprojek

Een van die Wespoort NG Gemeente se oudste projekte het ongeveer 26 jaar gelede tot stand gekom, nadat die hoof van Laerskool Danville tydens 'n besoek aan die Gemeente vertel het van die nood in daardie gemeenskap asook in die groter gemeenskap. 'n Maatskaplike werker is aangestel en verskeie projekte, onder andere die kosprojek, is in die lewe geroep. Die Fakulteit Ekonomiese en



*Mr Danny Nortje with the mountain of donations to the Waltloo SPCA.*

Bestuurswetenskappe het bydrae tot die projek gelewer deur blikkieskos wat deur die personeel geskenk is, aan die Gemeente te skenk. Me Antoinette Victor, die maatskaplike werker wat betrokke is by die projek, het die blikkieskos by die Fakulteit kom afhaal.



## Students became kids again

On 8 October 2010 a group of Thuthuka students of the University of Pretoria travelled to Leamogetswe Safety Home in Atteridgeville in Pretoria. The Thuthuka Bursary Fund is administered by SAICA. It aims to assist academically-talented African and Coloured students to pursue a BCom (Accounting) degree in order to become chartered accountants.

Leamogetswe is home to 50 homeless children, some of whom are abandoned and abused. The home also feed another 15 children daily. The house was founded by Matlakala Makhubela, and is run with the assistance of 15 volunteers. The visit was initiated by the 2010 Thuthuka 4DEF committee in order to deliver food and clothing that was donated by Thuthuka students and staff of the Faculty of Economic and Management Sciences.

On arrival, the students spent

time with the children, playing, and was amazed by the amount of energy and appreciation these children showed. There were also some humorous and memorable moments. One of the Thuthuka students had a very interesting conversation with a four year old girl, who confessed she wanted to be Superman when she grows up. "The primary school children took us about ten years back. We remembered and played the old classics, such as 'Nature gives us energy' and 'Mmatha-



*Thuthuka students playing with the children of the Leamogetswe Safety Home for homeless children.*

pelo" said the students. Actually, the Thuthuka students had bigger smiles on their faces than the children. The male students also played soccer and cricket with the boys, only for the students to look like they had just run a marathon, – so the tournament was pretty hectic.

While the Thuthuka students had a lot of fun with the child-

ren, the children on the other hand motivated the students by inspiring them to go out and utilise opportunities and achieve their dreams. According to the Thuthuka students, the visit was "awesome" and they are looking forward to the next visit.



## HR alumnus circumnavigates Mauritius on a unicycle

In January 2010 Christo Coetzer became the first person to circumnavigate Mauritius on a unicycle. Christo is an alumnus of the Faculty of Economic and Management Sciences. He enrolled for a BCom (Human Resource Management) degree in 2006.

Starting at the Le Caudan Waterfront in Port Louis, he circumnavigated the Indian Ocean Island in nine riding days and was accompanied by the beautiful ex-Miss Mauritius, Olivia Carrey and numerous legends in the Mauritian cycling industry.

Christo rode about 35km per day with five designated stops in various district councils and villages where enormous reception parties were hosted for him

and he truly felt the hospitality and warmth of the Mauritian people. The Tour de Maurice Monocycle, as it was fondly referred to by the Mauritian people, was very well supported.

After completing this feat, Christo was appointed as an official ambassador for Mauritius and Mauritian cycling, together with other big names and legends in the cycling world such as Andrew McLean,

Thomas Desvaux and the current Mauritian cycling champion, Yannick Lincoln.

The adventure was very well documented and a book and DVD by Christo will be released in the near future, offering viewers and readers alike a chance to relive the adventure through Christo's eyes.

Representing both Mauritius and South Africa, Christo, or *Magic Man* as he was fondly referred to by the Mauritian children, was invited for an official state visit to the State House of His Excellency, The Right Honourable Sir Anerood Jugnauth, the President of the Republic of Mauritius, before returning to his home country South Africa.



*Christo with his unicycle.*



## Supply Chain practitioners complete training programme

The Mpumalanga Department of Finance recently held a certificate ceremony for delegates who successfully completed the Certificate Programme in Supply Chain Management during 2009/10.



*From left to right: Mr W Niemann (Supply Chain Management programme manager, Department of Business Management), Adv AJG Baloyi (COO: MPU Department of Finance), Prof GH Nieman (Head of the Department of Business Management), Mrs YN Phosa (MPU MEC for Finance) and Mr R Masambo (Senior Manager: SCM MPU Department of Finance).*

The programme was presented by the Chair in Logistics of the Department of Business Management at the University of Pretoria and was coordinated through Continuing Education at the University of Pretoria Trust

(CE at UP Trust). The certificate ceremony took place at the Agricultural Research Council (ARC) in Nelspruit. It celebrated the achievements of the learners who participated in the programme.

According to Mrs Yvonne Phosa, MEC for Finance, critical supply chain skills shortages are being experienced within the public sector. The Mpumalanga Department of Finance identified the need for a supply chain programme that is responsive to the strategic needs of the province and local government entities.

The programme was presented with the aim of equipping supply chain practitioners with the necessary knowledge and to expose learners to best practice in order for them to carry out their jobs effectively. The programme covered a range of topics and activities that are related to supply chain management in the public sector.

According to the Supply Chain Management programme manager, Mr Wesley Niemann, the Department of Business Management is looking forward to a long lasting relationship with the Mpumalanga Department of Finance.



*The group of delegates who has successfully completed the Certificate Programme in Supply Chain Management.*





## Students from Germany visit the School of Public Management and Administration

Students of the University of Applied Sciences for Public Administration in Kehl, Germany, visited the School of Public Management and Administration of the Faculty of Economic and Management Sciences during 2010.

They were accompanied by Prof Jörg Meuthen of the South African branch and Ms Pia Kipp manager of the international office of Kehl in Germany.

Prof Carolina Koornhof, Dean of the Faculty, welcomed the visitors, staff members and students of the School of Public Management and Administration.

The programme included discussion classes on general matters between the students from Germany, registered undergraduate Public Administration students and the academic interns and tutors of the School. Their visit also included a campus tour, a visit to the Camera Obscura and Scienza on the Hatfield Campus of the University of Pretoria and a visit to the Department of Cooperative Governance and Traditional Affairs of South Africa.

## A collection of Courageous Conversations

A book entitled *Courageous Conversations* was launched on 25 November 2010 in the Hyatt Regency Hotel in Johannesburg. It is the first book of its kind in South Africa.

*Courageous Conversations* is a multi-media collection of conversations between the renowned financial journalist and author, David Gleason and 14 of South Africa's leading business Chief Executive Officers (CEO's). In the book, the

CEO's talk openly and honestly about their lives, their careers, the mistakes they have made and the challenges facing future South African leaders. The book has a unique mix of anecdotes and analysis as it ranges through the lives and careers of the interviewees.

So speaks Bobby Godsell, amongst others, about shared options such as the bad side of BEE and its pretend-ownership by benefiting only from the upside without any exposure to the downside. The aim of the book



David Gleason (left), Prof Derick De Jong (middle) and Prof Carolina Koornhof (right) during the launch of the book, *Courageous Conversations*.

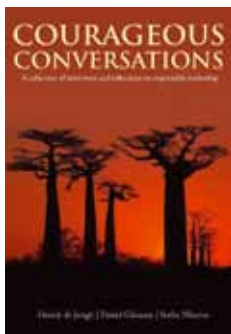
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was to speak to people who have left a mark on a particular business sector or the country as a whole. The accompanying CD in the book gives an honest underpinning to the transcript.

The Centre for Responsible Leadership at the University of Pretoria initiated the idea for *Courageous Conversations* as a way to generate debate about the future of business leadership and the challenges that will confront future leaders.

"The current level and quality of leadership in both the public and private sector will need to change and adapt to the challenges of the future" says Prof Derick de Jongh, Director of the Centre for Responsible Leadership.



## Words of wisdom

Ms Maria Ramos, the Group Chief Executive of Absa Group Ltd delivered the Anton Rupert Memorial Lecture at the University of Pretoria on Tuesday, 16 November 2010.

This lecture formed part of the celebration of the Faculty of Economic and Management Science 90th year of existence and acknowledged the exceptional contribution made by Dr Anton Rupert as an alumnus, honorary professor and Chancellor of the University of Pretoria.

Ms Ramos obtained a diploma from the Institute of Bankers (CAIB) and has lectured at various institutions. She also obtained the BCom and BCom (Hons) degrees from the University of the Witwatersrand and an MSc (Economics) degree from the University of London. In addition, she was awarded an honorary doctorate by the University of Stellenbosch and the University of the Free State. The contributions that she has made have been recognised by



*(from left to right): Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences, Ms Maria Ramos, Prof Cheryl de la Rey, Vice-Chancellor and Principal of the University of Pretoria.*

means of the numerous awards that she has received. Ms Ramos has served on numerous boards and has led Transnet through a large-scale financial, cultural and operational transition. During her tenure as Director General of the National Treasury, she played a key role in transforming the Treasury into one of the most effective and efficient state departments.

The title of Ms Ramos' lecture was *Is Africa the new Asia?* She spoke about Asia's economic

success story and said Africa must realise its own potential. Ms Ramos singled out education as a crucial factor. "Education and training are vital to ensure that Africa's youth is able to compete globally," she said. She also mentioned other key areas of development for Africa, including manufacturing, creating jobs and strong leadership. She believes that South Africa can surpass Asia's progress and claim the 21st century as its own.



## Executives visit the Faculty

In 2009, the Faculty of Economic and Management Sciences created a new position of visiting executive as part of the drive of the Faculty and the University of Pretoria to create closer ties with industry. In 2010, the Faculty continued with this drive by inviting Grant Pattison and Benjamin Mophatlane as visiting executives to the Faculty.

### Grant Pattison

Grant Pattison took over as CEO of Massmart from the legendary Mark Lamberti at the age of about 35 and has been the CEO of Massmart for just over two years. After graduating as an electrical engineer and entering the mining environment, he hardly had any ambitions to become a top leader.

According to Pattison, applied knowledge equals wisdom, but this can only be the case if one



*Left to right: Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences, Grant Pattison, visiting executive to the Faculty, Prof Stella Nkomo of the Department of Human Resource Management and Prof Derick de Jongh, Director of the Centre for Responsible Leadership.*



*Left to right: Prof Derick de Jongh, Director of the Centre for Responsible Leadership, Mr Marius Schoeman of Business Connexion, Benjamin Mophatlane, also of Business Connexion and the visiting executive to the Faculty and Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences.*

has the desire and ability to interpret, apply relevantly and then learn from the application.

Grant Pattison further explains: "Once someone starts believing they can manipulate your view of another person and this becomes generally accepted in the team as a way of positioning oneself, the political temperature will rise. But, when team members start realising that it does not matter what they tell the leader, it never influences his opinion, they give up politically, the political information declines and the substantial information increases."

There is no doubt that Pattison is not only a fairly unique leader but also finds himself in a unique position.

### Benjamin Mophatlane

After obtaining a BCom degree from the University of Pretoria, Benjamin Mophatlane was appointed to the Exco in 2004. He

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co-founded Software Connexion in 1996, which subsequently merged with Seattle Solutions in 2001 to form Business Connexion.

He served as MD until the company merged with Com- parex Africa in 2004, and was then appointed deputy CEO. In 2007 he became CEO of Business Connexion.

Benjamin Mophatlane is a member of the Black Management Forum, the Electronic Industries Federation of South Africa, Black Information Technology Forum (BITF) and Western Cape Investment and Trade Promotion Agency. Well known within the information technology industry, he has received numerous accolades, which include: the 2010 SA Top Black Businessman Award, the ICT Legend Award by State Information Technology Agency in 2009, the Information Technology Personality of the Year in 2002 and the BITF Black Achiever's Award in 1999. Surely a leader of note!

## Bursaries, bursaries, bursaries

The Faculty of Economic and Management Sciences is passionate about developing young people.

Its holistic approach to student life fosters aspirations and encourages excellence. The Faculty of Economic and Management Sciences is a value-driven faculty where students become part of a winning team. It is for this reason that the Faculty walks the extra mile to build relationships in order to raise bursaries for students in financial need in the form of bursaries. During 2010, companies like the Gauteng Treasury, Massmart, the Johannesburg Stock Exchange, the Public Investment Corporation, the Auditor General, the Reserve Bank, VIP Payroll, PWC, Deloitte, Crickmay Supply Chain

Consulting, Momentum, the National Treasury and Alan Gray donated funds to the Faculty for student bursaries. In order to apply for undergraduate bursaries, students must meet the criteria of being in their second year of study and must have attained an average of 60% or above in the end of year exams of the previous year.



*Tsholofelo Letshoene, a BCom option in Taxation student and one of the Massmart bursary holders.*

The Faculty also offers scholarships to postgraduate students. The purpose of the postgraduate scholarships is to enhance research output. Postgraduate scholarships are awarded to applicants on the grounds of the contribution that their research will make to specific focal areas of research, which are determined by the University from time to time.

One lucky student, Tsholofelo Letshoene, a registered BCom option in Taxation student in the Faculty, was awarded a full bursary from Massmart Holdings, a JSE listed company. Apart from being very serious about her studies, she was also the founder of Tax@Tuks, a student house for the BCom option in Taxation students. Tsholofelo was born in Tshwane and went to Clapham High School in Queenswood where she matriculated with exemption.



The Dean and the editorial team of *Communiqué* wish to thank everyone in the Faculty for their contributions to this publication.



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