

COMMUNIKÉ



FAKULTEIT EKONOMIESE EN BESTUURSWETENSAPPE

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

INTERNASIONALISERING SKEP GELEENTHEDE

INTERNATIONALISATION CREATES OPPORTUNITIES



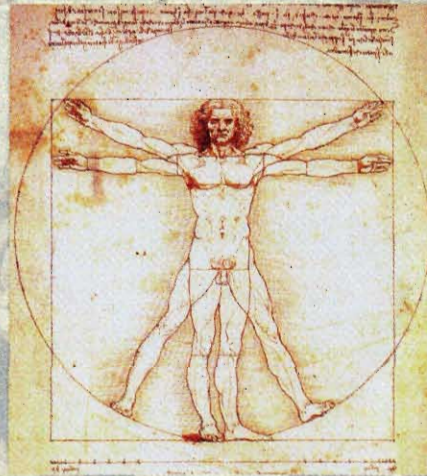
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INHOUD

Met innovasie bereik ons groter hoogtes	2
Internasionale bestuur bou brûe na die wêreldarena	4
Public sector benefits from co-operation between universities	6
Is market orientation basically Afrocentric?	8
Actuarial techniques in short-term insurance is a breakthrough	10
Computer lab gets funding boost	11
Europese bestuurskole wil bande met UP smee	12
Departement Ekonomie werk nou met private sektor saam	14
Nuwe Dekaan lei 'n nuwe era in	15
KE-boek vier 10de verjaardag	16
Tukkies doen dit weer	16
SRO lewer 'n omvattende bydrae tot navorsing	17
Economists think globally and act locally	18
Accountants from Africa are trained at Tukkies	20
Nuwe rekeningkundige tydskrif sien die lig	21
Praktiese blootstelling maak studente meer bemerkbaar	22
Paving the way for tourism	24
Statistics: a solid basis for business decisions	26
He has high hopes for tourism	29
The Africanisation of Accounting	30
Omgewing en ekonomie in die weegskaal	32
Departement Informatika kry internasionale blootstelling	33
Oorsese uitruilskema plaas SOBA op die wêreldkaart	34
Informal sector thrives in South Africa	36
Departement Rekeningkunde se twee nuwe grade is uniek	37
Revised Informatics curricula is on a par with international standards	39
Nuwe boeke in beeld	40
Survivor syndrome could hit SA companies	42
Onderrigkwaliteit seëvier steeds in Fakulteit	43
Gemeenskapsdiens bied aan almal geleenthede	44
UniSchool opens doors to the job-market	45
Management education goes global	46
Toppresteerdêr blink uit	48
Oudstudentevorm	48



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Communiqué word saamgestel deur die Fakulteit Ekonomiese en Bestuurswetenskappe, Universiteit van Pretoria.

Hierdie skakelblad verskyn een keer per jaar en word gratis aan oudstudeerders en ander teikengroepe van die Fakulteit verskaf.

Met die nodige erkenning mag enige deel van die inhoud van Communiqué elders aangehaal word.

Menings wat in hierdie publikasie uitgespreek word, weerspieël nie noodwendig die sienswyse van die Fakulteit nie. Redaksionele bydraes word verwelkom en sal, met die

voorbehoud van redaksionele veranderinge, vir plasing oorweeg word.

Rig bydraes en navrae aan Die Redakteur: Communiqué Ekonomiese en Bestuurswetenskappe Universiteit van Pretoria Pretoria 0002

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Met innovasie bereik ons groter hoogtes

Die Fakulteit Ekonomiese en Bestuurswetenskappe bereik jaar na jaar groter hoogtes en vanjaar was geen uitsondering nie. Met buitelandse deure wat vir tersiêre instellings oopgaan, begin hierdie Fakulteit nou sy regmatige plek in die internasionale arena van die ekonomiese en bestuurswetenskappe inneem.

As nuwe Dekaan van die Fakulteit het ek 'n tydvak betree waar herbesinning oor die rol en missie van tersiêre opleiding in Suid-Afrika aan die orde van die dag is. Nuwe benaderings word geïdentifiseer en nuwe prioriteite gestel. Groter aandrag op toelating, die noodsaaklikheid van groter relevansie in onderrig en navorsing, groter aansprake op gemeenskapsdienslewering en eise vir groter deursigtigheid, demokratisering en transformasie word voortdurend uitgeoefen.

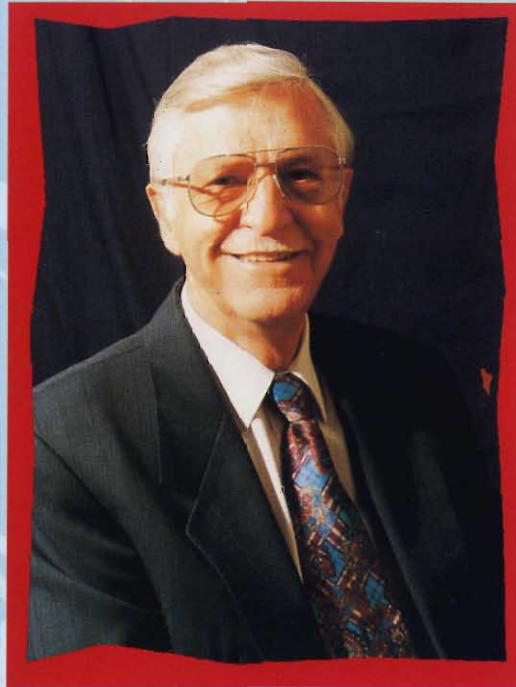
Die groot getal studente (ongeveer 6 000) wat tans in die 11 Departemente van die Fakulteit studeer, vereis voortdurende aanpasbaarheid en noukeurige beplanning om te verseker dat gegradueerdes op die lang termyn hulle beroepe effektief sal kan beoefen.

Dit verg dat opnuut besin moet word oor onderrigmetodes, doelmatigheid en doeltreffendheid asook oor nuwe wyses van sertifisering of die ontwikkeling van 'n kwalifikasiestruktuur. In hierdie kader tree markleierskap vir voortbestaan, ontwikkeling en groei sterk na vore.

Daar is 'n tendens by sommige universiteite om van hulle tradisionele aanbieding van kursusse af te wyk.

Die gebruikmaking van tegnologiese hulpmiddels in afstand- en kontakonderrig en die aanbieding van informele opleidingsprogramme wen vinnig veld.

Die Fakulteit het hierdie uitdagings reeds aanvaar en by ons nuwe nagraadse fasiliteit wat in 1997 in gebruik geneem word, sal studente met behulp van moderne tegnologiese hulpmiddels die mees resente bestuurstegnieke aanleer.



**Prof Chris Thornhill, Dekaan:
Fakulteit Ekonomiese en
Bestuurswetenskappe**

Internationalisation

Internationalisation is one of the strongest modern trends in tertiary education. International scientific co-operation regarding education and research is necessary and made possible by processes of economic and technological integration, together with the development of communication and information technology. Know-

ledge is universal and the promotion thereof can be greatly ensured by joint efforts of the international academic community.

Approximately 30 lecturers delivered papers abroad this year and many received awards for their contribution to science. The international knowledge gained is naturally ploughed back into training and our students benefit directly.

A university is often seen as a primary driving force behind change in society. One of the greatest socio-economic challenges in most countries today, including highly industrialised countries, is how to improve

The worldwide trend towards globalisation, more sophisticated communication, and increasingly knowledgeable and demanding customers have necessitated the internationalisation of management education as a means of coping with these challenges.

the capabilities of their people in order to keep up with the changes in the community, economy, technology and international trade. These are also issues that we in our Faculty struggle with daily. The answers that we find to these questions frequently place us on the forefront of economic and management sciences locally as well as internationally.

A true international player

As a true international role player South Africa has become part of the constantly changing, competitive, international environment.

The worldwide trend towards globalisation, more sophisticated communication, and increasingly knowledgeable and demanding customers have necessitated the internationalisation of management education as a means of coping with these challenges. The higher education system (universities, technikons and colleges) traditionally provide much of the high level human resources for the commercial and industrial world. Universities in general have to provide relevant business and management education for an internationally competent high level workforce. Especially at post-graduate level it is imperative that international business receive sufficient attention in curricula.

Hoogs kompeterende produk

Binne die Fakulteit Ekonomiese en Bestuurswetenskappe bied ons 'n hoogs kompeterende produk in die vorm van 22 studierigtings aan. Evaluering vind

deurlopend plaas om hoogstaande kwaliteitonderrig, -navorsing en -gemeenskapsdiens te verseker.

Aandag word ook voortdurend geskenk aan die lewering van produkte aan die openbare en private sektore in die vorm van potensiële werknemers met 'n leeringesteldheid. Sodoende word lewenslange leer bevorder en sorg gedra dat die arbeidsmag by die veranderende omstandighede kan aanpas soos en wanneer nodig.

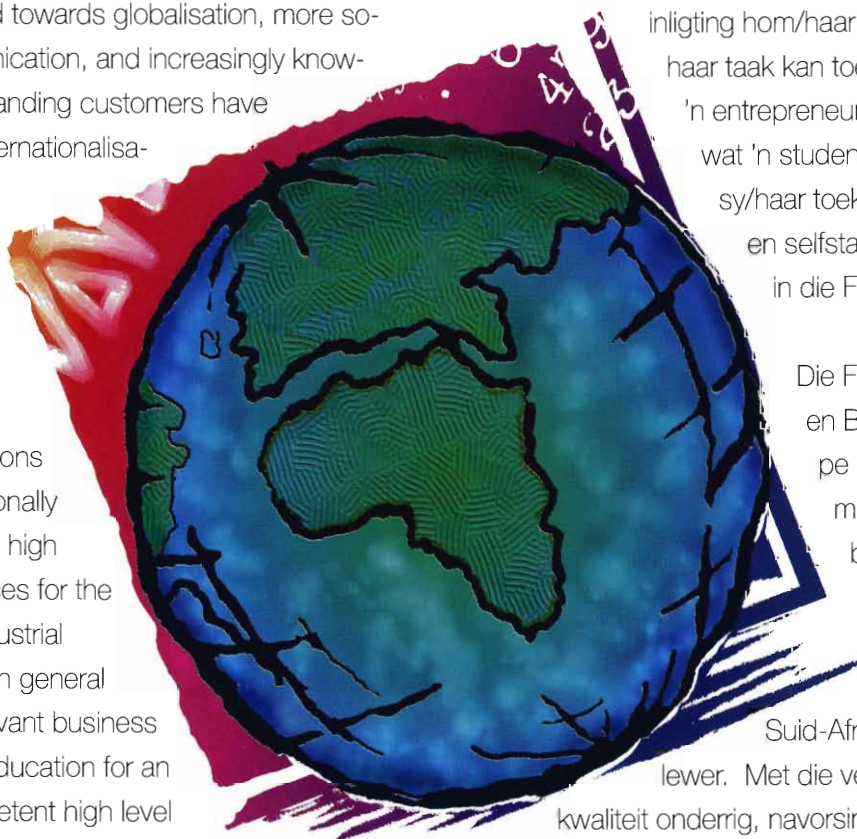
Inligting vir lewenslange leer word as 'n belangrike hulpbron geag en studente word in hul opleiding daarmee vertrouwd gemaak. Dit impliseer dat nuwe

inligting hom/haar voortdurend vir sy/haar taak kan toerus. Verder word 'n entrepreneuriese benadering, wat 'n student in staat stel om sy/haar toekoms self te bepaal en selfstandig op te tree, ook in die Fakulteit gevolg.

Die Fakulteit Ekonomiese en Bestuurswetenskappe strewe daarna om met sy opleiding 'n bydrae tot welvaartskepping en die verhoging van die lewenskwaliteit van

Suid-Afrika se inwoners te lewer. Met die verskaffing van hoë kwaliteit onderrig, navorsing en gemeenskapsdiens deur die land se voorste akademici kan ons nie anders om in ons doel te slaag nie. Vir meer as 75 jaar al bied ons 'n tuiste aan diegene wat in die ekonomiese en bestuurswetenskappe belangstel en ons nooi almal uit wat hierdie belangstelling deel om saam met ons die wenpad te betree.

Chris Thornhill
Dekaan





Internasionale bestuur bou brûe na die wêreldarena

'n Loopbaan in 'n vreemde land, 'n nuwe taal en 'n onbekende kultuur is nie net 'n vêrgesig nie, maar 'n realiteit vir nagraadse studente in Leierskap en Internasionale Bestuur aan die Nagraadse Bestuurskool.

Aangevuur deur prof Ronel Erwee van die Nagraadse Bestuurskool se passie vir internasionalisering, word die wêreld skielik heelwat kleiner en meer bereikbaar. 'n Loopbaan in die internasionale arena lyk ook nie meer onmoontlik nie.

“Dié kursus is my groot plesier,” verduidelik prof Erwee geesdriftig. “Ek daag my MBA-studente aan die begin van die kursus uit om 'n algehele paradigmaterskuiwing ten opsigte van hul internasionale denkwyses te maak. Aanvanklik glo hulle my nie, maar later word die tekens van hulle nuwe denkwyses al meer sigbaar.”

Studente in dié kursus moet hulself aan die kenmerke van 'n internasionale bestuurder meet. Hulle moet onder meer bepaal of hulle multikulturele spanne kan bestuur, by vinnige verandering kan aanpas, hul kennis kan verbreed en onderkompeterende omstandighede kan funksioneer.

Internasionale loopbaanplan

“Ek gee slegs riglyne waarna studente hulself moet evalueer en self bepaal waar hulle staan en watter vaardighede hulle wil ontwikkel. Hulle moet die teorie na hulle eie persoonlike doelwitte herlei,” sê sy.

Vir een van hulle referate moet studente as 't ware hulle eie internasionale loopbaanplan by 'n Suid-Afrikaanse maatskappy wat internasionaliseer, formuleer. Só 'n sakeskuif word tot in die fynste

besonderhede beplan - tot hoe die gesin van die kandidaat in die nuwe omstandighede sal aanpas.

Uit die klas van 1995 het vyf studente uit die 29 reeds betrekkinge in die buiteland aanvaar. Volgens prof Erwee berei die meeste studente hulle op geleentheid in hulle eie maatskappy voor. Wanneer die maatskappy dus begin internasionaliseer is hulle gereed om uitgeplaas te word.

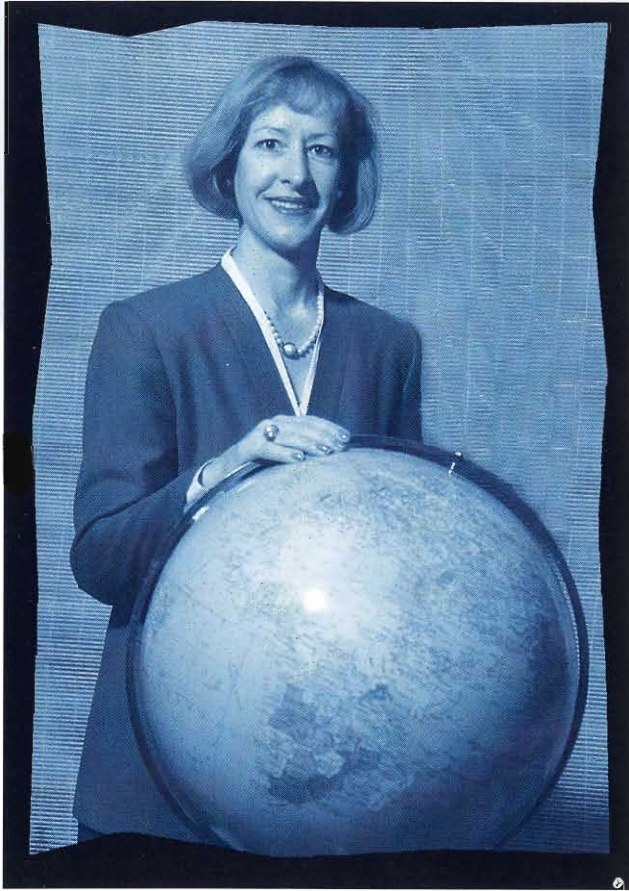
Prof Erwee wil brûe bou

Prof Erwee se passie vir Internasionale Bestuur vloei voort uit Suid-Afrika se groot agterstand in internasionalisering. Weens disinvestering het van die groot multinasionale maatskappye hulle aan die land onttrek en het plaaslike maatskappye kontak met hulle internasionale konkurrente verloor.

“Suid-Afrikaanse bestuurders was bewus van wat in die internasionale arena gebeur het, maar was nie in regstreekse kompetisie met internasionale maatskappye nie en het voeling met hulle verloor.” sê sy. Prof Erwee vertel hoe mnr Ivan Lätti, een van Suid-Afrika se bekendste menslike hulp-bronbestuurders, soos 'n plaaskind in 'n groot stad gevoel het in sy eerste jaar by 'n multinasionale maatskappy.

“Ons wil nou 'n brug vir regstreekse kontak bou,” sê sy. In samewerking met kollegas van die Universiteit van Stellenbosch en Unisa, het prof Erwee in 'n taakgroep gedien wat onlangs 'n tak van die *Academy of International Business* in Suid-Afrika begin het. “Ons wil die vak Internasionale Bestuur formeel in die Suid-Afrikaanse bestuurskole vestig. Die doelwit is dus die uitbou van die vakgebied,” sê sy.

Studente in dié kursus moet hulself aan die kenmerke van 'n internasionale bestuurder meet. Hulle moet onder meer bepaal of hulle multikulturele spanne kan bestuur, by vinnige verandering kan aanpas, hul kennis kan verbreed en onder kompeterende omstandighede kan funksioneer.



Prof Ronel Erwee bied die MBA-kursus in Leierskap en Internasionale Bestuur by die Nagraadse Bestuurskool aan.

sy bewus van die vrou in 'n internasionale konteks.

In 1989 het sy 'n tak van die National Association of Women Business Owners (NAWBO) gestig, waarin sy haar beywer het om entrepreneurskap by vroue oor landsgrense heen te stimuleer. In 1992 skryf prof Erwee die Suid-Afrikaanse hoofstuk van *Competitive Frontiers - Women Managers in a Global Economy*.

“Daar is dus reeds die afgelope dekade parallelle tussen my belangstelling in die bevordering van vroue se leierskapsvaardighede en Internasionale Bestuur,” sê sy.

Prof Erwee hou egter steeds 'n oë oor die rol van die vrou in die internasionale arena. Sy verwys na Nancy J Adler se boek *Women Managers* waarin die skrywer verduidelik hoe vrouebestuurders wat na tradisionele lande uitgeplaas word meer suksesvol is as die vroue van daardie land.

Dié vroue word as verhewe en as 'n kosbare skat uitgesonder. Prof Erwee meen dat dit die strategie is wat vroue moet uitleef. “Hulle moet presteer en so-doende 'n uitstekende reputasie vir hulself opbou.”


Prof Erwee sal vir 1997 as besoekende professor by die Universteit van Southern Queensland die vak “International Dimensions of Human Resource Management” aanbied.

As vak is Internasionale Bestuur aanvanklik by die University of South Carolina - een van die top drie universiteite in die VSA - ontwikkel, waar dit as 'n magistergraad aangebied word. Prof Erwee het haar opleiding in Internasionale Bestuur daar ontvang.

Internasionale bestuur en vroueregte loop hand aan hand

Haar belangstelling in Internasionale Bestuur is nie 'n nuutjie nie, maar is 'n tema wat gereeld in haar werk as kampvegter vir vroueregte na vore gekom het.

Met haar eerste internasionale kongres in 1983 het prof Erwee 'n referaat oor *Employment Conditions of South African Women* gelewer. Reeds toe was



Public sector benefits from co-operation between universities

With its finger on the pulse of South Africa's complex and rapidly changing environment, the School of Public Management and Administration (SPMA) is addressing the most urgent needs of our time - to equip public leaders to work as agents of organisational change.

The comprehensiveness of this task necessitates co-operation with other universities and the SPMA is increasingly presenting training programmes together with other universities to meet these needs.

JUPMET

One of the programmes in which the SPMA is involved, is the Joint Universities Public Management Educational Trust (JUPMET) which was established to design and implement a nationwide programme to build management capacity for the public and development sectors.

"The aim is not to establish a national curriculum," says Prof Petrus Brynard, Acting Director of SPMA. "This is rather a joint venture to promote closer co-operation between the various schools of public management situated at the Universities of Pretoria, the Witwatersrand, Durban-Westville, Fort Hare, Western Cape and Stellenbosch." In each programme every participating School will present a specific module.

JUPMET's aim - to promote the education and training of public managers to meet the needs of the public service at all levels of government - is realised through a wide range of certificate and special development courses.

JUPMET saw a need among police station managers for training and introduced a Station Manager's Course to support and facilitate the transformation from a culture of traditional policing to that of community policing.

The advent of democracy demanded a fundamental reassessment of the nature and style of policing. Station managers are traditionally not equipped with management skills which relate to agents of organisational change. The transformation process of the South African Police Service is aimed at meeting the requirements of the Constitution - to be representative, legitimate, impartial, transparent and accountable.

To leverage this change from old priorities to new ones, five interlinking programmes were developed as part of a course to support the transformation process. They are Community Policing, Information Management, Human Resource Development and Infrastructure Development.

Officials from 43 pilot stations nationwide were identified to attend the course. Director Ephraim Beetha, station manager at the Pretoria Central Police Station was amongst the candidates. "This course is like no other I've attended before. It is practical and relevant to our present situation," he says. "It is refreshing to have a course presented by people who are experts in their field."

The six modules, each presented by lecturers from one of the six JUPMET schools, are:

- The learning organisation
- Management and leadership

- Community policing
- Problem oriented policing
- Human resources management
- Station level administration.

With their newly acquired leadership, management and public service skills, station managers are able to work towards restructuring the South African Police Service to be a service rendering organisation. This implies a shift from law enforcement to a service orientation that will address the root causes of crime.



With newly acquired management skills Director Ephraim Beetha, station manager at the Pretoria Central Police Station (seated) and Senior Superintendent Heidi van der Westhuizen (right) can work towards restructuring their station to be a service rendering organisation. Discussing one of the modules in the Station Manager's Course with them are from left Mr Enslin van Rooyen and Dr Dawid Fourie of the School for Public Management and Administration. Senior Superintendent Martin Lifika looks on.

Public Service Management for Gauteng

The establishment of a new provincial government in Gauteng means that officials are faced with the task of designing structures, facilitating organisational change and instilling an ethos of public service. Man-

agers have to restructure administrations in order to implement new government policy and ensure service delivery.

To equip public servants with the necessary skills to deal with the difficult tasks ahead of them, the SPMA at the University of Pretoria and the Graduate School of Public and Development Management at the University of the Witwatersrand, introduced a Public Service Management Programme. The objective of the course is to provide participants with a critical understanding of the context and regulations within which they deliver services.

This practical, problem-oriented course gives attention to the development of implementation strategies and policies, the improvement of public servicing and the establishment of a new organisational culture.

Participants are provided with an understanding of the basis for organisational behaviour, human resource management and sound labour relations.

The Public Service Management course assists the participants in identifying their own learning needs. They are enabled to pursue learning opportunities that will strengthen their development and ensure the application of the theory to their every day tasks.

"Closer co-operation between universities meet the requirements of a new policy on higher education," says Prof Brynard. "Through this kind of co-operation we can address the dire need for education and training in this country. The advantages for students and universities alike are already evident and I trust that this practice will continue to be a great success in future."

Is market orientation basically Afrocentric?

Renewed international interest in the marketing concept and the concept of market orientation resulted in the question whether market orientation is basically Afrocentric in nature.

"The marketing concept and market orientation mean that a company focuses all its resources and efforts on satisfying customer needs. Customer needs form the foundation of all management decisions, including its mission, objectives and strategies," explains Mr Wouter Dreyer of the Marketing and Communication Management Department.

Together with Prof Adré Schreuder, Head of the Department, he sought to answer this question in a paper they delivered at a conference of the Academy of Business Administration (ABA) in Greece earlier this year.

Afrocentricity

Afrocentricity is unique to Africa and South Africa and exhibits remarkable similarities with Japanese culture. Both are collectivist and group or community oriented in nature. Individuals will often sacrifice their own success and material wealth for group acceptance and sustaining the community.

"If employees experience collectivism, inclusion and a sense of belonging in a company's culture, they will transfer their sense of well-being and commitment to the company's customers. The ideal is that customers will be incorporated into the community approach, entering into a partnership relationship with the company concerned. This will enable business to identify and satisfy customers' needs optimally within its profit objectives," says Mr Dreyer.

"The ultimate challenge for business to be market orientated is that of participation by all roleplayers involved. This requires the inclusion of all participants, from shareholders, directors, management and employees to customers and the community. Market orientation can only be achieved with committed and motivated people in a favourable work-



Prof Adré Schreuder and Mr Wouter Dreyer ask the question whether market orientation is basically Afrocentric in nature.

ing relationship. Given commitment of all concerned, market orientation is basically Afrocentric in its nature."

Arguably, the majority of businesses in Europe, North America and South Africa are managed according to Western management principles. Traditionally, the focus has been on personal power, position and authority. Business management is based on competitiveness, managed conflict, independent action and individual decision-making. It is often confrontational, autocratic, rational and analytical. The focus is on the individual and his contribution to financial results. Businesses tend

to be more task and results orientated than people orientated.

Afrocentricity prefers an approach that emphasises teamwork and group responsibilities with consensus decision-making, co-operation, interdependence, community involvement, shared wealth creation and satisfying human needs in business. This forms a stark contrast to the individualistic nature and predominantly task and short-term profit orientation of Western management. Traditional African culture is quite similar to the family orientated, paternalistic culture of Japan. The strong African culture lends itself to group effort that could, similar to the situation in Japan from 1945 onwards, ensure economic success for South Africa.

Key Japanese success factors

According to Mr Dreyer no nation, or individual company, can be an economic success unless society approves of the actions and the role of business. "Knowledge, training, skills and most importantly, employee commitment and loyalty are vital prerequisites for success. If the commitment of workers is essential for success, then a more effective concept, such as market orientation, and a business culture that workers can identify with, such as Afrocentricity, must be adopted as a basic business philosophy."

Several Japanese companies identified key approaches that are fundamental to their success. These approaches should be considered by South African businesses, taking similarities, such as culture, and differences, such as Japan having linguistic unity versus South Africa's 11 official languages, into account. The key approaches that are appropriate in the South African context, are:

- Group consciousness and group participation in problem solving and decision-making.
- Company loyalty through inclusiveness and a holistic concern for workers. Life-long employment enhances the sense of belonging that workers experience.
- Highly educated and skilled workers.
- Strong focus on customer satisfaction and market share.

Japan and traditional Africa share a group-oriented culture that is very similar in nature. The challenge therefore is to integrate Afrocentricity in the way business in South Africa is organised and managed, to the benefit of all participants.

Community concept

"A community concept implies that management be as approachable as a traditional community leader. In African villages, the traditional community leaders or chiefs, are highly dignified persons, yet very approachable. They are available for consultation on various issues and most follow an open-door policy," explains Mr Dreyer.

The community concept state that the high ranking managing director who is either reluctant or unable to engage in occasional informal contact with young lower ranking trainees, cannot hope to establish the necessary company loyalty within the organisation. An atmosphere of informality must prevail in business if employees and customers are to experience a sense of belonging. The community concept is not foreign to business and is akin to the management by walking around (MBWA) approach. "Managers should strive to understand the world-views of those they manage to obtain solidarity, commitment and motivation which are required to accomplish market orientation in a company," says Mr Dreyer.



Actuarial techniques in short-term insurance is a breakthrough

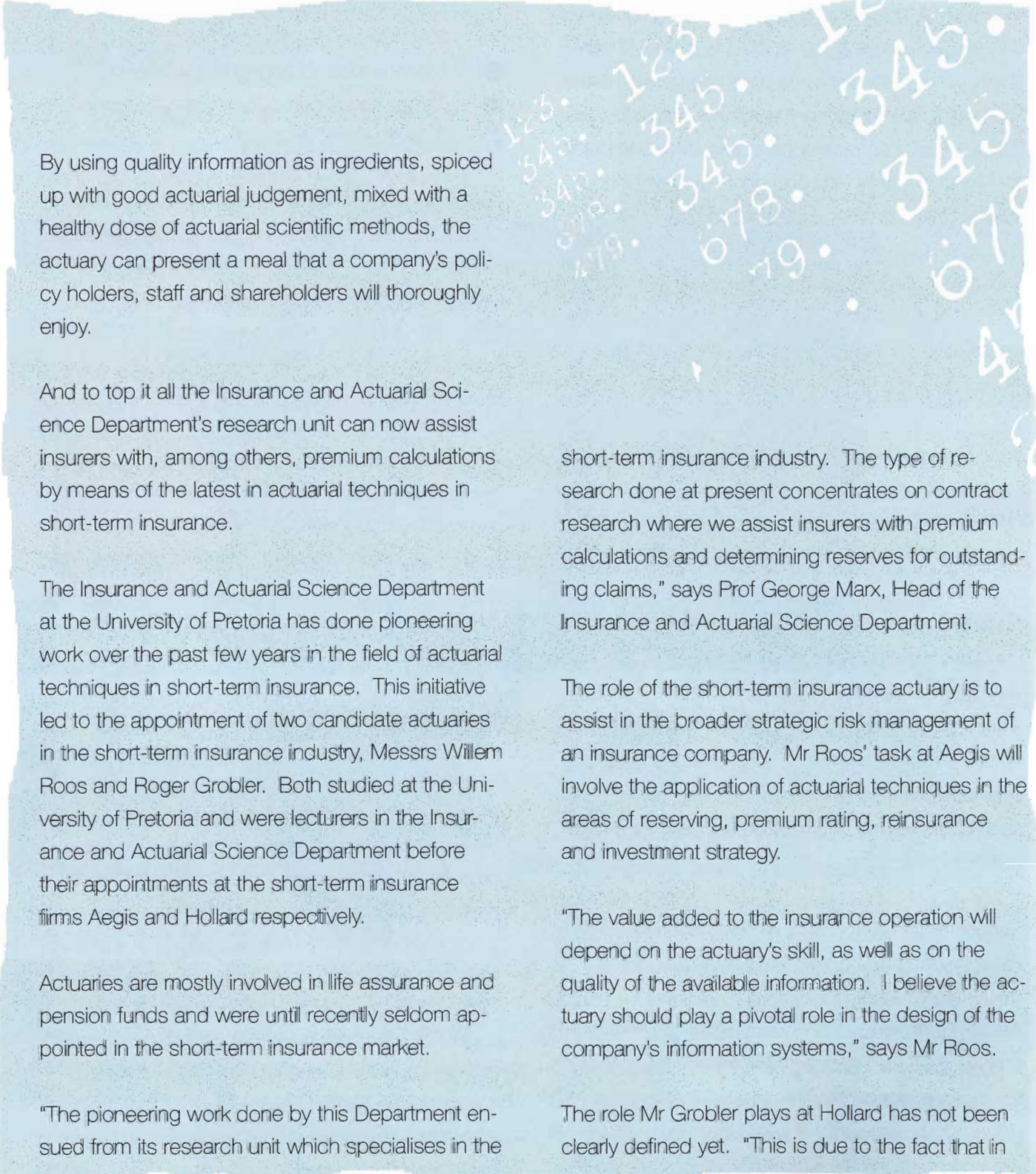
By using quality information as ingredients, spiced up with good actuarial judgement, mixed with a healthy dose of actuarial scientific methods, the actuary can present a meal that a company's policy holders, staff and shareholders will thoroughly enjoy.

And to top it all the Insurance and Actuarial Science Department's research unit can now assist insurers with, among others, premium calculations by means of the latest in actuarial techniques in short-term insurance.

The Insurance and Actuarial Science Department at the University of Pretoria has done pioneering work over the past few years in the field of actuarial techniques in short-term insurance. This initiative led to the appointment of two candidate actuaries in the short-term insurance industry, Messrs Willem Roos and Roger Grobler. Both studied at the University of Pretoria and were lecturers in the Insurance and Actuarial Science Department before their appointments at the short-term insurance firms Aegis and Hollard respectively.

Actuaries are mostly involved in life assurance and pension funds and were until recently seldom appointed in the short-term insurance market.

"The pioneering work done by this Department ensued from its research unit which specialises in the



short-term insurance industry. The type of research done at present concentrates on contract research where we assist insurers with premium calculations and determining reserves for outstanding claims," says Prof George Marx, Head of the Insurance and Actuarial Science Department.

The role of the short-term insurance actuary is to assist in the broader strategic risk management of an insurance company. Mr Roos' task at Aegis will involve the application of actuarial techniques in the areas of reserving, premium rating, reinsurance and investment strategy.

"The value added to the insurance operation will depend on the actuary's skill, as well as on the quality of the available information. I believe the actuary should play a pivotal role in the design of the company's information systems," says Mr Roos.

The role Mr Grobler plays at Hollard has not been clearly defined yet. "This is due to the fact that in

The Insurance and Actuary Science Department would like to establish a national data base to demonstrate global tendencies in the insurance and actuary field. They invite insurers to participate in establishing this data base. Information will be treated as confidential. Kindly contact Prof George Marx at (012) 420-3469, fax (012) 43-2567 or e-mail: verseker@ebs.up.ac.za for more information .

South Africa, actuaries have seldom before been utilised in short-term insurance companies - it is generally not yet appreciated what we can offer. I am currently involved in revising the premium rates for private motor risks. We have analysed Hollard's past experience using sophisticated statistical techniques and by applying methodologies developed while I was still at the University of Pretoria. These analyses are quite unique in South Africa. We are eager to see what the results are going to be in the next year or two.

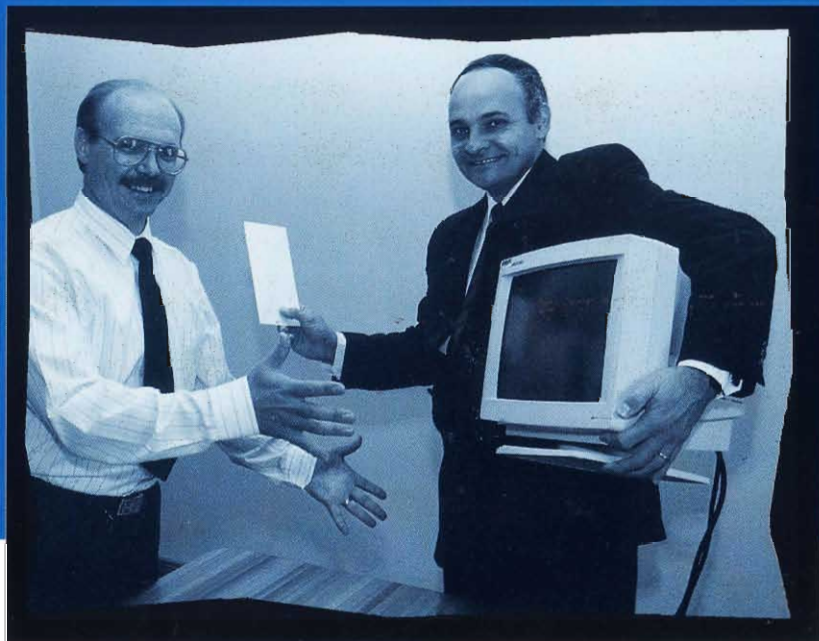
After the rating revision the underwriting process will be analysed. We plan to look at the whole

business cycle of the policies we write - from when the quotation is done for a prospective client, through any claims that arise on existing policies, up to the revision of the premium rates at the completion of the cycle. There is a lot of pioneering work to be done from an actuarial perspective," explains Mr Grobler.

According to Prof Marx actuaries have been employed in short-term insurance in the USA and Britain for a long time. A recent investigation by the Institute/Faculty of Actuaries in the UK showed that the short-term insurance field is one of the growth areas for actuaries in future.

Computer lab gets funding boost

One of the country's top medical aid administrators, D&E Health Benefits, has given the Insurance and Actuarial Science Department a sponsorship of R30 000 to establish a computer laboratory exclusively for actuarial students. They will donate an additional R20 000 in 1998 to the laboratory, which will be named the D&E Health Benefit/Norwich Group Laboratory. Prof George Marx, Head of the Department, accepted the donation from Mr Peter Nieuwoudt of D&E Fund Administrators.





Europese bestuurskole wil bande met UP smee

Bestuursopleiding kan Suid-Afrika se sleutel tot sukses in die uiters mededingende wêreldmark wees, maar internasionale samewerking is nodig om hierdie opleiding meer relevant te maak.

Met die oog daarop om tendense in buitelandse bestuursopleiding waar te neem en om oor moontlike samewerking te onderhandel, het prof Nic Alberts, Direkteur van die Nagraadse Bestuurskool, vanjaar twee konferensies in Europa en die VSA bygewoon en 'n aantal bestuurskole en bestuursopleidingsinstansies daar besoek.

Prof Alberts sê dat daar in Europa 'n redelike mate van belangstelling in samewerking met die Nagraadse Bestuurskool is. Skole soos Krems in Oostenryk en IESE in Spanje is bereid en selfs gretig om hulle internasionale bande uit te brei. In België en Nederland is daar ook duidelike belangstelling in samewerking met Suid-Afrika. Moontlike samewerking sal hoofsaaklik by wyse van verdere onderhandeling bepaal word.

In teenstelling met die belangstelling in Europa, is weinig van die bestuurskole in Amerika daarin geïnteresseerd om met Suid-Afrika saam te werk.

Prof Alberts sê dat bestuurskole in Amerika in die verlede feitlik geen baat by sodanige samewerking gevind het nie.

Tegnologie die gonswoord

Wat bestuursopleiding betref, sê prof Alberts dat die wyse waarop dit plaasvind besig is om te ver-

ander. Twee van die belangrikste veranderinge is die sterk fokus op die stimulering van 'n leerbenadering by studente en die toenemende aanwending van tegnologie, rekenaars en interaktiewe televisie, tydens die opleidingsproses. Die dosentree in hierdie gevalle hoofsaaklik as begeleier op.

Bestuurskole soos dié aan die Duke Universiteit in Amerika spits hulle op opleiding van studente binne die konteks van die sogenaamde "virtual organisation" toe.

MBA-studente by dié Universiteit ontvang as deel van hul inskrywing die nodige toerusting en opleiding om van hulle selfstandige leerders te maak. Groepwerk en skakeling met dosente word deur middel van netwerke bewerkstellig.

Die Nagraadse Bestuurskool by die Universiteit van Pretoria (UP) is ook besig om in dié rigting te beweeg. Die skool beoog om 'n aantal rekenaarprogramme aan te koop waaronder die SAP/R3 die vernaamste is. Dié stelsel sal studente in staat stel om individueel of as deel van 'n span 'n voorgestelde sakesituasie en geskiedenis van 'n onderneming voor hom/haar op die skerm te hê. Hulle gekoppelde rekenaars sal dan deur 'n netwerk met mekaar kan skakel waarop die voorgestelde probleem opgelos kan word.

Prof Alberts sê die tendense in oorsese bestuursopleiding bevestig die toepaslikheid van die Nagraadse Bestuurskool se benadering met die geïntegreerde MBA en die voorbereiding van 'n nuwe fasiliteit om as nagraadse leersentrum te funksioneer.

Daar is in Europa 'n redelike mate van belangstelling in samewerking met die Nagraadse Bestuurskool aan die UP. Skole soos Krems in Oostenryk en IESE in Spanje is bereid en selfs gretig om hulle internasionale bande uit te brei.

UP aan die voorpunt

Volgens prof Alberts is daar wêreldwyd 'n wesenlike behoefte aan meer wetenskaplike, beter gefundeerde bestuursopleiding.

Dit is hier waar die Nagraadse Bestuurskool aan die UP op die voorpunt van ontwikkeling staan. Prof Alberts is tans besig met die ontwikkeling van 'n metode waarvolgens kritiese bestuursopleidingsbehoefte van 'n onderneming bepaal kan word.

“Die bepaling van behoeftes stel ons nie net in staat om vas te stel watter vakke om aan te bied nie, maar spesifiek watter komponente van die vakke aandag nodig het. So word leergeleenthede geskep en word daar van algemene vakke wegbeweeg na behoorlik gefundeerde kursusse wat die spesifieke behoeftes van die beroepswêreld aanspreek. Ons kan ons dus op opleiding in spesifieke bestuursvaardighede toespits,” sê hy.

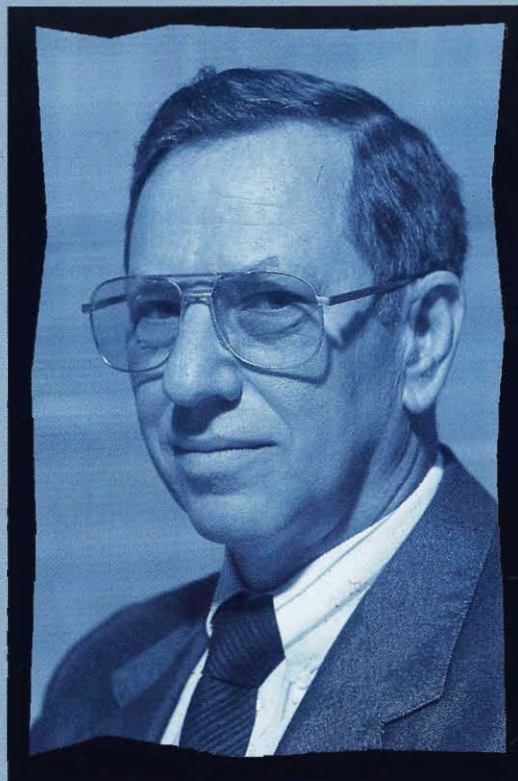
Prof Alberts glo dat die buitelandse universiteite wat met Suid-Afrika wil saamwerk heelwat oor die skryf van 'n nuwe kurrikulum sal kan leer, en dat nuwe internasionale geleenthede so geskep kan word.

Horisonne verbreed

Die Nagraadse Bestuurskool is ook by die stigting van die Southern African Foundation for Management Development (SAFMD) betrokke - 'n orga-

nisasie soortgelyk aan die European Foundation for Management Development. Die oogmerk is dat dié organisasie reeds volgende jaar op die been sal wees.

“Die Chinese Europe International Business School wil Suid-Afrika ook insluit in wat die Indiese Oseaan ring van lande genoem kan word. Dit sluit die groep lande vanaf Perth in Australië, verby die Ooskus van Afrika, tot en met Suid-Afrika in. Die plan is om met ander vername dele van die wêreld, soos Europa en Amerika, oor bestuursaangeleenthede te skakel,” sê prof Alberts.



Prof Nic Alberts, Direkteur: Nagraadse Bestuurskool



Departement Ekonomie werk nou met private sektor saam

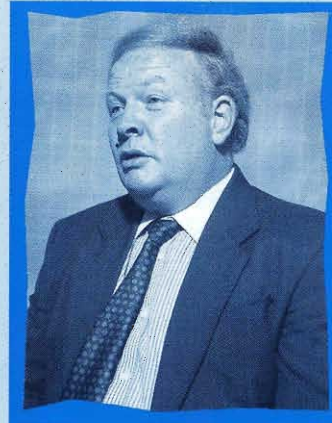
Die ekonomiese teorie en die praktyk vul mekaar op vele terreine aan en gunstige samewerking op hierdie terreine hou wedersydse voordele vir die Departement Ekonomie en die nasionale en internasionale private sektor in.

Hierdie Departement is reeds vir 'n geruime tyd by die private sektor betrokke en sy personeel laat hulle invloed wyd geld deur persoonlik by die breë private ekonomie betrokke te raak. Hulle tree dikwels individueel as konsultante vir instellings oor 'n wye spektrum van die ekonomie op. In hierdie hoedanigheid lewer hulle advies oor die wisseling van rentekoerse en ander ekonomiese veranderlikes, asook

“Die private sektor se belange lê na aan die hart van dié Departement en hul saak word op 'n wye verskeidenheid forums gestel en behartig. Lede van die Departement is by sakekamers en besture van professionele verenigings soos die Afrikaanse Handelsinstituut, die Noord-Transvaalse Kamer van Koophandel en die Pretoriase Afrikaanse Sakekamer betrokke. Dit sluit gereelde bydraes tot nuusbriewe, asook gereelde rubrieke in koerante in,” sê prof Geert de Wet, Hoof van die Departement Ekonomie.

“Die skakeling van individue van die Departement met buite-instansies hou hulle op hoogte van ontwikkeling in die private sektor, en geleenthede ten opsigte van navorsing en indiensneming kan aan die studente uitgewys word,” verduidelik prof De Wet.

“Lede van die Departement is op nasionale en internasionale vlak by vakverenigings en vakkundige konferensies betrokke.



Prof Geert de Wet, Hoof: Departement Ekonomie

“Die skakeling van individue van die Departement met buite-instansies hou hulle op hoogte van ontwikkeling in die private sektor en goeie geleenthede ten opsigte van navorsing en indiensneming kan aan studente uitgewys word.”

oor strategiese beplanning ten opsigte van die verloop van die ekonomie. Hulle gee ook advies by projekte oor streeks- en stadsbeplanning waar insettinge varieer van *ad hoc*-advies tot advies oor beplanning van behuisingsontwikkelingsprojekte. Insettinge word ook by ekonomiese debatte en beplanningssessies, soos die Gauteng Ekonomiese Forum en die Gauteng Ontwikkelingsforum, gelewer.

“Hulle is van mening dat betrokkenheid by die privaat sektor en sy professionele organisasies hulle in staat stel om die jongste teoretiese ontwikkeling na die praktyk deur te voer en terselfdertyd die denke en verwickelinge in die praktyk weer terug te neem na hul onderrig en vakkundige navorsing,” sê hy.



Nuwe Dekaan lei 'n nuwe era in

Prof Chris Thornhill, voormalige Direkteur van die Skool vir Openbare Bestuur en Administrasie (SOBA), is met ingang 1 Januarie 1996 as Dekaan van die Fakulteit Ekonomiese en Bestuurswetenskappe aangestel. Hy het prof Sieg Marx opgevolg, wat tot Viserektor: Bestuursdienste by die Universiteit van Pretoria bevorder is.

Prof Thornhill is sedert Januarie 1993, na 'n afwesigheid van 'n aantal jare, aan die Fakulteit verbonde en was instrumenteel tot die stigting van SOBA, een van die eerste skole van sy soort in die land wat BAdmin-grade aanbied. Hy kan beskou word as een van die mees senior akademici wat tans in Suid-Afrika in die vakgebied Publieke Administrasie staan. Hy het 'n toonaangewende rol gespeel in die meeste paradigmaverskuiwings wat oor die afgelope paar dekades in die wetenskap van die Suid-Afrikaanse Publieke Administrasie plaasgevind het.

Hoogtepunte in sy loopbaan in die staatsdiens sluit in sy betrokkenheid as voorsitter van die komitee van ondersoek na 'n nuwe stelsel van plaaslike regering vir Suid-Afrika, asook die komitee van ondersoek na metropolitanisasie in Suid-Afrika.

Prof Thornhill was outeur en mede-outeur van verskeie boeke en het reeds ongeveer 40 artikels gepubliseer.

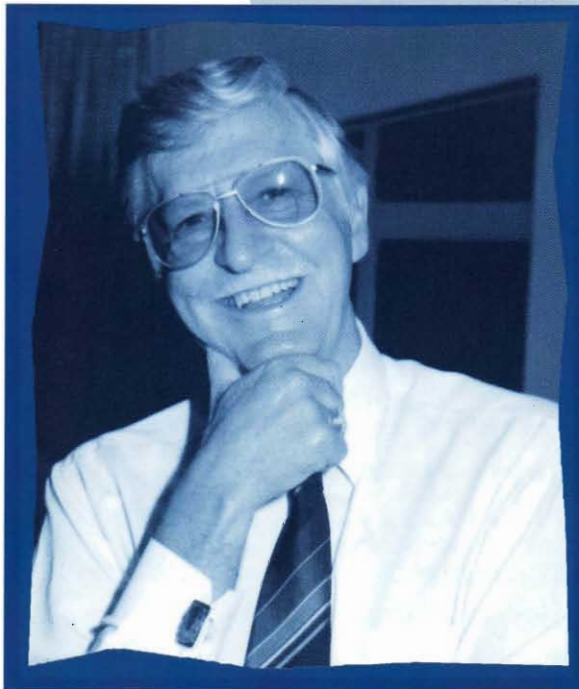
Hy het gedurende 1995 die Stalsprys vir Politieke Wetenskap en Ontwikkelingsadministrasie van die SA Akademie vir Wetenskap en Kuns ontvang as erkenning vir sy buitengewone bydrae tot wetenskapsbeoefening in Afrikaans.

Die verlede

Prof Thornhill het in 1963 by die Departement van Vervoer aangesluit en buitemuurs by die Universiteit van Pretoria vir 'n BA-grad studeer. Hy het die grad *cum laude* in April 1966 behaal en daarna 'n BA(Hons)-grad (1967), MA-grad (1968) en DPhil-grad (1973), met die titel "n Evaluering van die behandeling van die uitgawebegroting deur die Parlement", verwerf.

In 1967 is hy as voltydse lektor in die Departement Publieke Administrasie by die Universiteit van Pretoria aangestel en in 1969 by die Universiteit van Stellenbosch. Hy was van Januarie 1976 tot Junie 1982

Hoof van die Departement Publieke Administrasie by die Universiteit van Port Elizabeth en het in 1983 by die staatsdiens aangesluit waar hy tot 1992 Adjunk-direkteur-generaal van die Departement van Plaaslike Regering en Nasionale Behuising was.



Prof Chris Thornhill, Dekaan: Fakulteit Ekonomiese en Bestuurswetenskappe



KE-boek vier 10de verjaardag

Die Kwalifiserende Eksamen (KE) wat landswyd deur die Openbare Rekenmeesters- en Ouditteursraad (OROR) aangebied word, laat menige aspirantrekenmeester jaarliks vir weke lank naels kou voordat die groot dag van die eksamen aanbreek.

Prof Dieter Gloeck, dosent by die Skool vir Rekenmeestersopleiding (SRO), het tien jaar gelede al gesien dat hy sal moet help om dié spanning te verlig en het besluit om 'n boek wat voorgestelde antwoorde van die KE bevat, uit te gee.

Die samestelling van dié boek was die heel eerste projek van die SRO. Die boek, die enigste in sy soort in die land, verskyn in Afrikaans en Engels en word deur rekenmeesterstudente van universiteite in Suid-Afrika, sowel as in Namibië en Zimbabwe gebruik. Feitlik alle personeel van die SRO is by dié projek betrokke. Oor die jare het daar altesaam 51 skrywers aan hierdie boekie gewerk. Ongeveer 700 bladsye met vroeë gedurende hierdie tydperk deur die OROR opgestel, terwyl sowat 1 700 bladsye

met antwoorde deur die SRO opgestel is. Die omvangrykheid daarvan het ook oor die jare toegeneem.

Prof Gloeck, wat sedert die eerste uitgawe as redakteur opgetree het, het tydens 'n geselligheid om die tiende uitgawe te herdenk, gesê dat 'n mens dikwels nie beseft hoe groot die invloed van die KE werklik is nie. "Ek dink graag aan die KE-boekprojek as 'n aksie wat studente, dosente, firmas, die Universiteit, die reguleerder - trouens die hele profesie - saamsnoer. Die KE-boek dra tot professionele oopheid en deursigtigheid by," het hy gesê.

Prof Gloeck het ook sy dank aan die OROR betuig vir die feit dat hulle deur middel van die KE-eksamen die standaard van die rekenmeestersprofesie gevestig en hoog gehou het. "Dit is die grootste enkele faktor wat die beste na ons profesie trek. Ongeag die toekomstige veranderinge in ons profesie is die KE-eksamen en sy reputasie onsterflik. Ons is trots om deur middel van die KE-boek verder tot hierdie onsterflikheid by te dra," het hy gesê.

Tukkies doen dit weer

Die Skool vir Rekenmeestersopleiding (SRO) het dit vanjaar weer reggekry om 'n kandidaat onder die top tien aspirantrekenmeesters wat die Kwalifiserende Eksamen (KE) afgelê het, op te lewer. Mej Celia Becker, 'n leerlingrekenmeester van Coopers & Lybrand, het agste in die land geëindig in Deel II van die KE wat hoofsaaklik oor Ouditkunde gehandel het. Deel I handel oor Rekeningkunde, Belasting en Bestuursrekeningkunde. Net meer as 1 200 kandidate het die eksamen vanjaar vir die eerste keer aangepak waarvan 82 Tukkie-studente was. Tukkies se slaagpersentasie in Deel I was 98% teenoor 'n landsgemiddeld van 74%. In Deel II was die Tukkies-slaagsyfer 78% teenoor die landswye 62%. Die SRO lewer tans, naas die Universiteit van die Wit-

watersrand, die meeste graduandi op vóór hulle met leerlingrekenmeesterskap begin.



Mej Celia Becker het onder die top tien aspirantrekenmeesters wat die Kwalifiserende Eksamen (KE) afgelê het, geëindig.

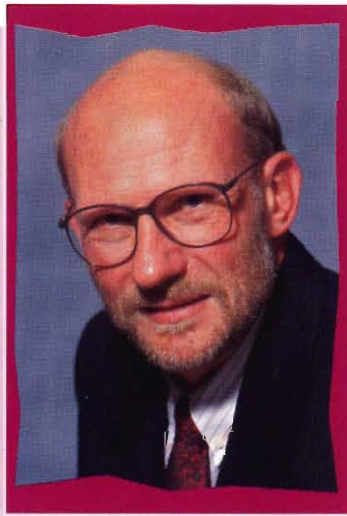
SRO lewer 'n omvattende bydrae tot navorsing

Toenemende buitelandse belangstelling en betrokkenheid in die Suid-Afrikaanse ouditeursprofessie bied die geleentheid om by 'n groter verskeidenheid navorsingsprojekte betrokke te raak.

Een van die meer omvangryke navorsingsprojekte waarmee die Skool vir Rekenmeestersopleiding (SRO) gedurende die afgelope vier jaar besig was, is die "Facts on Audit Firms"-navorsingsreeks, waarvan die vierde uitgawe van-

jaar verskyn het. Die oogmerk van hierdie navorsingsprojek is hoofsaaklik om 'n maatstaf vir die koste verbonde aan die ouditering van 'n maatskappy daar te stel.

"Die sigbaarwording van korporatiewe beheer het tot 'n groter bewustheid by die publiek gelei ten opsigte van die rekenpligtigheid, openbaarmaking en geloofwaardigheid van finansiële inligting. Met die oog hierop moet audits volgens goed gedefinieerde en algemeen bekende auditstandaarde gedoen word," sê prof Dieter Gloeck van die SRO.



Prof Dieter Gloeck

Hierdie navorsingsprojek is nou stewig gevestig. Die uitgebreide databasis, wat op gepubliseerde inligting van finansiële jaarverslae van genoteerde maatskappye gebaseer is, laat nou meer sinvolle en uiteenlopende vergelykings toe. Langtermintendense kan nou ook geïdentifiseer word. Verder verskaf die publikasie heelwat inligting oor die Suid-Afrikaanse ouditeursindustrie wat nêrens anders gevind kan word nie.

Ouditverwagtingsgaping

Baie min statistiese inligting oor ouditeursfirmas is vrylik in Suid-Afrika beskikbaar. Volgens prof Gloeck

is die auditverwagtingsgaping, waarvolgens Jan Alleman nie genoeg van die auditprofessie weet nie omdat daar te min inligting daarvoor beskikbaar is, 'n wêreldwye verskynsel.

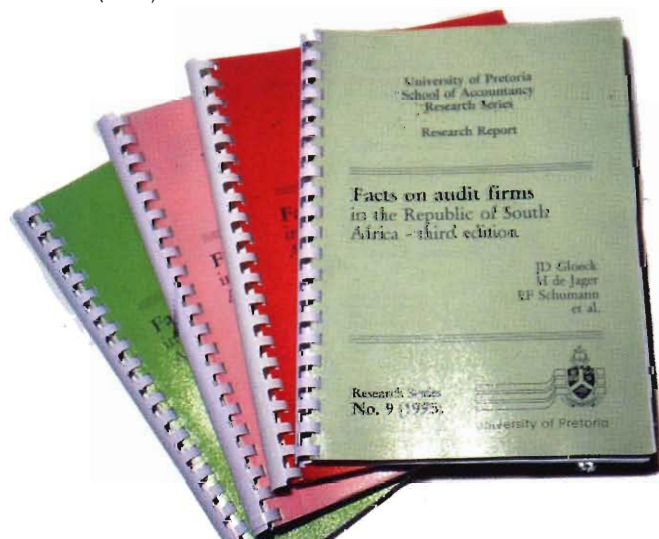
"Dié publikasie is die SRO se bydrae om die ouditeursprofessie meer deursigtig en rekenpligtig te maak vir die gebruikers van auditdienste," sê prof Gloeck.

"Die SRO se navorsings- en gemeenskapsdiensprojekte word gewoonlik op vraagstukke gerig wat die lede van die professie, sowel as diegene wat by die finansiële verslaggewingsproses betrokke is, raak," verduidelik prof Gloeck.

"Ons spits ons daarop toe om die behoeftes van die rekeningkunde- en ouditeursprofessie, asook die behoeftes van die gebruikers van rekeningkunde- en auditdienste, aan te spreek. Verder streef ons daarna om ons missie gestand te doen om 'n diens aan die gemeenskap te lewer deur uitnemendheid in die onderwys- en navorsingsveld te bevorder."

Hierdie projek is nog 'n bewys van hoe die Universiteit van Pretoria deur relevante navorsing en wetenskaplike ondersoeke die gemeenskap dien. Dit is ook 'n bewys van die strewe van die Universiteit om nuutgevonde kennis met die breër gemeenskap te deel.

Vir meer inligting oor die "Facts on Audit Firms"-navorsingsreeks, skakel prof Dieter Gloeck by tel (012) 420-3408.





Economists think globally and act locally

"South Africa is an important base for economic revival and policy formulation with the aim of economic development and growth in Africa. However, to achieve this we must reach out to international economists," said Prof Geert de Wet, Head of the Economics Department at the international COPE conference held earlier this year on the Tukkies campus.

In an attempt to make contact and exchange knowledge with economists world wide this Department held two international conferences this year.

Project Link

As a follow-up of the successful Project Link (Linkage of International Economic Forecasting Models) meeting held at the University of Pretoria in 1995, an Africa Link was launched at an econometric workshop and seminar in June this year.

Africa Link is an attempt to link economic forecasting activity in Africa. Sophisticated economic analysis and econometric modelling will be promoted in this way.

Proff Peter Pauly, from the University of Toronto, and Stephen Hall, from the University of London,

two foremost econometricians and model builders in the world, addressed the econometric workshop on co-integration and model diagnostics.



Prof Geert de Wet (middle), Head of the Economics Department, with delegates from all over Africa who attended the econometric workshop and seminar.

A seminar on applied econometrics was held afterwards where econometric research by South Africans and other countries in Africa were discussed.

The workshop and conference were attended by econometricians from South African universities as well as universities, central banks and departments of finance in the rest of Africa.

Proff Lawrence Klein, Nobel Prize economist and father of macro-economic modelling worldwide, and Peter Pauly, Executive Manager of Project Link, helped with establishing the forum.

Congress of Political Economists (COPE)

The conditions for sustainable growth and development in South Africa was one of the subjects that came under the spotlight during the annual meeting and seminar of the Congress of Political Economists (COPE) - which took place in South Africa for the first time this year.

“... imbalances can be corrected by the creation of an environment in which human resources are developed, infrastructure is built and technological and entrepreneurial capabilities to promote exports are cultivated ...”

“Efficiency in production, economic stability and a well-defined and consistent domestic policy mix which includes, among others, fiscal and monetary restraint, good education and export promotion are conditions for sustainable growth and development in South Africa,” reported Prof Geert de Wet and Chris Harmse in their paper on the 1994 RDP and the 1996 Macro-economic strategy of the South African Government in terms of conditions for sustainable growth and development.



Prof Geert de Wet (middle), with delegates from Korea who attended the COPE conference.

“Several studies on Sub-Saharan Africa argue convincingly that the economic realities of Africa call for special attention to be paid to imbalances in respect of employment, income, nutrition, health and education, which all affect the capacity of the human resource.

“These imbalances can be corrected by the creation of an environment in which human resources are developed, infrastructure is built and technological and entrepreneurial capabilities to promote exports are cultivated,” Prof De Wet and Harmse said.

Following the seminar series the visitors were treated on a visit to the Kruger National Park where they attended a lecture on the ecology of the Park and the economic importance thereof. A workshop on environmental economics was also held.

Approximately 60 delegates from countries such as the United States of America, Europe, Russia, China, Korea and Japan attended this conference.

Delegates thoroughly enjoyed their stay in South Africa and Prof Joseph Horton, Dean of the School of Management, University of Scranton, USA, and Vice Chairman of COPE expressed his gratitude for the conference in the following way:

“I want to thank you for hosting one of the best and most successful conferences I have ever attended. Everything was absolutely first rate. Clearly the University of Pretoria is a world class university. No one could have done a better job of hosting this major international conference.”

Prof Geert de Wet, Africa representative of COPE, was elected as second Vice Chairman of COPE at the annual meeting.

Accountants from Africa are trained at Tukkies

All over Africa the need for training is increasing and more and more countries are turning to South African universities for post graduate and professional training.

The School of Accountancy already became aware of this need early in 1994 and when the East and Southern Africa Association of Accountants General (ESAAG) approached them to train government accountants from countries in Africa, they were ready to accept the challenge.

In 1995 the School of Accountancy compiled a training manual for government accountants in local, provincial and central governments. "This convinced us to concentrate on the government

sector, and to identify training opportunities in Africa," says Prof Herman de Jager, Director of the School of Accountancy.

"Our strategy to do training in Africa is now paying off. The contract for training government accountants from 17 countries in Africa was awarded to the University of Pretoria because of the work that has already been done in this field. The School of Accountancy has already trained approximately 1 000 government accountants and auditors in South Africa and we therefore have the necessary know-how to present this course successfully," says Prof De Jager.

Prof De Jager discussed the training of senior government accountants for ESAAG with the ISO Swedish Management Group in December 1995. Various workshops were then held in deliberation with the Accountants General of the African countries concerned in order to develop a 10 day course to suit their specific needs.

A pilot course was held in June this year on the Tukkies campus with 20 course delegates attending and it was so successful that a two year contract was awarded to the School of Accountancy in August this year.

"The aim of this course is to change the traditional approach of the government accountant as administrator to that of a financial manager who manages scarce resources economically, efficiently and effectively," says Prof De Jager. "This course is part of our ongoing community service programme and contributes in many ways to the upliftment of the community in South Africa as well as in Africa."



Mr Gert van der Linde, Accountant-General of South Africa; Ms Catharina Brottare, ISO Swedish Management Group; Prof Marius Koen, School of Accountancy; Ms Anastasia Tsaba, a delegate from Tanzania; Mr Rodney Francis, School of Accountancy; and Mr Joel Ukwimi, a delegate from Zambia, as representatives of the pilot training course for government accountants from 17 African countries, held by the School of Accountancy in June this year.



Nuwe rekeningkundige tydskrif sien die lig

Finansiële kundiges het dikwels die behoefte aan die mees resente teoretiese inligting wat op 'n verteerbare manier aan hulle beskikbaar gestel word.

Die Departement Rekeningkunde het hierdie behoefte raakgesien en het vanjaar 'n nuwe populêre rekeningkundige publikasie, *Accountancy and Finance Update*, die lig laat sien. Dit maak van hom die enigste Departement Rekeningkunde in die land wat oor sowel 'n geakkrediteerde navorsingstydskrif (*Meditari*) as 'n populêre tydskrif beskik.

Accountancy and Finance Update is 'n populêre rekeningkundig-finansiële publikasie wat op finansiële kundiges soos praktisyns, akademici, sake-mense, maar ook studente gerig is. Dit hou hulle op hoogte van die nuutste ontwikkelinge in die rekeningkundeveld.

Dié tydskrif, wat uit die Departement se nuusbrief *Podium* ontstaan het, verskyn elke twee maande. Kundiges beskou sekere rekeningkundige, finansiële en ekonomiese aangeleenthede vanuit verskillende perspektiewe en vooraanstaande skrywers gee hulle menings.

Kundiges kan ook bydraes tot die tydskrif lewer en word uitgenooi om dit te doen. "Die Departement Rekeningkunde is besonder trots op hierdie publikasie wat onder die roterende redakteurskap van senior personeellede van die

Departement saamgestel word," sê prof Quintus Vorster, Departementshoof.

"*Meditari* is op sy beurt 'n geakkrediteerde navorsingstydskrif vir rekeningkundige wetenskappe - een van slegs twee sulke tydskrifte in Suid-Afrika, en die enigste wat deur 'n departement



Proff Marieta van Niekerk, Quintus Vorster en Carolina Koornhof is drie van die medewerkers aan die tydskrifte *Accountancy and Finance Update* en *Meditari*.

rekeningkunde gepubliseer word. Beide *Meditari* en *Accountancy and Finance Update* is die resultaat van spanwerk deur ons personeel," verduidelik prof Vorster. "Daarmee word onder meer aan personeel die forum gebied om sowel op die populêr-wetenskaplike as die suiwer wetenskaplike terrein te publiseer."

Navrae oor hierdie twee publikasies kan aan prof Quintus Vorster, tel (012) 420-2422, gerig word.

Praktiese blootstelling maak studente meer bemerkbaar

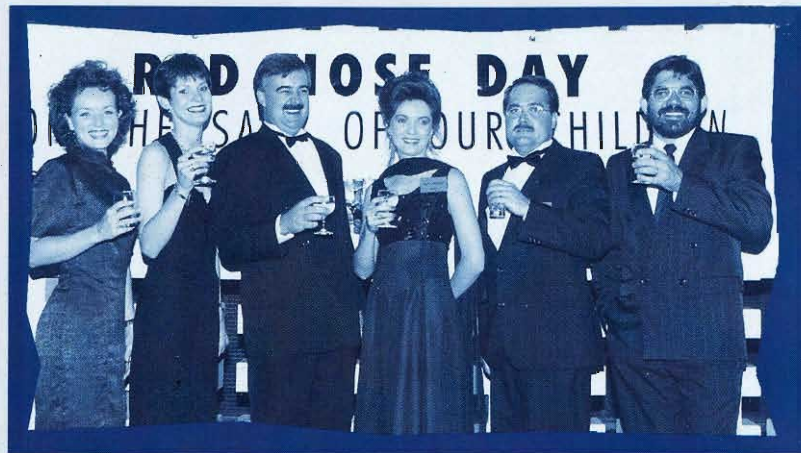
Die Departement Bemakings- en Kommunikasiebestuur het in sy twee bestaansjare tot een van die grootste departemente op die Tukkies-kampus gegroei. Sedert sy ontstaan op 1 Julie 1994 het hierdie Departement net van krag tot krag gegaan en spog dit vandag met ongeveer 3 760 vakinskrywings.

“Die vinnige groei en groot aanvraag vir Bemakings- en Kommunikasiebestuursopleiding kan hoofsaaklik toegeskryf word aan die uitstekende dosente van die Departement wat hul doseertaak nie net as ’n loopbaan nie, maar as ’n roeping beskou,” sê prof Adré Schreuder, Departementshoof. Die toewyding van die dosente word duidelik bewys deur die implementering van die praktiese projekte wat die studente in hulle eerste, tweede en derde jaar doen.

Die studente se studietydperk word maksimaal benut om hulle volle potensiaal te ontwikkel. “Die Departement doen voortdurend produkvernuwing en bied nog steeds die mees dinamiese en uitnemende opleiding in bemakings- en kommunikasiebestuur in Suid-Afrika aan,” aldus prof Schreuder.

“Die belangrikheid en noodsaaklikheid van praktiese ondervinding in vandag se kompeterende besigheidswêreld kan nie genoeg beklemtoon word nie. Maatskappye het nie meer vandag die geld en tyd om gegradueerde studente in diens op te lei nie. In die lig hiervan is daar besluit om vir die eerste-, tweede- en derdejaarstudente die nodige praktiese blootstelling te gee ten opsigte van die teoretiese beginsels wat hulle in die klaskamer leer,” sê hy.

’n Piramide-benadering word met die aanbod van praktiese projekte gevolg. Die EBI-projek in die eerste jaar konsentreer op verbruikersoriëntering, in die tweedejaarsprojek word op winsoriëntering en sosiale verantwoordelikheid gekonsentreer, terwyl die derdejaars ’n sisteemoriëntering by hierdie holistiese benadering moet insluit.



Die projekkoördineerders tydens die Departement Bemakings- en Kommunikasiebestuur se gala-aand was mev Melani Fletcher, mev Tania Coetzee, prof Adré Schreuder, mev Yolanda Jordaan, mnr Frikkie Herb en mnr Neels van Heerden.

EBI-projek

Studente wat aan die EBI-projek deelneem tree as “advertensieagentskappe” op wat om ’n advertensierekening moet meeding. Op hierdie manier kry beide die kreatiewe en strategiesgeoriënteerde studente die geleentheid om in die kreatiewe en veldtogkategorieë van hierdie kompetisie uit te blink. Vanjaar se tema was Rooineusdag en studente moes ’n advertensieveldtog met TV-, radio- en tydskrifadvertensies ontwikkel.

Volkkasbank-entrepreneursprojek

Die Volkkasbank-entrepreneurskapsprojek is hoofsaaklik ontwikkel ten einde sekere praktiese bemarkingsvaardighede aan tweedejaar- bemarkingsbestuurstudente te leer. "Dié projek behels dat studente die lewensvatbaarheid van 'n unieke produkidee deur middel van verbruikersnavorsing by die studentemark moet toets. Daarna moet hulle 'n bemarkingsplan ontwikkel voordat hulle die geleentheid kry om hulle eie 'onderneming' op kampus te bedryf," sê mev Yolanda Jordaan van die Departement Bemarkings- en Kommunikasiebestuur.

Studente word aan entrepreneurskap, produksiebestuur, voorraadbeheer, finansiële bestuur en bemarking, asook die integrering daarvan, blootgestel.

Bemarkingsplanne vir klein ondernemings

Die derdejaarstudente het as deel van hul praktiese projek vanjaar die geleentheid gehad om in groepsverband bemarkingsplanne vir klein ondernemings in Pretoria op te stel. Die dosent, mnr Frikkie Herbst, het vanuit gerespekteerde databasisse ondernemings op grond van omset geïdentifiseer. Studente het hierdie ondernemings in groepsverband genader en as kliënte gewerf. Tydens die werfproses het die groep die onderneming van hul behoefte aan 'n deeglik opgestelde bemarkingsplan oortuig. Die onderneming het dienoooreenkomstig 'n fooi vir die diens wat die studente gelewer het, betaal.

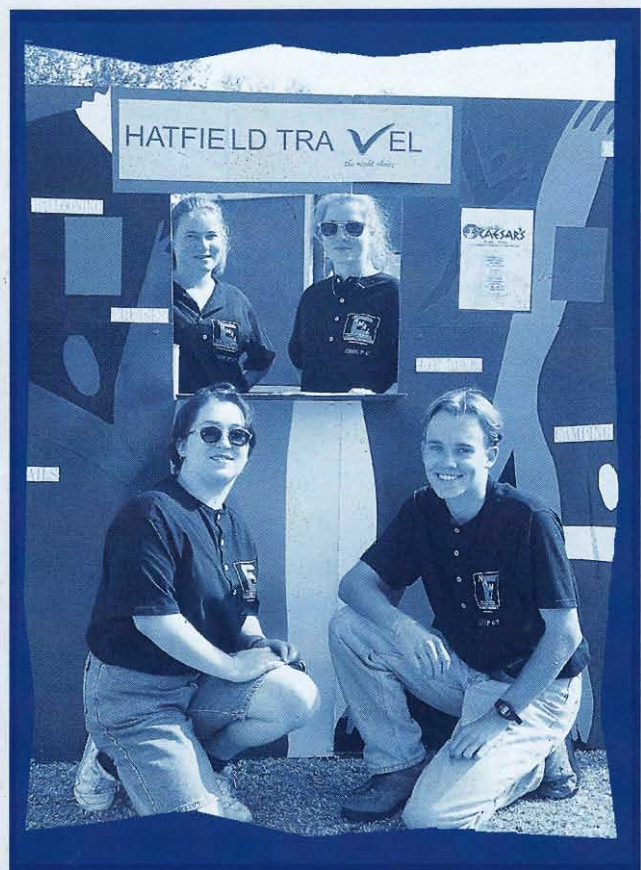
Die projek het uit agt fases bestaan, naamlik:

- Prospektering
- Die werwing van die onderneming
- Optrede as konsultant vir die kliënt
- Konsultasie met die bestuur van die kliënt
- Verpligte konsultasie met die dosent om kwaliteit en professionaliteit te verseker
- Opvolgkonsultasie met die kliënt
- Opstel van die finale bemarkingsplan

- Voorlegging van die finale bemarkingsplan aan die kliënt.

Die resultaat is volgens mnr Herbst, oorweldigend positief. "Positiewe terugvoer is van ondernemings ontvang en die studente het waardevolle praktykondervinding opgedoen ter voorbereiding van 'n loopbaan en ter aanvulling van hul *curriculum vitae*. Sommige studente wat oor entrepreneurskapseienskappe beskik, oorweeg om hul eie konsultasie-ondernemings te begin terwyl ander reeds werksaanbiedinge ontvang het."

"Hierdie praktiese projekte bied 'n toegevoegde waarde tot studente se opleiding wat hulle meer bemerkbaar maak. Die wetenskaplike modelle, beginsels en teorieë wat die studente leer, kom nou tot praktiese uitvoering in die projekte," verduidelik prof Schreuder.



Die tweedejaar- bemarkingsbestuurstudente het vanjaar heelwat pret gehad met die praktiese projek wat hulle as deel van hul opleiding moes aanpak.

Paving the way for tourism

"Co-ordinated and planned tourism ventures will be Africa's salvation and will play an important role in the future. The Chair of Tourism Management believes that it has a contribution to make and wants to play a more prominent role as partner and stakeholder in the field of tourism," said Prof Ernie Heath, Head of the Chair of Tourism Management, earlier this year when he announced their inception as a Department on 1 January 1997.

"The importance of tourism management education in the future and the key role that Tukkies can play in this regard were reinforced when the Department of Education gave us the green light to become a Department.

"This will enable us to position ourselves as the unique tourism management education and training facility in the dynamic and rapidly expanding tourism sector in Southern Africa and beyond," says Prof Heath.

"On a strategic level the formation of a Department of Tourism Management will not only enable the University to more effectively manage the future growth in the demand for tourism managers, but will also enable the Department to gain stronger industry recognition and acceptance and to provide a stronger base for the formation of strategic alliances with international tourism educational institutions.

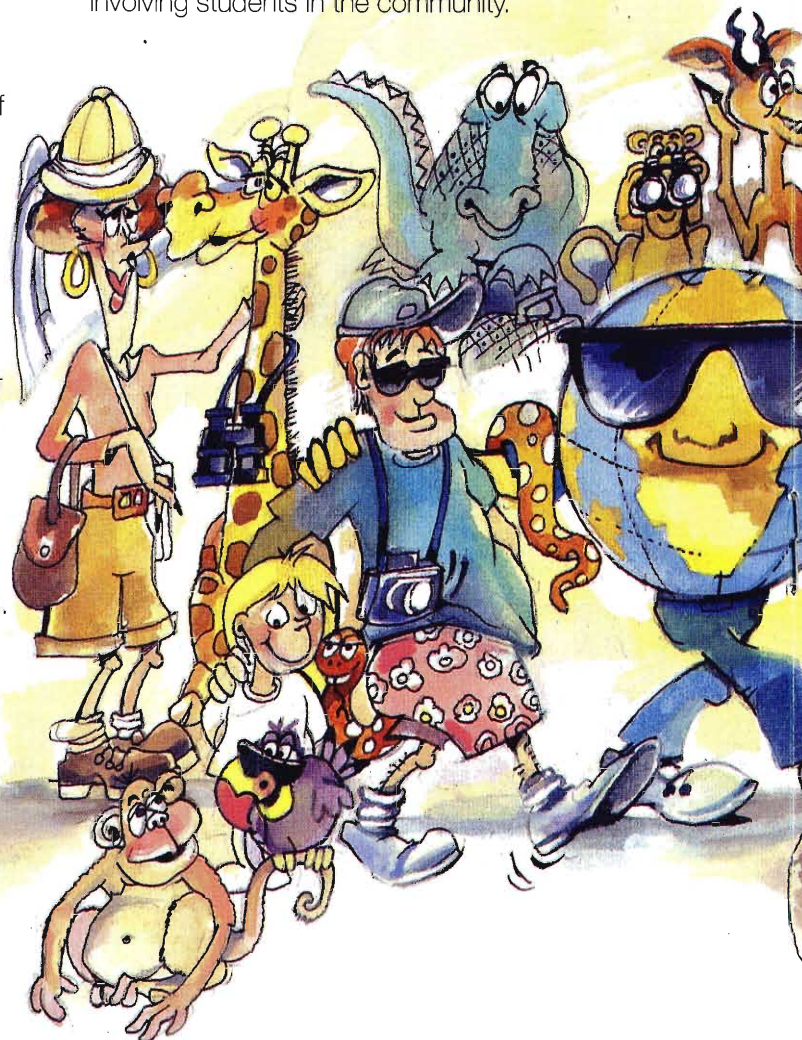
"The University of Pretoria can play a strategic role in ensuring relevant qualifications so that students can make a valuable contribution to our country," he says. "The Tourism White Paper for South Africa sets the target to welcome more than two million overseas visitors and four million visitors from the rest of Africa by the year 2000. This will lead to the creation of one million additional jobs in tourism by 2005 and we will do our best to provide for that need."

A skilled workforce for the industry

One of the critical success factors in optimising South Africa's considerable tourism potential is a skilled and professional workforce, both at managerial and operational levels.

According to Prof Heath, the Chair is committed to ensuring that graduates who enter the tourism working environment have a sound background in the economic and business sciences. "They will have an in-depth knowledge of the tourism process and the key components of tourism and have had managerial, practical and industry exposure to key facets of tourism."

The Chair also has a community responsibility and would be providing short courses on tourism marketing and development to the tourism industry and the public at large, as well as doing relevant research and involving students in the community.



A new role in the tourism educational sphere

Against the background of the rapidly expanding tourism industry, coupled with the demand for industry related management education, the Chair has during the first half of 1996 embarked on a process of refocussing its activities within the tourism educational sphere. Initiatives that were undertaken include:

- Introducing a first year course in Tourism Management in 1997.
- Improving the industry-related components of the course. New technology-based practical courses in Hotel and Tourism Management have, for example, been introduced.
- With regard to compulsory practical experience a new practical guide providing guidelines for both student and prospective employer, has been developed.

The courses offered by the Chair are proving to be extremely popular. Currently there are more than 350 students enrolled for the courses, with enrolment expected to double in 1997.

"The tourism industry at large has responded very positively to the courses offered, not only by sharing their experiences with the students, but also by accommodating students for the practical facets of their studies," says Prof Heath.

Exchanging skills in the global village

Within the context of the global village the Chair is currently exploring strategic alliances with educational institutions in the United Kingdom, Germany, Switzerland, Australia, North America and South East Asia. This is done with a view to exchange knowledge and skills and to embark on lecturer and student exchange programmes and joint research programmes.

South Africa could learn a lot from countries such as Australia which Prof Heath says regard tourism as a strategic priority and invest heavily in tourism education. "It is clear that people in Australia understand the importance of tourism as a foreign exchange earner and a provider of jobs."

The Chair's international initiatives included an "Educate the Educators" programme for more than fifty educators from Southern Africa and beyond earlier this year. The programme was undertaken in conjunction with the World Tourism Organisation and the Department of Environmental Affairs and Tourism. "Our vision is to add value to the tourism field, which is one of the reasons why we were involved in the Educate the Educators conference," says Prof Heath. "The unique splendour of Africa's natural and cultural heritage can be turned into the most valuable product on earth - if we are prepared to accept the challenge."

Prof Heath has accepted this challenge and is currently conducting research on future scenarios in the tourism industry; international trends in addressing tourism safety; the importance of a regional approach to tourism and international approaches to tourism marketing. With this he hopes to truly make a contribution to tourism development, not only in South Africa, but also in Africa and beyond.



Statistics: a solid basis for business decisions

Statistical measurement has become one of the most important factors on which business decisions are based.

"The massive revitalisation of the South African environment is creating new demands for

Prof Dawie Stoker, Director Research at STATOMET, was involved in the monitoring of the 1996 population census. He was appointed to this comprehensive project in March this year as a member of a team of monitors.

"The various areas in South Africa are to be monitored very carefully mainly because future funding of provincial governments by the State will to a large extent be based on the population that live in a certain province," says Prof Stoker. Accurate statistics will also enable planning and development in the country to take place on a detailed basis.

Prof Stoker worked on the census project in close co-operation with Mr Pali Lehohla, Chief Director of the Central Statistical Service and associate member of STATOMET. Mr Lehohla has a high regard for the Statistics Department's work and said that the staff of this Department has a world of experience that they gladly share with others. He has worked with them for the past three years on a project where a group of officials of the Statistics Branch of the North West Provincial Government were trained in "Survey and Data Management" and mentioned that they possess the unique ability to train people from diverse backgrounds.

STATOMET will compile a comprehensive economic development strategy for the Northern Province in 1997. Prof Leon Vivier, who will be involved in the economic research study, says that the long-term goals for such a study will be to create employment, reduce poverty and economically empower the disadvantaged.

Prof Vivier also did an economic impact study on the effect that the dewatering of the Grootvlei Gold Mine into the Blesbokspruit will have on mining, agriculture and tourism in that region.



Mr Deon Herbst



Mr Nick Green



Prof Nico Crowther and Mrs Gretel Crafford



Mr Pali Lehohla

decision-makers. STATOMET's growing client base is made up of organisations and individuals who have come to accept its credo of not taking a snapshot approach to research, but to develop a long-term beneficial relationship with its clients.

The products developing out of these relationships are not just for decision-making support, but also form the basis for practical implementation and individual growth - something which STATOMET regards as part of its responsibility," says Mr Deon Herbst, Director of the Bureau for Statistical and Survey Methodology (STATOMET).

The Department of Statistics, of which STATOMET forms part, is involved in various multidisciplinary research activities. Many of the lecturers are at present contributing to research projects for public and private enterprises.

STATOMET's growing client base is made up of organisations and individuals who have come to accept its credo of not taking a snapshot approach to research, but to develop a long term beneficial relationship with it's clients.

STATOMET also conducted a study for the Council of Southern African Bankers (COSAB), to determine the image of local banking and the rendering of services. "People want good service and value for money when doing business with a bank," says Mr Chris Klopper who is an associate member of STATOMET and responsible for this research.

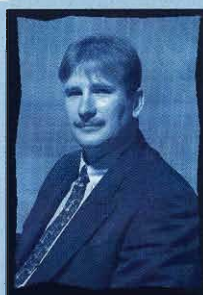
South Africa's banks are amongst some of the most advanced in the world and it appeared from the study that people have a high esteem of banking.

Mr Klopper also developed a client monitoring system for an insurance company by way of which client satisfaction can be measured. "Service delivery expectations differ from industry to industry and a generic measuring instrument can therefore not always be used," he said.

Prof Nico Crowther, Head of the Department, and Mrs Gretel Crafford, lecturer, developed a model for an insurance company to evaluate the variables that influence the retention of insurance policies. "We have interpreted data received from the company and determined the discriminatory power of these variables on the retention of policies," says Prof Crowther. "This is a long-term interactive project, aimed to provide management with relevant information when making decisions."

STATOMET is also involved in community service projects and conducted a training workshop for community leaders in Mmakaunyane in the Northern Winterveld, on how to prepare and manage budgets. The workshop, which was attended by 30 people, was held in conjunction with the South African National Civic Organisation. According to Mr Nick Green, associate member of STATOMET, various types of budgeting such as household budgets, pre-primary school budgets, development budgets etc were discussed.

Dr Hermi Boraine, lecturer at the Department, developed a stochastic parameter model for unit trusts in co-operation with prof Hugo Lambrechts of the Graduate School of Management. The aim of the model is to explain the collective movement of prices of unit trust funds over a period of time. The point of departure is that prices of certain funds will react similarly to external factors such as interest rates, and can therefore be described by the same basic functional form over a period of time. At the same time the model makes provision for the individual characteristics of different funds. Instead of analyzing each fund individually, the funds are viewed collectively and the characteris-



**Mr Sollie
Millard**



**Prof
Dawie
Stoker**



**Prof Leon
Vivier**



**Prof
Hennie
Groeneveld**

tics of a certain grouping of funds can then be described, and a fund's performance evaluated, in relation to that of a group.

Prof Chris Smit, took part in a project of the Natal Sharks Board on an electrical shark repellent which can be strapped on by scuba divers. By way of statistical analyses probabilities of shark attacks were estimated, both when the device was switched on and off. The electrical impulse emitted by the device, called "Shark POD", is experienced by some divers as a mild tingling sensation but it is capable of repelling sharks - although the

physiological basis for this is not yet fully understood. The device is already in production by the Sharks Board.

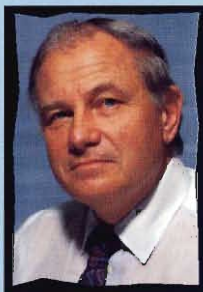
Dr Hermi Boraine



Mr Chris Klopper



Prof Chris Smit



Another project, in which Prof Smit is involved, is the development of an electrical cable which, it is hoped, will be able to repel sharks without harming other forms of marine life. This research is still in progress but has already shown promising results.

Another project STATOMET is involved in is the AHI Inflation Barometer, which has been developed, and compiled since 1992, by Prof Leon Vivier and Mr Sollie Millard. Every quarter it predicts the direction in which inflation moves, and projects the

expected inflation rate for the six month period ahead of the time of publication.

The Security Climate Indicator, which is prepared three times per annum, is also compiled by Prof Vivier and Mr Millard. "This crucial indicator evaluates and projects the security climate in South Africa by taking into account the economic, social, and political factors in the country," says Mr Millard. "These readings are widely used by decision-makers on a national level."

Prof Hennie Groeneveld built models for Carnia Seed to predict seed sales of certain maize cultivars for 1997. Carnia has to know how much maize they have to plant in order to meet the need for maize seed. Factors such as the previous season's sales, the length of time available on the market and the total maize production of the previous season were taken into account. Neural networks were used for the first time to develop prediction models.

He also investigated the recruitment mechanism for workers at Spoornet. A person's initial selection questionnaire was correlated with his/her later performance to establish the effectiveness of these questionnaires.

STATOMET

Bureau for Statistical and Survey Methodology
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He has high hopes for tourism

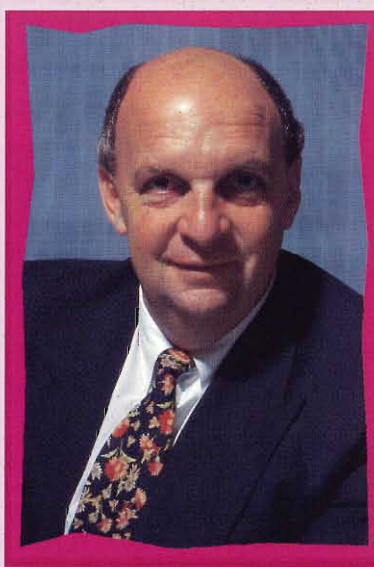
Books and posters that remind you of far away places and make you long for an immediate vacation adorn the walls and desk of the Head of the Chair of Tourism Management, Prof Ernie Heath. This is someone who has seen the world, but has come to realise that South Africa truly is the world in one country. This is the country that he would like the rest of the world to see and would go out of his way to market to overseas and local tourists.

Since his appointment as Head of the Chair of Tourism Management in the Graduate School of Management on 1 January 1996 his enthusiasm for his field of study was catching. He has a vision of spearheading tourism in Africa into the 21st century and to convey the message that Africa is the place to visit. "The perception of Africa is that it is a dark continent with no hope for the future. However, people in developing countries long to find their roots in Africa and this presents an ideal opportunity for us to promote our country and the rest of Africa as a unique tourism destination - especially an eco-tourism destination," he says.

Team work

Prof Heath supports a participating management philosophy and believes in team work. Apart from regular strategic planning sessions with his staff of five who are responsible for training approximately 400 students, he had a busy schedule this year, ranging from presenting papers at national and international conferences to serving on various tourism committees. His involvement in the tourism development and marketing of South and Southern

Africa since 1990 lead to his appointment as specialist strategic planning and implementation consultant to the project team responsible for the implementation strategy for the new Tourism White Paper earlier this year. Prof Heath was also appointed to the Travel and Tourism subcommittee of



Prof Ernie Heath

the Department of Education who is tasked to finalise a travel and tourism school curriculum. The Indian Ocean Tourism Organisation (IOTO) this year reappointed him to their board and made him Chairman of their Marketing committee for the period 1996 to 1998.

His strategic approach to tourism matters makes him a popular facilitator of tourism workshops. He regularly facilitates tourism marketing and strategic planning processes for tourism bodies such as the Greater Durban Marketing Authority, the Gauteng

Tourism Marketing Organisation, Professional Hunters Association of South Africa and the South African Museums Association (SAMA).

The past

Born and educated in the Eastern Cape, he obtained a BCom and BCom(Hons) at the University of Stellenbosch, an MCom(cum laude) at the University of Fort Hare and a DCom at the University of Port Elizabeth. His doctorate focused on the development of a strategic planning framework for tourism development with the emphasis on South Africa. He has always been involved in community activities ranging from a town councillor at Fort Beaufort to a founder member of the Open Africa Initiative. Sporting highlights include representing Eastern Province in athletics, North Eastern Cape in rugby and regularly participating in the Argus cycle tour.

The Africanisation of Accounting

"In order to understand the character of a social discipline such as accounting, it must be related to the social circumstances that give rise to it. It is questionable whether the sophisticated first world accounting system based on capitalism - even in an adapted form - would satisfy the needs of Africa," Prof Daan Gouws of the Department of Accountancy remarked while delivering a paper on The Africanisation of Accounting at a conference earlier this year. The search for feasible and culturally compatible accounting principles and standards is one of his main aims.

"The way in which a society organises itself to produce what its stakeholders need as well as the way in which the products are distributed, contribute to understanding why accounting practices based on a Western orientated culture, are not understood from an African perspective. The search is now on for accounting principles that are culturally compatible under both African and first world realities," says Prof Gouws.

"The conclusion reached is that a new social and economic system, which will accommodate both first and third world cultures, offers a better chance that accounting can actualize its social consciousness responsibility which is neglected in the first world accounting model."

The Third World component in South Africa consists mainly of people and businesses who are not aware of the beneficial implications of accounting. The majority of informal businesses do not keep record of business transactions at all. To them the language of business (accounting) is not an indigenous language and the underlying concept that forms part of the free market system, is not fully understood. We as participants in the Western accounting culture are familiar only with the accounting standards, principles and practices of our own system based on our language and our culture.

Africanisation of Accounting

For centuries Africa's economy has depended on agriculture and the utilisation of natural resources by means of manual labour. The basic African culture co-operated through the division of labour to produce what is necessary to survive without the aspiration to make a surplus or profit. By maintaining this level, all members were held to similar economic levels. This resulted in the following:

- Social differentiation is not possible
- No private access to the means of production is possible
- No wealth accumulation is possible.

When the production was raised above the subsistence level and a surplus or type of profit was observable, new rules were necessary to negotiate its distribution. Various customs were developed to prevent excessive wealth accumulation by individuals.

Ownership of labour was not seen separately from the ownership of capital. All the exchanges of commodities were based on values in terms of labour which help maintain a social integration and an economic equilibrium, and prevent the emergence of privileged and less privileged groups, as there is little private accumulation of capital.

"Capital is the one resource that is required to exploit, develop and/or employ and is the most elusive and costly of all economic factors in Africa. In search of this critical factor, Africa is deep in international debt with ever-increasing interest. The capital flowing into Africa is mainly medium-term loans which may be terminated at short notice. It has no African ownership or capital formation potential," says Prof Gouws.

"In order to understand the character of a social discipline such as accounting, it must be related to the social circumstances that give rise to it."

When limited financial resources or wealth (or the surplus) must be allocated, mutual dependencies increase and differences in stakeholder group goals become more apparent. They will seek to lower pressure on themselves by gaining control over resources.

"The changes in South Africa's business environment suggest that new players and stakeholders are entering the economic arena. Their aspirations and values are influencing the debate on corporate responsibility and governance and on accounting's role in this regard. The majority of stakeholders derive their codes of ethics and values from outside the Western tradition which dominates the accounting heritage. It is important to explore the way their values will influence the debate on value and ethics," says Prof Gouws.

True accountability means more than reporting facts objectively. Accounting reflects and affects social struggles between diverse stakeholders. Accounting can help in accommodating the structural inequalities and disadvantages created by the First World value system: capitalism. Accounting can also play a bigger role in managing cultural diversity.

The South African and African societies are characterised by social relationships based on perceptions of unequal exchanges which create a poten-

tial for social conflict. Accounting has a responsibility to resolve the issues around unequal distributions of wealth and income.

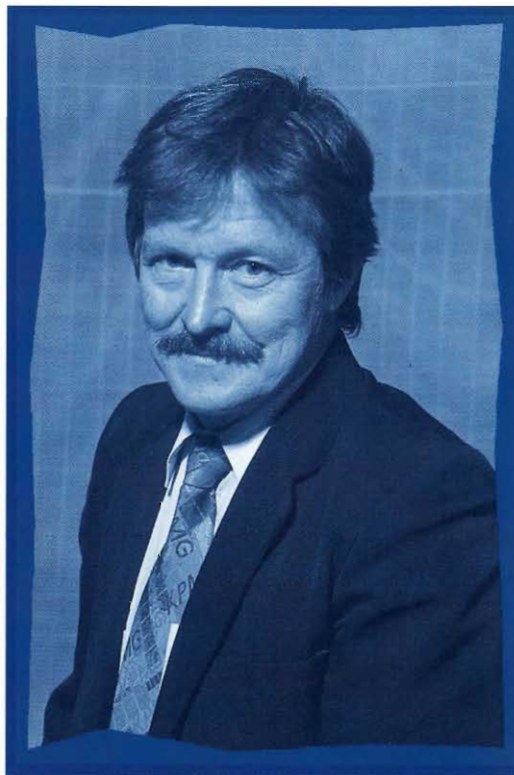
Accountants ignore the structure of social reality by elevating income measurement (wealth created) as an end in itself

without considering the social purpose of wealth creation and equitable distribution. The task of accounting is to equalise and not to discriminate between the interests of the stakeholders. We must see accountants as "arbiters in social conflict but not as the architects of unequal exchanges."

When we view accounting only as a static set of rules, standards and conventions, infinite opportunities are lost for using accounting - not only to reflect, enhance and rationalise business decisions, but also to contribute towards a comprehensiveness which includes vital is-

ssues such as ownership and the formation of capital.

"The scope of accounting embraces the merger of economic and social goals. No longer can accounting only be the recording of business history. The best performance, lower costs, higher productivity, higher level of earnings and stakeholder satisfaction would occur where diverse stakeholders co-operate rather than compete with each other. Accounting can be the equaliser," concludes Prof Gouws.



Prof Daan Gouws



Omgeving en ekonomie in die weegskaal

Die omgewing en die ekonomie is tradisioneel as teenpole van mekaar gesien en die een het die ander outomaties uitgesluit. Vandag word dié twee vakgebiede in die akademie vervleg aangesien die verwantskappe tussen hulle as sodanig erken word. Hierdie verwantskappe vind onder andere in die vak Omgewings-ekonomie gestalte.

Daar bestaan 'n delikate balans tussen die ekonomie aan die een kant en die omgewing aan die ander. "Dit is die taak van onder andere ekonome om nou die proses van uitputting en verswakking van die omgewing (natuurlike hulpbronne) aan te spreek en voorstelle te maak hoe hierdie balans herstel kan word," sê dr James Blignaut wat dié vak in die Departement Ekonomie aanbied.

"Die gedagte dat ons rentmeesters van die omgewing moet wees het in Europa en Australië ontstaan. Mense het tot die besef gekom dat natuurlike hulpbronne beperk is en dat dit by die ekonomiese stelsel wat in 1776 deur die ekonoom Adam Smith voorgestel is (en tans nog as die basis van die ekonomiese wetenskap dien), ingesluit moet word. Die feit dat Adam Smith nagelaat het om die omgewing en sy beperkinge volledig in sy oorspronklike ekonomiese stelsel in te sluit, het tot spanning tussen dié twee vakgebiede gelei. Hy het nie (en kon ook nie) rekening gehou (het) met die toename in die wêreldbevolking van 750 miljoen mense in die 1770's, tot nagenoeg ses miljard mense vandag nie," verduidelik dr Blignaut.

Hoewel Adam Smith in terme van 'n produksiefaktor na die omgewing verwys het, is laasgenoemde as 'n gegewe konstante en daarom weglaatbaar deur die neo-klassieke ekonome bejeën. Skaars hulpbronne was dus slegs 'n relatiewe en akademiese begrip en is nie in absolute terme verdiskonteer nie.

Jare later is die natuurlike hulpbronne egter steeds uit ekonomiese vergelykings gelaat, maar is nou ook in absolute terme uiters skaars - bv water in Suidelike Afrika. Dit dra by tot ernstige ekonomiese beperkinge.

Vandag se onrusbarende statistiek getuig van dié tendens. Die wêreldnywerheidsproduksie het van 1930 tot 1990 met ongeveer 300 persent gestyg, terwyl die wêreldenergieverbruik van 1900 tot 1990 ook met ongeveer 300 persent gestyg het. Besoedeling het gevolglik in dieselfde tydperk eksponensieel toegeneem. "Wanneer daar na grafieke en tendense gekyk word, lyk dit selfs asof daar 'n moontlike verwantskap tussen besoedeling en onreëlmatige weerverandering en verhitting van die atmosfeer bestaan," sê dr Blignaut.

"Die probleem van besoedeling is nog nie so visueel in Suid-Afrika soos byvoorbeeld in Europa nie, hoewel die probleem hier reeds groot afmetings aanneem," sê dr Blignaut. "Ons het egter nog kans om 'n Europa-situasie te voorkom."

'n Strategie wat intussen vir volhoubare ekonomiese ontwikkeling en groei daargestel is, het ten doel om toekomstige ekonomiese groei vir die nageslag te verseker. Hierdie strategie vind vandag gestalte in dissiplines soos hulpbronbestuur, die opstel van omgewingsrekeninge, omgewingsbeleidsaspekte, die waardasie van biodiversiteit, omgewingsimpakstudies, natuurwetenskaplike beginsels soos termodinamika en entropie, regsbeginne (soos bv eienaarskap van besoedeling en hulpbronne) en ekotoerisme.

As vak geniet Omgewings-ekonomie reeds wye belangstelling. By die Universiteit van Pretoria se Departement Ekonomie kan dié vak reeds op magister en doktorsvlak aangebied word. 'n Vakpakket word ook tans voorberei sodat dit ook op honneursvlak gedoseer kan word.

Departement Informatika kry internasionale blootstelling



**Prof Ojelanki
Ngwenyama**

Besoeke van internasionaal-bekende navorsers is vir die Departemente in die Fakulteit Ekonomiese en Bestuurswetenskappe van groot waarde. Benewens interna-

sionale blootstelling kry dosente en studente tydens sulke besoeke die geleentheid om nuwe kontakte te maak en internasionale netwerke te vestig.

In die lig hiervan nooi die Departement Informatika jaarliks een of meer internasionale besoeker(s) om aan plaaslike onderrig- en navorsingsgeleenthede deel te neem. Vanjaar is 'n gerespekteerde lid van die informatika-gemeenskap, prof Ojelanki Ngwenyama van die Skool vir Besigheidsadministrasie van die Universiteit van Michigan in die VSA, ontvang.

Prof Ngwenyama doen veral navorsing op die gebied van rekenaarondersteuning vir groepwerk en gebruikerdeelname by die ontwikkeling van inligtingstelsels.

Besondere bydrae

Tydens sy besoek van drie maande het hy as deel van die kortkursusprogram "Gevorderde Sertifikaat in Inligtingstelselbestuur" lesings oor die hergeniëring van organisasies aangebied. Sy kursus is besonder goed deur kursusgangers en honneursstudente van hierdie Departement ontvang.

Volgens prof Dewald Roode, Hoof van die Departement Informatika, het die Departement se per-

soneel en studente baie by prof Ngwenyama geleer. "Ons was veral tevrede met die goeie terugvoer van die studente oor sy onderrig- en kommunikasievermoëns.

"Prof Ngwenyama het ons studente by verskeie geleenthede lof toegeswaai en gesê dat hulle belangstelling en kennis op internasionale vlak is. Hy het die uitnodiging van die Departement baie waardeer en het aangedui dat hy ons graag weer sou wou besoek - waarskynlik vir 'n langer tydperk," sê prof Roode.

Goeie samewerking

"Besoeke van internasionaal-bekende navorsers het al wederkerende besoeke van ons personeel tot gevolg gehad en goeie samewerking op navorsingsgebied is so bewerkstellig.

"Prof Ngwenyama het in alle opsigte 'n konstruktiewe bydrae tot die Departement se bedrywighede gelewer. Hy het by verskeie doktorsgraad-aanbiedings ingesit, waartydens hy indringende vrae gevra en insiggewende besprekings geïnisieer het. Hy het ook besonder belanggestel in die SEIDET-gemeenskapsdiensprojek by Siyabuswa waarby die Departement betrokke is."

Prof Ngwenyama was al aan verskeie universiteite verbonde, en is elke somer besoekende professor aan 'n universiteit in Finland, waar hy ook verskeie doktorsgraadstudente lei. Voordat hy die akademiese wêreld betree het, het hy uitgebreide ondervinding as stelselargitek en konsultant opgedoen. Hy publiseer wyd en is tans senior lid van 'n werkgroep van die International Federation for Information Processing (IFIP).



Oorsese uitruilskema plaas SOBA op die wêreldkaart

Oorsese studiegeleentheid is dalk eersdaags binne bereik van BAdmin-studente aan die Skool vir Openbare Bestuur en Administrasie (SOBA).

Só 'n uitruilskema sal moontlik gemaak word deur 'n ooreenkoms tussen SOBA en die Fachhochschule in Kehl, Duitsland, en nog enkele universiteite elders in Europa.

Die Fachhochschule - ook genoem Kehl Instituut vir Publieke Administrasie - in die staat Baden-Württemberg, Duitsland, is 'n onafhanklike skool met dieselfde status as 'n universiteit, wat in die opleiding van staatsamptenare spesialiseer. Die instituut is in 1971 gestig en val onder die beskerming van die Duitse Ministerie vir Opvoeding en Wetenskap. Studente aan die instituut ontvang na afloop van 'n vierjarige kursus 'n diploma in administrasie. Die kursus bestaan om die helfte uit teorie (2 jaar) en praktyk (2 jaar). Tydens die praktiese opleiding werk die studente by 'n staatsinstelling waar hulle waardevolle eerstehandse ondervinding opdoen. Dié ondervinding word dan deur die teoretiese sy ondersteun.

Beter gehalte onderrig

'n Samewerkingsooreenkoms tussen SOBA en die Fachhochschule hou voordele vir die gehalte van onderrig aan SOBA in die klein, en die gehalte van dienslewering in die openbare sektor in die breë, in.

Daar is nie 'n onderriginstelling in Suid-Afrika wat dieselfde opleiding as die Fachhochschule aanbied nie. SAMDI (South African Management Development Institute) lei staatsamptenare op, maar spits

hom eerder toe op kortkursusse as op formele opleiding wat in die toekenning van 'n graad of 'n diploma eindig. Samewerking tussen SOBA en die Fachhochschule sou dus 'n leemte vul.

Die hoofdoel van die ooreenkoms is om kennis uit te ruil. Die Fachhochschule doen onder meer navorsing oor gelyke geleentheid vir vroue in die openbare sektor, die hervorming van 'n openbare begroting en administratiewe strategieë vir ontwikkelende lande in Oos- en Sentraal-Europa.

Die ooreenkomste hiervan met die Suid-Afrikaanse situasie spreek vanself. Die Fachhochschule beskik oor waardevolle kennis en ervaring van die integrering van die Oos-Duitse en Wes-Duitse openbare sektore wat vir die hervormde Suid-Afrika van belang is.

Prof SX Hanekom van SOBA sê dat SOBA ook by die Fachhochschule kan kers opsteek oor toepaslike opleiding vir staatsamptenare wat reeds in diens is, maar nie oor die geskikte formele opleiding beskik nie - 'n kwessie wat toenemend 'n groter rol in die plaaslike openbare sektor sal speel.

Fachhochschule kan by UP leer

Op sy beurt sou die Fachhochschule ook heelwat by SOBA kon leer oor administrasie en bestuur in 'n hervormde en ontwikkelende samelewing.

Die kennis wat doserende personeel en studente in Duitsland verwerf, sal dadelik teruggeploeg kan word in die BAdmin-kurrikulum. Elke student wat deur SOBA opgelei word, sal by die oorsese ervaring baat en mettertyd sal SOBA 'n nog beter

opgeleide staatsamptenaar kan lewer wat op die langtermyn voordele vir die openbare sektor kan inhou.

Wat die moontlikheid van 'n uitruilskema betref, voorsien SOBA dat studente en dosente in vakansietye na Duitsland gestuur kan word om daar 'n module te voltooi en om ook Duitse studente op 'n soortgelyke grondslag in Suid-Afrika te ontvang.

Belangstelling elders

Die Fachhochschule is nie die enigste opleidingsinstansie met wie SOBA tans oor samewerking onderhandel nie.

Gedurende Oktober/November 1995 het SOBA kantoorruimte en ander logistiese ondersteuning aan 'n groep van 18 na-graadse studente van die Rijksuniversiteit in Leiden en die Erasmus Universiteit in Rotterdam onderskeidelik, beskikbaar gestel.

Hierdie studente het Suid-Afrika besoek om verskeie navorsingsprojekte af te handel en die ligging van die Universiteit en SOBA in die administratiewe hoofstad van Suid-Afrika was uiters geskik.

Hulle het hulle navorsing

onder leiding van prof Harry Daemen van die Departement Publieke Administrasie, Erasmus Universiteit, gedoen.

Hulle was vir 'n tydperk van ses weke by SOBA gehuisves wat aan SOBA-personeel 'n gulde geleentheid gebied het om gereeld met hulle gesprekke te voer en inligting uit te ruil. Die kontak wat op hierdie wyse opgebou is, het daartoe aanleiding

gegee dat beide bogenoemde Universteite reeds laat blyk het dat hulle graag meer formeel met UP sal wil saamwerk. Onderhandeling in hierdie verband het reeds so ver gevorderd dat 'n besoek eersdaags aan die twee Universteite, asook die Universiteit van Amsterdam gebring sal word ten einde samewerkingsooreenkomste aan te gaan. Hierdie ooreenkomste sal in die praktyk verskeie voordele inhou, soos studente- en dosente-uitruilmoontlikhede, asook die aanpak van gesamentlike navorsingsprogramme.

Op die gebied van internasionale skakeling is SOBA dus ywerig besig om so wyd as moontlik kontakte op te bou en te vestig - selfs ook in Aus-



Mnr Badenhorst (SOBA); prof Hanekom (SOBA); dr Fourie (SOBA); mej Rash (Kehl); mej Frick (Kehl); prof Botha (SOBA); mej Müller (Kehl); mnr Reineke (Kehl); en prof Roux (SOBA) was by die besoek van 'n groep studente van die Fachhochschule te Kehl betrokke.

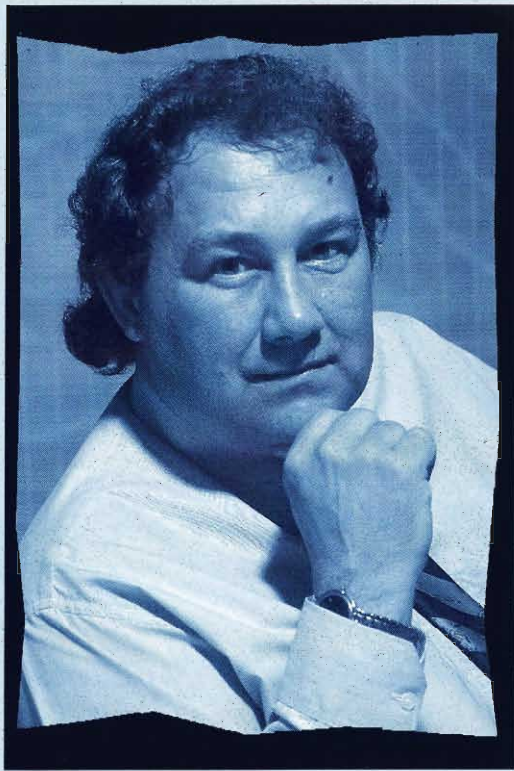
tralië. In hierdie verband is skakeling met die Australian National University reeds op dreef en sal dit waarskynlik gedurende 1997 tot gesamentlike navorsings- en ontwikkelingsprogramme lei. SOBA verwag ook binnekort besoek van prof John Halligan, Direkteur van die Centre for Public Sector Management, Universiteit van Canberra, Australië, spesifiek met die oog op nuwe samewerking met SOBA.



Informal sector thrives in South Africa

Entrepreneurship is alive and well in the streets and townships of the new South Africa. To combat unemployment, those who have a knack for doing business plucked up their courage and started their own informal enterprises when the going got tough over the past few years.

But how exactly do informal traders run their businesses and what problems do they experience in their day to day trading? These were the ques-



Dr Gideon Nieman

tions that Dr Gideon Nieman, lecturer at the Department of Business Management, wanted to find answers for when he conducted a study on street traders in Soshanguve, north of Pretoria.

"The informal sector of the South African economy consists mainly of micro- and survivalist enterprises of which street trading is the most visible," says Dr Nieman.

The purpose of this study was to develop further insights into prospects for entrepreneurial growth within the informal sector and in particular micro-enterprises.

"I wanted to obtain descriptive data on the demographic profile of street traders and determine their start-up characteristics, how they manage their operations, what their problems are and what assistance they need to play a meaningful role in the economic development of a country," explains Dr Nieman.

The main findings of the study indicate that the majority of traders established their businesses themselves as an alternative to unemployment. The majority has also been operating for more than two years but has certain infrastructural constraints which prevent them from growing.

"This case study proves that the vast majority of unemployed people are eager to work, and if they are provided with suitable opportunities, large numbers are able to become self-employed in micro-business activities. With appropriate support they will be able to grow into small firms," says Dr Nieman.

It is clear from the study that potential issues and potential programmes directed at developing small and micro-enterprises should not only focus on financial and training assistance, but should also consider the creation of a suitable infrastructure. The major constraints which street traders encounter in the day-to-day running of their businesses, are the weather, a lack of display facilities and shelters, damage or spoilage to stock and a lack of capital to buy stock. The street traders regarded their need for infrastructure and facilities as more

important than money. Most traders feel that their income satisfies their financial needs.

"It is perhaps time that governments and development agencies see the informal sector as a combination of small, micro and survivalist enterprises with the potential of solving part of the unemployment problem," explains Dr Nieman. "In many parts of the world, emphasis has been placed on the so-called informal sector as a contributor to the economic welfare of society."

"There is no doubt that these enterprises play a

crucial role in people's efforts to meet their basic needs to survive and as an alternative to being unemployed. Experience has shown that less developed groups have been able to make far greater progress in the micro- and small-enterprise segments of the economy than in medium-sized and larger enterprises. Many of these enterprises grow, become formalised and create employment. This sector will, however, not disappear once employment is generated. By acknowledging the informal sector we will unleash the spirit of enterprise in South Africa and eventually see them move into the mainstream of the economy," he says.

Departement Rekeningkunde se twee nuwe grade is uniek

Die Departement Rekeningkunde bied vanaf aanstaande jaar die BCom(Belasting)- en die BCom(Bestuursrekeningkunde)(Hons)-graad aan.

Hierdie Departement het 'n tyd gelede die behoefte in die private en openbare sektor aan hierdie twee grade geïdentifiseer en besluit om dit in te stel.

Vir die BCom(Belasting)-graad is daar 'n vaste leer- gang. Dit sluit Finansiële Rekeningkunde en Ekonomie in, asook Inkomstebelasting, Belasting op Toegevoegde Waarde, Boedel- en Skenkingsbelasting, en Werknemers- en Voorlopige Belasting.

Vir die BCom(Bestuursrekeningkunde)(Hons)-graad word Bestuursrekeningkunde, Strategiese Bestuursrekeningkunde, Belasting en Finansiële Rekeningkunde aangebied. Die graad is ontwerp vir diegene wat die finale eksamen van die Chartered Institute of Management Accountants (CIMA) gaan aflê.

Die suksesse wat die Departement Rekeningkunde in die verlede behaal het met die aflê van die CIMA-eksamen deur aspirantrekenmeesters is weer eens vanjaar in die slaagsyfer weerspieël. Die Departement spog vanjaar met 'n slaagsyfer wat die gemiddelde slaagsyfer van studente regoor die wêreld ver oorskry.

Sertifikaatprogram in Belasting

'n Sertifikaatprogram in Belasting, sowel as 'n Gevorderde Sertifikaatprogram word reeds deur die Departement Rekeningkunde aangebied. Die program is hoofsaaklik gemik op persone wat in die belastingveld werksaam is, maar kan ook deur ander belangstellendes gevolg word.

Die sertifikaatprogram, wat deurlopend oor 'n jaar aangebied word, hanteer aspekte soos belasting- en boedelbeplanning.

Departement Informatika

Die Departement Informatika van die Universiteit van Pretoria lewer die afgelope agt jaar afgestudeerde studente aan die inligtingstechnologiebedryf van Suid-Afrika. Ons studente word met toewyding voorberei om 'n bydrae in u onderneming te maak.

Naas ons formele onderrigprogram, bied ons ook 'n sertifikaatprogram aan vir persone wat reeds in die bedryf staan.

Vir meer besonderhede oor ons voorgraadse kursusse, ons sertifikaatprogram, en ons volledige nagraadse program, skakel ons by:



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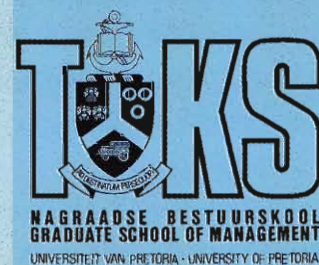
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Revised Informatics curricula is on a par with international standards

More than eighteen months ago the Informatics Department started a process to revise their courses' curricula to bring it in line with international standards suitably adapted to the requirements of the South African business world. The revised curricula will be implemented in 1997.

The Informatics Department realised at the start of the process that, given the particular South African situation and requirements, there are no short-cuts to building a curriculum suitable for students at the University of Pretoria. They therefore designed a structured approach to undertake such a curriculum revision and presented it at three international conferences. It was also published in an international journal, undergoing intensive scrutiny before being put into practice by the Department.

Curriculum for IS

During an International Conference on Information Systems in Vancouver in December 1994, IS'95, a comprehensive curriculum for Information Systems (IS), was announced and discussed. IS'95 was developed by a Joint Task Force of various - mainly North American - professional societies.

"Many information systems curriculum designs are based purely on what educators think it should be, often reflecting their own experiences of what should be done or entertaining a particular eccentricity, with little reference to the views expressed by businessmen and knowledgeable people in the field. Trying to avoid this, many IS departments welcome internationally published curricula such as IS'95 and simply adopt most of the curriculum," says Prof Dewald Roode, Head of the Informatics Department.

"This, however, is simply not good enough. If an institution plans to revise its IS curriculum, it should not merely adapt its present curriculum by changing some components to be more in line with particular world standards. Neither should it include new components because it seems that the designers of an international standard thought a respectable curriculum should include them. This only results in patchwork of components which somehow reflects the idiosyncrasies of the educators, and does not necessarily address the real needs of students hoping to be prepared through the curriculum for a career."

During 1994 an independent survey was undertaken to determine the skills and competency level South African industry expects from graduates of an Information Systems Department at a tertiary institution.

The study was undertaken by one of the honours students of the Informatics Department, Lizelle Froneman (now a lecturer in the Department), and was planned to provide basic inputs for a comprehensive curriculum revision scheduled for 1995. The last major planning of the curriculum was undertaken during 1991 and the time was ripe to reconsider some of the major assumptions and objectives of the curriculum.

"In a fast developing field such as Information Systems, curricula need to be revised regularly. What is unique about our revision process, is that we have not simply made certain *ad hoc* changes. We went back to our basic assumptions and norms, and rethought the whole curriculum. The result can serve as an example for any other academic department of how to undertake such a process," says Prof Roode.



Nuwe boeke in beeld

Marketing Management (third edition)

This book adopts a market-oriented and consumer-oriented approach to the marketing task. The necessity of continuous innovation and the rendering of quality service is emphasised throughout.

Authors: A van der Walt, JW Strydom, S Marx, CJ Jooste
Publisher: Juta & Co Ltd

Citizen participation in local government

Citizen participation has almost become a cliché in contemporary South African local government. This book is a comprehensive effort to substantiate the concept as phenomenon in the discipline of Public Administration and Development.

Author: Koos Bekker (ed)
Publisher: JL van Schaik

South African Corporate Business Administration

This manual is the definitive manual of The Southern African Institute of Chartered Secretaries and Administrators on company secretarial policy.

Authors: JG van der Merwe, RB Appleton, PA Delport, RW Furney, DP Mahony, M Koen
Publisher: Juta & Co Ltd

Beskrywende Rekeningkunde (sesde uitgawe)

Beskrywende Rekeningkunde bied 'n oorsig oor Suid-Afrikaanse rekeningkundige standpunte en riglyne en lig sekere aspekte daarvan met voorbeelde toe.

(Ook in Engels beskikbaar)

Outeurs: Q Vorster, WA Joubert, M Koen
Uitgewer: Juta & Kie Bpk

Rekeningkunde - 'n Inleiding (vyfde uitgawe)

Die akademies-gekolde student behoort die vermoë te ontwikkel om 'n situasie in die praktyk te kan ontleed en om die toepaslike teorie in sy soeke na 'n oplossing aan te wend. Hierdie werk is bedoel om aan hierdie behoeftes te voldoen. (Ook in Engels beskikbaar)

Outeurs: MA Faul, CWI Pistorius, LM van Vuuren, CS de Beer
Uitgewer: Butterworths

Fundamentele Rekeningkunde (derde uitgawe)

Die uitgangspunt in hierdie boek is dat die rekeningkunde inligting moet voortbring wat nuttig is vir die neem van ekonomiese besluite. (Ook in Engels beskikbaar)

Outeur: D Flynn, C Koorhof
Uitgewer: Juta & Kie Bpk

Rekeningkundige Standpunte en Riglyne (vyfde uitgawe)

Hierdie publikasie is primêr daarop gerig om studente wat aan die grondbeginsels van rekeningkundige standpunte blootgestel word, tot hulp te wees.

(Ook in Engels beskikbaar)

Outeurs: HRB Oppermann, SF Booysen, M Koen, Q Vorster
Uitgewer: Juta & Kie Bpk

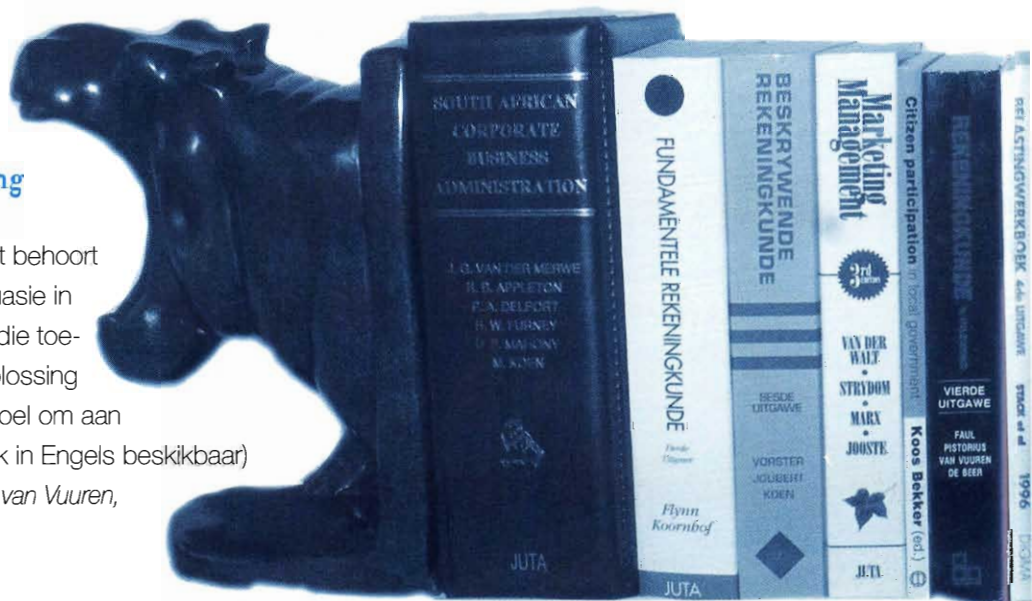
Rekeningkundige Riglyne en Standpunte (bylae by vyfde uitgawe)

Hierdie boek handel oor die SAIGR se besluit om internasionaal uitgereikte rekeningkundige standaarde te aanvaar vir toepassing in die Suid-Afrikaanse verslagdoeningsomgewing. (Ook in Engels beskikbaar)

Outeurs: HRB Oppermann, SF Booysen, M Koen, Q Vorster
Uitgewer: Juta & Kie Bpk

Specific Accounting Topics (first edition)

This text book has been designed on the one hand to improve the knowledge obtained during a student's school career particularly where for some reason or other, his/her studies were interrupted. On the other



hand, the text book aims to expand on the information and insight that the student has gained and to add various new topics to the knowledge that he/she has acquired. (Also available in Afrikaans)

Authors: M Roode, KB Leith

Publisher: The authors

Further Accounting Topics (first edition)

This publication comprises a collection of topics which are covered in the curriculum of the first and second year studies of Financial Accounting.

(Also available in Afrikaans)

Authors: BS Joubert, JGI Oberholster, M Roode

Publisher: The authors

Finansiële verslagdoening (sesde uitgawe)

Hierdie publikasie is spesifiek daarop gerig om die Tukké-eerstejaar in finansiële rekeningkunde in staat te stel om die nodige werkkennis ten opsigte van finansiële state op te doen. (Ook in Engels beskikbaar)

Outeurs: M Roode, M Koen, JGI Oberholster, KB Leith

Uitgewer: Die skrywers

Belastingwerkboek 1996 (vierde uitgawe)

Die belastingwerkboek is hoofsaaklik opgestel om deur studente en dosente gebruik te word. Sakemanne kan egter ook die boek met vrug gebruik aangesien die gevallestudies en hulle oplossings waardevolle praktiese voorbeelde is van werklike belastingprobleme wat in verskeie omstandighede kan ontstaan.

Outeurs: EM Stack, LD Mitchell, M Cronjé, KOE Müller, MJ Nieuwoudt

Uitgewer: Digma, Durban

Ontleding en Vertolking van Finansiële State (vierde uitgawe)

Die doel van hierdie publikasie is om riglyne aan die ontleder van finansiële state te verskaf waardeur inligting verkry word wat ter ondersteuning van die besluitnemingsproses kan dien. (Ook in Engels beskikbaar)

Outeurs: M Koen, JGI Oberholster, HA van der Laan

Uitgewer: Juta & Kie Bpk

South African Industrial Relations: Theory and Practice (third edition)

This book is meant as a practical guide for both students and practitioners in matters such as strike management and contingency planning, dismissals and re-trenchments, grievance handling and disciplinary action. Case studies accompany most of the chapters and summaries and questions at the end of each chapter make the material more accessible to the reader.

Authors: PS Nel, L Ehlers, BJ Erasmus, BJ Swanepoel, MJ Tsabadi and GJ Scholtz

Publisher: JL van Schaik

Training Management: A multi-disciplinary approach to human resources development in Southern Africa (second edition)

This book is focused on handling change in human resources development. The second edition of this book incorporating, amongst others, the National Qualifications Framework and the most recent thinking on training and development in Southern Africa, provides comprehensive theoretical and practical guidelines to assist trainers and managers in training South Africa's work force.

Authors: PS van Dyk, PS Nel,

P van Z Loedolff and D Haasbroek

Publisher: Thompson International Publishing, Halfway House

Inleiding tot die Ekonomiese Beskrywing en Teorie

Hiërdie teksboek verskaf 'n raamwerk waarbinne die Suid-Afrikaanse, of enige ander ekonomie, sistematies beskryf kan word. Dit bied 'n eerste kennismaking met die ekonomiese teorie.

(Ook in Engels beskikbaar)

Redakteur: GL de Wet

Uitgewer: Die skrywers



Survivor syndrome could hit SA companies

Changes in South Africa's economic and political situation resulted in major organisational restructuring in local companies, of which downsizing and delayering are the most common forms.

The Human Resources Department, under the leadership of Prof Leo Vermeulen, is participating in an international research project with the University of Southern Queensland in Australia, the Wellington University in New Zealand and the Hiroshima University in Japan to study these two trends.

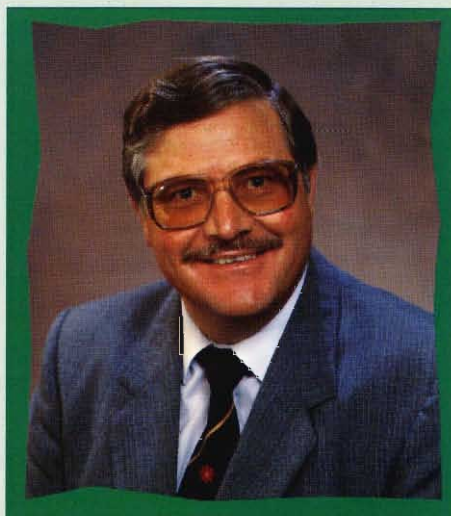
The joint programme mainly seeks to identify the processes in effective downsizing and delayering.

The programme should contribute to:

- theoretical development in this area;
- improve understanding of key aspects of organisational change; and
- provide guidelines to managers on strategies and best practices to effectively execute downsizing and delayering.

The study will take cognisance of the fact that South Africa differs from the Pacific Rim countries with regard to the extent, the causes and the perceived effects of downsizing and delayering. There has been extensive restructuring in South Africa since the new Government was elected in 1994. Consequently, South Africa is not only a viable comparative research site, but the issues of downsizing and delayering are also more pressing for the local situation.

The research design consists of two stages. Stage one of the project, currently in progress, involves sending out the questionnaires to several South African organisations. Stage two involves interviews with managers of specific organisations and compilation of case studies.



Prof Leo Vermeulen

Australian data is already available, but South African data is in the process of being collected. The primary method of data collection is the survey method. The validated questionnaire used for the Australian National Survey is also being used to collect data in South Africa.

In his project proposal, Prof Vermeulen also identified related research topics. He stated that research in Australia and New Zealand

shows that downsizing and delayering often result in the so-called "survivor syndrome". This syndrome involves a decline in organisational commitment, a loss of morale, a lack of trust and a focus on personal security rather than on corporate goals. In the primary research project the contention based on Australian and New Zealand research that gradual "salami slicing" of the workforce is more damaging and likely to result in the survivor syndrome than a 'quick hit, grenade-type strategy', will be examined.

The Human Sciences Research Council has awarded a research grant to Prof Vermeulen in support of this research project. The grant will also enable him to visit Australia in order to complete the final report with his Australian counterparts.



Onderrigkwaliteit seëvier steeds in Fakulteit

Kwaliteitonderrig van hoogstaande gehalte is 'n hoeksteen van die missie van die Universiteit van Pretoria.

Om hierdie missie uit te leef word onderrigleer voortdurend aangepas om aan die behoeftes van studente en dosente te voldoen.

In die Fakulteit Ekonomiese en Bestuurswetenskappe, met sy toenemend diverse studentekorps van ongeveer 6 000, is hierdie 'n omvangryke taak. Die persoon wat vir die koördinerings daarvan verantwoordelik is, is dr Michellé Potgieter. "’n Onderrigbenadering, wat meer studentgesentreerd is, word deesdae aan universiteite gevolg. Met hierdie benadering poog ons om studente minder van die dosent afhanklik te maak en hulle mettertyd in staat te stel om onafhanklik te werk en as denkende individue op te tree. Op hierdie manier leer hulle om kreatief en innoverend te wees en lewer ons hoë kwaliteit werkers aan die arbeidsmark. Hierdie studente ontwikkel in wetenskaplik goedgevormde individue wat inisiatief met projekte kan neem en self probleme kan oplos," sê sy.



Dr Michellé Potgieter

nodig, sodat daar voortdurend aan die hoë standaard van onderrig voldoen kan word. Om dosente te help om hul onderrigtaak doeltreffend te verrig, bied dr Potgieter opleiding aan oor onder andere fasiliteringstegnieke, die hantering van volwasse leerders, motivering van studente en die aktiewe betrokkenheid van studente

by die onderrigtaak. Nuwe dosente word ook gedurende 'n vyfdagkursus ten opsigte van onderrigmodes georiënteer.

Beweeg inligting - nie mense nie!

Wat diversiteit en getalle ten opsigte van gegradueerdes en gediplomeerdes betref, is die Universiteit die grootste voorsiener van hoëvlakmensekrag in die land. In die lig hiervan, is dit noodsaaklik dat inisiatiewe voortdurend geneem word en vernuwing op verskeie terreine moet plaasvind.

"Oor die afgelope jaar is nuwe kursusse by die Fakulteit ingestel, kurrikulering en herkurrikulering het plaasgevind en alternatiewe weë is gevind om onderrig na studente te bring. Laasgenoemde berus op die filosofie van 'moving information - not people'. Die vinnige ontwikkeling van inligting- en kommunikasietegnologie in tersiêre opleiding gaan in die toekoms groter eise aan ons stel om juis hierdie filosofie uit te leef," sê dr Potgieter. "Om inligting deur middel van die elektroniese media na die student te neem, sal ons in 'n mededingende posisie met ander universiteite in die wêreld plaas."

Toegevoegde waarde

'n Projek waaraan daar tans volstoom in die Fakulteit gewerk word en wat gedurende 1997 geïmplementeer sal word, is die aanbied van akademiese ontwikkelingsprogramme wat lewensvaardighede aan alle studente op eerstejaarsvlak leer. Die inhoud van dié program sal bydra tot die algemene vorming van die student en word as 'n toegevoegde waarde tot sy/haar kwalifikasie beskou.

Evaluering en opleiding van dosente

Studente word deur die loop van die jaar die geleentheid gebied om dosente ten opsigte van hul doseertaak te evalueer. Dit dra daartoe by dat dosente en Departemente aanpassings kan maak waar en indien



Gemeenskapsdiens bied aan almal geleenthede

As 'n wetenskapsgebaseerde instelling het die Universiteit van Pretoria 'n sosiale verantwoordelikheid om verworwe kennis en vaardighede tot voordeel van die gemeenskap beskikbaar te stel. In die lig hiervan is Departemente in die Fakulteit Ekonomiese en Bestuurswetenskappe, benewens hul onderrig- en navorsingstaak, voortdurend ook met gemeenskapsdiensprojekte besig.

Bemaking en Kommunikasie

Die Departement Bemakings- en Kommunikasiebestuur is die afgelope twee jaar reeds met die ontwikkeling van 'n Basiese Besigheids- en Entrepreneurskapsprogram (BBEP) besig. Die primêre doel van dié program is om 'n kursus in lewens- en besigheidsvaardighede daar te stel wat werkloos sal help om hulle entrepreneurskapsvaardighede te ontwikkel. Die sekondêre doel is om met behulp van gemeenskapsorganisasies, munisipaliteite en ander instansies geskikte kandidate vir beplande opleidingskursusse te identifiseer.

Die opleidingspan het verskeie opleidingsinstansies soos die Kleinsake Ontwikkelingskorporasie, Brits Entrepreneurskapsopleidingsentrum, Work for Africa (WFA) en die International Labour Organisation (ILO) besoek. Al die instansies was baie gretig om saam te werk om die kursusse te ontwikkel.

Wat die kursus aanbetref sal bemakingsbestuur-dosente modules in bemaking en entrepreneurskap ontwikkel en uitbou, terwyl kommunikasiebestuurdosente modules soos familie en besigheid, kommunikasievaardighede en basiese bestuursvaardighede soos motivering, besluitneming en probleemoplossing sal ontwikkel.

Deur met plaaslike gemeenskappe en nie-regeringsorganisasies (NGO's) soos WFA hande te vat,

word opleidingsvaardighede van dosente tot voordeel van die gemeenskap aangewend.

Ekonomie

Deur een onderwyser word duisende kinders bereik. Dit is die gedagte grondliggend aan die Departement Ekonomie se gemeenskapsdiensprojek vir ekonomieonderwysers. Die Departement bied 'n opknappingskursus vir ekonomieonderwysers by histories benadeelde skole in Pretoria en die res van Gauteng, Noordelike Provinsie, Noordwes Provinsie en Mpumalanga aan.

Onderwysleiers besoek die Universiteit minstens een maal per jaar vir 'n driedagseminaar. Die doel van die kursus is om bestaande vakkennis te verfris en in voeling met nuwe ekonomiese tendense te bly. Leiers van die Economic Teachers' Forum dui aan wat die onderwysers se behoeftes is. Hierdie leiers lewer dan 'n inset in die beplanning van die kursus wat finaal deur die Departement saamgestel word.

“Black Management Forum”

Die “Black Management Forum” het onlangs in samewerking met die Nagraadse Bestuurskool 'n studentetrek op die Tukkies-kampus gestig. Prof Nic Alberts, Direkteur van die Nagraadse Bestuurskool, sê dat hul samewerking met die Forum net van krag tot krag gaan.

Die Skool poog om 'n belang by en begrip van bestuursvaardighede op voorgraadse vlak by studente te kweek. Die Skool help ook die “Black Management Forum” om gedurende vakansietye deeltydse werk aan studente te verskaf. Die Nagraadse Bestuurskool het 'n lys van potensiële werkgewers vir dié doel aan die Forum beskikbaar gestel.



UniSchool opens doors to the job-market

Completing a course in computer literacy at UniSchool-Pretoria means far more than the mere acquisition of skills - it also contributes to the inner development of the individual.

"In general, UniSchool students want to improve their marketability. Even if they currently have a job, computer literacy opens new doors for them. For the jobless, the chances of finding employment in a world where computer skills have become a prerequisite are significantly better. This enhances the self-esteem of individuals and expands the range of choices available to them on how to lead their lives," says Prof Dewald Roode, Head of the Informatics Department.

UniSchool was established in 1993 at the University of Natal, and soon expanded to other centres. After entering into an agreement with UniSchool during 1995 the Department started offering the UniSchool courses in February 1996. In the first year almost 700 students have completed the intensive training conducted over 12 Saturdays.

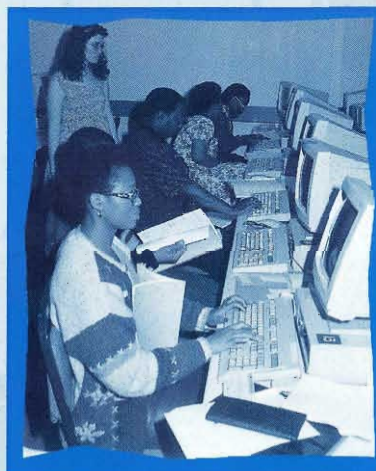
The course, which lasts a total of 48 hours, ensures that students gain a thorough knowledge of computer fundamentals, wordprocessing, spreadsheets, databases and operating systems, and provides extensive practical interaction with leading packages. According to Prof Roode the service provided complements the research interests of the Department. "We have an interest in how information technology can be utilised to advance socio-economic development," he says.

"UniSchool is one way of doing just that."

SEIDET

Another community service project in which the Department is involved, is the community education project (SEIDET) at Siyabuswa, about 100 km

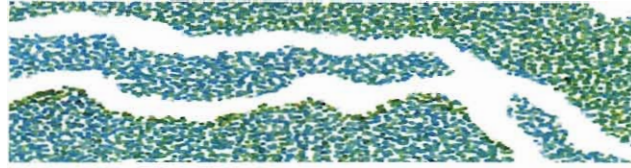
north-east of Pretoria. Through Mr Jackie Phlamohlaka, senior lecturer in the Department, and Chairman of the Executive Committee of the SEIDET Board of Trustees, the Department has



UniSchool students at work in the Informatorium of the University.

had close contact with SEIDET. In a first for any department in the Faculty of Economic and Management Sciences, the Department recently received funding from the Foundation for Research and Development to develop a computer-supported co-operative learning environment at SEIDET in co-operation with the Department of Didactics and the Department of Electrical and Electronic Engineering. The project will benefit significantly from research work of the Department during the past three years, and will, in particular, address the problem of preparing teachers to utilise such a technology-enhanced environment.

The project at SEIDET will enable the researchers to determine the parameters for similar community learning centres throughout South Africa. "Our vision is a network of rural community centres where information technology contributes to the education and training of students and adults," says Prof Roode.



Management education goes global

A worldwide trend towards increased globalisation, enhanced by the free flow of goods, services and capital, as well as sophisticated communication, knowledgeable customers and new organisational forms such as strategic alliances, have necessitated the internationalisation of management education.

Given South Africa's present relatively unfavourable international competitive position, the need for exceptional economic growth, the internationalisation of business in general, and management curricula at South African tertiary institutions, have become imperative.

Recent research in South Africa has indicated that, although not nearly sufficient, at least some progress has been made towards the internationalisation of management education to provide internationally competent business leaders for the future - a fundamentally important step towards greater international competitiveness.

As a further initiative in this regard Prof Ernst Neuland of the Department of Business Management, initiated the establishment of a South African Chapter of the Academy of International Business

(AIB), a worldwide professional academic organisation with more than 2 400 members in approximately 60 countries.

The South African Chapter of the AIB was formed at a meeting held at the University of Pretoria on 20 June 1996. Three of the five members elected on the Chapter Executive Committee are from the University of Pretoria. They are Prof Ernst Neuland

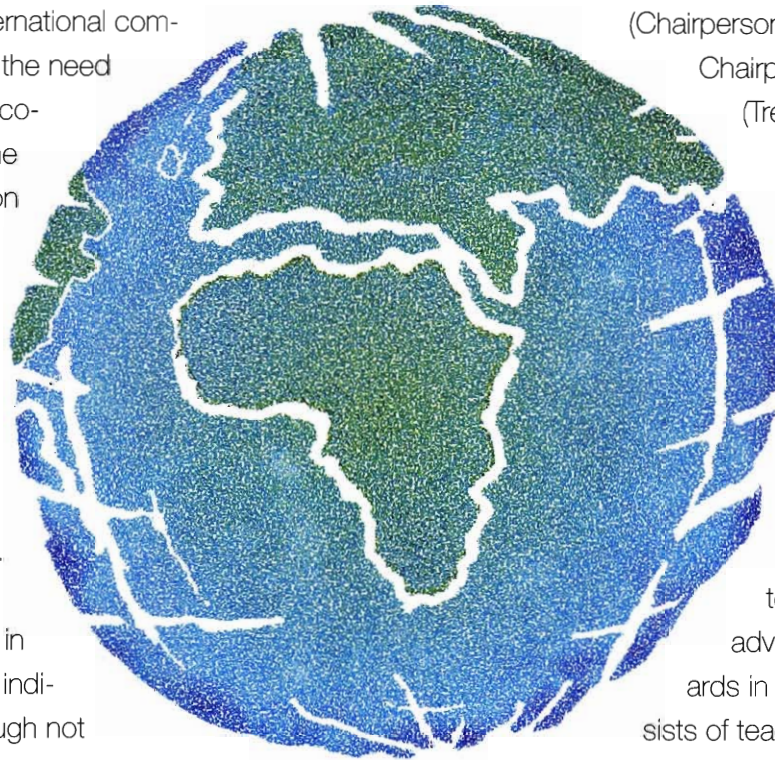
(Chairperson), Prof Ronel Erwee (Deputy Chairperson) and Mr Cyril Francis (Treasurer). The other two committee members are Prof Johan Hough from Unisa and Prof Marius Leipold from the University of Stellenbosch.

Membership of the Academy is open to people who are interested in fostering education in international business and in advancing professional standards in the field. Membership consists of teachers and researchers, as well as government officials, business executives and consultants who are actively concerned with research and education in international business. Doctoral students constitute a dynamic component of the overall AIB membership.

Objectives

The objectives of the Academy are -

- to foster the exchange of information and ideas among professionals in academic,



Membership of the Academy is open to people who are interested in fostering education in international business and in advancing professional standards in the field.

business, and government organisations who are concerned with international business education;

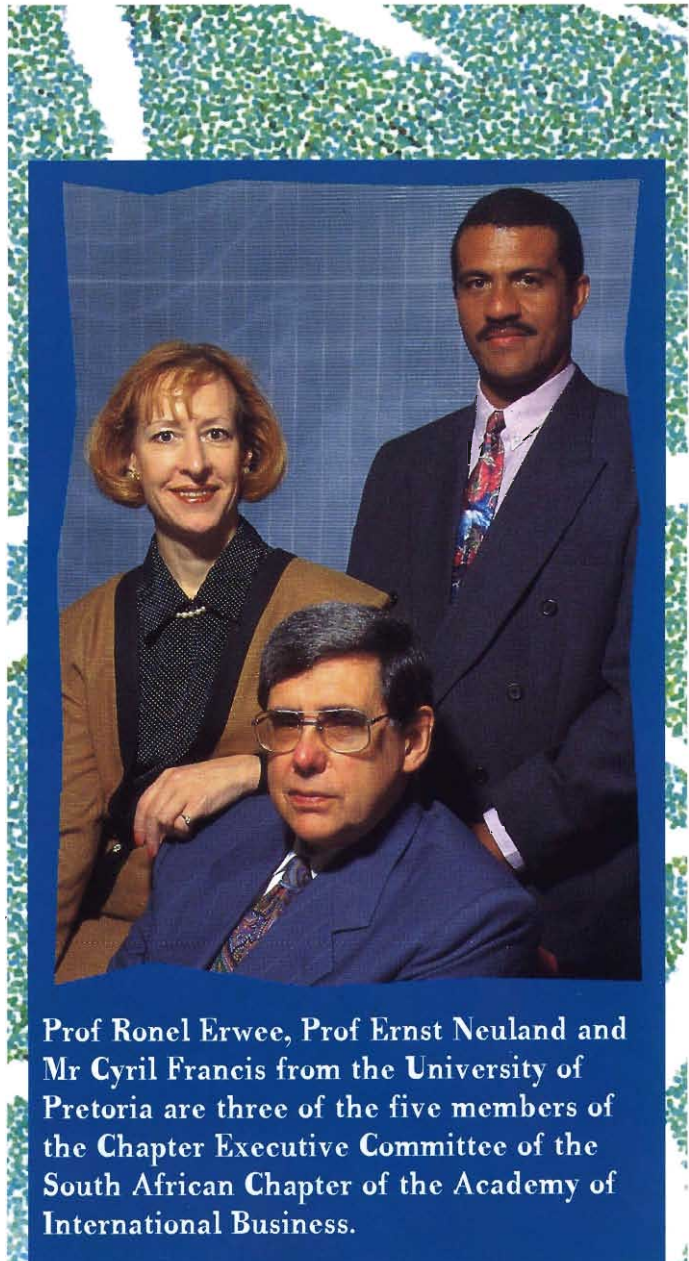
- to encourage research that advances knowledge pertinent to international business; and
- to augment the available body of research and teaching materials.

The Academy provides opportunities for the presentation of scholarly papers and the exchange of scholarly ideas by holding a general annual meeting and regional meetings at various worldwide locations selected by the Executive Board.

Other AIB forums include the Journal of International Business Studies (JIBS), published jointly with the Western Business School - University of Western Ontario in Canada, and the AIB Newsletter.

The Journal disseminates current and relevant findings from research in international business, and the Newsletter informs members about ongoing research projects, employment opportunities, curriculum developments, new publications and other developments in the field.

As chairperson of the South African Chapter, Prof Neuland attended the 1996 annual meeting and conference that was held in Banff, Alberta, Canada, from 26 - 29 September. The 1997 and 1998 annual meetings and conferences of the AIB will be held in Monterrey, Mexico City, and Vienna, Austria, respectively.

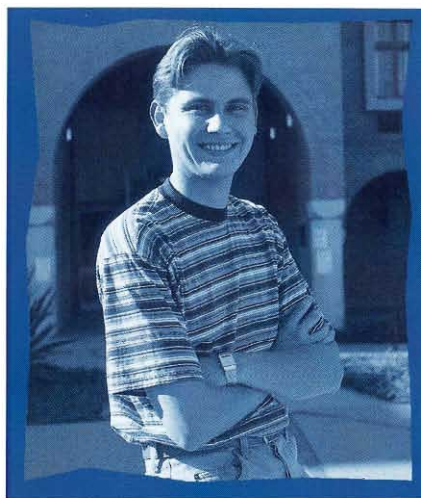


Prof Ronel Erwee, Prof Ernst Neuland and Mr Cyril Francis from the University of Pretoria are three of the five members of the Chapter Executive Committee of the South African Chapter of the Academy of International Business.



Toppresteerder blink uit

Mnr Edru Ochse, 'n honneursstudent in BCom (Aktuariële Wetenskap), het vanjaar die gesogte Visekanseliers- en Rektormedalje vir die beste prestasie in die Geesteswetenskappe aan die Universiteit van Pretoria ontvang. Hierdie medalje word toegeken aan die kandidaat wat gedurende al sy studiejare die hoogste evalueringsprestasie behaal het. Edru is ook vanjaar as toppresteerder in die Fakulteit Ekonomiese en Bestuurswetenskappe en die Departement Versekerings- en Aktuariële Wetenskap aangewys. Hy het in 1992 met 7 onderskeidings aan die



Mnr Edru Ochse

Hoërskool Eldoraing gematrikuleer. Gedurende sy universiteitsloopbaan het hy reeds verskeie toekennings ontvang, waaronder die ABSA Konsultante en Aktuarisse prys vir die beste gemiddelde prestasie in BCom(Versekeringswetenskap) op eerstejaarsvlak, die Saambou Lewens Merietebeurs vir beste gemiddelde prestasie in die vak Versekeringswetenskap op tweedejaarsvlak en die Rentmeester Versekeringsprys vir die beste prestasie in die vak Versekeringswetenskap op derdejaarsvlak. As Edru nie tyd agter die boeke deurbring nie, speel hy graag 'n potjie tennis.

Universiteit van Pretoria•Fakulteit Ekonomiese en Bestuurswetenskappe•Oudstudente : Adresinligting

Die Fakulteit wil graag kontak met al sy oudstudente behou. As u 'n oudstudent van hierdie Fakulteit is, sal ons graag u besonderhede wil ontvang. *Communiqué* en ander relevante inligting word gratis aan ons oudstudente gestuur. Voltooi asseblief hierdie vorm en stuur dit aan ons. Indien u 'n adresverandering onder ons aandag wil bring, kan u ook hierdie vorm gebruik. Pos of faks dit aan: Die Dekaan, Fakulteit Ekonomiese en Bestuurswetenskappe, Universiteit van Pretoria, PRETORIA, 0002, faks (012) 342-2431. U is welkom om mev Estelle de Beer, Hoof: Skakelafdeling, by tel (012) 420-3328 te skakel indien u enige navrae het.

Besonderhede van oudstudent: (verstrek asseblief u besonderhede volledig in drukskrif)

Titel:.....	Voorletters:.....	Van:
Noemnaam:		Nooiensvan:
Geboortedatum:		Identiteitsnommer:
Geslag:		UP-studentenommer:
Taalvoorkeur (Afr/Eng):		Voorkeuradres (Pos/Huis/Werk):
Graad of diploma aan Tukkies verwerf:		Jaar verwerf:
1.		
2.		
3.		
Posadres:		Tel (W) ()
.....		Tel (H) ()
.....	Kode:	Faks ()
Huisadres:		Werkadres:
.....	Kode:
Huidige werkgewer:		Posbenaming:

* 'n Oudstudent van die Fakulteit is iemand wat: 'n BCom- of BAdmin-grad of 'n diploma aan die Universiteit van Pretoria (UP) verwerf het; of 'n nagraadse kwalifikasie aan dié Fakulteit behaal het; of een suksesvolle studiejaar aan die Fakulteit voltooi het; of 'n ander grad of diploma aan UP of 'n ander universiteit verwerf het, maar drie jaar of meer in diens van dié Fakulteit was. Pos of faks asseblief die vorm na bostaande adres.



*Ongeag waar u woon,
Sukses is binne u bereik.*

**VERWERF 'n
BESTUURSDIPLOMA
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PRETORIA
GEAKKREDITEER IS
EN VERSEKER U
TOEKOMSSUKSES**

Afstandsonderrig deur Sukses Kollege maak dit vir u moontlik om by die huis te studeer, wat baie tyd en geld bespaar. Indien u reeds werk, gee dit u die geleentheid om geld te verdien terwyl u studeer.

Nadat u 'n Bestuursdiploma van Sukses Kollege verwerf het, kan u verder studeer vir 'n graad. Na voltooiing van Sukses se Driejaar Diploma kan, in sekere gevalle, die helfte van u kursus as krediet vir u graadkursus geld. U kan die graad dan voltyds aan die Universiteit van Pretoria voltooi. Indien u nie voltyds universiteit toe kan gaan nie, kan u die graad deur "Tuks-na 5" in Pretoria of Witbank voltooi, of deur middel van UNISA se afstandsonderrig.

Indien u dus u Senior Sertifikaat geslaag het en u met u loopbaan en u werk wil vorder, skryf in vir 'n Bestuursdiploma by Sukses Kollege.

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 - Hotel- en Toerismebestuur
 - Ondernemingsbestuur ·Publieke Bestuur ·Kommunikasiebestuur
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Verdere Diploma in
Onderwysbestuur



**INLEIDENDE DIPLOMA IN
REKENINGKUNDE**



Die Vereniging van
Gesertifiseerde Rekenmeesters

REGISTRASIE

Studente moet registreer by
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Betree nou jou toekoms. Pos hierdie koepon vandag.
Bestel dadelik jou GRATIS jaarboek! Pos dié koepon aan: Sukses Kollege, Posbus 1001, Johannesburg, 2000.

Naam: _____

Adres: _____

Poskode: _____ Tel:(W) _____ (H) _____

Die kursus waarin ek belangstel, is: _____

(COURSES ALSO AVAILABLE IN ENGLISH)



**KOM TUIS
NA 'N BLINKER
TOEKOMS. KOM
TUIS BY 'N
UNIVERSITEIT
MET LYCEUM.**

Na voltooiing van enige van die volgende 3 kursusse kan jy kwalifiseer vir voltydse toelating tot die tweede jaar van 'n graad aan die Universiteit van Pretoria. Maar indien jy die Universiteit nie voltydys kan bywoon nie, kan jy inskakel by Tuks-Na-5 in Pretoria of Witbank. Andersins kan jy jou graad met afstandsonderrig deur UNISA voltooi.



1 VIR SKOOLVERLATERS. HIERDIE VOOR-UNIVERSITEITSDIPLOMA SKEP 'N BRUG VIR MATRIKULANTE OM UITEINDELIK 'N B.COM-GRAAD TE BEHAAL.
As jy St.10 met volle vrystelling geslaag het, maar jou punte vir Rekeningkunde en Wiskunde is te laag, kan jy met behulp van hierdie program toegang verkry tot graadstudie.
▶ **Bemerkingsbestuur** ▶ **Bedryf- en Organisasiesielkunde** ▶ **Besigheidsbestuur**
▶ **Ekonomie** ▶ **Finansiële Rekeningkunde** ▶ **Handelsreg** ▶ **Rekenaarpraktik**
▶ **Statistiek** ▶ **Taalvaardigheid**

2 VIR STUDENTE MET VOLLE MATRIEKVRYSTELLING WAT DIE UNIVERSITEIT NIE VOLTYDYS KAN BYWOON NIE.
▶ **A. EEN-JAAR AKADEMIESE DIPLOMA IN EKONOMIESE WETENSKAPPE.**
Die begin van jou B.Com-graad.
▶ **B. EEN-JAAR AKADEMIESE DIPLOMA IN OPENBARE BESTUUR.**
Die begin van jou B.Admin-graad.
▶ **C. EEN-JAAR AKADEMIESE DIPLOMA IN GEESTESWETENSKAPPE.**
Die begin van jou B.A.-graad.

3 VIR BESKERMINGSDIENSTE. DIE BRUG NA 'N B.ADMIN-GRAAD.
Hierdie nuwe kursusse word aangebied in samewerking met die Instituut vir Verkeersbeamptes (IVB), Instituut vir Lisensiebeamptes (ILB) en die Plaaslike Owerheidsekuriteitsvereniging (POSV). Die begin van jou B.Admin-graad in Openbare Bestuur.

4 JOU LOOPBAANONTWIKKELING.

Vir sakepersone bied Lyceum twee studierigtings in samewerking met die Universiteit van Pretoria aan.

A. DRIE-JAAR BEROEPSGERIGTE DIPLOMAS.

▶ **Algemene Bestuurswese** ▶ **Bemerkingsbestuur** ▶ **Openbare Skakelwerk**
▶ **Opleidingsbestuur** ▶ **Personeelbestuur** ▶ **Plaaslike Bestuur** ▶ **Rekeningkunde**
▶ **Sekretariële Bestuur** ▶ **Sekuriteitsbestuur**

B. EEN-JAAR BEROEPSGERIGTE SERTIFIKATE.

▶ **Aankope en Voorraadbeheer** ▶ **Finansiële Bestuur** ▶ **Gehaltebestuur**
▶ **Kleinhandelbestuur** ▶ **Kredietbestuur** ▶ **Produksie- en Sakebestuur**
▶ **Sekuriteitsbestuur**

5 VERPLEEGKUNDEBESTUUR.

Vir persone in verpleging bied Lyceum 'n Sertifikaat aan, in samewerking met die Universiteit van Pretoria se Departement Verpleegkunde. (Slegs in Engels beskikbaar)

SKAKEL TOLVRY 0800-114244, of SKAKEL 'N NOMMER NABY AAN

- | | |
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**VERBETER NOU JOU KWALIFIKASIES
DEUR MIDDEL VAN AFSTANDSONDERRIG,
MET 'N BEROEPSGERIGTE DIPLOMA GEAKKREDITEER
DEUR DIE UNIVERSITEIT VAN PRETORIA.**

As een van die grootste afstandsonderrigkolleges in die land, span Lyceum Kollege nou sy kragte saam met die Universiteit van Pretoria - om die vlak van onderrig in Suid-Africa te verhoog.

Jy kan nou gerieflik tuis studeer en 'n Lyceum Diploma behaal wat deur die Universiteit van Pretoria geakkrediteer word.

Die Kollege gebruik Maatstafverwysing as onderrigmetode - 'n metodiek wat deur spesialiste as die doeltreffendste afstandsonderrigmetode beskou word.

**EK WIL GRAAG MEER WEEF OOR WAT LYCEUM AANBIED. STUUR
ASSEBLIEF 'N GRATIS LYCEUM KOLLEGE JAARBOEK AAN MY.**

Stuur hierdie koepun aan: Die Registrateur, Lyceum Kollege, Posbus 1103, Johannesburg, 2000.

Ek stel belang in die volgende kursusse: _____

NAAM: _____

POSADRES: _____

KODE: _____

TEL. HUIS: _____ TEL. WERK: _____

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