

Anticipate the next century

Entering a new millennium creates the opportunity to review the events of the past and to consider what the next hundred years may require. It is always easier to assess the past than to predict the future. One should therefore be careful to anticipate the demands of the next century or even the next generation regarding training and teaching. Suffice it to say that it will differ from those of the past, because rapid changes in technology and even the increasing demands by society for an improvement in people's quality of life.



Prof. Chris Thornhill, Dean of the Faculty.

The Faculty of Economic and Management Sciences has taken note of the demands of the future. Various new degree courses have been developed to cater for the needs of clients.

At the beginning of 1999 the Faculty inter alia introduced a BCom(Entrepreneurship) programme to cater for the growing economic requirement to create job opportunities. This degree could provide a valuable opportunity for entrepreneurs to contribute to South Africa's economic upliftment. Similarly the newly introduced BCom(Investment Management) programme will provide experts to assist the increasing number of pensioners who have to rely on provident funds to cater for future needs. The first students have also enrolled for the BCom(Aviation Management) to enable airline pilots and even other interested candidates to enter a second career or an alternative career.

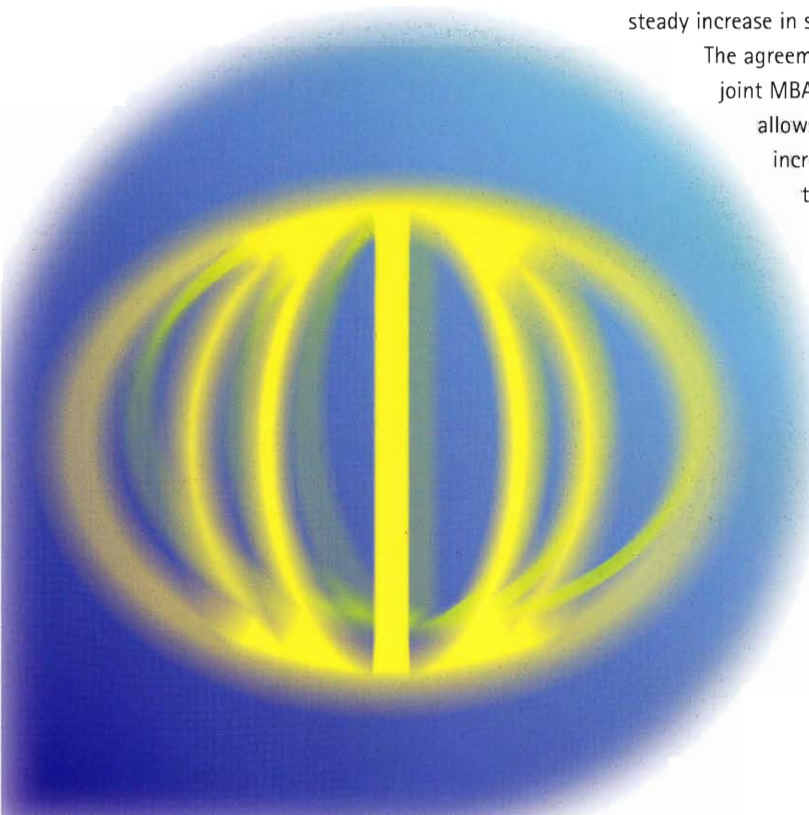
Student numbers have been increasing steadily for the past number of years. This clearly indicates not only a continued interest in the programmes offered by the Faculty, but also an increased demand for the degrees

offered. This trend can also be observed when considering the new agreements entered into by the Faculty, e.g. with the Damelin School of Banking.

This allows bank officials who have obtained the Advanced Diploma in Banking to enroll for the final year of BCom(Banking), BCom(Economics) or BCom(Marketing). The agreement with the National Private Colleges is being renewed and there has been a steady increase in students.

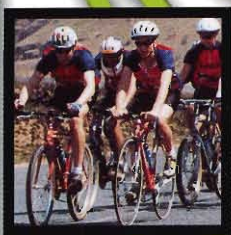
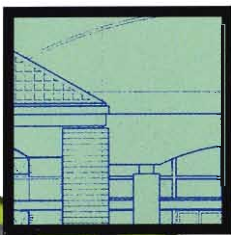
The agreement with the University of the North for the offering of a joint MBA and an MPA degree is now in its second year. This allows the University to co-operate with another university and increase the capacity of both to produce qualified managers to the private and the public sectors.

Our new format Communiqué is aimed at informing clients of recent developments in the Faculty. The publication offers departments opportunities to publish new initiatives and indicate new trends in teaching and training. We also promote the development of new programmes and efforts to link theory and practice to produce graduates who can enter the labour market as efficient employees, able to meet the demands of the next century.



communiqué

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eerste semester

2000

first semester

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

Oudstudente en ander teikengroepe van die Fakulteit ontvang hierdie skakelblad gratis. Enige deel van die inhoud hiervan mag aangehaal word met die nodige erkenning.

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 wysigings, vir plasing oorweeg word.

**Rig bydraes en navrae aan die Redakteur: Communiqué, Ekonomiese en Bestuurswetenskappe Universiteit van Pretoria
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Production **331-4960**
Drukwerk **Business Print Centre**
Printing **349-2295**



'n Koker vol vlymskerp arrows

Die Fakulteit Ekonomiese en Bestuurswetenskappe het rede om homself op die skouer te klop.

Benewens twee Golden Arrow-toekennings vir die beste tersiêre opleiding in bemarking en finansies spog die Fakulteit ook met 'n Silver Arrow vir Aktuariële opleiding.

Volgens prof Chris Thornhill, hoof van die Fakulteit, bevestig die toekennings die Fakulteit se sukses om produkte markverwant te hou. "Ons personeel verbind hulle ook tot uitstaande diens," sê hy.

Prof Thornhill sê hy is trots op die Fakulteit se prestasies en is oortuig dat dit personeel sal aanspoor om steeds na uitnemendheid te streef.



Carl Wepenaar (regs) van Professional Management Review oorhandig die twee Golden Arrows en 'n Silver Arrow aan prof Chris Thornhill, dekaan van die Fakulteit.

Innovasie beloon



Prof Jan van Heerden, departementshoof by Ekonomie ontvang 'n onderwysinnovasie toekening van die rektor, prof Johan van Zyl.

Die Afdeling Telematiese Onderwys het verlede jaar Sertifikate vir Onderwysinnovasie aan twee departemente toegeken.

Departement Ekonomie

Die Departement Ekonomie het op verskeie terreine 'n leidende en innoverende rol binne die Fakulteit Ekonomiese en Bestuurswetenskappe gespeel.

Benewens die leiding wat die Departement geneem het om die BCom(Bankwese)-grade ingestel te kry wat Damelin aan amptenare in bankwese bied, was die volgende hoogtepunte:

- Die Departement was een van die eerste Departemente wat in 1992 met rekenaargesteunde toetsing begin het. Die doel hiervan is om groot groepe studente (1 800+) deurlopend doeltreffend te evalueer.
- In 1997 is die RGO-pakket, WINECON, in gebruik geneem. Gedurende 1998 is die pakket op 210-vlak ingestel en sedert 1999 werk ongeveer 400 studente op 210 en 220 weklíks in WINECON.

Dié inisiatiewe het aan die Departement die sertifikaat besorg. Nie alleen maak dit onderrig meer koste-doeltreffend nie maar dit bedien 'n groter mark as in die verlede.

Prof Vorster

Prof Vorster, Departementshoof van die Departement Rekeningkunde, het die toekening ontvang vir die leidende rol wat hy in onderwysinnovasie, nie net in die Departement Rekeningkunde nie maar ook in die Fakulteit Ekonomiese en Bestuurswetenskappe in geheel speel. Van sy inisiatiewe sluit in:

- Die Departement Rekeningkunde bied sedert die begin van 1999 'n Interdissiplinêre Magisterprogram in Belasting landwyd deur die web- en interaktiewe televisie aan. Dit is

Modulestelsel sorg vir klein revolusie

Een van die belangrikste prosesse wat tans by die Universiteit plaasvind, is om vakke in modules te omskep en graadpakkette te hersien om dit binne die Nasionale Kwalifikasie Raamwerk (NKR) as programme te registreer.

Om die aard van dié aanpassings (sommige personeel voel dat dit 'n revolusie is of een gaan ontketen) beter te begryp, is dit nodig om kortliks by die agtergrond van die NKR stil te staan.

Die Suid-Afrikaanse Kwalifikasie-owerheid (SAKO) (Eng: South African Qualifications Authority, SAQA) is in 1995 deur Wet 58 van 1995 tot stand gebring. Enkele van die doelwitte van die NKR onder juridiksie van SAKO, kan soos volg saamgevat word:

• Create an integrated national framework for learning achievements;

- Facilitate access to, and mobility and progression within education, training and career paths;
- Enhance the quality of education and training;
- Accelerate the redress of past unfair discrimination in education, training and employment opportunities; and thereby
- Contribute to the full personal development of each learner and the social and economic development of the nation at large."

Om dié doelwitte te bereik, het die Universiteit besluit om deel van die ontwikkelingsproses te wees.

Die Fakulteit Ekonomiese en Bestuurswetenskappe het sedert die begin van 1998 verskeie stappe gedoen om die Fakulteit vir die nuwe uitdaging te rat.

Die kursusse aan akademiese en tersaaklike administratiewe personeel oor SAKO-aan geleenthede was só 'n stap.

Sedert die begin van 1999 is die modulariseringsproses en die voorbereiding vir die registrasie van programme met mening aangepak. Teen die begin van November was alle grade van die Fakulteit in die verlangde formaat en struktuur ingedien met die oog op die registrasie daarvan by SAKO. In Januarie 2001 sal die hersiene en aangepaste programme ten volle in werking wees.

Wat het verander en waarheen is die Fakulteit oppad?

Paradigmaskuiwe is deesdae die gonswoord. Dosente en ander kundiges het tot dusver kursusse en grade saamgestel en aangebied as sou dit die "alfa en omega van akademiese uitnemendheid" wees.

Soms is 'n vak rondom 'n relatief gesproke, goeie handboek gebou. Dosente het die handboek hoofstuk vir hoofstuk deur lesings en soms enkele transparante in die klas aangebied. Die hele stelsel was dus insetgedrewe.

Prof Vorster, Departementshoof van die Departement Rekeningkunde en Finansiële Bestuur. Finansiële Bestuur het Januarie 2000 by die departement aangesluit.



die eerste program van sy soort in Suid-Afrika. Hoë kundigheid word hiervoor vereis. Belastingkundiges van buite vul die webprogram met weeklikse satelietuitsendings aan. Die program is óf interaktief, óf studente kan na afloop van die lesing telefonies met die betrokke dosent skakel. Altesaam 58 studente het vir die eerste jaar ingeskryf. Die meeste is praktiserende regsgeleerdes en praktiserende rekenmeesters. 'n Studente-evaluering van die program toon dat die program baie suksesvol is.

• In 1998 is begin om video-opnames van sekere fasette van die Fakulteit Ekonomiese en Bestuurswetenskappe in lesings voor te speel. Die doel van die projek is om leerstof wat moeilik in die klaskamer gedemonstreer kan word, visueel aan studente te bied. Studente kry só ook die geleentheid om aspekte van die werk met behulp van die opnames te herhaal.

• Die Departement bied sedert 1998 'n program in basiese rekeningkunde saam met Nasionale Private Kolleges deur interaktiewe televisie aan. Die kursus dek die grondslagstadium van die kwalifikasieprogramme van die Association of Chartered Certified Accountants, 'n Britsgebaseerde internasionale genootskap van rekenmeesters. Dié program word landwyd aangebied.

• Prof Vorster speel tans ook 'n leidende rol om 'n nagraadse program in Forensiese Rekeningkunde saam met die Regsfakulteit te ontwikkel. Die program sal eersdaags webgebaseer en televisie-ondersteund wees.

• Prof Vorster onderhandel ook met Damelin om rekenaargesteunde onderrigprogramme vir eerstejaarstudente, wat nie die geleentheid gehad het om rekeningkunde op matriekstandaard te volg nie, te ontwikkel en aan te bied.

• Benewens dié inisiatiewe, het prof Vorster die Fakulteit se telematiese koördineringskomitee begin waarvan hy die eerste voorsitter is.



... na bladsy 6

Wat het verander ...

Die student "absorbeer" die kennis en herhaal dit in die toetse en eksamen en slaag só die kursus. Wat gaan verander?

Die daarstelling van modules, wat 'n mens as unieke leereenhede kan beskryf, sal daartoe lei dat daar so min as moontlik oorvleueling tussen modules plaasvind. Verder sal die onderrigproses oorskakel na 'n proses waar die dosent die fasiliteerder van die leerproses word. Studente sal dus tot 'n groter mate selfstandig en in groepverband moet werk. Die bronne van kennis, insig en vaardigheidsontwikkeling verbreed dramaties en laserskywe, webwerwe, netwerkkontakte en ander kundiges binne die bepaalde studieterrein sal voortaan van die belangrikste hulpbronne wees. Verskeie innoverende wyses om die kennis, insig, houdings en toepassingsvermoë van studente of liever leerders, te meet, is 'n verder uitdaging vir dosente.

Tydens die eerste fase van modularisering in die Fakulteit is altesaam 284 modules op voorgraadse vlak geïdentifiseer. Die verdere verfyning en uitsortering van die modules om die minimum oorvleueling mee te bring, sal gedurende die eerste semester van 2000 plaasvind.

Die groot getal modules dek die drie jaar van 'n B Com- of B Admin-graad, maar die beteken nie dat dit die spektrum van keuses binne die Fakulteit is nie. Om te voorkom dat 'n student 'n willekeurige keuse van modules maak en daardeur die verlangde aantal krediete vir 'n kwalifikasie verwerf, is duidelike riglyne in die Fakulteit daargestel. Indien studente keuses volgens hierdie riglyne maak, behoort elke persoon wat hier afstudeer oor 'n kwalifikasie te beskik wat hom 'n gesogte potensiële werknemer of entrepreneur in Suid-Afrika sal maak.



Spog-kwalifikasie vir oud-Tukkies

Twee oud-Tukkies het met die April 1999-eksamen van die Institute of Actuaries in Londen, as aktuarisse gekwalifiseer.

Die Departement is trots op Willem Roos en Edru Ochse. Hulle bring die aantal aktuarisse wat gekwalifiseer het nadat hulle Tukkies se graadkussusse in Versekerings- en Aktuariële Wetenskap gevolg het, op sewe te staan. Volgens prof George Marx, hoof van die Departement Versekerings- en Aktuariële Wetenskap, neem dit gemiddeld sowat tien jaar na matriek vir 'n kandidaat om as 'n aktuaris te kwalifiseer.

Tukkies het in 1988 die eerste eerstejaars vir die graad BCom (Versekeringswetenskap) ingeskryf. Met die insluiting van die Departement by die Skool vir Wiskunde en Statistiek, en die ontwikkeling van kussusse onder die BSc-vaandel vir toepassing in die finansiële wêreld, het studente veel wyer keuses. Die Departement glo ook dat die sinergie wat opgesluit lê in die samewerking van die Wiskunde, Statistiek en Aktuariële Wetenskap in die nuwe Skool, tot groot voordeel van die studente, die Universiteit en die gemeenskap sal strek.



Prof George Marx is die hoof van Versekerings- en Aktuariële Wetenskap.

Tuks se aktuariële studente hoog in aanvraag

Die Departement Versekerings- en Aktuariële Wetenskap het verlede jaar 'n besondere pluimpie ontvang. Die volgende is 'n uittreksel uit 'n brief wat van mnr Morné Olivier van Alexander Forbes Financial Services ontvang is.

"Graduandi wat na werksgeleenthede soek terwyl hulle begin voorberei vir hulle aktuariële eksamens is welkom om Alexander Forbes te nader. Ons is tot dusver uiters beïndruk met die gehalte van die UP-studente wat reeds in diens is. Ons sal waar moontlik probeer om UP-studente in ons aktuariële departement in diens neem."

Impak van **tegnologie** onder die soeklig

Deesdae is dit byna 'n algemene gesprekspunt dat die wêreld baie verander en dat tegnologie heelwat van hierdie veranderinge dryf. Daar het seker meer vordering op dié gebied die afgelope 30 jaar plaasgevind as gedurende die vorige honderd jaar.



Wanneer 'n mens só oorweldig raak deur tegnologiese veranderinge en die impak daarvan op die inligtingsdimensie, kom daar onwillekeurig 'n gedagte op dat die mensdom nou alles uitgevind het en dat daar niks nuuts meer kan gebeur nie.

Charles Duell van die VSA Patentekantoer het reeds in 1899 geglo dat alles uitgevind is! Oor die langtermyn groei van sekere produkte is kenners ook dikwels nie reg nie. Thomas Edison het byvoorbeeld in 1922 voorspel dat die radiosensasie gaan uitsterf. Die voorsitter van IBM, Thomas Watson, het in 1943 oor die toekoms van rekenaars voorspel dat daar 'n wêreldmarkgrootte van vyf is. Ken Olson, die president van Digital Equipment in die VSA was in 1977 van mening dat daar geen rede vir 'n individu is om 'n rekenaar tuis te hê nie en Bill Gates van Microsoft het in 1981 gesê dat 640K-geheue genoeg vir enigeen behoort te wees.

'n Belangrike en noodsaaklike akademiese vraag is: **Hoe raak dit die verskillende vakdissiplines?**

In die Fakulteit Ekonomiese en Bestuurswetenskappe en meer spesifiek Bemakings- en Kommunikasiebestuur kan die snelle verandering in inligtingtegnologie verreikende gevolge op die teoretiese fundering van vakterreine en navorsing hê.

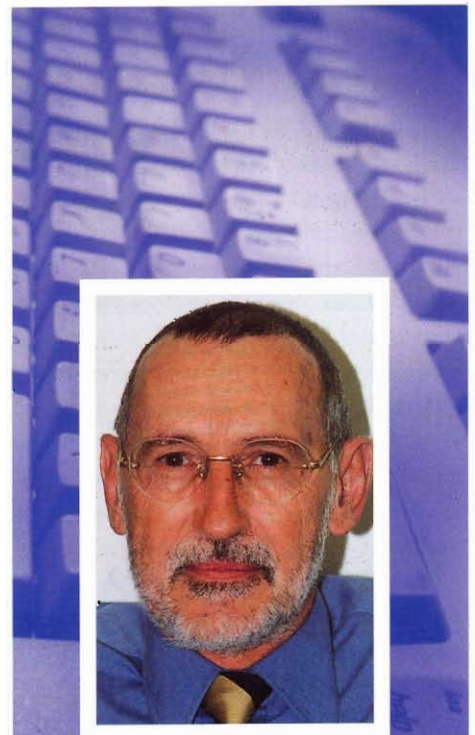
Die insameling, vaslegging en hantering van inligting via die rekenaar, klante-inligtingvaslegging op kaartsyfie, elektroniese handel op die Internet, kragtige satellietverbindinge en dinamiese sagteware-ontwikkeling, het die potensiaal om wetmatigheid van bestaande teorieë te bevraagteken.

Aspekte in bemakingsbestuur soos verbruikersgedrag, reklame, marksegmentering, oproepsentrums, databasisbemakings, verspreidingskanale, produkontwikkeling, mededingendheid, dienslewering en prysvasstelling vereis dat die navorsingsfokus moet verander.

Die Internet (Net) kan as voorbeeld dien om bogenoemde te illustreer. Die Internet as bemakingsmedium is eiesoortig. Die onus rus op die klant om die bemarker te soek en te vind eerder as die tradisioneel omgekeerde. Die toetreding tot die Internet is ook relatief maklik, goedkoop en per definisie internasionaal. Laastens is dit 'n relatief gelyke speelveld omdat toegangseleenthede vir alle bemarkers gelyk is en ondernemingsgrootte nie 'n bepalende faktor is nie.

Weinig sistematiese navorsing is tot dusver gedoen oor die aard en doelmatigheid van dié snelgroeiende medium. 'n Mens kan die volgende navorsingsvrae vra:

- Wat is die uitwerking van 'n bepaalde boodskap op die aankoopgedrag van 'n verbruiker of industriële koper?
- Wie gebruik die Net en waarom? In watter mate speel faktore soos demografie/psigografie, sosialisering, inligtingsoeke en formele kom-



Prof Flip du Plessis het op 1 Augustus 1999 as hoof van Bemakingsbestuur by die Departement Bemakings- en Kommunikasiebestuur ingeskakel.

munikasie 'n rol?

- Hoe verskil die bestedingspatrone, koopgewoontes en besluitneming binne die Net teenoor "buite" die Net?
- Gaan markgebaseerde prysing plek maak vir perseptuele waarde-oordeel?
- Wat is die vlak van betrokkenheid by die Internetgebruiker? Is dit byvoorbeeld hoog/laag by die neem van besluite oor die aankoop van produkte?
- Wat is die doeltreffendste manier om die Internetswerwer se aandag te trek én te behou?
- Watter faktore bepaal die begrip en boodskap van kommunikasie op die netwerk?
- Wat is die herinneringretensie by die Internetgebruiker?
- Hoe prosessee die Internetgebruiker inligting?
- Hoe beïnvloed die Net die veranderde magsverhouding tussen kopers en verkopers in

Tegnologie ...

die verspreidingsnetwerk?

- Hoe word netwerwers omgeskakel na interaktiewe verbruikers?
- Wat is die onbewustelike dimensies van motivering ten opsigte van Internetaankope?
- Hoe beïnvloed webruimte-ervaring die gebruiker se toekomstige koopgedrag?
- Hoe kragtig is die dinamika van vroeë aanvaarders en meningvormers van 'n produk of diens met betrekking tot beïnvloeding?
- Waar pas die Net in die totale bemarkings-kommunikasie-mengsel?
- Hoe vergelyk die psigografiese profiel van Netgebruikers met dié van nie-gebruikers?
- Wat is die potensiaal om nuwe produkte te ontwerp, te ontwikkel en te toets deur middel van interaktiewe dialoog met gebruikersgroepe op die Net?
- Wat is die potensiaal om die Net as verspreidingskanaal te gebruik?
- Hoe doeltreffend en wat is die implikasies van interne korporatiewe kommunikasie via die Intranet?
- Hoe kan die Net gebruik word om die prysstrategie te bestuur (deursigtigheid van mededingers se pryse wat vergelykbaarheid vergemaklik)?
- Wat is die invloed op 'n onderneming wanneer klante elektronies met mekaar kan kommunikeer?

Bogenoemde is slegs 'n aanduiding van sekere vrae wat wetenskaplike antwoorde verlang. Die kern van die bespreking is dat elke vakdisipline wat 'n raakvlak met tegnologie - en meer spesifiek inligtingtegnologie - het, bestaande teorieë moet bevestig en in die lig van ontwikkelings op dié vlak wetenskaplik moet navors.

Die mens staan aan die voorpunt van tegnologiese ontwikkeling. Dit is egter belangrik om te besef dat tegnologie 'n hulpmiddel is. Mense bepaal dikwels of die aanwending en benutting van veral inligtingtegnologie in die bemarkingswêreld suksesvol gaan wees, aldan nie.

Faktore soos veranderingsbestuur, kultuur, opleiding, werkinhoude, insentiewe en vergoedingsstrukture moet nie uit die oog verloor word nie.



Industry body acknowledges excellence

The Department of Marketing and Communication Management has received further recognition for the high quality of its training programmes.



The Association of Marketers (ASOM) has recently acknowledged the department's contribution to marketing training in South Africa. Chief Executive Director of ASOM, Mr Derick Dickens (second from left) hands their annual donation to Prof André Schreuder, Head of Marketing and Communications Management. With them are Prof. Ronel Rensburg, Head of Communication Management (left) and Flip du Plessis, Head of Marketing Management.

On the heels of receiving a Golden Arrow Award for excellence in marketing training from the Professional Management Review (PMR) Survey, the Association of Marketers (ASOM) has recently acknowledged the department's contribution to marketing training in South Africa. ASOM agreed to make an annual donation to the existing Marketing Management Chair.

The co-operation between ASOM and the department is mutually rewarding. UP's department is the largest of its kind in Africa and the only one in the world that offers integrated training in marketing and communication management, whereas ASOM is the major representative of the South African marketing industry. The ASOM membership list reads like a Who's Who of South African business, as most major South African companies are members of the Association.

Members of ASOM agreed to serve on an advisory board. These board members will contribute to UP's marketing and communication programmes by, for example, reviewing standards, advising on course contents and giving guest lectures.

ASOM will also in future award a certificate to every BCom(Marketing)- and BCom(Hons)(Marketing) graduate. The certificate states inter alia that ASOM acknowledges and recognises the candidate as being fully qualified to enter the marketing profession. The Association also donated copies of its "Internet Guidelines" to every student enrolled for the Internet Marketing and Communication Honours course. A prize will furthermore be awarded to a meritorious marketing honors student.

Further liaison will be explored regarding ASOM's expertise in and knowledge of internet marketing, sponsorship management (including the Raptor Awards) and creative advertising (e.g. the Loerie Awards). One result of co-operation may be the implementation, as a joint venture, of telematic or distance-learning courses in sponsorship and Internet marketing.

Programmes now provide market related training to economists



The Department of Economics had decided at the beginning of 1999 to undertake comprehensive research into the feasibility of the existing degrees in Economics, Econometrics and Banking, as currently provided by the School for Economics. Under the leadership of Ms Charlotte du Toit, a task group investigated all aspects of the existing degree programmes such as content, comparison with international standards, the given comparative advantages of the department and most important, the opinions of the private sector and government.

The following emerged from this investigation:

- Undergraduate training is not up to standard, especially regarding graduates' ability to evaluate the economy, make proposals on policy application and to write critical reports, based on empirical research, for management
- Postgraduate training must concentrate more on course work, and move away from requiring only a dissertation or thesis. Students' quantitative problem-solving and policy evaluation abilities will have to improve. Team research will become a prerequisite and cross-field or interdisciplinary interaction are essential
- Students should familiarise themselves with the sources of South African and international economic data so that they can analyse and assess the structural position and performance of the South African economy over time.

The current degree courses offered in the Department of Economics were redesigned to be more market-related so as to address the above shortcomings. The philosophy is based on two parallel developments at each level (each year of study): a) Outcome based: Added value of each student for the market, b) Achieving an internationally comparable academic standard.

OUTCOME BASED

The main objectives in developing the three main programmes in the Department of Economics (Economics, Econometrics and Banking) are to attract students at all levels by presenting an interesting, professional and high-quality training and academic programme

Business learns how to communicate

As Pericles observed over two thousand years ago: "The man who can think and does not know how to express what he thinks, is at the level of he who cannot think."

This statement is more pertinent in the business environment today than ever before. It has become a necessity for business people and the professions to have a basic knowledge of marketing and communication skills. They need these to promote and sell their business and communicate effectively about and in their professions.

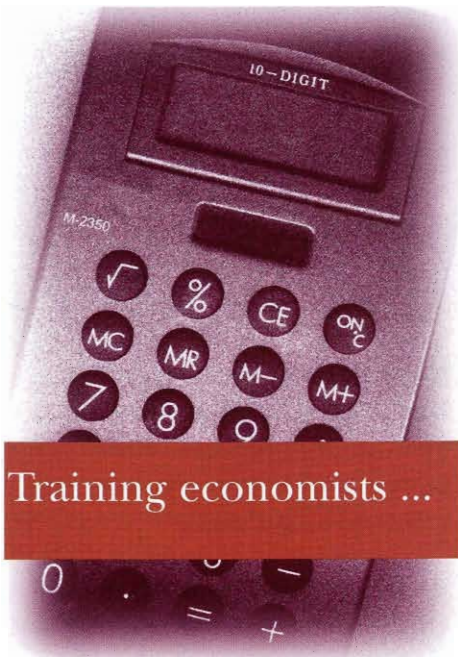
With this in mind, the Department of Marketing and Communication Management has developed two new fundamental modules. These will be introduced and offered from 2000. They are Introduction to the marketing of professional services (BEM 162) and Applied business communication skills (KOB 181).

Acquiring basic marketing skills will enhance the capabilities of professionals in professions such as accounting.

Introduction to the marketing of professional services provides an overview of the marketing instruments of a marketing mix of professional services. The focus is on the practical implications of the characteristics of intangible products and the pricing, promotion, placement, physical evidence, process and people dimensions of professional services.

One cannot deny that communication is pivotal to the success of any profession. The acquisition of basic business communication skills for the professions will enhance the capabilities of employees and managers in the business environment.

The Applied Business Communication Skills module provides an overview of skills at the intrapersonal, interpersonal, group, organisational, public and mass communication levels. The practical part of the module emphasises the performance dimensions of these skills as applied to cases in particular professions.



Training economists ...

of domestic and international value. Further objectives are to equip students with practical skills especially in English reading, writing and presentation skills; and in applied economics with computer literacy, analytical, mathematical, statistical and research skills.

To give effect to the recommendations following the above investigation, the department decided to redesign all its programmes, so that the exit levels for each year of study would be created to enable a student to address these issues to a certain extent, even from the first year. To this end various qualifications were designed for mid-graduate level. It is envisaged that after the first year of undergraduate study, a certificate, and after the second year a diploma, could be awarded to students who wish to exit.

To assure that the outcomes fulfil the objectives, seven subdisciplines were built vertically into each qualification, namely monetary economics, international economics, international finance, public finance, labour economics, development economics and econometrics. In these disciplines, economic building blocks were constructed horizontally to create exposure to all disciplines in one year. These blocks are microeconomics, macroeconomics, research techniques, economic history and thought and economic description. Together with these, building blocks of practical skills in English, Mathematics, Statistics and Computer Literacy were also incorporated. The purpose is to conceptualise the discipline at the undergraduate level and to emphasise the practical application of economics, whereas specialisation is introduced at the postgraduate level.

A coursework PhD in economics for 2000

About two years ago the Department of Economics realised that one of the consequences of globalisation is the need to become internationally competitive regarding the graduate degrees that it offers. An international panel scrutinised the content and structure of each degree the department offers and made some suggestions, one of which was the introduction of a coursework PhD.

The PhD will run in parallel to the Department's existing research-based doctoral programme and will not replace the current programme, but will offer prospective doctoral candidates more flexibility and options. A number of students have registered for the PhD programme for 2000.

The compulsory PhD subjects are Macroeconomics, Microeconomics, Public Finance and International Economics. The

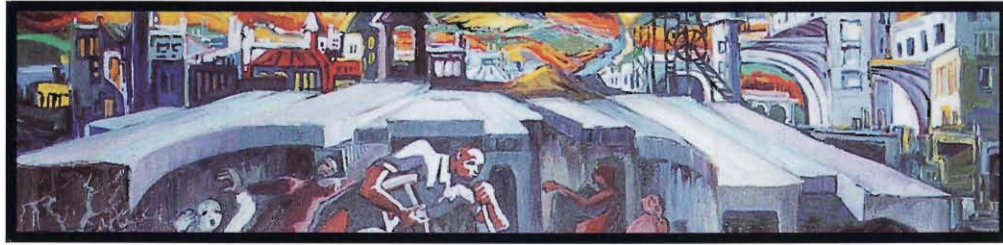
Macroeconomics course has a material Development Economics con-

tent to ensure relevance in South Africa's macroeconomic context. The Microeconomics course is analytical and mathematically sophisticated, equipping candidates to digest microeconomic matters in any international journal. Pretoria hosts the Department of Finance, the South African Reserve Bank and the Department of Trade and Industry; therefore, specialist courses in Public Finance and International Economics were essential. The Department of Economics has extensive expertise in these four areas and also liaises with several internationally renowned academics and institutions to assist and act as co-teachers in these courses. This ensures that the standard conforms to international norms. Prof. Schoeman of the department, as well as Profs Groenendijk and Van der Hoek (both from the Netherlands) will, for example, run the course in Public Finance. Prof. Heer from Germany will probably teach the Macroeconomics course.

In addition to these international experts, the Department will host various other academics such as Profs Gemper (Germany), McGoskey (USA) and Darbha (India) during the course of 2000 to assist with teaching at master's degree level.

The entry requirement for the PhD study programme is a Master's or equivalent degree. Contact: Prof JN Blignaut (012-420-3465).





BEPA thinks big about small entrepreneurs

The important role of small, micro and medium-sized enterprise (SMMEs) in the South African economy came under the spotlight during a joint research project by UP and the government.

In 1998 BEPA (Bureau for Economic Policy Analysis), the research arm of the Department of Economics, completed an HSRC-sponsored research study, entitled: "Improving the Labour Absorption Capacity of the South African Economy."

BEPA did more such research in 1999 and released a report in April, entitled: "The Potential for Improving the Labour Absorption Capacity of SMMEs through the Institutionalisation of the Informal Sector."

As a result of these research reports, the Ntsika Enterprise Promotion Agency, a statutory body affiliated with the Department of Trade and Industry whose aim is to promote small, micro and medium-sized enterprises (SMMEs), approached BEPA for research assistance. A joint research programme was undertaken by BEPA and Ntsika and resulted in a recently completed research report entitled: "The Contribution of Micro, Small and Medium-sized enterprises to the South African economy: An Input-Output Approach."

It was agreed that the research process should involve and empower Ntsika employees. To this end, continuous interaction and joint technical and research working groups were formed.

The research attempted to determine the contribution of SMMEs to each industrial sector in terms of factors such as economic growth, production, gross domestic product, employment, salaries and wages, taxes, the capital/labour ratio, cost of materials and profit. Extensive use was made of the resources and information of Statistics South Africa and Ntsika itself.

The research found that SMMEs play an increasingly important role, both in terms of job creation and economic activity, in the manufacturing, construction and trade sectors.

The role of SMMEs in the agricultural and transport sectors is diminishing but is still important. Sectors where SMMEs have little or no role include mining, electricity and water, communication and other services. What made these results even more significant



Prof J N Bignaut, project manager, Dr Nkhem-Abont, Ntsika employment promotions agency and Prof N J Schoeman, Director of BEPA during one of Dr Abont's visits to BEPA.

is that in general it seems that SMMEs do create new job opportunities which at least partially offset the jobs shed by big firms. As big firms downsize to become more competitive, small firms employ the trained workforce at a considerably lower wage. So it seems that the substitution of employees from big firms by SMMEs is a strong trend in the economy.

In addition to the findings, a nine-sector input-output table was compiled and subdivided according to the size of the organisations. This table is the first of its kind for South Africa and may serve as a useful basis for the analysis of, for example, the impact of policy measures on SMMEs.

Informatics

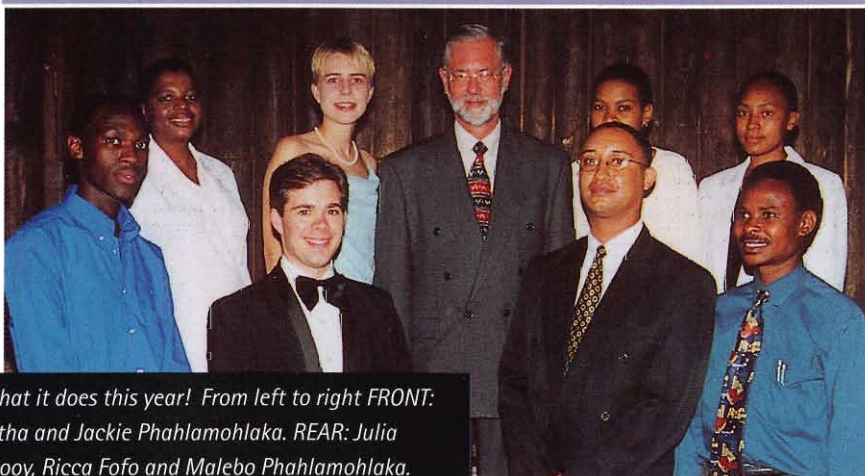
students teach peers

Since February 1999 senior Informatics students have taken part in what they call the Informatics Initiative. This entails a monthly meeting where the students discuss issues that could interest Informatics students and set up presentations and discussions to share their knowledge. An initial questionnaire was sent out to all Informatics students on possible topics they might be interested in and suitable dates for discussions and/or presentations.

The Informatics Initiative is the brainchild of the former Head of the Department of Informatics at the University of Pretoria, Professor Niek du Plooy. The idea was conceived out of deep love for the Informatics discipline and the need to find additional ways of inculcating in students the same love for the discipline. Ultimately, good students could be encouraged to pursue graduate studies in Informatics, increasing the pool of potential academics from whom the Department could in future choose for possible appointment.

The following presentations were made during the course of last year:

Topic	Presenter
How to approach practicals in general	Janneman du Buisson
PC assembly and repairs	Brad Jensen (US, INF MCom student)
Informatics in the global competitive economy	Prof Ojelanki Ngwenyama (visiting professor, US)
An approach to tests and exams	Wayne Motha and Jaco Pretorius
BCom(Hons) experiences	Rica Fofo and Wilma Nieuwoudt
The Magic of Delphi	Anton Strydom and Wiechardt Brummer



Meet the Informatics Initiative team and watch what it does this year! From left to right FRONT: Lazarus Letsebe, Janneman du Buisson, Wayne Motha and Jackie Phahlamohlaka. REAR: Julia Phahlamohlaka, Wilma Nieuwoudt, Prof Niek du Plooy, Ricca Fofo and Malebo Phahlamohlaka.

Informatika neem opleiding na die gemeenskap

Die Department Informatika, saam met die Departement Elektriese en Elektroniese Ingenieurswese en die Departement Didaktiek, word deur die SNO befonds vir 'n projek getitel "Cost effective telecommunications solutions to facilitate computer supported cooperative learning at community learning centres, through the development of a model to support teacher education, using interactive television and educational technology".

Die Department Informatika is verantwoordelik vir die ontwikkeling van 'n rekenaargestuende koöperatiewe leeromgewing vir die SEIDET projek in Siyabuswa, en vir die implementering daarvan saam met die ander twee departemente. Dié werk bou voort op navorsingswerk wat in die departement gedoen is. Dit sal die hoeksteen vorm van soortgelyke toekomstige leersentra.

Gedurende 1998 is 'n volledig toegeruste rekenaarlaboratorium by SEIDET in gebruik geneem en 43 onderwysers het rekenaargeletterdheidsopleiding as deel van die navorsingsprojek ondergaan. Daar is ook begin met interaktiewe televisie-uitsendings na die laboratorium deur Unischool se onderrigprogram in Pretoria en SEIDET onderwysers as tutors te gebruik. Tans is die rekenaarlaboratorium goed gevestig en word dit deur die onderwysers van SEIDET bedryf. Daar word beoog om in die nabye toekoms twee verdere rekenaarlaboratoriums by Kwa-Mhlanga en Vaalbank in te rig en die drie laboratoriums deur middel van die Internet te koppel.

Research initiatives in the Department of Informatics

The three main categories of research activities in the Department of Informatics lie in the field of the socio-economic impact and implications of information systems and technology; information technology in the service of the organisation and society; and theoretical aspects of information systems. Lecturers focus their research activities on these three categories.

One research area gives special attention to the role that IT plays in social issues within the organisation. The main aim is to establish the nature of relationships between IT departments and the rest of the organisation (the end users). The objectives of the research are to identify and describe the most important elements involved in sound relationships between the IT department and its end users.

Another important aspect of the research is to identify the impact of change in organisations on IT-end user relationships and how it should be managed. Furthermore, the impact of self-organising systems on the quality of service and support IT provides to the organisation, is being investigated. So far a conceptual framework has been developed, which incorporates the establishment, management and maintenance of IT-end user relationships, with special reference to the handling of change caused by IT within the organisation.

Another important and interesting research theme flowing directly from the above-mentioned research, is dealing with the relationships between end users and website developers on the one hand, and consumers and the electronic commerce environment on the other hand.

Managing change

Change management is also an interesting research topic. The problem addressed in this research area is how information technology-driven change should be managed. The objective is to propose a comprehensive framework for managing such change. It is proposed that the Soft Systems Methodology could be utilised when managing information technology-driven change and should therefore be included in a comprehensive framework that addresses both technological and social change.

E-business

A new area of research for the department lies in Taxation Systems and Electronic Commerce. Various revenue-gathering bodies embarked on extensive e-business projects to utilise Internet technologies in attempting to improve or transform their key business processes. The changes arising from the development and use of the new SARS system will be of interest among others to informaticians, tax specialists and practitioners, and students of business processes and structures. From an Informatics perspective, we are interested in the influence that the introduction of electronic initiatives will have on SARS, government and other organisations linked to SARS systems, taxpayers, tax practitioners and companies in their role as employers.

Data

It has been estimated that the amount of data in the world doubles every year. Consequently, traditional decision support systems have difficulty dealing with the complex, multiple data sources that are typically found in large organisations. This explosion of data in modern society has created a need for intelligent data analysis. Most organisations have large data repositories, containing a wealth of knowledge that cannot be accessed using normal database and/or spreadsheet processing systems.

Knowledge discovery from data (KDD) is a new field of study which addresses this need. This approach is especially useful for extracting new, not obvious knowledge that is "hidden" in an organisation's data. In this way, the end user can extract business information from large databases or data warehouses, thus identifying new trends and/or finding exceptions and inconsistencies in the data.

The main aim of the recently established Data Analysis Group of the Department of Informatics is to research and develop data-mining techniques for decision support. An important secondary goal is capacity building through teaching this new technology to post-graduate students.

Experience has shown that, when introduced in the proper way, organisations can benefit tremendously from data warehousing and data mining. However, expertise is lacking in South Africa. A laboratory facilitating the training of postgraduate students with a strong data warehousing and data mining background will address this business need.

The South African Department of Arts, Culture, Science and Technology (DACST) has recently conducted an audit to determine the Science and Technology resources available nationally. The Data Analysis Group of the Department of Informatics of the School for Information Technology (SIT) at the University of Pretoria is currently investigating the application of data warehousing and data mining technologies to this data repository.

Government officials streamlined in human resource management

Providing up-to-date information about human resources to government officials was the key objective of an agreement at Tuks last year. The Department of Human Resource Management entered into an agreement with the Department of Public Service and Administration (DPSA), specifically with the Department's South African Management and Development Institute (SAMDI).

The idea behind the contract was to establish a new dispensation in the government, which would be based on a more autonomous decision-making approach, and to move away from the old regulation-driven dispensation.

In terms of the agreement, the Department of Human Resource Management had to provide training to at least 100 trainers in the human resources management field.

Each of these trainers had to train at least 18 of their colleagues in the art of managing human resources, before January 2000.

The trainers came from all parts of South Africa. They received training on the campus in four blocks of one week each. During these weeks they received the most up-to-date information in the human resource field. They were also given guidelines on how to transfer this information to others.

Their study material consisted not only of background information, but also of trainer's manuals and transparencies.

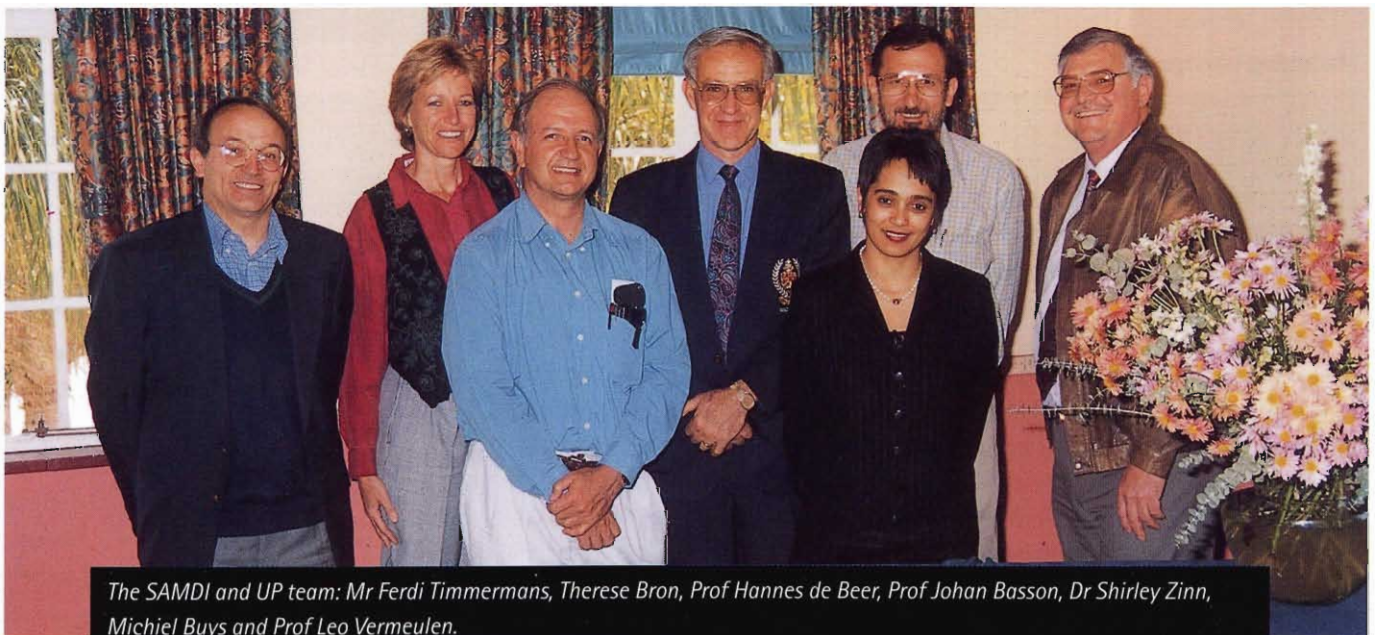
After completing of the four weeks of "training to trainers" SAMDI received a CD Rom

with all the lecture material for distribution among the trainers.

Each successful candidate will be awarded a university Certificate in Human Resource Management, provided that they pass the examination which they wrote in January this year. Feedback from the trainers was extremely positive and they are now eager to spread their knowledge to their colleagues.

Funding for the project came from the European Union which invests in the training of South African government officials.

SAMDI received a CD Rom with all the lecture material for distribution among the trainers. Here Prof Leo Vermeulen, head of Human Resources Management, hands the CD containing the material to Dr Shirley Zinn from SAMDI.



The SAMDI and UP team: Mr Ferdi Timmermans, Therese Bron, Prof Hannes de Beer, Prof Johan Basson, Dr Shirley Zinn, Michiel Buys and Prof Leo Vermeulen.

Pret én stewige spyse in Helsinki

Afgevaardigdes van UP het hulle staal behoorlik getoon by die negende Europese kongres oor Werk- en Organisasiesielkunde in Espoo, Helsinki, Finland. Die kongres het in Mei verlede jaar plaasgevind.

Altesaam tien referente ('n rekordgetal) van die Universiteit het 'n reuse-bydrae tot die kongres se sukses gelewer. Sprekers by dié drie dae-kongres het tien referate gelewer met interessante temas soos:

1. The influence of self-management teams on the effective management of diversity
2. Industrial theatre as a sensitising instrument for organisation transformation
3. Personality traits of successful franchisees in the fast food industry
4. The roles of key players in the change management process
5. The perception of managers toward managing diversity
6. A process model for the building of trust and loyalty in a transforming organisation
7. The standardisation of a learning potential battery for the selection of poorly qualified employees
8. The relation between attitude toward computer-based evaluation and various problem-solving and learning approaches
9. Downsizing and the survivor syndrome
10. The development of a participative management model based on small group activities.

Die laaste referaat is op 'n Saterdagoggend gelewer. Nogtans het meer as 40 kongresgangers die referaat bygewoon omdat, soos een afgevaardigde dit gestel het: "afgevaardigdes van die Universiteit van Pretoria die lesing lewer."



Dié foto is by die dineesentrum in skemerlig om ongeveer 23:00 sonder 'n kameraflits geneem!

Die besoek aan Helsinki was natuurlik nie net werk nie. Daar was ook baie pret soos om roomys te eet terwyl dit buite net bokant vriespunt is. By 'n ander geleentheid het die besoekers takbokvleis en rooibessies in 'n restaurant geëet.

Na die kongres het almal vir die bus gewag wat laat opgedaag het. Om die tyd om te kry, het die Suid-Afrikaners tradisionele Afrikaanse liedjies tot groot vermaak van die ander kongresgangers gesing.

Prestige award for two researchers

Prof. Ronel Erwee and Jacques Strydom, previously of the Graduate School of Management, received a "Best article" prize from the SA Association of Business Managers for their article "Diversity management in a sample of South African companies". The article was published in the South African Journal of Business Management.

According to the article, South African human resource managers in 25 companies believe in the principle and advantages of managing diversity. Although not all managers share this belief. There is a discrepancy between the underlying belief and the extent to which the principles are being implemented.

Minorities in companies have to adopt the culture of the dominant group. They still experience prejudice and are not adequately integrated into informal activities. In a number of cases, a dominant elite of white males still subconsciously disregards or overlooks the needs and aspirations of minorities, claim the authors.

Some managers realise that affirmative action is only the first step towards creating a multicultural workforce where everyone has equal opportunities. Some of these companies do not use many of the tools available to create a multicultural organisation.



Proff Ronel Erwee and Jacques Strydom with Prof Chris Cloete, director of the Graduate School of Management.

New look for MBA course

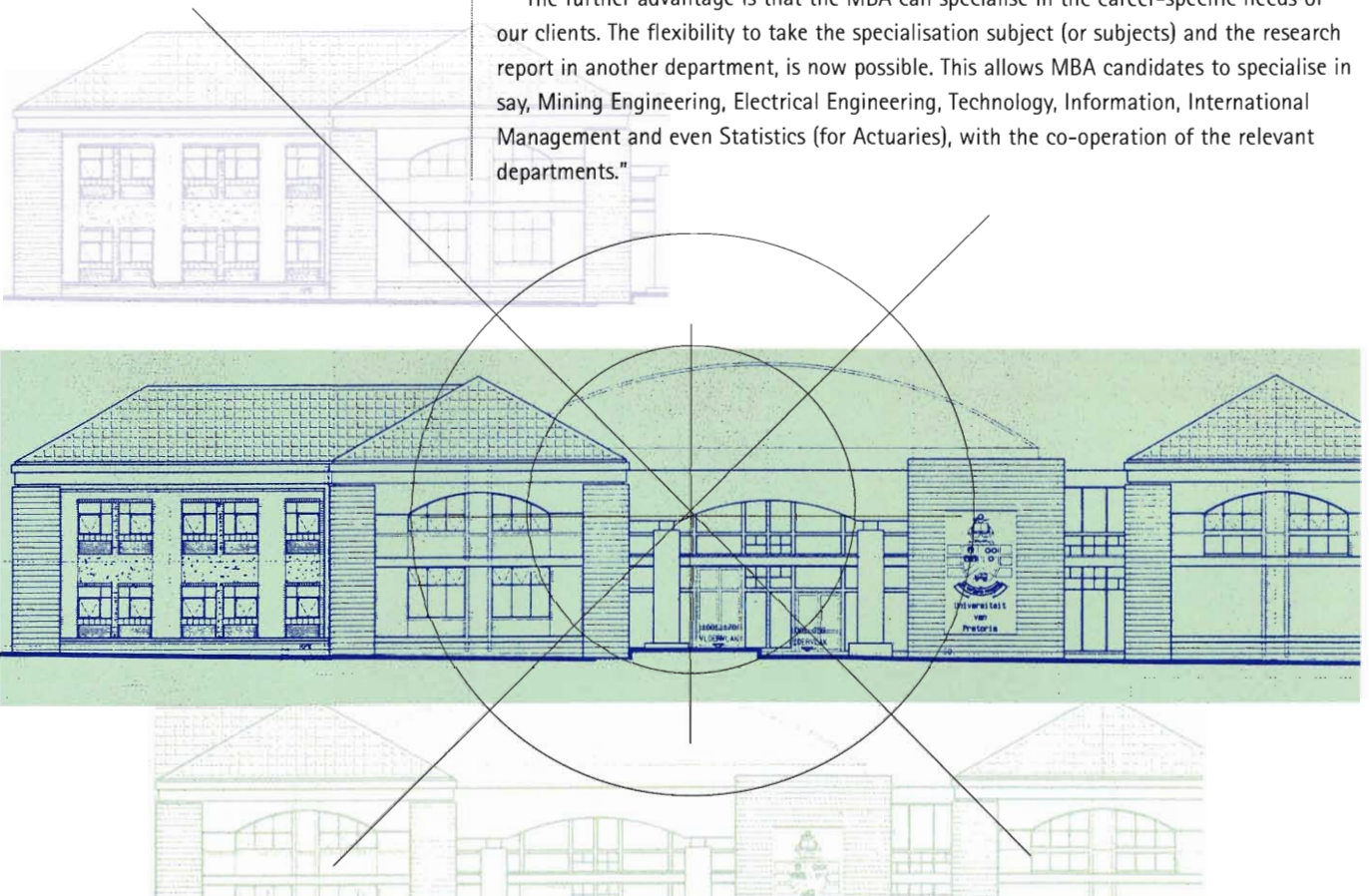
What is really relevant to develop business competencies? The answer to this question led to a restructuring of the MBA course at the Graduate School of Management. It now takes only two years to complete the course, not three years as in the past.

Many subjects were combined and some preliminary work is now required from students.

"Like most businesses, the Graduate School can now concentrate on its core business, namely to present world-class programmes, while the Faculty brings academic excellence and variety into the various modules or subjects," says Prof. Chris Cloete, director of the School.

"We don't have to rely on only one person to present a module. We can now tap all the talent and energy. Flexibility, speed, quality and relevance are all part of the new MBA for meeting client expectations.

"The further advantage is that the MBA can specialise in the career-specific needs of our clients. The flexibility to take the specialisation subject (or subjects) and the research report in another department, is now possible. This allows MBA candidates to specialise in say, Mining Engineering, Electrical Engineering, Technology, Information, International Management and even Statistics (for Actuaries), with the co-operation of the relevant departments."



Beste MBA-student baas by Adcorp

Dr Henry Staal (38), groep besturende direkteur van Adcorp Holdings (Edms) Bpk is 1998 se uitstaande MBA oudstudent.

Hy het destyds die Ou Mutual goue medalje vir die beste MBA student ontvang. Dr Staal het uitmuntend by beide Deloitte en Touche en Ernst Et Young presteer voordat hy op 37jarige ouderdom as besturende direkteur van Adcorp aangestel is. Adcorp is een van die mees uitstaande JSE maatskappye wat verdienste groei bo 50% per jaar handhaaf en reeds 'n markkapitalisasie van R1 biljoen opgebou het.

By die oorhandiging het dr Staal gesê hy is oortuig dat baie van die lektore by die Nagraadse Bestuurskool met die beste in die wêreld vergelyk. Hy is ook beïndruk dat die Skool en die Universiteit soos 'n besigheid bestuur word.

Entrepreneurship now a career

During 1998 alone, more than 200 000 job opportunities were lost in South Africa. Retrenched workers and matriculants realise that it is becoming almost impossible to find employment. Politicians and economists agree that the solution to the problem lies in promoting the development of small to medium sized business enterprises.



Dr Jurie van Vuuren,
father of the BComm
Entrepreneurship degree.

The reality is that new entrepreneurs very often do not have the training, know-how and experience to equip them for the challenges they face and many fail at their first attempt. The Department of Business Management at the Faculty of Economic and Management Sciences, University of Pretoria took up this challenge and introduced the ABACUS Certificate Course in Entrepreneurship.

The Department of Business Management is the only university department in South Africa providing a certificate, followed by a diploma and from the diploma obtain credits to a degree in entrepreneurship. Admission is granted to successful Grade 12 students with mathematics as a subject (Standard Grade – E) and at least 3 years' work experience. The ABACUS programme was scientifically developed and tested in South African conditions to provide an entrepreneur

with all the knowledge, skills and back-up necessary to start and grow a business with confidence. The programme handles the following aspects: the changing world of work, getting to know yourself intimately, matching your personality to a business, the principles of successful entrepreneurship, legal aspects, finance and costing, basic marketing, managing growth, common pitfalls and how to avoid them, planning your business from vision to action, practical financial management, practical marketing management, field visits and role models.

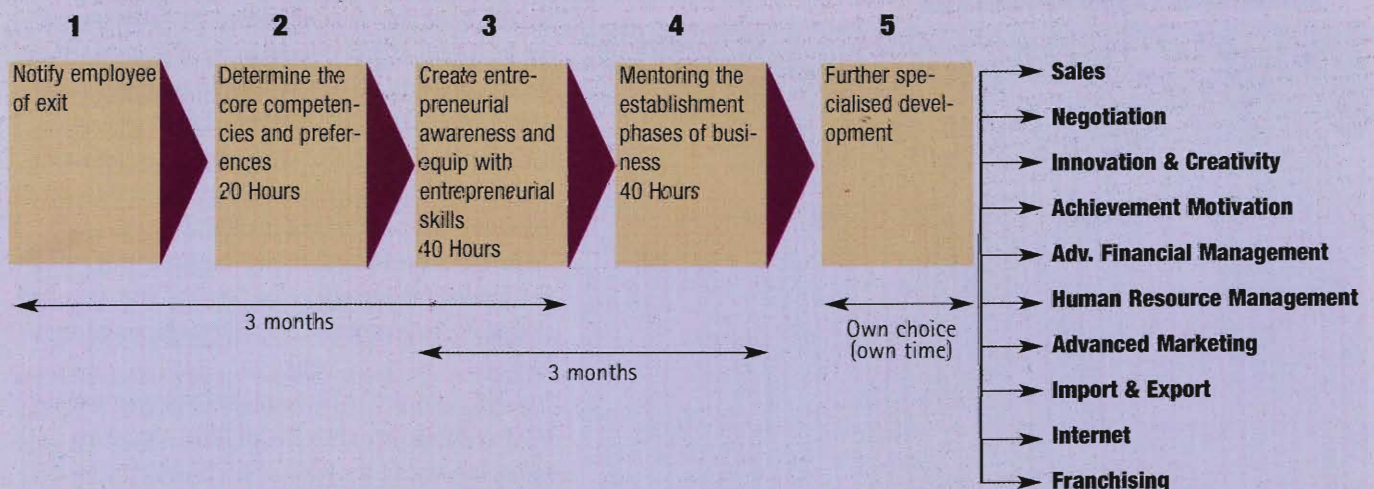
Highlights of the ABACUS Certificate Course in Entrepreneurship

Comments from successful students

- "An extremely interesting and relevant programme that answered all my questions."
- "A must for anyone considering entrepreneurship as a career."
- "I can think of nothing that could be done to improve the programme. It was excellent."
- "Every day was an enjoyable experience."

Contact us: Tel: (012) 329-2884
Fax: (012) 329-4065
E-mail: abacus15@hotmail.com

THE ABACUS PROCESS



Prof Piet Nel ready for big challenge

The Department of Business Management now boasts the talents and enthusiasm of Prof. Piet Nel.

He was born and grew up in KwaZulu-Natal where he completed his high school education at Voortrekker High School. He studied in his home town where he obtained a BCom in 1970 from the University of Natal. Then he moved to Durban where he completed a BCom(Hons)-degree and the University Education Diploma at the same university.

He started his career at the Natal Technikon in Durban in the Department of Business Studies. Looking for greener pastures, he spent two years at the University of Durban-Westville in the Department of Business Economics, before moving to Pretoria to continue his studies at Unisa where he completed an MCom dissertation focusing on Training Management. This was followed by a DCom thesis on Industrial Relations. Unisa conferred both degrees on him while he was working in the then Department of Business Economics (now Business Management). Recognising the importance of Industrial Relations, he decided to broaden his expertise in the field and completed the Development Programme in Labour Relations in 1978 under the guidance of, among others, Prof. Nic Wiehan. He was one



of the first students in the country to complete this programme. This formed the basis for his DCom studies.

After being promoted to full professor, Prof. Nel wrote several books and spent various periods overseas at different universities on study tours and lecturing.

In 1994 he joined the University of Pretoria as his interest in applied business studies gained the upper hand and the Graduate School of Management became an irresistible opportunity. The decision was supported by extensive consulting experience ranging from small to large organisations over a number of years. He has also been Deputy Director of the Business School for a number of years with the portfolio to manage the academic components of MBA students' studies.

The opportunity arose for another change in the academic environment at Tuks, which resulted in his appointment as head of the Department of Business Management in September 1999.

Prof Nel sees his position as a challenge to consolidate 28 years in the academic environment, supported by widely varying consultation experience, to bring into clearer focus the theory and practice of business management for students. Years at the Business School and many more years in various departments of business management, have led to a fine balance between what students should learn and what is of value for gainful employment.

The point of departure for the department's staff is academic excellence to make significant contributions to business in South Africa. Such excellence should be passed on through tuition to the students to prepare them for the real world.

Innovation, creativity and teamwork in the department are also other objectives which Prof. Nel wishes to pursue to make sure that students in business management are fully prepared for their future careers, regardless of whether they choose the entrepreneurship, general management or strategic management study options in the department. Postgraduate studies should therefore be vigorously expanded in the department.

Students should ultimately feel confident that they are well prepared to succeed in their careers, after they have studied in the Department of Business Management at Tuks.

Prof. Nel is married to Elize and they have two sons and two daughters. They enjoy the outdoors and scenic spaces this part of the world offers for adventures.

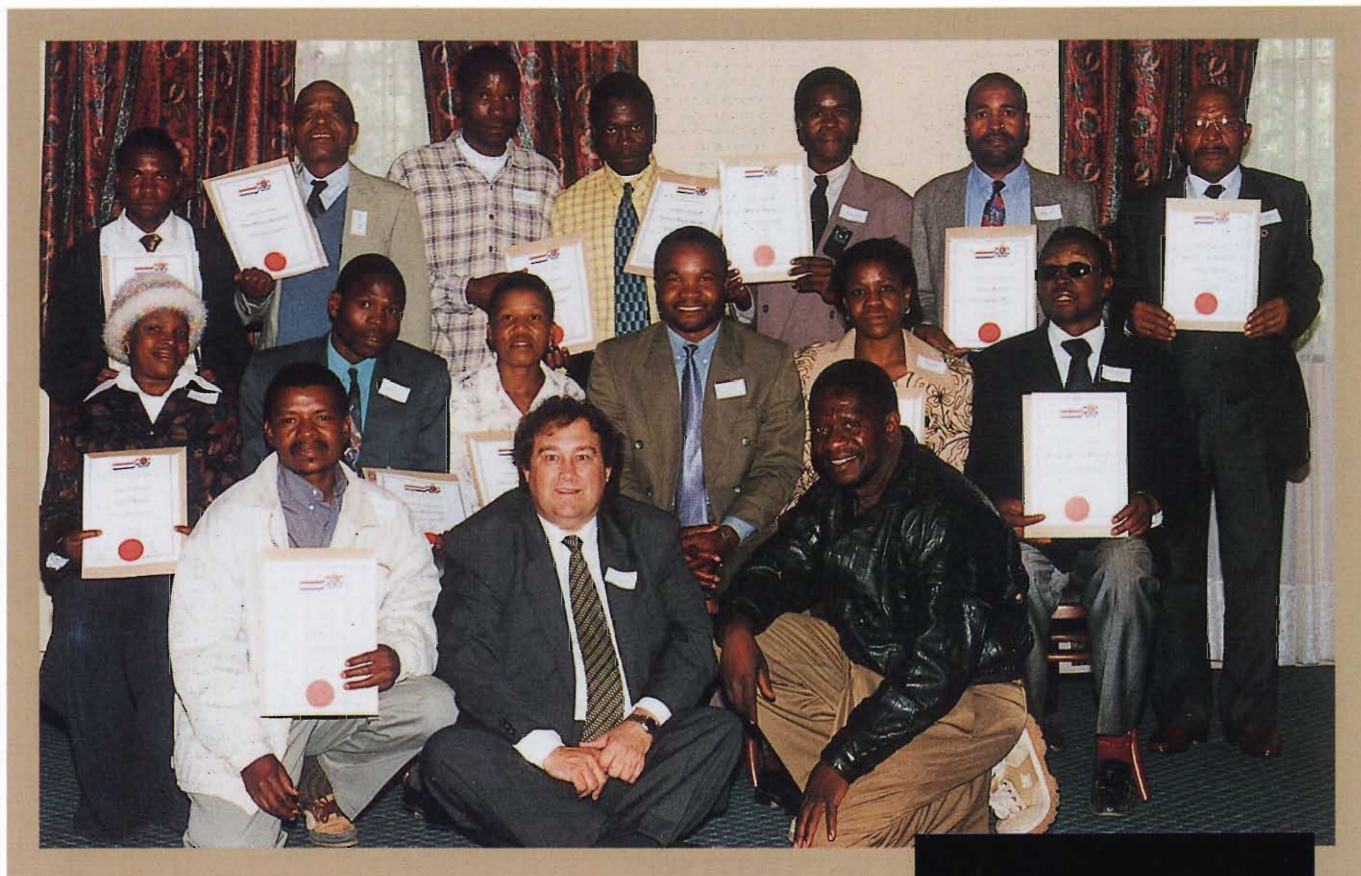
TAKING NEW APPROACH TO MANAGEMENT

From next year the department will take a completely new approach to the management sciences. The following "new" postgraduate courses will soon be included in the whole programme structure:

- Coursework M. Com in Strategic Management
- Coursework M. Com in Entrepreneurship
- Coursework M. Phil in International Management

* In three years' time the department will celebrate its 75th anniversary. From next year, attention will actively be given to this celebration.

Plakkers word entrepreneurs



Olievenhoutbosch is 'n plakkerskamp langs die Krugersdorpsnelweg wat eersdaags met 'n telefoonkiosk, 'n bakkerij, 'n skoenhersteldiens en 'n loodgieter gaan spog.

Dit is te danke aan dr Giel Nieman van die Departement Ondernemingsbestuur wat verlede jaar Saterdagoggende 'n entrepreneurskursus as 'n gemeenskapprojek by dié plakkerskamp aangebied het. Die doel van die projek was veral om entrepreneurs op te lei met die oog op die ontwikkeling van 'n nuwe dorpsgebied aan die oorkant van die pad.

Die projek was die inisiatief van studente van die Sonop-koshuis. Hulle het dr Nieman in 1998 genader en met finansiële hulp van die Centurion-stadsraad het hulle aan die einde van 1998 begin om kursusgangers uit te soek. Voornemende kandidate moes basiese rekenkundige vaardighede hê. Hulle moes ook Engels kon lees en skryf omdat die lesingsmateriaal en aanbidding in Engels was.

Kursusgangers moes ook alle lesings bywoon en 'n sakeplan aan die einde van die kursus voorlê om vir 'n sertifikaat te kwalifiseer.

"Die grootste probleem met sulke opleiding in agtergeblewe gemeenskappe is dat entrepreneurskappraktyke hoofsaaklik nabootsings van bestaande praktyke is," sê dr Nieman. Daarom is daar so baie groenteventers en spazawinkels, dikwels sommer langs mekaar. Sulke besighede het min kans om lewensvatbaar te wees," sê hy.

Die Olievenhoutprojek het daarop gekonsentreer om kreatiwiteit by die kursusgangers aan te wakker. Dr Nieman het hulle ook bewus gemaak van die nadele van blote navolging.

Reg vir groot besigheid. Die 18 studente wat die entrepreneurskursus in Olievenhoutbosch suksesvol afgeleë het, het hulle sertifikate tydens 'n funksie ontvang.

Die poging het vrugte afgewerp as 'n mens na die sakeplanne kyk, sê dr Nieman.

Hy sê die kursusgangers het die kursus baie waardeer. "Dit was ongelooflik om te ervaar hoe die kursus hulle bemagtig het," sê hy. 'n Werklose loodgieter wat die kursus bygewoon het, het reeds 'n beslote korporasie geregistreer, 'n posbus gehuur en 'n roepradio aangeskaf. Hy sukkel nog met kapitaal, maar dr Nieman het hom vir 'n lening na Cenbis, die besigheidsondersteuningsentrum by Centurion verwys. Die probleem behoort dus eersdaags opgelos te wees.

'Huwelik' sorg vir groot uitdagings

Die Departement Rekeningkunde en die Afdeling Finansiële Bestuur van die Departement Ondernemingsbestuur het verlede jaar verenig om die Departement Rekeningkunde en Finansiële Bestuur binne die Skool vir Finansiële Wetenskappe te vorm.

Dié stap volg na 'n ooreenkoms tussen die Departement Rekeningkunde en die Skool vir Rekenmeestersopleiding. Hiervolgens is die onderskeie werksterreine van die twee departemente afgebaken.

Volgens die personeel van die Departement Rekeningkunde en Finansiële Bestuur sien hulle uit na die uitdagings wat samesmelting meebring.

Een van die eerste stappe wat uit die same-smelting spruit, is die instelling van 'n Magistergraad in Finansiële Bestuurs-wetenskappe. Dié graad gaan hoofsaaklik telematies aangebied word. Bloklesings sal die 18 maande-studietermyn egter aanvul. Studente sal toegang tot studiemateriaal, programme en verwysings deur die Internet ontvang. Hulle sal deur e-pos of telefonies met dosente skakel. Tydens blokbesoeke sal studente onderling en met dosente kan kommunikeer.

Die program is gemik op kandidate wat gespesialiseerde finansiële bestuursopleiding verlang soos praktiserende rekenmeesters en finansiële bestuurders.

'n Nuwe eenheid vir Forensiese Rekeningkunde is ook in die Departement Rekeningkunde en Finansiële Bestuur gevestig. 'n Nagraadse diploma in Forensiese Rekeningkunde word saam met die Regsfakulteit aangebied.



Die span by Finansiële Bestuur is van links na regs mnr Braam Lowies, mev Mariette Geyser, mnr Gerhard van de Venter, prof Ebo Oost (Hoof: Finansiële Bestuur), mev Yvonne Craig en dr John Hall.

EERSTE VAN SY SOORT

Dié interdisiplinêre program is daarop gemik om die beginsels van forensiese rekeningkunde en bedrogondersoek by kandidate te vestig. Die eenheid is die eerste van sy soort aan 'n Suid-Afrikaanse universiteit. 'n Toepaslike Baccalaureusgraad word as voorvereiste vir registrasie vir die diploma gestel.

Die Departement se telematiese Magisterprogram in belasting is uiters suksesvol. Studente vewerf 'n M Com of 'n LL M in Belasting deur die Internet en lesings wat weekliks op DSTV uitgesaai word. Voorste kundiges op die Belastingterrein tree as dosente op. Dié program is ook enig in sy soort in Suid-Afrika. Die program word saam met die Regsfakulteit aangebied.

Die Interne Ouditkunde-program van die Departement is pas deur die Instituut van Interne Ouditore as 'n "endorsed programme" aangewys. Dioe status, die eerste in die Suidelike halfmond en in Afrika, verleen gegradeerde toegang tot die internasionale Interne Ouditprofessie.

PUBLIKASIES

Die Departement is verder die enigste in Suid-Afrika wat 'n eie navorsing- en 'n populêr-wetenskaplike tydskrif het. Butterworths-uitgewers gee albei die publikasies uit. Die navorsingstydskrif verskyn jaarliks en die populêr-wetenskaplike tydskrif elke twee maande.

Op navorsingsterrein is die uitsette van die Departement ongeëwenaard onder soortgelyke departemente in Suid-Afrika. Benewens die Departement se geakkrediteerde publikasies is dit ook die leier op die gebied van sosiale verantwoordings in Suid-Afrika. Verskeie navorsingsverslae word jaarliks hieroor gepubliseer.

Laying the foundation for professional investment managers

The financial services sector in South Africa has become increasingly important in utilising capital in the most effective manner for the essential economic growth of the country.

In addition, the complexity and increasing internationalisation of South African financial markets demand greater expertise supported by academic training of a high quality.

Financial institutions currently have a crucial shortage of graduates with formal training in investment management supported by a strong background in statistics. To provide potential employees who satisfy the demands of a rapidly changing investment environment, the Department of Accounting and Finance at the University of Pretoria from 2000 introduced a BCom degree with specialization in Investment Management.

MEETING THE DEMANDS

This qualification will enable students to meet the demands of an ever-changing investment environment, and in the process, enhance their career opportunities. Although no approved training has been set as a prerequisite, the Financial Services Board does lay down certain guidelines for professional investment managers. The degree course can serve as a foundation for recognition as a professional investment manager.

This degree programme is structured in a way that incorporates the requirements of the highly sought-after Chartered Financial Analyst qualification. The programme covers a wide range of subjects including share and bond analysis, international investments, portfolio management, technical analysis, derivatives and many more.

A multidisciplinary approach is followed and financial, economical and statistical principles are incorporated with the aim of improving the investment decision-making process. Apart from Investment Management as the major subject, the degree contains a number of interdisciplinary subjects, such as Financial Management, Statistics, Economics, Financial Accounting and Taxation.

Only students with a M-score of 15 and a minimum mark of 50% on higher grade in Mathematics in a Grade 12 examination will be accepted.

COMPUTER BASED

Furthermore, computer-based training is an integral part of investment management training. To accommodate this requirement, a fully equipped computer laboratory has been established to expose students to this exciting environment.

Software packages that simulate real-time investment decisions will be made available to students and form an integral part of the training programme in investment management. During the final year of study, students are expected to complete practical work at an approved financial institution.

In the development of the degree programme in investment management, the requirements of potential employers were regarded as crucial. Close co-operation with such employers led to the establishment of a Chair in Investment Management. The Chair is sponsored by Rand Merchant Bank Asset Management by means of an annual endowment for the next five years.

The BCom (Investment Management) is awarded after the student has successfully completed the first three years of study. Students can then pursue postgraduate studies.



Prof E Oost the Head of Financial Management.

Tegnologie maak stem dik by rekeningkunde

Tegnologie maak al hoe meer sy stem dik in die rekeningkunde-klaskamer. Die Departement Rekeningkunde en Finansiële Bestuur het vanjaar begin met 'n nuwe stelsel van rekeningkunde-onderrig op eerstejaarsvlak.

Nuwe studente kry die geleentheid om sommer met die intrapslag hulle rekeningkunde-kennis te demonstreer. Hulle mag vir 'n rekeningkunde-toets aanmeld wat op die rekeningkunde van graad 12 gebaseer is. Studente wat dié toets slaag, word vrygestel van een module rekeningkunde op eerstejaarsvlak.

Diegene wat verkies om dié toets nie te skryf nie, of dit nie slaag nie, moet 'n inleidende rekeningkunde-module volg wat met die hulp van rekenaars aangebied word. Dié studente kry die geleentheid om 'n interaktiewe, inleidende rekeningkunde-onderrigprogram, met die ondersteuning van dosente, te volg. Hier word die basiese rekeningkunde-beginsels ingeoefen.

Elke studente het as't ware sy eie dosent, omdat die rekenaarprogram hulle op hulle eie tempo deur die grondbeginsels van rekeningkunde lei.

'n Verdere nuwigheid in rekeningkunde-onderrig is dat voortaan van alle eerstejaars verweg word om rekeningkunde-toepassings met rekenaars te doen. Dit beteken dat die onderrig van rekeningkundige prosedures voortaan in pas sal wees met wat in die praktyk gebeur. Hoewel die tradisionele "handstelsel" steeds 'n rol speel, sal studente nou deeglik bewus wees van die eise van die praktyk.

News on the SPMA

DISTINGUISHED VISITING PROFESSOR



Prof Sibusiso Vil-Nkomo has been appointed as Distinguished Visiting Professor of Public Management in the Andrew Young School of Policy Studies at Georgia State University, USA. To begin the relationship, Prof. Vil-Nkomo will travel to Uganda with Prof. Roy Bahl and his team in November to explore opportunities for both institutions in East Africa.

Policy Simulations lab came to UP

Profs Ron Cummings and Michael McKee brought the mobile Experimental Laboratory for Policy Simulations to the University of Pretoria from 18-24 October 1999. This experiment involved students from SPMA, the Department of Economics, officials from government departments, representatives from the CSIR, representatives from the HSRC and students from the University of the North. The purpose of the linkage with Georgia State University is to develop a similar experimental laboratory at the University of Pretoria.

A project to develop leadership in Southern Africa

The Regional Leadership Network for Southern Africa has been established. This project is funded by the Kellogg Foundation and involves Botswana, Lesotho, Swaziland, Mozambique, Zimbabwe and South Africa. The goal of the project is to develop leadership in these countries. The key projects for this initiative include:

- Leadership Policy Dialogue;
- Global Leadership Development;
- Local Leadership Development;
- Leadership Academy Development; and
- Youth Leadership Development.

The project is developing country hubs in Botswana, Lesotho, Swaziland, Zimbabwe and Mozambique. The Leadership Hub situated at the University of Pretoria will be the headquarters for all these countries.

The Executive Committee of the Network includes Mrs Graca Machel, Mr Moeletsi Mbeki (a well-known businessman from Botswana), Prof. Walter Kamba (renowned legal scholar from Zimbabwe who has served on numerous IEC bodies in Africa), Prof. Johan van Zyl and the co-directors of the initiative, Prof. Sibusiso Vil-Nkomo and Mr Gavin Andersson.

The programme also provides Master and Doctoral scholarships for students to study in the USA. As of 2001, the scholarships will be used in South African universities and the University of Pretoria will enroll students funded by the programme.



SPMA and SAFPUM in successful partnership

The School of Public Management and Administration (SPMA) and the South African Foundation for Public Management and Development are working together in a number of areas:

- Last year, the two institutions formed a partnership with Technikon Southern Africa and established a consortium. The consortium was subsequently awarded a tender to train health managers in the Northern Province for a period of two years.
- This year, SPMA and the Foundation teamed up and were awarded a tender from the Department of Constitutional Development. The tender requires the team to write a discussion document on intergovernmental relations.
- The Director of SPMA and the CEO of the Foundation visited several EU institutions in Brussels during September to explore opportunities to promote local economic development in South and Southern Africa. SPMA and SAFPUM explored the workings of the EU and its possible benefits for Schools of Public Management and Administration. Policy research opportunities were investigated and these include tourism policy, linkages with appropriate EU policy institutions and developing leadership through the use of specialised knowledge, as well as tapping into institutional memory. Further opportunities were discussed with the African Caribbean and Pacific Secretariat (ACP) represented by Mr Carl Greenidge (Deputy Head of the Secretariat).

Most promising initiative to be launched

SPMA received money from Gensec to establish the Gensec Endowed Chair in Policy Management and Economics. In collaboration with the Georgia State University, the Andrew Young School of Policy Studies, the Policy Management and Economics programme will commence in 2000. Other contributions to this programme will come from the University of Delaware - Center for Energy and Environmental Policy, and Indiana University - School of Public and Environmental Affairs. The Knowledge Exchange Leadership Programme (KELP) of USAID in Washington DC hopes to make substantial contributions to the new programme in order to make it available for Southern African countries.

The Master Degree in Policy Management and Economics was reviewed by the Woodrow Wilson National Fellowship Foundation of the USA, and it concluded that this was one of the most promising Public Policy initiatives for students in South Africa and the region. The Woodrow Wilson Fellowship has committed itself to working with SPMA through a grant from the Andrew W Mellon Foundation.



Meeting with ambassador LT Links (centre) in Brussels were Prof S Vil-Nkomo (right) and Mr Martin Carstens (CEO of SAFPUM)

STUDY VISIT TO KEHL, GERMANY

The School of Public Management and Administration sent a delegation of staff members and PhD students to the Fachhochschule Kehl für öffentliche Verwaltung in Germany, from 17-27 October 1999. A linkage agreement with the Fachhochschule is in place and it was the first time that SPMA embarked on a study tour to this institution.

The delegation consisted of staff members Prof. Nico Roux, Dr Ersilin van Rooyen, Ms Marélie Mostert, as well as PhD candidates Messrs Patrick Sokhela, Chris Moleleki and Tommy van Staden. The objective of the tour was to collate information about the German and French systems of local government management and administration and the administrative functioning of the European Union and the Council of Europe. The information gained and the relationships forged between the South Africans and their German and French hosts hold promise for further visits and even shared research activities.

School of Accountancy scrutinised its modules

In line with various developments in society, the accounting and auditing profession and in education, last year the School of Accountancy placed the content of its training programme and its position in the market under a magnifying glass.

The School substituted three modules in Business Management at first-year level with Human Resource Management, Communication and Marketing. These modules are highly practical and based on outcomes. They have been specifically developed for the requirements of the professional accountant and auditor.

Feedback from employers, the auditing profession, students and past students indicates that there is a need for practical courses in English. The BCom(Accounting Sciences) programme now also includes two English modules. The English modules will prepare students better for the work environment as well as for their studies, as a large percentage of the prescribed books are available only in English.

The School added a module in Administration of Estates at second-year level and removed the theoretical portion of Informatics from the programme because a large degree of overlap in cycles has developed with Auditing. Informatics at second-year level will now focus strongly on practical application in the accounting and auditing profession.

As a result of changes to the examination system of the Public Accountants' and Auditors' Board (PAAB) and the South African Institute of Chartered Accountants (SAICA), students must complete a further postgraduate diploma in auditing after gaining the CTA before they may write the Public Practice Examination.

The School of Accountancy will offer a postgraduate diploma in auditing for the first time in 2000. The PAAB and SAICA accredit the course. It is registered with the Department of National Education according to the SAQA requirements. The objective of this programme is to facilitate the development of professional competence. The accent is on problem solving, a practical approach, integrating subject knowledge and an interdisciplinary approach.

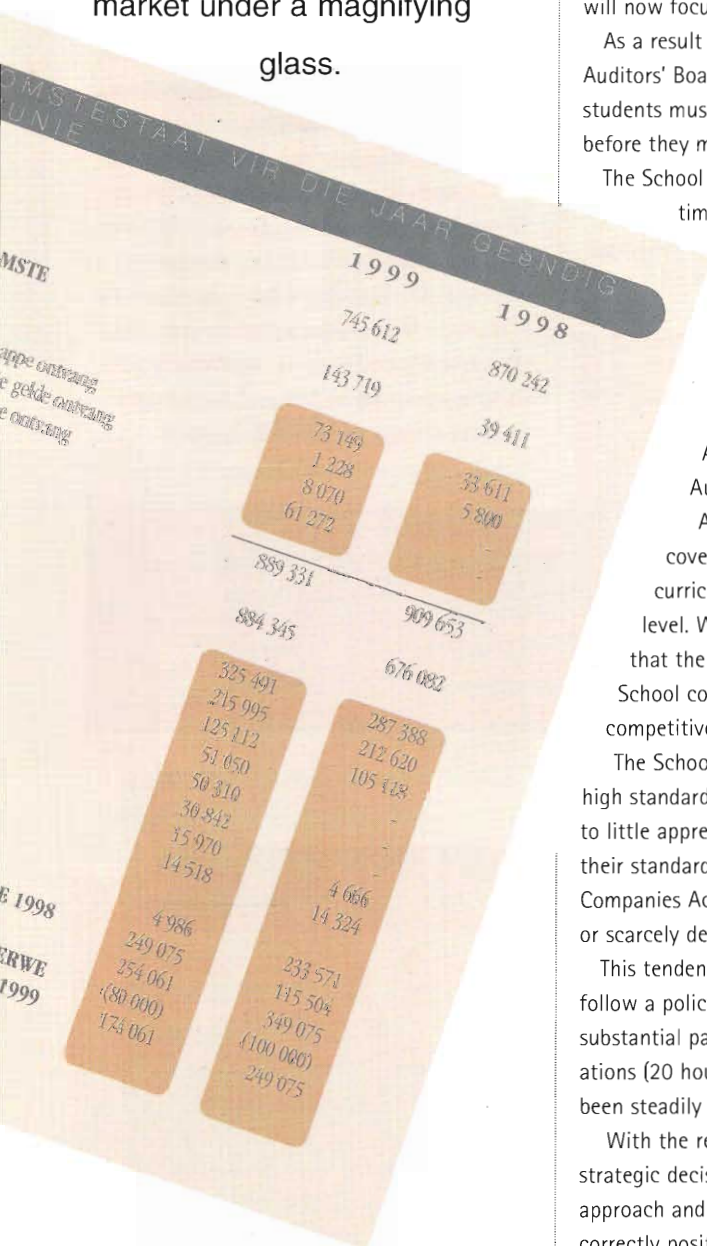
The School also reconsidered its standard of presentation. As an accredited university the School must follow the curricula of the South African Institute of Chartered Accountants and the Public Accountants' and Auditors' Board.

Although the scope of these curricula is extensive, everything is thoroughly covered in the various modules. The School manages to cover the complete curriculum by beginning the academic year early in January from second-year level. With regard to standards as well, the strategy has been to maintain these so that the students continue to be trained to an internationally high standard. The School considers it vital and non-negotiable that its students remain internationally competitive.

The School is aware that its policy of thoroughly covering the curricula, maintaining high standards and adhering to a "learning to learn" approach may in the short term lead to little appreciable growth in student numbers. Various other universities have lowered their standards and no longer completely cover the curricula. Subjects such as the Companies Act, statistical sampling and Administration of Estates are rapidly dispatched or scarcely dealt with at all.

This tendency developed at other universities because the SAICA and PAAB apparently follow a policy of no longer examining these items. The Companies Act, which forms a substantial part of the auditing curriculum, was not examined in four different examinations (20 hours) which were conducted by SAICA and PAAB in 1999. This tendency has been steadily gaining ground over the past ten years.

With the renewal in the teaching programme which will be phased in from 2000, the strategic decision to maintain high standards, to follow a strong outcomes-based approach and a "learning to learn" approach, the School of Accountancy believes that it is correctly positioned to conquer the challenges of the new millennium.



Skool vir Rekenmeestersopleiding intensief by navorsing betrokke

Sedert die stigting van die Skool vir Rekenmeestersopleiding (SRO) twaalf jaar gelede is die Skool aktief by navorsing oor rekenpligtigheid en die openbare belang gemoeid.



Die SRO het in samewerking met *Sake Beeld* 'n reeks kriteria opgestel om die advertensies se finansiële resultate te beoordeel. Hier is prof Marius Koen, prof Herman de Jager (direkteur) en prof Dieter Gloeck almal van die Skool vir Rekenmeestersopleiding

Die navorsingsreeks *Facts on Audit Firms*, wat vanjaar die sewende keer verskyn het, het reeds groot bekendheid in Suid-Afrika en die buiteland verwerf. Dit is ook die geval met die navorsingsreeks *An Accounting and Auditing Perspective on Interim Financial Reporting in the Republic of South Africa*, wat vanjaar die derde keer verskyn het.

Dié navorsing is hoofsaaklik daarop gemik om die werksaamhede, rapportering en aktiwiteite van ouditeure en rekenmeesters teen bepaalde kriteria en standaardte te meet. Die publisering van navorsingsresultate beïnvloed dié standaardte positief.

Met die eerste uitgawe van die navorsingsreeks *Facts on Audit Firms* het slegs 28% aan die verslagdoeningstandaarde voldoen, maar het teen die sewende uitgawe tot 67% gestyg.

Teen dié agtergrond het die SRO in samewerking met *Sake Beeld* 'n navorsingsprojek aangepak om die advertensies van genoteerde maatskappye oor hulle finansiële resultate te beoordeel. Die beoordelingspan onder leiding van prof Herman de Jager en met proffs Dieter Gloeck en Marius Koen wys elke maand 'n wenner aan. Hulle sal in Oktober 2000 die algehele wenner vir die jaar aanwys. Sanlam borg die projek en die banket waar die algehele wenner aangekondig word.

Die beoordelaars beoordeel alle advertensies van genoteerde maatskappye se finansiële resultate wat in die finansiële dagbladders verskyn.

In Oktober 1999 het 32 genoteerde maatskappye advertensies geplaas. Ses van dié maatskappye se finansiële jaar het op 30 September verlede jaar geëindig. Die geouditeerde resultate was dus binne 30 dae na jaareinde vir die publiek beskikbaar. Maatskappye wat se resultate binne 30 dae beskikbaar is, verwerf reeds 10 punte uit 'n moontlike 200. Hulle word dus aangemoedig om hulle resultate gou bekend te maak.

Uit die evaluering van die eerste 32 advertensies blyk dit dat maatskappye nie genoeg inligting verskaf om 'n redelike gerusstelling aan die lesers te gee nie. Slegs een maatskappy het gesê dat sy state volgens Algemeen Aanvaarde Rekeningkundige Praktyk opgestel is. Geen van die maatskappye het gemeld dat hulle aan maatskappywetvereistes, effektebeursregulasies of beginsels van korporatiewe beheer voldoen nie. Wanneer hulle meld dat dit geouditeerde inligting is, sê hulle nie of die auditverslag gekwalifiseer of ongekwalifiseer is nie.

Die SRO het in samewerking met *Sake Beeld* 'n reeks kriteria opgestel om die advertensies ten opsigte van finansiële resultate te beoordeel. Dit sluit die volgende faktore in: Gerusstelling: Is die finansiële jaarstate geouditeer en is enige kwalifikasies aangebly? Verklaar bestuur dat die state aan Algemeen Aanvaarde Rekeningkundige Praktyk,

vervolg op bls 26

Nuwe baadjie vir Statistiek

By die Departement Statistiek speel die rekenaar ook al hoe meer 'n sentrale rol.

By STK 100 (Statistiek eerste jaar) word die kursus heeltemal anders as in die verlede aangebied. Lesings, studiemateriaal en toetsing van studente word ten volle met rekenaars gedoen. Dit is in lyn met wat regoor die wêreld gebeur.

Die departement span verskeie rekenaarprogramme vir die kursus in vir onder meer praktiese lesings, beskrywende statistiek en vir teoretiese vertolking van die studiemateriaal. Studente gebruik rekenaars ook om statistiese verslae te skryf en om resultate aan te bied.



Lede van die Departement Statistiek illustreer 'n gedeelte van die nuwe rekenaargesteunde opleiding. Hulle is van links na regs prof. NAS Crowther, Departementshoof, prof. AK Gupta, Bonling Green State University, mej Erika Pauer en mej Rene Ehlers, akademiese personeel van die Departement.

Skool vir rekenmeesters-opleiding ...

maatskappywettewereistes, beursregulasies en algemene beginsels van korporatiewe beheer voldoen?

Tydigheid, volledigheid en rekenkundige korrektheid: Hoe vinnig na die jaareinde publiseer maatskappye die inligting? Is dit rekenkundig korrek? Stem die inligting in die advertensies ooreen met die gepubliseerde jaarverslae? Lesersvriendelikheid, toeganklikheid en dividende: Die beoordelaars neem verder die volgende aspekte in ag: Algemene voorkoms van die advertensie, visuele voorstellings, kleur, e-pos of tuisbladadres, dividende betaalbaar, laaste dag om te registreer om op dividende geregtig te wees en betaaldatum van dividend.

Waar daar in Suid-Afrika 'n groot onbetrokkenheid van aandeelhouders is, kan die inligting in die advertensies oor finansiële resultate in die dagbladsers 'n bydrae lewer om die situasie te verander. Die projek sal ongetwyfeld ook 'n bydrae lewer om die kwaliteit van die advertensies te verhoog.

Departement Statistiek se Pryswenners



Saam met die verteenwoordigers van die borg ABSA, mnre C Fouché en L Haasbroek (heel links en tweede van links) is prof NAS Crowther en die derdejaar pryswenners me S Edye, A Esterhyse, M Viljoen, S Ralstron en mnre A Methmann, W J van den Berg en D Eracleus.

Russian publication written by two Tukkies

A well-known Tukkies in chartered accountant circles in South Africa, Prof. Marius Koen of the School of Accountancy at UP and a former Tukkies, Dr Hennie van Greuning of the World Bank are the writers of a publication, International accounting standards - a practical guide, which the World Bank published in both Russian and English earlier this year.

The publication summarises each International Accounting Standard (IAS) of the International Accounting Standards Committee so that the reader can obtain a broad and basic understanding of the key issues in a short time. When this publication was compiled, a deliberate decision was taken to focus on the needs of senior executives and managers – who do not have a strong accounting background – in the private and public sectors in the 27 client countries of the European and Asian region of the World Bank.

CASE STUDIES

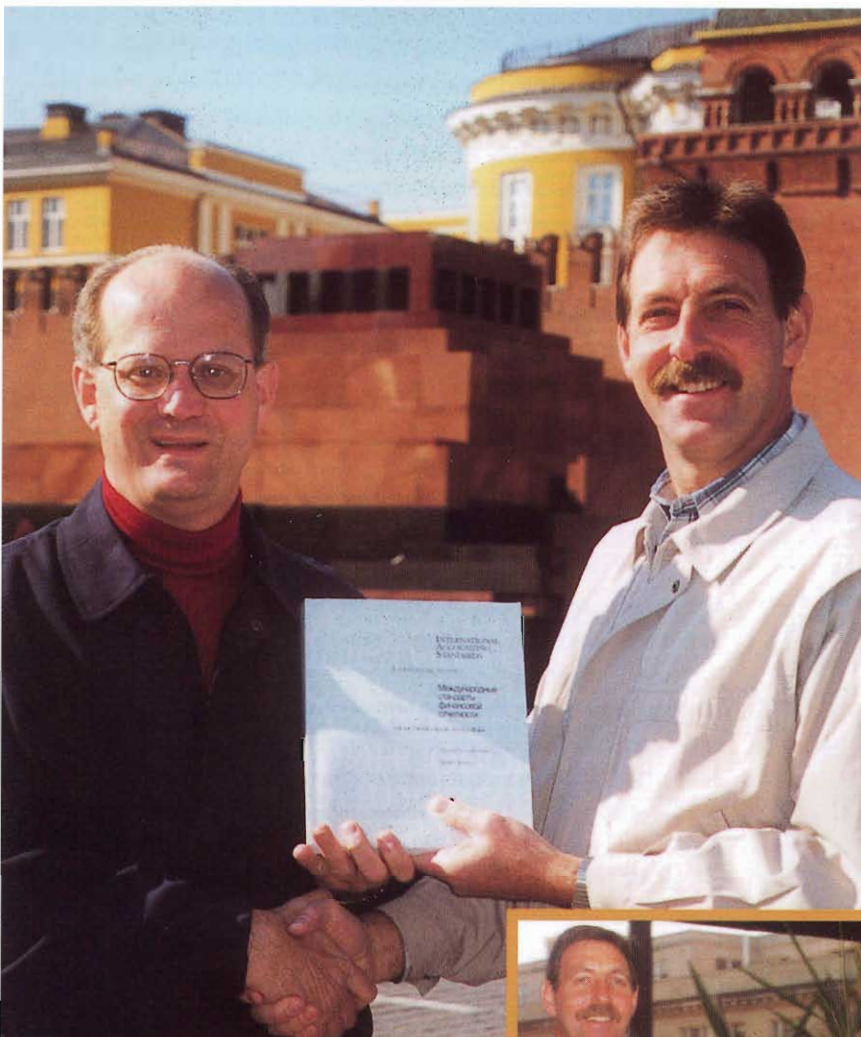
In addition to the short summaries, each chapter contains a simple case study that emphasises the practical application of some key concepts in a particular standard. The non-technical reader is therefore given the tools to participate in an informed manner in discussions relating to the appropriateness or application of a standard in a given situation. The reader can also evaluate the effect that applying the principles of a given accounting standard will have on the financial results and position of a division or an entire enterprise.

This book is timely. The words transparency, accountability and standards have become highly popular in recent years.

Reviews of company and country collapses frequently using such words. It occasionally

touch on the issue of compliance, but it is not always clear how to link or assess these interrelated topics. The book sheds light on these topics and specifically the IAS which, if properly complied with, provide the basis for accountability and transparency as well as understandability and comparability –

continued on p 28



TOP: Hennie van Greuning (left) and Marius Koen with their publication on Red Square in Moskow

RIGHT: Marius Koen handed the publication to Mr Lajos Bokros, Director: Private and Financial Sector - Eastern Europe and Central Asia Region of the World Bank.



Russian publication ...

necessary adjuncts in these days of the global marketplace.

Hennie got the idea for such a publication after becoming aware of the tremendous need for it in the region for which he was responsible in his capacity as Financial Sector Leader. The accounting practices used in the former communist countries differ to a large extent from generally accepted accounting practice as applied in the Western world. Since the enterprises and especially the banks in these countries will now also have to begin competing for capital in world markets, they are under pressure to draw up financial statements in terms of accounting practices which are internationally familiar and acceptable.

LAUNCH

The publication was launched earlier last year during a training week for financial management staff at the World Bank in Washington DC. The first print run of 1 500 copies was exhausted within three weeks. Various requests were received from countries in the former communist bloc that the book should be made available, particularly for the training of professional accountants in these countries. These included requests from Russia, Ukraine, Tajikistan, Kyrgyzstan, Uzbekistan and Kazakstan. An e-mail message received recently from the World Bank Commission in Moscow, indicates that there is also a pressing need for a version in electronic format. In addition, 39 regional bodies of the accountants' profession in Russia were also informed of the publication.

The publication was launched earlier last year. The first print run of 1 500 copies was exhausted within three weeks.

Hennie van Greunen

Monetary Man



Hennie van Greuning joined the World Bank in 1994 from the South African Reserve Bank where he had served as Head of Bank Supervision (1990-94) and Controller (1986-89). He was actively involved in monetary policy and financial market regulation issues.

Before that, he had been a partner with Deloitte and Touche where he spent ten years. He joined the World Bank as a Senior Financial Sector Specialist and then moved to the Europe and Central Asia (ECA) region of the Bank as Financial Sector Leader in 1997, his current position. Hennie is responsible for input into financial sector strategy, as well as technical guidance for financial sector operations in the 27 member countries in the Europe and Central Asia region. This involves the design and implementation of credible, client-oriented programmes, by well-trained staff with appropriate sectoral skills.

He attended Stellenbosch University for undergraduate studies and holds a PhD in Economics from the University of Pretoria and a Doctorate in Applied Accounting. He is qualified as a chartered accountant in both South Africa and Canada.



Marius Koen

True Blue Academic

Marius Koen completed all his studies at the University of Pretoria and passed the Final Qualifying Examination for Chartered Accountants in 1979 (he was one of the top 5 candidates in the country). He completed his training contract with the audit firm currently known as PricewaterhouseCoopers. He obtained an MCom (cum laude) part-time during 1982 at UP and a Doctorate of Commerce during 1992. He was appointed as a Senior Lecturer at the University of Pretoria in 1984, promoted to Associate Professor in 1987 and to full Professor in 1988 at the School of Accountancy, his current position. He is author and co-author of more than 30 academic textbooks. He serves as a member of the Accounting Practices Committee of the SA Institute of Chartered Accountants and has considerable experience as developer and presenter of courses on Generally Accepted Accounting Practice (GAAP) and Public Sector Accounting. He was employed by the World Bank during 1998 as a consultant to the ECA region.

Emanating from the initial project, both Hennie and Marius gave a series of lectures on International Accounting Standards on the occasion of a World Bank Training Seminar held in Kiev, Ukraine from 11-14 May 1999. The seminar was attended by bankers, enterprise managers and bank supervisors in Ukraine. The week after the seminar, a request was received for 2 000 copies of the publication to be made available for Ukraine needs only.

Enkele kortkursusse voorlopig beplan vir 2000 Single short courses tentatively planned for 2000

Kontak ons indien u enige verdere opleidingsbehoefes het.
Contact us concerning any further educational needs.

Bemarkings-en Kommunikasiebestuur/Marketing and Communication Management

- Certificate in Transformation Marketing (CTM), Basic Business and Entrepreneurship Programme (BBEP), Internet Bemarking.

Navrae/Enquiries Melani Fletcher, Neels van Heerden (012) 420-3415/420-3395

Menslike Hulpbronbestuur/Human Resources Management

- Sertifikaat in hulpbronbestuur

Navrae/Enquiries Therese Bron (012) 420-3108

Nagraadse Bestuurskool/Graduate School of Management

- Introduction to Logistics, Certificate in Logistic Management, Advanced Certificate in Logistic Management

Navrae/Enquiries A van der Merwe (012) 420-3546

- Introduction to Management Programme, Management Programme, Project Management

Navrae/Enquiries Martha Mabena (012) 420-3842

- Bestuursontwikkelingsprogram, Senior Bestuursprogram, Bemarkingsbestuur, Marketing Management, Advanced Marketing Management

Navrae/Enquiries Santie Brink (012) 420-3380

Ondernemingsbestuur/Business Management

- Sertifikaat program in Aankoopbestuur, Certificate in Buying Management

Navrae/Enquiries Prof A Marx (012) 420-3392

Rekeningkunde en Finansiële Bestuur/ Accounting and Financial Management

- Sertifikate in belasting

Navrae/Enquiries Mev Engelbrecht (012) 420-3348

- Risk based audit, Operasionele audit, Interne beheer, Forensic accounting

Navrae/Enquiries Mev A du Toit (012) 420-3211

- Finansiële bestuur vir nie-finansiële bestuurders

Navrae/Enquiries Prof E J Oost (012) 420-3010

Skool vir Rekenmeesteropleiding/School of Accountancy

- FIMAC: Finansiële Bestuur in die Openbare Sektor

Navrae/Enquiries Prof H de Jager (012) 420-2701

Skool vir Openbare Bestuur en Administrasie/School of Public Management and Administration

- Project Management, Public Financial Management for Non-Financial Managers, Management Tools, Strategic Management and Project Management

Navrae/Enquiries Dr David Fourie (012) 420-3472

Tourism flying high

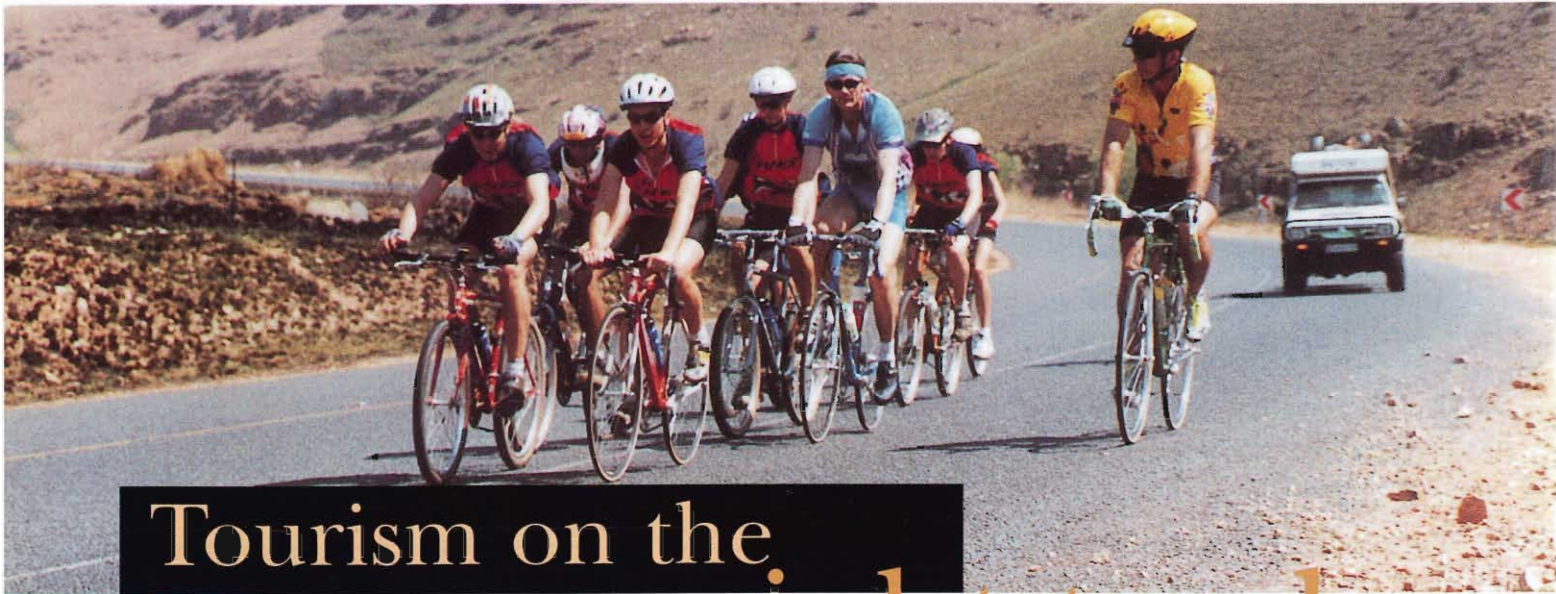
It's thumbs up for tourism in South Africa, judging by the successful five-day Travel and Tourism Spring School hosted by the Department of Tourism Management last year.

The objective of the School was to provide teachers who are involved in the pilot programme for travel and tourism, with a broad theoretical and practical framework, incorporating all the different facets and components of tourism. The course also covered an in-depth study of the outcomes-based teaching techniques (OBE) within the theoretical and practical framework of tourism education.

During the first two days, a theoretical framework for travel and tourism was developed, with regional and international contributions by two keynote speakers. Various members of staff from the Tourism Department shared their expertise in developing this framework.

On days three and four, industry experts from the hospitality, travel and distribution sectors such as TETASA, Protea Hotels, Manhattan Group, Fidelio and Galileo gave talks. They highlighted the important aspects that learners should know in the classroom context.

The audience represented schools from Phalaborwa, Pietersburg, Central Gauteng, the West Rand, Mpumalanga and the Free State. A number of technical colleges also took part. They received useful tools, skills and resource references to take back to their classrooms and make a meaningful contribution to the teaching of travel and tourism.



Tourism on the right tracks

Tuks Tourism students discovered last year that tourism is all about people, not just about places and experiences. Twenty committed cyclists – 16 students and four staff members – cycled the 520 kilometres from Pretoria to Nelspruit in five days. They did this as a gesture to show that tourism in the country consists of people taking hands and building partnerships. They joined forces with the Mpumalanga Tourism Authority (MTA) in organising the trip.

From the moment they left the campus and were escorted through the streets of Pretoria by the sirens and flashing lights of the Traffic Department – the Tuks cyclists in their red and blue vests literally stopped the traffic.

Professor Ernie Heath, director of the Centre for AfricaTourism and head of the Department of Tourism Management at the University, cycled with his students along the 520 kilometres, which sometimes passed through rough road works, up steep mountain passes and along scenic spots of magical beauty.

"We thought we would learn about tourism," said Russel Wordsworth, a third-year BCom Tourism Management student, "but we learnt more about people, and that tourism is just as much about people as it is about places and experiences."

The tour was marked by the enthusiasm and generosity of people and community tourism organisations along the way. Overnight accommodation and meals were provided by the Kungwini Adventure Centre near Bronkhortspruit, Aventura Loskopdam, the Valley of the Rainbow tented camp near Dullstroom, Calverton Lodge near Lydenburg and Town Lodge in Nelspruit.

Other tourism organisations that helped in many ways were Middelburg Info, Loskop Valley Tourism, Lanatus Tourism, Dullstroom Reservations, the Owl & Oak Birds of Prey Centre and Restaurant, Lydenburg Tourism and Lydenburg Cycling Club, the Nelspruit Botanical Gardens and Shangana Village.

Along the way, it was the friendly waves and encouraging cheers from roadside communities as well as the odd cow or goat which cast a lazy eye upon this strange sight, that kept the cyclists pedalling. At each welcome pitstop, the sunscreen and Powerade flowed while the support team watched sympathetically, the blood, sweat and sometimes near tears of their cycling companions – from the comfort of two luxury Campervans and a 4X4 sponsored by Britz: Africa.

At the overnight stops, the students enthusiastically put on a mini-production for the

A welcoming sight – tourism students and teachers taking hands and building partnerships in rural South Africa.





On top of the world - the trip had opened up a new world to the students, who are studying for their BCom(Tourism Management) and BA(Cultural and Heritage Tourism) degrees.

local stakeholders of the area in an attempt to liken tourism and its role players to a wheel where each person and sector in tourism represent a spoke. Amid the humour and laughter, students conveyed the important message to local communities that each has to play their part to keep the tourism wheel rolling.

The team spirit was striking, not only among the team of cyclists, but among the people, including cyclists, supporters and all the friendly people along the way. All these had one goal in mind: to make a difference to tourism in this country.

"I always thought it was about finishing first, but it was a far more enriching experience coming in last, but knowing that I helped ensure someone else made it all the way that day," said Wordsworth, a sprinter who had been a member of the 1995 South African team. "Helping fellow-students ride 520 kilometres, which they never thought they could, made my own physical challenge so much easier and left me with goose-bumps and warm feelings just before falling asleep every night."

Prof. Heath confirmed that the trip had opened up a new world to the students, who are studying for their BCom(Tourism Management) and BA(Cultural and Heritage Tourism) degrees.

José Afonso, chairperson of the Tuks Tourism Students Association (TTSA), says the highlights of the tour included being able to finish the distance within five days, the great team spirit among the group and the support of locals along the way, including the wonderful functions offered to the group every night. But most of all, everyone in the group was unanimous that riding up the Long Tom Pass without stopping once, was the ultimate highlight and no less going down Long Tom Pass at 82,7 kmph," adds Dion Pretorius, a regular cyclist and final-year BCom Tourism student.

Prof. Deon Wilson, newly appointed manager of the Centre for AfricaTourism, lost a R100 bet to Ernie Heath. The challenge was to cycle up Long Tom Pass without stopping once. Not only did Ernie

not stop, but he beat many students (half his age) up this steep pass of 23,5 kilometres.

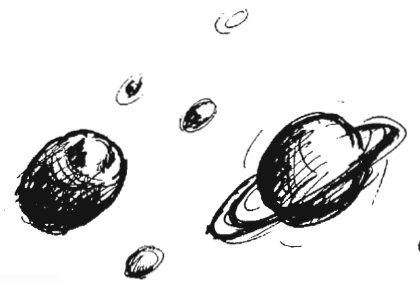
Wilson says that personal initiative on a small scale can contribute towards tourism development in an area – "small is meaningful". Community-based tourism development is the combined outcome of several small efforts.

"The University is already planning to undertake a similar type of journey next year," says Venecia Jonker, organiser of the tour and Public Relations practitioner at the Centre for AfricaTourism. "The support and goodwill we received from our sponsors and the communities, assured us of the future of the industry."

Friendly waves and encouraging cheers from roadside communities kept them going.



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