

# communiqué



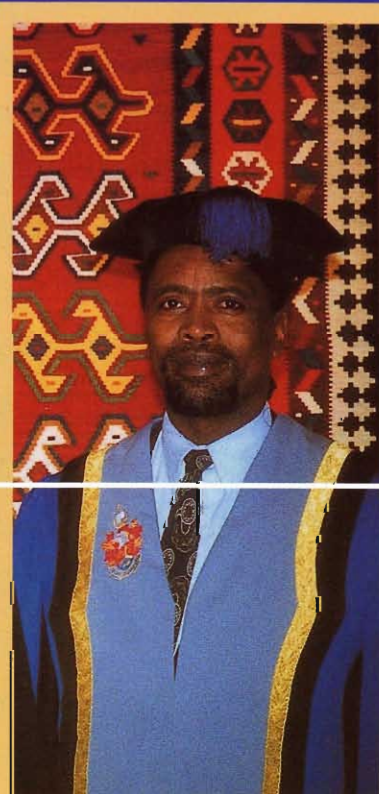
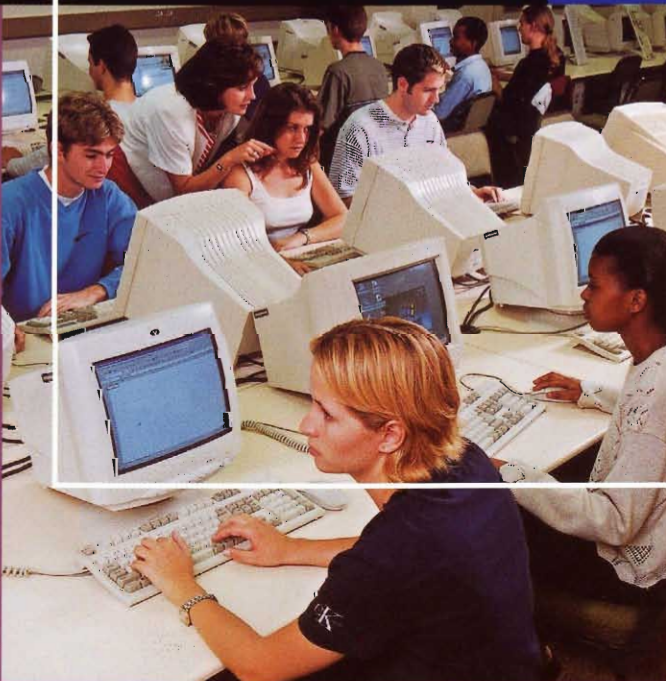
FAKULTEIT EKONOMIESE EN BESTUURSWETENSKAPPE FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES



## Transformation continues



Solar solutions



Education liberates

Taking UP the GLOBAL challenge

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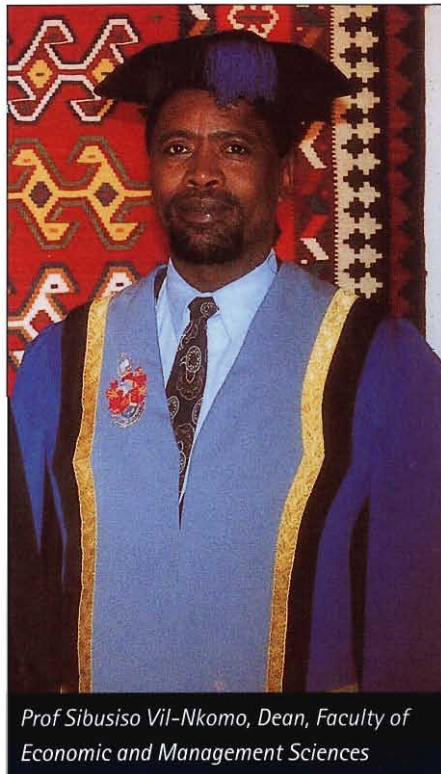


# Education is the ultimate liberator

**“ It has often been stated that ‘education is the ultimate liberator’. Close to 99% of people who are successful in the world have been liberated by education. Ignorance does not make it easy for someone to understand the world of economics. Rather, it renders you open to exploitation.**

We have to create an education system that addresses the development needs of South Africa and opens up opportunities for our young people. We need a system that makes young people think about their own contribution to the development and advancement of society. If you have skills and a high-quality education you stand a better chance of making it in the world. Everyone needs money, but we also need to understand that money is a by-product of hard work.

Now that we are part of the big global



*Prof Sibusiso Vil-Nkomo, Dean, Faculty of Economic and Management Sciences*

world, we need to be globally competitive – but to achieve that, we need to be locally successful. That is the way that the world is today. It does not take kindly to those who sit back, waiting for things to be done for them. If we approach globalisation from a competitive base, we will have much to offer the world and the world will have much to benefit and, in turn, more to offer us. It has to be a win-win situation.

## **Post industrial**

We live in a post-industrial-technology society and those who teach should help students to make the change rapidly. Production processes have changed and we cannot rely on the hard-labour approach anymore.

We will use this Faculty to produce a product that the South African economy needs and can be proud of. We will create students who can make a difference.

We could teach many students economics and management practices, but it would have been futile if we could not afterwards send them into a sound South African economy.

The Faculty of Economic and Management Sciences has an enrolment of 8 000 students, making it the largest faculty at Tukkies. We intend to turn our eager students into specialists who, on completion of their studies, will be ready to tackle life with great ease and confidence and make meaningful contributions in the areas of commerce, tourism, marketing and public relations, human resources, public management, etcetera.

I am proud of the fact that some of the programmes offered by this Faculty attract many international and Sub-Saharan students. However, I am greatly concerned about the low number of registered black students – less than 20% – in this Faculty. This could be attributed to black students' lack of mathematical skills.

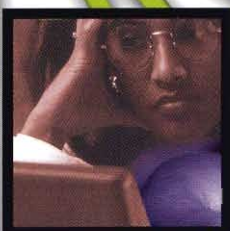
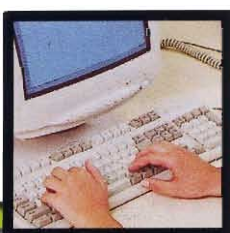
## **Corrected urgently**

This is something I worry about all the time and something that needs to be corrected urgently – the lack of maths and communications skills among our people, because these shortcomings preclude them from making it into our Faculty.

We aim to be the best Faculty of Economic and Management Sciences, not only in South Africa, but in the whole world. We need to prove beyond doubt that South Africa is not a basket case. We already have some outstanding programmes that the world admires. Although we are encouraged by that, we still believe we can do more and do it better. ”

# communiqué

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tweede semester

**2001**

second 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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# Transformation

# continues



**Forgotten are the days of the old Pretoria's Transvaal Universiteits-kollege (TUK) that boasted a staff of four professors, three lecturers and 32 students, all housed in one unfurnished cottage. That was 100 years ago.**

Today, the main campus of the University of Pretoria (Tukkies) has more than 60 historic and state-of-the-art buildings that are spread over 24 hectares in the vibrant, artistic and cosmopolitan suburb of Hatfield. It proudly accommodates over 24 300 students, a large number of professors and lecturers from all South Africa's diverse population groups.

The University of Pretoria's transformation process has begun in the 90s and still continues with a myriad of striking new developments. Tukkies is on a mission to do away with the old and bring in the new. To that end, the University's strategic areas of focus for change include:

- Increased collaboration and the establishment of local and international partnerships.
- The establishment of a formal Unit for Quality Assurance in the Office of the Principal. The main function of the Unit is to ensure that the University's total academic offering is of the highest quality and relevant to market needs.
- Performance evaluation of staff and the coupling of remuneration to achievement and output in order to attract and retain the best personpower.
- The establishment of high-quality administrative and management systems.
- The apportionment of resources to departments and schools based on outputs.

Throughout the pages of this 'Summer Edition' of *Communiqué* you will find evidence that the Faculty of Economic and Management Sciences, lead by the Dean, Prof Sibusiso Vil-Nkomo, is at the forefront of transformation at the University of Pretoria. Prof Vil-Nkomo, incidentally, is also the first black Dean at the University.

You will read in this issue that the Faculty has started a programme funded by the United Nations to improve economic literacy rates among government officials. The programme already has a 99% success rate.

The Faculty also offers a new programme in Aviation Management. Tukkies will be the only institution on the whole African continent to offer such a programme.

If our global competitiveness and our local relevance are measured in our peoplepower, the Faculty of Economic and Management Sciences certainly makes the grade. In this Faculty we have some outstanding people, who not only exceed international standards of excellence, but also make a remarkable impact on the lives of their fellow-South Africans. We are extremely proud of these achievers and would like to introduce some of them in this issue.

# Prof JO Kuye: Man with a Mission

**Prof Jerry O Kuye believes that empowering staff and students should be the main priority of an effective training organisation. He was appointed as Director of the School of Public Management and Administration (SPMA) in August 2000. Since then, Prof Kuye has played a pivotal role in strengthening the SPMA's global influence through good governance and effective leadership.**

Prof Kuye has been instrumental in establishing and enhancing a number of international links with reputable institutions of higher learning, such as the Fachhochschule für Öffentliche Verwaltung in Kehl, Germany; the School of Public and Environmental Affairs, Indiana University; the University of Botswana; the University of Zimbabwe; the ECOWAS Region and other African academic institutions.

Prof Kuye's inaugural address focused on the need for both basic and applied research to co-exist in the delivery and innovation of the Public Administration and Management curriculum. Public Administration and Management practitioners and scholars approach the subject theory from a practical point of view. They examine the best methodological sequences for programme formation in tertiary institutions and for the evaluation of scholarship and knowledge management, he said.

## Higher status

Neither applied nor basic research should be assigned a higher status – they should be complementary, Prof Kuye said. His address further examined the attributes, indicators and domains of what constitutes scholarship in the discipline of Public Administration and Management within the confines of conceptual and contextual interpretations of scholarship in the 21st century. He also provided some options for future programming in the field of Public Administration and Management to develop leadership skills.

Under Prof Kuye's leadership, the SPMA has been involved in several collaborations with government through the JUPMET Programme. It was also involved in the launch of an annual seminar on the role of Public Administration in Local Government and the Knowledge Exchange and Learning Partnerships (KELP), a seminar on web-based Public Administration teaching in Gaborone, Botswana. Prof Kuye maintains that the SPMA should build a strong partnership with Public Administration schools and departments in the rest of Africa.

Prof Kuye encourages the continuous development and training of his staff as well as their participation in international, regional and national ventures, conferences and seminars. He also heads the departmental book project and has refined the BCom (Public Affairs), master's degree in Public Administration and PhD (Public Affairs) programmes to ensure international competitiveness whilst maintaining local relevance.

Finally, Prof Kuye believes in an inclusive and balanced mode of organisational management.



*Prof Jerry O Kuye, newly appointed Head: SPMA.*



*Prof Carina de Villiers, newly appointed Head: Department of Informatics.*

## Informatics education and research – still relevant?

**The following is an abstract of the inaugural presentation of the head of the Department of Informatics, Prof Carina de Villiers.**

In his inaugural address in 1984, my predecessor, Prof Niek du Plooy of the Department of Computer Science and Information Systems, said the following: "Informatics is one of the best examples of a so-called interdisciplinary subject. The subject borrows much from many existing fields of study, but without those links

with psychology, linguistics, sociology and business economics, to name but a few, we cannot prepare our students adequately."

I think the Informatics Department can fulfil its vision to become a world-class department. But how to achieve this? We can measure our teaching against world-class standards. An international accreditation authority for information systems has just been founded and

we should try to obtain accreditation.

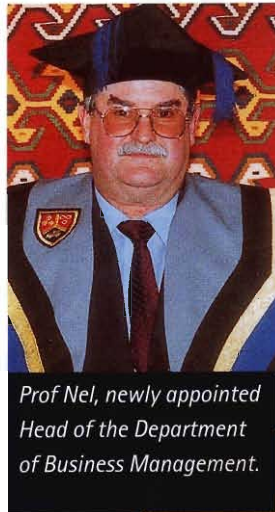
In addition, international tendencies have to be watched, yet we should not abandon our policy of also addressing the softer issues of information technology. We have to establish ourselves as leaders in the field of research if we want to get international recognition as an excellent department – something that will only happen if we publish high-quality research results in the right international journals.

It is important that our lecturers should attend international conferences to establish networks in the academic world, but the attendance of conferences cannot replace publication in the right journals, which will determine our stature in the academic world. Importantly, we should also invite foreign lecturers who are regarded as experts in the field of information technology to visit our department and share their knowledge with us.



## Full circle career of ex Accountancy Head

**He refers to himself as the proverbial 'drab little' accountant, but the signs of a special sense of humour and the quick smile that lies just behind the eyes belie this description of Professor Quintus Vorster, former Head: Department of Accounting and Financial Management at UP's Faculty of Economic and Management Sciences.**



*Prof Nel, newly appointed Head of the Department of Business Management.*

"I've now gone the full circle. I started out in practice, had an extensive academic career and now find myself back in practice again," says Prof Vorster of his appointment as the Manager: Business Activities at UP. The Department: Business Activities came into being in October 2000 to manage new initiatives and special projects like the campus companies.

Prof Vorster had been with the faculty of Economic and Management Sciences for ten years, for the first two as professor at the School of Accountancy and the rest as Head: Department of Accounting. He mentioned the fact that his department was crowned the Research Department of the Faculty for their outstanding research output two years in a row as one of the highlights of his career.

### Phenomenal growth

"I am also proud of the phenomenal growth in the Department. I started at the Department as one of ten lecturers, that number grew to 37 at present.

We started focussing on telematic training, using the latest technology, and are now able

**Continued on p 7**

# Effective management: Prerequisite for wealth creation

"Management education is one of the most important, but also most underscored in the South African economy," said Prof P S Nel in his inaugural presentation as new Head of the Department of Business Management.

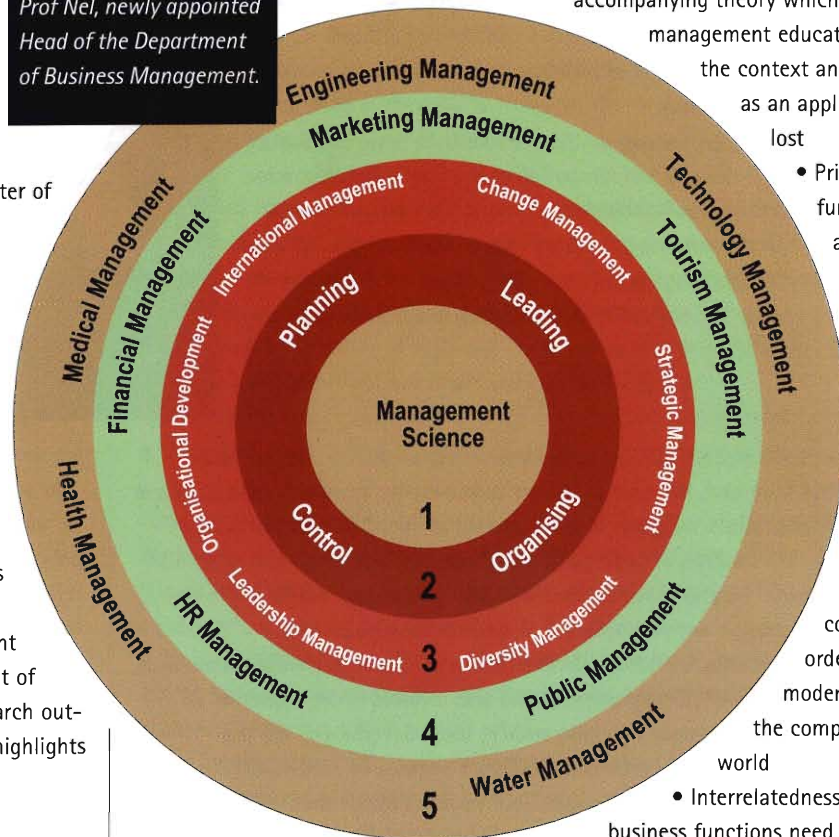
One of the main reasons is that it cannot be physically observed, but the consequences of the practice thereof must sooner or later be faced in terms of its pleasant or harsh realities in any organisation – be it in the private sector, in parastatals or in government.

This problem can be addressed in tertiary education through the model graphically illustrated in the diagram and explained as follows:

- The model consists of the body of knowledge of management and the accompanying theory which are central to

management education. Without it the context and management as an applied science is lost

- Principles and functions which are interrelated with management theory form the basis of managing in any organisation
- Broader management applications are essential components in order to deal with modern day issues in the complex business world



- Interrelatedness with the other business functions need to be successful in any commercial or business endeavour

- Examples of relevant technical fields should be managed effectively and the respective occupations should be executed successfully in the economy.

The application of the above model will lead to the execution of effective management education and optimise inter-faculty co-operation to facilitate achievement of the full management potential of various specialist occupations presented by the University.

# Faculty reaches out to disadvantaged schools

**In the mid-1990s the need to address and improve the standard of education in the disadvantaged township schools was identified. In an attempt to address this need, the Community Initiatives and Tours Project (CTIP) was launched in 1998. One of the focus areas of CTIP was to address the lack of satisfactory delivery of commercial science subjects in schools.**

The study of commerce is essential in the development of the social and economic sectors of South Africa. There are many individuals who have the interest and potential to further their careers in this field, but because they are from disadvantaged backgrounds and their schools do not provide adequate education and exposure, these individuals experience setbacks and their dreams never come true.

## Outstanding contribution

The CIP acknowledged the outstanding contribution towards improving the standard of education in the secondary schools of Soshanguve by the School of Accountancy and the Department of Economics of the University of Pretoria. Lecturers and tutors from the above-mentioned departments took time to assist secondary school learners every Saturday. Their aim was to ensure that the learners would achieve good results at the end of the year. The School of Accountancy ensured that learners had free access to lecture halls and notes. The project became part of the Aga Thuto and Siyakhula Projects run by Deloitte & Touche.

## Objectives

The objectives of this initiative were as follows:

- To offer supplementary tuition to Soshanguve Grade 11 and 12 learners;
- To assist Soshanguve schools in teaching learners;

- To forge a working relationship between the Soshanguve CIP and the University of Pretoria;
- To expose learners' potential, link them to companies in the field of commerce and ensure that they gain broader knowledge of the services and activities of the companies;
- To seek financial aid to learners to enable them to enrol with institutes of higher learning; and
- To ensure that Soshanguve learners would achieve higher standards.

## Communiqué received the following letter from the students at Soshanguve

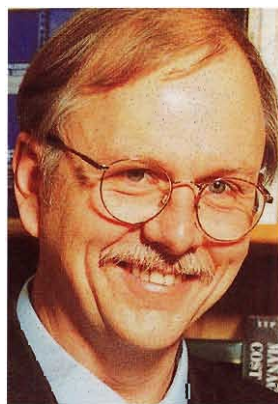
The Soshanguve students wish to take this opportunity to thank the Dean's office for its contribution towards payment of transportation to and from the university in August.

We surely hope to study at Tuks next year and that is one thing for sure. Hopefully you will award us with bursaries, since we are determined to pass with excellent grades. Further we need to encourage you to support Donald in his tireless and stressful work.

Once again thank the Dean on our behalf.

As we close we say: Halala TUKS – Halala TUKS!

## Full circle career continued from p6



*Prof. Vorster, former Head:  
Department of Accounting  
and Financial Management.*

to deliver master's degrees in total via the Web and DSTV. This is an extremely exciting direction that training has taken and one that has tremendous potential for the accounting discipline. I believe it is a case of 'if you don't innovate, you die'.

"My life seems to move in ten year cycles and after ten years at the Faculty I think it is time to move on to something new before I start getting in the way. I've done what I could and I am ready for new challenges."

### Personal note

On a more personal note Prof Vorster admits that he sometimes dreams of a career in journalism. Probably the legacy of a Nasionale Pers bursary he had in his early student years and the consequent work at *Die Volksblad* in Bloemfontein during breaks. "I would love to freelance,

but time is a rare commodity. Fortunately I do a lot of writing, like the textbooks I work on. And then of course there is a story in my head that begs to be written down..."





*Research results during the test-marketing phase indicated that the intended target market was satisfied with the performance of the three solar stove models, but not with the price. Based on the price sensitivity result it was clear that alternative markets (eg the outdoor market) should be investigated.*

# Solar Cooking finds a place in the sun

**After attending the World Solar Cooking and Processing Conference in Varese, Italy, Frikkie Herbst of the Department of Marketing and Communication Management became involved as a marketing specialist in an international solar stove multifunctional team.**

The team, also comprising GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit), Synopsis (France) and Palmer Development Consulting (SA), compiled a marketing strategy and exposed three solar stove prototypes to the South African market during a test-marketing phase.

## Results

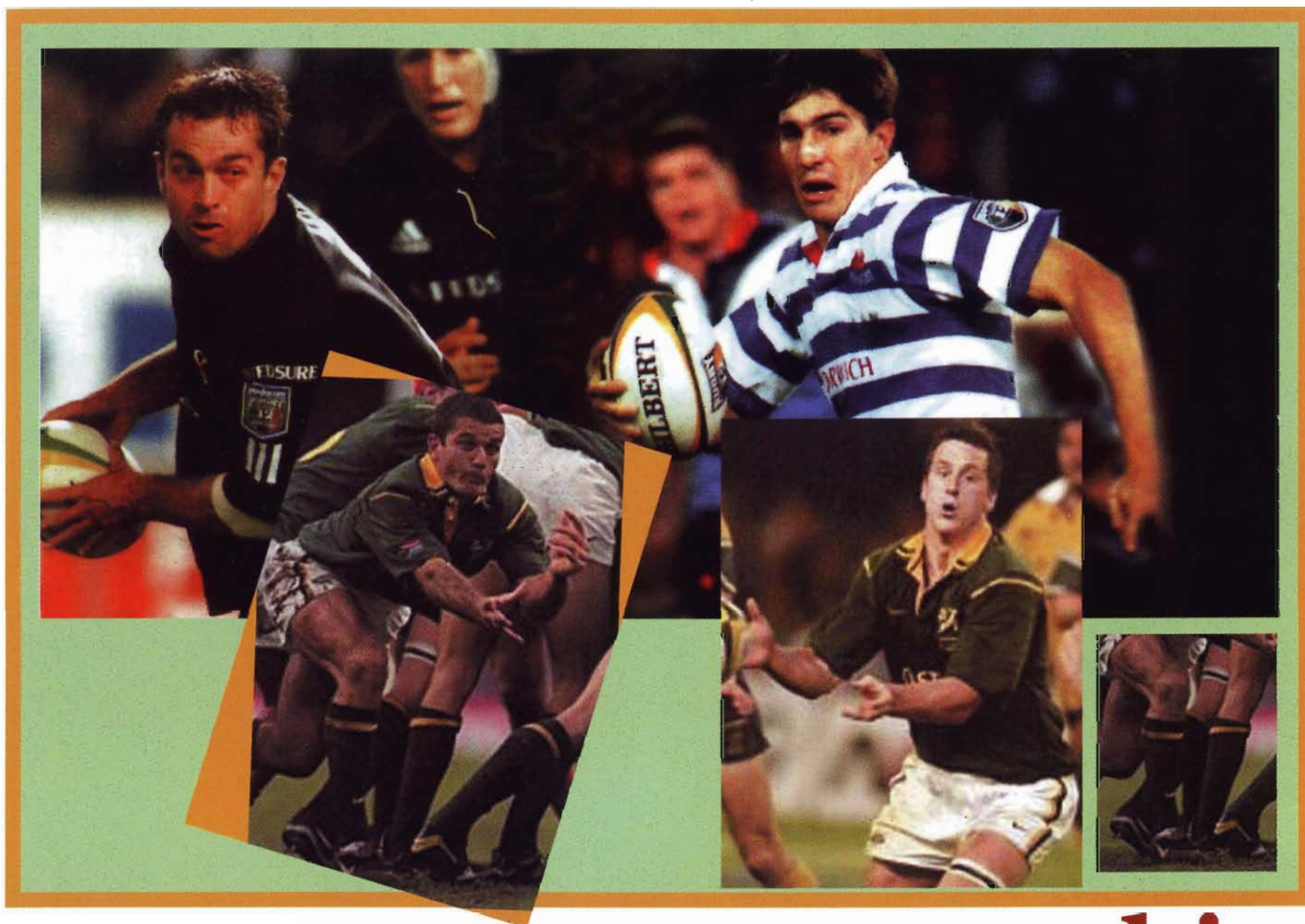
The results achieved during the test-marketing phase among the intended target market (LSM 1 – 4) in SA was not very satisfactory, because of a lack of disposable income.

Research results during the test-marketing phase indicated that the intended target market was satisfied with the performance of the three solar stove models, but not with the price. Based on the price sensitivity result it was clear that alternative markets (eg the outdoor market) should be investigated. The manufacturing cost of current models and the role of distributors should furthermore be investigated and clarified.

The South African Department of Minerals and Energy invited Frikkie to deliver a paper during the International Conference on Solar Cooking held in South Africa last year. At the Varese Conference, he delivered a paper called "The Marketing of Solar Cookers and Solar Cooking Technology – A Republic of South Africa Perspective".

He has also been invited to contribute to a Solar Stove Compendium, the first publication of its kind in the world, directed at governments, entrepreneurs, developers, universities and schools.





# Taking **sport sponsorship** higher, faster and further

**Sport sponsors set a wide-range of objectives and regard a wide range of measurement tools as being important, but there is a tendency to focus only on utilising media coverage and awareness measurement tools. This is what Dr Neels van Heerden found in his doctoral research on sport sponsorship decision making in South Africa.**

## Toyota shows marketing students how it is done



*Marketing students under leadership of Prof Flip du Plessis (Head: Marketing Management) visit Toyota on invite for a recruitment exercise.*

The aim of Dr Van Heerden's research was to identify and evaluate the importance of certain factors that affect sport sponsorship decision-making in South Africa. Such factors are the relationships between sport sponsorship objectives; promoting sport sponsorship through integration with other marketing communication mix variables; and measuring the effectiveness of sport sponsorships.

A revised model of sport sponsorship decision-making was proposed to serve as a basis for future research and development. It is envisaged that this model would stimulate more debate about and research into the development of other tools or techniques to be used to measure sport sponsorship performance.





Benita Steyn

## First book on corporate communication strategy

"In December 2000, Benita Steyn of the Department of Marketing and Communication Management published a book based on her masters research, titled "Corporate Communication Strategy", co-authored by Dr Gustav Puth. Suitable both for practitioners and senior corporate communication/management students, the book is already being used in the masters programmes at other South African universities, as well as by various European universities. "

## Grasping service marketing

Yolanda Jordaan (right) and Melanie Fletcher with their book "Grasping service marketing" which was published recently.

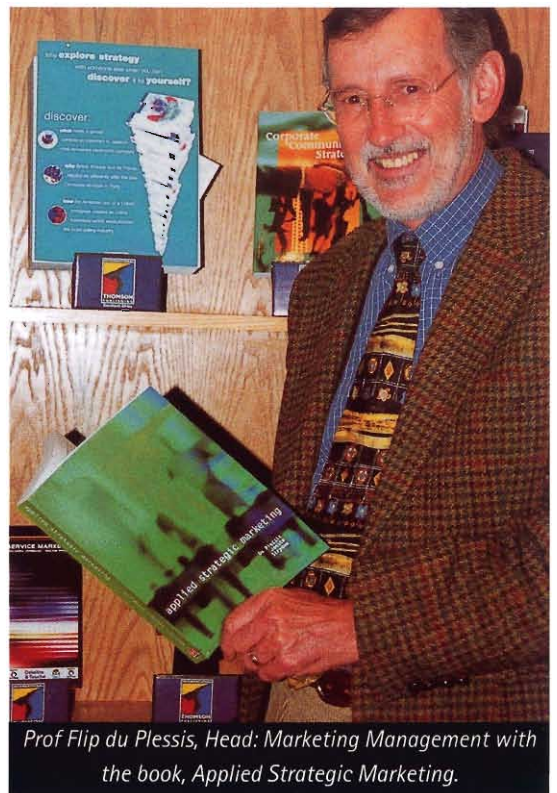
# First SA book on applied strategic marketing

**A new book on Applied Strategic Marketing has been published in South Africa.**

It is the first of its kind in Southern Africa and is based on the South African business environment.

The authors bring a wealth of practical and academic experience to bear on the text. Applicable case studies support and illustrate theory.

The managing editor and one of the main contributors to the book is Prof Flip du Plessis of the Department of Marketing and Communication Management of the University of Pretoria. The other editors are Proff Johan Strydom of Unisa and Chris Jooste of RAU.



Prof Flip du Plessis, Head: Marketing Management with the book, Applied Strategic Marketing.





# Relationship marketing script wins award



Heinrich Kritzinger (left) and Prof Flip du Plessis receiving their award at Neethlingshof Cellar

**Heinrich Kritzinger, a former Tuks M Comm Marketing student who is currently employed at ABSA Bank Home Loans and Prof Flip du Plessis of the Department of Marketing and Communication Management, received the Best Paper Award at the 13th Annual National Conference of the South African Institute of Management Scientists (SAIMS) held in Stellenbosch in September 2001. The title of their winning script was "An exploratory study of the practice of Relationship Marketing by South African Small to Micro-enterprises using the Internet as an enabler".**

"Prof Flip du Plessis, Head of the Department of Marketing Management, was the study leader on my research script, which served in partial fulfilment to the course-work requirements for a Master's Degree. During a time spanning almost one year – after unlimited assistance, moral support, late-night mentoring and some much deserved hard-line verbal guidance from time to time – Prof Du Plessis guided the completion of my research script and helped me produce a body of research to be proud of," Kritzinger said.

## Synopsis

Prof Du Plessis recommended that a synopsis of the research script be entered as a competitive paper at the 13th Annual National Conference hosted from 9 to 11 September 2001 by the University of Stellenbosch. He had faith in the progressive and groundbreaking nature of the research and believed it could be of benefit to the business community and business science in general.

Heinrich told *Communiqué* about the awards ceremony.

"After a nerve-racking presentation (for both of us) and answering challenging, yet thought-provokingly relevant questions from the learned audience, we received the Best Paper Award during the award ceremony at the Toyota conference dinner that evening. Prof Du Plessis and I accepted the award with pride.

"During a night of laughter and fun, the fraternity from Tuks celebrated this achievement. It turned into a night to be remembered in the cradle of the most beautiful valleys and mountains of the Fairest of all Capes, which made it all the more memorable and special."

## Master's degree

Earlier this year, Heinrich was awarded a master's degree with honorary academic colours, achieving a cum laude pass – an accomplishment he can be proud of. I am a Tuks student through and through – and very proud of it," Heinrich said.

Heinrich Kritzinger completed a B Comm degree (1994), followed by a B Comm (Hons) degree (1995) at the University of Pretoria. Before he commenced with his masters Degree, Heinrich completed an Advertising Certificate at the AAA School of Advertising, Randburg, passing with distinction. He continued his formal tuition in 1998, commencing with a master's degree in Commerce (with specialisation in Marketing Management) at the Marketing and Communication Department of the University of Pretoria.

## Initiatives

In May 2001 Heinrich joined ABSA Bank where he is responsible for the business management initiatives for Absa Home Loans Product. Before joining ABSA, Heinrich was involved in portfolio management at BoE Bank.



# Postgraduate education with arms and legs

**For over a decade, a number of employers have warned people in higher education that a 'skills gap' is emerging at the employer/graduate interface. The seriousness of this gap is reflected in some graduate recruiters who no longer perceive academic competence alone to be sufficient.**

They are now calling for higher education to produce graduates with highly developed, recognisable and transferable skills that have to display far more than subject-specific knowledge and prove that skills development has occurred. Mélanie Prinsloo of the Department of Marketing and Communication Management decided to address this skills gap problem through the honours programme and the practical assignments that already form part of their course.

The subject chosen to trial this approach was Marketing of Services. This course followed a consulting approach in the education and training of Marketing of Services and was divided into three subsections, viz. academic insights, seminars to facilitate that and lastly an examination paper based on real-life organisations and supportive research. The research was added to take guessing out of postgraduate practical projects, where students are usually allowed to make various assumptions due to a lack of information.

This course attempted to show students how to use research results and apply it to a situation as explained by the business owners. These business owners had a threefold responsibility: firstly, to provide the students with information and support throughout the assignments; secondly to sponsor the prize money (R5 000.00 per project) and thirdly to act as members of the panel who identifies the best student group in terms of academic input and practical application of the information provided.

This course thus attempted to offer the following advantages:

- Working with business people/experienced

people in practice;

- Application of research to a real-life case;
- Opportunity to apply academic theory to practice;
- Insight into real-world constraints;
- Showing students the benefits of sharing ideas and knowledge;
- Facilitating team work in a competitive format; and
- Giving students access to possible job opportunities.

The objective of this course is to help students develop into effective business people, adding value to the organisations they are/will be part of and its customers.

This practical approach to honours assignments hopes to narrow the inevitable gap between employer expectations and graduate performance. The fact remains that students need help in the transition from academia to working life. A graduate programme that empowers graduates to increase their initial and ongoing work performance can bring about a smaller gap between expectation and performance, and will help graduates find their feet much sooner.

This trial of a postgraduate education model attempted to examine what higher education can do to facilitate the development of transferable, and especially managerial skills amongst postgraduate Marketing students using practical curricula. The basic premise of the model is that organisations need marketing expertise to grow and students need more experience and knowledge of marketing problems. This situation creates favourable circumstances for the establishment of symbiotic relationships between business and students.





# Communication Management receives **award** for third year in a row

**The Public Relations Institute of Southern Africa (PRISA) has named Benita Steyn, a lecturer in the Department of Marketing and Communication Management, as their "Educator of the Year" for the second time. She first received the award in 1998, and again in 2000. (Her colleague Ursula Stroh received it in 1999).**



Benita Steyn

Criteria for the award are inter alia a regular and ongoing contribution to the PR body of knowledge in the form of accredited articles, conference papers and industry publications; the development of new curricula; the provision of guidance and skills as a mentor to students; and service to the industry.

Based on her masters' and doctoral research, Benita initiated and wrote the curriculum for a new third year course entitled Strategic Communication Management. In response to requests from industry, she directed the third year practical project in this subject towards the development of a model for formulating corporate communication strategy. As the principal researcher and leader of the longitudinal action research project, she tutored and counselled 50 student groups per year (five students per group) as they developed corporate communication strategies and plans in collaboration with their action research partners.

In 1998 and 1999, Benita's students were required to do research into the nonprofit sector and in 2000 the government sector. This meant that students were able to impact their knowledge to sectors where strategic communication and business skills were in short supply.

Government departments that participated in the research in 2000 included Foreign Affairs, Home Affairs, Environmental Affairs and Tourism, Arts and Culture, Land Affairs and the SANDF. Other institutions such as the Reserve Bank, the Office of the Auditor-General, the Financial Services Board and the Health Professions Council, amongst others, also participated. (This year the research has been conducted in the private sector.)

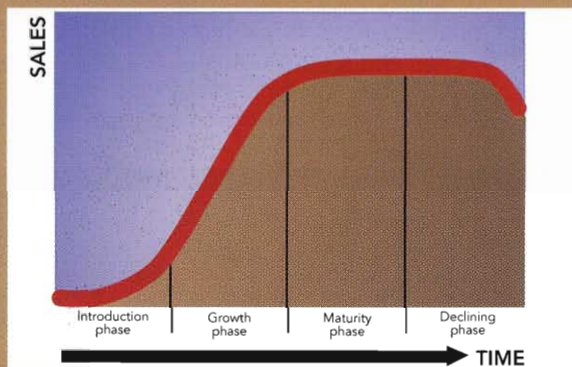
In December 2000, Benita published a book based on this research entitled *Corporate Communication Strategy*, co-authored by Dr Gustav Puth.

## Practitioners don't apply the product life-cycle

In his doctoral research Frikkie Herbst of the Department of Marketing and Communication Management conducted an exploratory study on the application of the product life-cycle concept as an instrument for marketing decision-making. The empirical part of this study was executed among small manufacturing and retail organisations in Gauteng that employ between 11 and 50 employees.

The study revealed that only 40.05% of marketing decision-makers within small manufacturing and retail organisations in Gauteng know and apply the product life-cycle concept as a decision-making tool. Of the 40.05% only 68.47% have a marketing department or function – an indication that a high percentage of small manufacturing organisations and retail organisations rely on other functional managers for marketing decision-making.

A conclusion was drawn that small manufacturing and retail organisations use and



apply other frameworks to make marketing decisions in their organisations.

It is, however, important to report that marketing decision-makers in small manufacturing and retail organisations in Gauteng do realise the value of the product life-cycle concept, although their own application of the concept is intuitive rather than scientific.

This study also revealed a definite need to revise the current product life-cycle concept theory. Provision should be made for the intangible nature linked to the service component for the successful marketing of a physical product and the successful marketing of a service in the marketing strategy assumptions of the current product life-cycle concept.



# Southern African Tax Institute in pipeline

**A consortium consisting of the Department of Economics and Accountancy in the Faculty of Economic and Management Sciences, together with the Faculty of Law, has been selected to host a proposed Southern African Tax Institute (SATI). The Institute will be situated within the structures of the Department of Economics. SATI's major objectives are to:**

Specialists  
share their  
knowledge at  
Department of  
Economics

**A number of specialists were invited by the Department of Economics to present lectures on their areas of speciality to enhance the masters and PhD programmes.**

- Dr Nico Groenendijk from Twente University in the Netherlands, is a tax policy specialist and presented lectures on taxation and the environment, the political economy of taxation and fiscal drivers in building a common market.
- Dr Eckhard Janeba from Colorado University in Boulder, presented lectures on the foundations of the Redistribution Theory.
- Prof Selcuk Caner from Bilkent University in Turkey presented lectures and a workshop on Revenue Forecasting. He also gave very valuable input on microsimulation tax modelling.

- provide high-quality training to the current and future middle and senior tax policy and tax administration officials in participating countries;
- assist the existing tax training institutes in the member countries in designing and strengthening their training programmes and training instructors from those institutes;
- offer specialised short courses in current tax issues to senior officials; and
- provide a forum for research and coordination of tax issues among the member countries.

The primary goal is to build independent capacity within Africa to address tax policy and tax administration issues.

The dramatic increase in cross-border activity requires greater cooperation and coordination in the design and implementation of tax systems. The recent approval of the SADC Free Trade Area, the EAC, as well as commencement of the COMESA FRA, heightens the need to harmonise tax systems within the respective areas of those agreements.

A survey of existing facilities and resources and discussions with public sector officials and private sector representatives identified three important requirements for tax policy to support economic development:

- i) the need for more qualified tax policy makers and tax administrators;
- ii) the need for technical assistance in addressing important current tax issues; and
- iii) the need for countries in the region to coordinate and cooperate to address common tax policy and tax administration issues from an African perspective.

SATI seeks to address these needs.

## PROPOSED ACTIVITIES

### Training

When fully operational, SATI would offer three different types of programmes designed to assist public sector officials in designing and implementing tax systems.

#### *a) Residence programme*

In this programme SATI will provide longer-term courses (nine months) to candidates, with the aim of involving them in more formal programmes of the University of Pretoria.

#### *b) Short courses*

SATI would also offer a series of short courses and workshops designed to provide in-depth training in particular areas. These courses and workshops would be modelled on those offered by such institutions as the OECD, World Bank, IMF, the US Treasury Department and the US Internal Revenue Service.

### Research

SATI would sponsor and disseminate research on issues relevant to tax policy and tax administration in Africa. The research would reflect the research needs of member countries. It would include the collection and dissemination on a periodic basis of revenue statistics and comparative information on the tax structures of member countries.

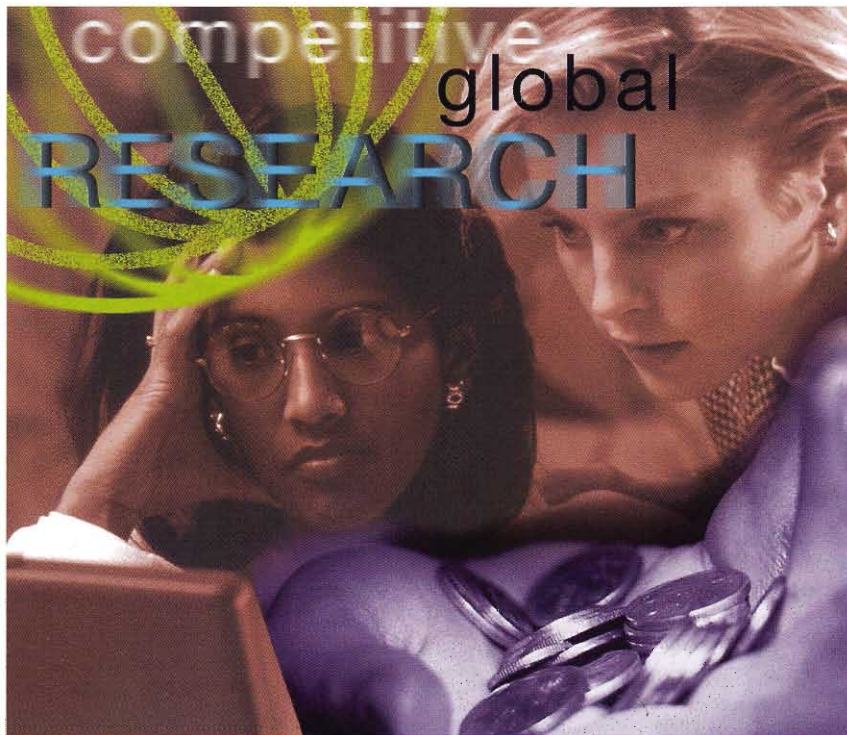


# Research is where our heart is

**Research represents the heart of an academic institution. Without high-quality research no institution can claim to be competitive. The Department of Economics supports this view fully.**

During 2000 and 2001 the department published academic papers in accredited scientific journals, some of them internationally, which constitute more than 20 units according to the Department of Education classification system. These papers cover a wide range of topics, but can broadly be categorised in the fields of Public Finance, International Economics, Development and Environmental Economics and Econometrics. These are also the core focus areas in the graduate teaching programme. Graduate students participate either actively in the research or benefit considerably from the fact that the lecturers are engaged in research at the cutting edge of their respective disciplines.

To augment basic research, lecturers are encouraged to participate actively on international forums by means of presenting papers at conferences. During 2000 and 2001 staff from the department made more than 30 international trips in this regard. Through this



intensive international exposure invaluable research contacts have been established with institutions like the University of Twente and the Vrije Universiteit in the Netherlands, the London School of Economics and several other distinguished schools in the UK and the US, such as Harvard University, as well as the IMF, World Bank and United Nations.

Over and above the academic research, the department, through its research arm BEPA (the Bureau for Economic Policy Analysis), is also actively involved in contract research. Some of the key projects completed during the last two years are the development of an economic database for the Northern Province, work done for the Competition Commission, ongoing research for the South African Revenue Services and research on the promotion of

SMMEs for Ntsika Enterprise Promotion Agency. BEPA also published its 50th Focus on key economic issues during the same period.

It should be evident that the Department of Economics, through research, is internationally competitive and locally relevant whilst acting as an idea factory.

## Progress with Palms Programme

When Prof Vil-Nkomo was the director of the SPMA, he and Prof Roy Bahl from Georgia State University (GSU) drafted a proposal for a joint master's degree offered by UP and GSU. Students would go to Atlanta for a year to study Economics, and then return to UP for a year of coursework and an internship in Public Administration. This joint proposal was submitted to the Ford Foundation, who responded that it would be willing to finance part of the project.

The proposal had been redrafted by Prof Jan van Heerden, with some inputs from the dean and the SPMA, and was resubmitted to the Ford Foundation.

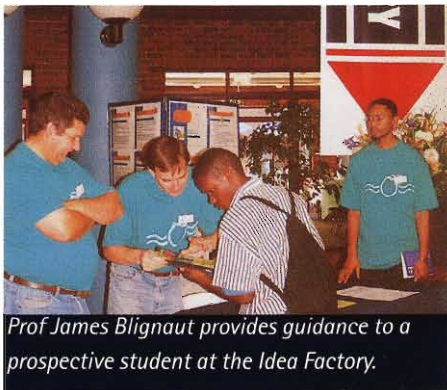
The new proposal was accepted by Ford and it looks completely different from the original proposal. Students will now start in Pretoria studying economics. They then transfer to GSU for specialist training, and then return to UP for further training in

Public Administration and an internship. The Ford Foundation awarded \$250,000 for the first year, and the grant is renewable for four years.

The Department of Economics is planning to change its whole postgraduate schedule to fit the Palms Programme, and to send the best students abroad for advanced training at some stage in their master's programme.



## Idea factory to establish core business



*Prof James Blignaut provides guidance to a prospective student at the Idea Factory.*

**Since the beginning of 2001 the Department of Economics has gone through a series of strategic workshops to redefine its core business. In this we are supported by Dr Bertie du Plessis, a change management consultant.**

Through introspection and the identification of our core competencies, the Department realised that we have been developing expertise in the field of economic policy. Our contract research and even our academic research have mostly been in the field of applied economics, and particularly in the areas of macro-economic policy and econometric modelling. We have also been consulted by various government departments and institutions over many years.

The vision that emerged from the strategic sessions was that the Department of Economics at UP would aim to be an idea factory for economic policy in South Africa. We are academics, and through pure research we should be able to develop groundbreaking concepts for economic policies to alleviate South Africa's economic problems.

The Department has already signed a large contract with SARS to build a micro-simulation model for revenue forecasting purposes. Both SARS and the National Treasury will benefit from this model. Furthermore, we have signed a contract to do research in the field of development and environmental economics for

**Continued on p 17**

# UP to empower Africa

**The Department of Economics at the University of Pretoria has secured a grant from the United Nations to initiate an economic policy analysis programme for 15 countries in southern, central and western Africa.**

The grant gives recognition to the validity of the econometric model developed by the Department of Economics within the context of the African continent.

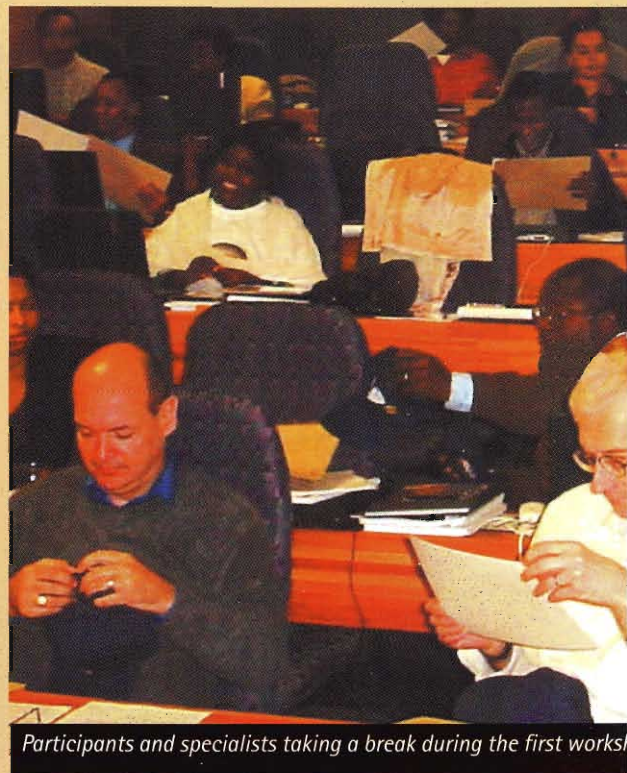
This non-profitable project aims to enhance the capacity of policy makers in African countries to formulate and implement development policies utilising internationally accepted policy-analysis techniques and economic modelling. The project aims to empower decision-makers to examine policy alternatives and forecast the economic performance of their countries under alternative policy scenarios. In addition, the project will improve regional policy coordination, allowing policy makers to evaluate the impact of world economic conditions on the regional economy and their countries.

Participating in the project are Angola, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Namibia, Senegal, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

The project is launched in partnership between the University of Pretoria's Faculty of Economic and Management Sciences and the UN's Department of Economic and Social Affairs.

The Department of Economics at the University of Pretoria is internationally recognised as a key player in the field of econometrics and economic policy-making.

The executive coordinator of the project is Dr Charlotte du Toit, economist at the Faculty of Economic and Management Sciences of the University of Pretoria. The University provides the infrastructure for the project. The first in a series of five work-



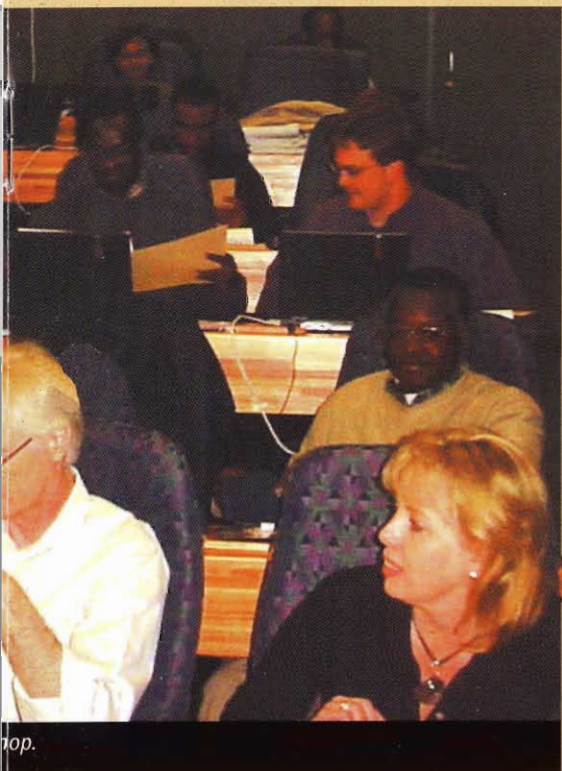
*Participants and specialists taking a break during the first workshop.*



*Prof Jan van Heerden and Sibusiso Vil-Nkomo meeting Ms Angela King and Jane Connors from the UN.*



# can countries



shops on macroeconomic modelling, policy analysis and forecasting were held from 18 June to 3 July 2001. The workshop was attended by representatives of 16 institutions from 15 countries in southern, central and western Africa, as well as representatives of the United Nations Headquarters, UNDP, AERC and international consultants from the UK, Canada and Nigeria. The project utilises UN in-house expertise, international consultancy assistance from Canada and the UK and, to a great extent, local expertise. All the participants returned for the second workshop in November 2001

### Highest praise

The first two workshops received the highest praise and were considered to have been very successful. Special reference was made to the selection of participants, the quality of the preparatory work and the quality of background materials, logistics and hospitality. Appreciation was expressed for the instructional staff and technical support.

The instructional staff included a team of three international consultants selected from project LINK, professors from the University of Pretoria, instructors from other South African universities, the South African Reserve Bank and local private institutions. Local computer experts set up a local area network (LAN) in the main lecture hall, which also provided Internet connectivity for the computers provided to all participants.

University of Pretoria personnel experienced in the design and implementation of Web-based instructional programmes for distance learning provided some of the training in software applications.

Prof Vil-Nkomo, Dean of the Faculty Economic and Management Sciences, comments: "The fields of quantitative policy analysis are critical for the sustainable economic development of South Africa and Sub-Saharan Africa. We must enter new fields of economics, such as the new econometric analysis of applied economics. Our faculty provides that knowledge and expertise."



Prof Jan van Heerden with Ms Ada Samuelson from the UN head office and Naheed Atiq Haque from UNDP, SA.

## Investment and Trade Policy Centre established

**The ITPC has recently been established in the Department of Economics, and it will be tasked with developing capacity in both the investment and the trade sectors in South and southern Africa via four strategic programmes, namely (a) capacity building; (b) trade and investment policy research; (c) policy advice and formulation; and (d) consultancy work.**

In a rapidly globalising world, South Africa, as a leader among developing countries and as crucial example to neighboring countries, must have skilled negotiators with strong technical background in law and economics to represent our interests in dealing with international organisations such as the World Trade Organisation, the World Bank and the IMF.

South Africa has a great shortage of good civil servants with strong skills in trade and investment theory and practice, trade negotiations, dispute resolution, customs administration, finance and privatisation. Recent failures to secure satisfactory agreements with the European Union were to a large extent due to a general lack of the necessary skills among the members of the South African negotiating team.

We are certain that the ITPC will help to address these problems.

### Idea factory from p 16

the Northern Province. The direct outcome of this research will be policy advice on the investment strategies of the Province to avoid the poverty trap.

The Department is in the process of restructuring all our activities, namely teaching, academic research, contract research, modelling, etc, in such a way that each member in the Department takes ownership of a programme or project with a small team of colleagues. All the teams comprise the idea factory and work towards the common goal, namely becoming the foremost generator of concepts for economic policy in SA.



# The sky is the limit

**Professor L P Vermeulen is handing twenty CDs to Mr Pieter Schwartz, head of the technics department of Waterkloof High School. The CDs contain interactive training programmes to support learner pilots in decision-making.**

The programmes entitled "Progressive Decision-making" and "Weather-related Decision-making" have been developed through the Aviation Safety Programme of the Federal Aviation Administration of the USA Department of Transport. The FAA granted Prof Vermeulen permission to duplicate the CDs and to make them available to Waterkloof High School's students in Aviation. These students are potential candidates for the Department of Human Resource's B Com/B Admin degrees in Aviation Management. Mr Schwartz, who received the CDs, is directly involved in the training of learner pilots at the school.



The Waterkloof High School Aviation Academy is a joint venture between the Waterkloof High School and South African and international aviation companies. The South African Airforce is also a strategic shareholder in this venture. Selected and interested pupils complete a normal science-based curriculum and are also tutored in aviation-based subjects. They receive

flying instruction that may lead to recognised flying licences.

The Aviation Academy was founded in 1995 by parents of pupils at Waterkloof High School. Reshoma High School in Soweto is the only other school in the country that has been chosen to participate in this project. The aim is to give children from previously disadvantaged communities an opportunity to become directly involved in a venture that would accept, expose and train scholars through their normal schooling in a high technology aviation environment.

From the outset only a small number of children became involved, but the project has

**Continued on p 19**

## PhD: Organisational Behaviour

There is a great shortage of management scientists with the ability to provide guidance in academic life as well as for consultation-driven activities in profit and nonprofit organisations. The PhD: Organisational Behaviour aims at decreasing this shortage.

### Aims of the programme:

- To upgrade the level of scientific knowledge and understanding of organisations (in their various guises) and of the behaviour of people in relation to organisations.
- To provide South African organisations with leaders who have vision, analytical skills and the attitudes to lead their organisations effectively into the future.
- To provide academics and scientists with excellent research and teaching skills in order to create and disseminate knowledge about organisational behaviour in nonuniversity organisations.

### Structure:

- Four-year programme (two years of theoretical studies plus two years' research).
- The programme consists of one major subject, namely Organisational Behaviour and at least two minor subjects, such as International Management and Research Methodology, and a thesis.
- The programme can be adapted to meet the needs of individual students. In some instances, credit may be awarded and in other instances more bridging or reading work may be required.

For more information, contact: Dr C Hoole, Department of Human Resource Management, tel (012) 420 3846, email: choole@hakuna.up.ac.za



# Human Resources becomes international again

**The need to compare standards internationally has become increasingly relevant in the field of Human Resources Management. Rapidly changing work environments involving technology, workforce diversity and organisational design necessitate an open and innovative mindset backed by solid scientific knowledge. The Department of Human Resources Management has been contributing to the development of the science by attending national and international conferences and delivering papers of outstanding quality.**

Despite increasing lecturing workloads, the department has delivered 39 papers at national and 69 papers at international conferences since 1994. Apart from achieving the best paper awards in the second as well as the third Biennial International Conference on Advantages in Management held in Calgary, Canada and Boston, USA respectively, the delegates gained valuable insight into global practices in the field of people management, and succeeded in establishing an academic network ultimately benefiting the University of Pretoria.

The Department proactively involves postgraduate students in research and the publication of articles. Students are also encouraged to attend conferences and to present papers in collaboration with academic personnel to expand their expertise and develop a positive attitude towards the academic world.

The most recent international conference attended was the European Work and Organisational Psychology Conference held in Prague. Twelve papers were delivered and

ten delegates from the Department of Human Resources Management attended. Four of these delegates were students.

The delegation listened to interesting and worthwhile papers, and still found time to enjoy the city of Prague and its surroundings. The Old Town Square, the famous bridge, the castle and numerous concert venues and cathedrals were visited and admired, as were the shops in every part of the city.

An unexpected highlight was to experience the excitement and euphoria when the Czech Republic won the world ice-hockey championships.

The marked differences between the general outlooks of the people of Prague and South Africans were very interesting to these students of human behaviour. Former students of the department currently employed in the human resources field in Prague helped to increase the delegates' understanding of different work ethics.

Contact with academia from other parts of the world once again served to emphasise the high quality of work done by the University of Pretoria.

## Sky from p 18

grown and today more than 75 pupils from every walk of life in South Africa participate. During 2001 sponsorships from Aerosud, BAE Systems, Air BP, together with the pioneering vision at Waterkloof High School, enabled 10 pupils from previously disadvantaged communities (from a selection of Tshwane and Soweto schools) to enter the programme as live-in learners. Waterkloof High School offers top-class exposure to the aviation world, specialist aviation ground training and flying training for these future Tuks students.



*Tuks and UNISA colleagues at a social gathering in Prague. During their visit they met Mark Pautz (seated in the middle) who is an alumnus of Tuks and currently the Personnel Director of Deloitte & Touche in Europe.*



# MPhil INTERNATIONAL management

The stated vision of the University of Pretoria is to be internationally competitive and locally relevant. This approach testifies to the fact that the University acknowledges the important role it fulfills within South and Southern Africa.

The primary purpose of this degree is to provide business people with an advanced level of knowledge, insight and competencies in the multi disciplinary areas related to international business management.

This course will provide a cadre of competent, culturally sensitised international managers to contribute to the global competitiveness of Southern African firms.

**CORE MODULES** International Business Management, International Law, International Administration, International Marketing, International Economics, International Financial Management, Research Dissertation.

**ELECTIVE MODULES** International Ethics, International Politics, International Communication Management, International Tourism Management.

**DURATION** Two years (limited contact with a final dissertation), starting January 2002.

**LANGUAGE** English (individuals may submit assignments and write examinations in Afrikaans).

**CLOSING DATE FOR APPLICATIONS** 30 November 2001.

**ENTRY REQUIREMENTS** BCom Honours (every application will be evaluated individually and experience will be taken into consideration). Students without the necessary fundamental knowledge, might have to do a bridging course.

## FOR FURTHER INFORMATION AND APPLICATIONS CONTACT

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University of Pretoria, PRETORIA 0002  
TEL (012) 420 3358 • FAX (012) 362 5198  
E MAIL mehlers@hakuna.up.ac.za

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University of Pretoria, PRETORIA 0002  
TEL (012) 420 3418 • FAX (012) 362 5085  
E MAIL ejnorth@hakuna.up.ac.za



# UP students take up Global Challenge



*Dr Tienie Ehlers and Marc with their host from Washington University.*



*Michelle, Marc, Elizabeth, Estelle during their global challenge visit to Washington University.*

**The Faculty of Economic and Management Sciences was chosen by the University of Washington in Seattle, USA to compete in a Global Business Challenge case study. Sixteen universities from all over the world are chosen each year to compete against one another in a global business case study. The case study includes strategic, marketing, financial and all other management issues covered by our Faculty. The students only get 48 hours to study the case and come up with solutions.**

It was the first time any African country had been selected to take part, and it was therefore quite a privilege for South Africa and the University of Pretoria to be chosen. Five top students and one faculty advisor were selected by the Faculty. They were:

#### **Faculty advisor:**

Dr Tienie Ehlers (Department of Business Management)

#### **Students:**

Elizabeth du Preez (Department of Tourism)

Ready Makondo (SOBA)

Marc Reitsma (Department of Marketing and Communication Management)

Estelle van den Bergh (Department of Human Resources Management)

Michelle Nyamukachi (SOBA – alternate student)

These five students, with the exception of Michelle, are currently studying towards their honours degrees. The team left for the USA on Saturday, 31 March 2001.

All five students were brilliant ambassadors for our country, and specifically for our University.

They were without a doubt one of the most popular teams among the other 15 participating teams. They were also the most diverse among the participating teams, yet their teamwork was outstanding and their positive attitudes deserve special mention.

To complete the business challenge, the students had to work for 48 hours non-stop – they slept for only about four hours during that time – on an extensive 30-page case study. During the presentation on the Saturday morning, they were divided into four groups of four teams each. They were teamed up with Canada, Chile and Bolivia. Even though they only chose a winner in each group and no second or third place, the judges informally mentioned to Dr Ehlers that the South African students achieved a good second position.

#### **Outstanding**

The presentation of the group, especially the quality of slides and presentation skills, was outstanding.

Unfortunately they did not fare as well during the Questions-and-Answers session. This can mainly be attributed to the fact that it was their first real competition experience and they were too nervous. Other teams coped better, because they compete against other schools on a regular (monthly) basis. Some universities, such as Canada's McGill University, even offer a course entitled Business Case Studies.

Our team did us proud. Their main concern was to be invited back again next year, but unfortunately that would be impossible. This competition is in its third year now and every school (university) can only be invited once and never again until they run out of universities. The only teams that are invited back again are the host university (University of Washington) and the winning team (this year also the University of Washington). Even though this is sad, they did get the news that a South African university would definitely be invited again.

The team relayed their gratitude to the University, the Faculty and the specific Departments for putting faith in them to represent them. As the advisor Dr Tienie Ehlers said: "As advisor I can assure you I was on and off the 'field' proud to be a South African because of the attitudes and professionalism of our five students."



# Logistics expertise an asset to country and continent

**The University of Pretoria has awarded the first honorary professorship in supply chain management to Leon Raath, CEO of Promat.**

This academic first is an acknowledgement of the importance of logistics in a country like South Africa and on the continent of Africa, where there are vast distances to be covered intracontinentally and intercontinentally and where special obstacles need to be overcome, according to Professor Sibusiso Vil-Nkomo, Dean of the Faculty of Economic and Management Science.

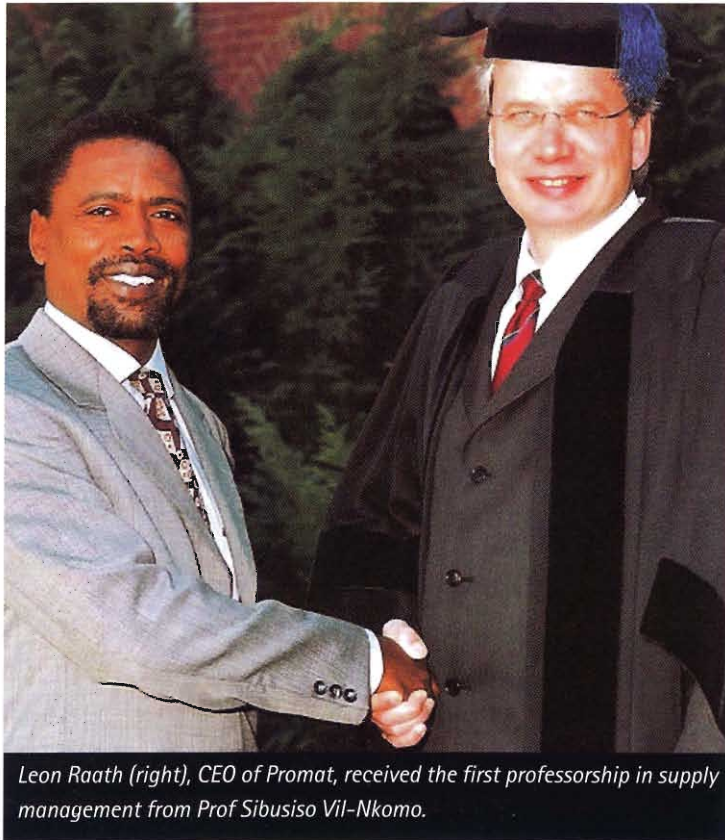
In his words: "In modern business, supply chain management is a critical component of excellence. South Africa is striving to achieve global competitiveness, and we hope to draw on Professor Raath's expertise to improve practice in this field in our country and subcontinent."

## Super-efficiency

"Growth and development in South Africa and Africa are very dependent on super-efficiency in supply chain management," comments Raath, for whom the subject is a special passion. Professor Raath is a senior business executive of international standing and he is highly regarded as a specialist in logistics and supply chain management, procurement, inventory and distribution management.

Raath is committed to ensuring that the skills and expertise he has gained in this field are used to the benefit of both our country and the whole continent. The former World President of the International Federation of Purchasing and Materials Management turned to Raath to take the lead in establishing the first Centre for Advanced Purchasing Studies for the African Continent (CAPSA), and he is the founding director of CAPSA. Professor Raath has also initiated the first industry-driven and practitioner-driven research in procurement for best practices in industry and black economic empowerment.

The expertise gained by this son of Africa is internationally recognised. For example, the editor of the US-based top technical research publication, the Journal of Supply Chain



*Leon Raath (right), CEO of Promat, received the first professorship in supply chain management from Prof Sibusiso Vil-Nkomo.*

Management, selected Raath to join just four other practitioners from around the world as associate editor of the publication. He has also been appointed by the United Nations as one of seventeen practitioners from twelve African countries to participate in an executive programme in the United States.

## Honorary professorships

Only two honorary professorships have previously been presented by the Department of Business Management of the University of Pretoria – one to Anton Rupert, well-known South African businessman and founder of the Rembrandt Group in 1964, and the other to Jan Visser, president and founder of the NPI (National Productivity

Institute) in 1992.

While an honorary professorship is an acknowledgement of great achievements, it is also intended to enhance and broaden the knowledge available to students in the Department. Although honorary professors are not remunerated, both of the previous recipients have made significant contributions – Dr Anton Rupert presented annual lectures between 1965 and 1985, while Dr Visser has been lecturing regularly since he received his professorship in 1992.

The Faculty of Economic and Management Science calls Prof Raath "Mr Supply Chain Management in South Africa" and in this capacity, he will be able to make a significant

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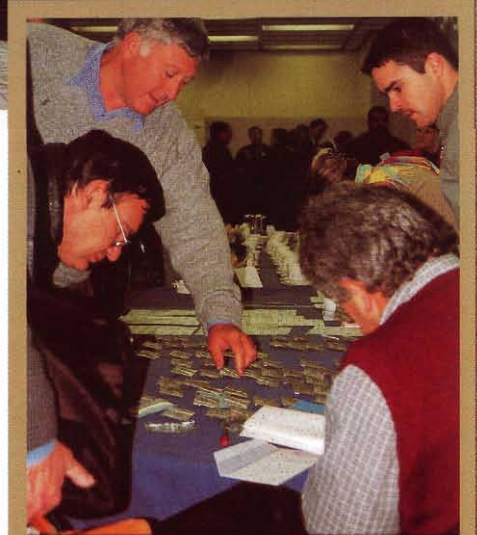




*On our way to Welmoed*

# SAIMS 2001 another highlight

The SAIMS Conference was held in the Boland this year and was again the highlight for everyone concerned with research and teaching in the Management Sciences.



*Registration at the conference*

## SAIMS Conference: 2002

**CHALLENGES FACING EMERGING MARKETS IN TRANSITION**  
**SAIMS Conference: 2002, 29 – 30 September SUN CITY**

The SAIMS invites scientists concerned with research and teaching in the Management Sciences, industry as well as all other persons with an interest in the Management Sciences, to the 14th National Conference to be held from 29 – 30 September 2002 at Sun City.

Issues covered will be:

- Management, marketing and communication
- Small business and entrepreneurship
- Tourism, social investment, ethics and environment
- Public sector management, finance, economics and accounting issues.
- Lessons from industry.

All papers should reach us by 30 April 2002

For information call: Kotie Eulitz, (012) 420-3800, keulitz@hakuna.up.ac.za  
 OR Prof G Nieman, ghnieman@hakuna.up.ac.za

### Logistics expertise continued from p 22

contribution to a field in which Africa and South Africa urgently need to develop knowledge and expertise.

He is delighted that he will be assisting students at his own university, in his own country, and hopes that he will enthruse young people to study supply chain management.

"We need to reach and exceed global standards in logistics in order to compete in world markets – and being competitive in world markets is critical if we are to flourish as a country." The University of Pretoria is contributing significantly to the supply chain management knowledge base in South Africa – it is the only university in South Africa whose Logistics and Supply Chain training programmes have been certified internationally by the European Certification Board of Logistics (ECBL). "I am proud to be associated with this tertiary institution," says Prof Raath.



# School of Financial Sciences restructures

**The School of Financial Sciences used to consist of two departments, namely the Department of Accounting and Finance, and the School of Accountancy, but to meet the changing demands for training of accounting professionals in South Africa, the School of Financial Sciences will restructure from January 2002.**

The School will now consist of four departments: Accounting, Auditing, Financial Management and Taxation. Prof C Koornhof

*The task team responsible for the development of the new structure was Prof C Koornhof, H de Jager, M Stiglingh and E Oost.*



(Accounting), H de Jager (Auditing) and E Oost (Financial Management) have been appointed as the heads of the departments. The head of the Taxation Department will still be appointed. Prof De Jager will act as chairperson of the School of Financial Sciences until the end of 2001 when a new chairperson will be appointed.

As part of the restructuring, the degrees offered by the School have also been rationalised. The B Com (Accounting Sciences) degree, now includes a number of subject choices and will incorporate the existing degree BCom (Financial Accounting), BCom (Internal Auditing) and BCom (Financial Management). The BCom (Accounting Sciences) degree meets the requirements of the Public Accountants and Auditors Board and the South African Institute of Chartered Accountants.

The BCom (Investment Management) degree focuses on the theoretical and practical issues of investment, portfolio and treasury management. This degree prepares students to write the qualifying examinations of the Chartered Financial Analysts (CFA) in the United States of America.

The entrance requirements for the degrees in the School of Financial Sciences have been revised to ensure that we attract high quality students to meet the growing need for accounting and investment professionals and accounting academics in South Africa.

## ACCA launches new syllabus

**Tertiary education lecturers from institutions throughout Southern Africa attended the two-day Teachers' Conference organised by the Association of Chartered Certified Accountants (ACCA) in Sandton on 16 February 2001.**

Professor Carolina Koornhof and Dr Jean Myburgh represented the Department of Accounting and Finance at the conference. The purpose of the Conference was to update lecturers on ACCA's new syllabus. Examinations on the new syllabus commence in December 2001.

The Head of ACCA South Africa, Simon Burdett, said that in the run-up to the launch of the new syllabus, the ACCA completed an extensive two-year worldwide consultation process with employers, students, tuition providers, professional bodies and regulatory authorities.

He also said that the ACCA recognised the speed of change and the demands being made on accountants worldwide. The new syllabus, however, will keep ACCA-trained accountants at the cutting edge of development in the profession.

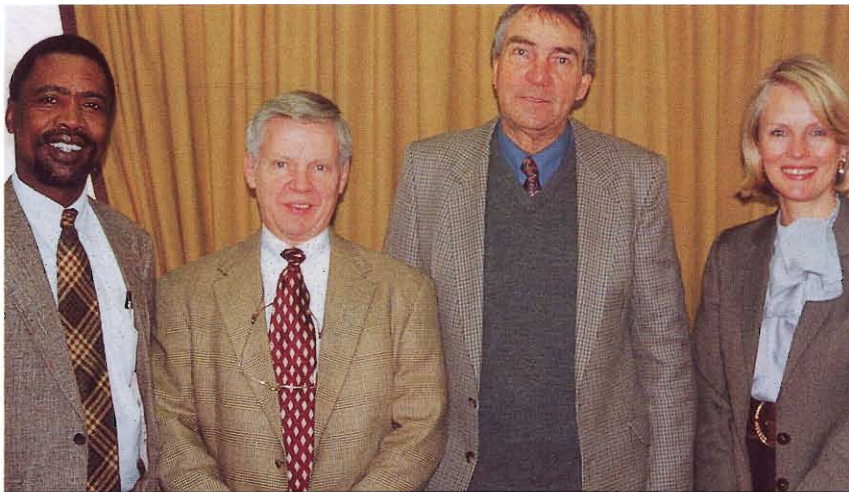
The Department of Accounting and Finance has recently been appointed by the office

of the Auditor General to assist in preparing their staff for the ACCA examinations based on the new syllabus.



*Prof Carolina Koornhof Head: Department of Accounting.*





From left to right: Prof Sibusiso Vil-Nkomo, Dean: Faculty of Economic and Management Sciences; Prof Glenn Summers, Louisiana State University; Prof Daan van der Schyf, Division Head: Auditing, Department of Accounting and Finance; Prof Carolina Koornhof, Acting Head: Department of Accounting and Finance.

# Progress in Internal Auditing

through sharing of knowledge and expertise

**The LSU Centre for Internal Auditing and the Audit Division of the Department Accounting and Finance at UP agreed to share knowledge and expertise. The agreement, which was reached in a spirit reflected by the motto of IIA Inc, namely "Progress through sharing", may be seen as a further development of the existing agreement between LSU and UP. The cooperation agreement provides, inter alia, for research cooperation, joint professional and academic presentations and the exchange of lecturers and students.**

Prof Glenn Summers, Director of the Center for Internal Auditing of Louisiana State University (LSU), visited the Audit Division of the Department Accounting and Finance from 30 July to 10 August 2001. Prof Summers is internationally regarded as a world leader on the subject of internal auditing education. He established the first Endorsed Internal Audit Program (EIAP), which was accredited by the Institute of Internal Auditors Inc (IIA Inc) at LSU more than a decade ago.

The University of Pretoria obtained EIAP status in December 1999 – the first higher education institution in Africa and in the southern hemisphere to do so. Worldwide there are 41 universities that have EIAP status, of which 33 are in the USA. The EIAP of LSU is generally regarded as the leader in the internal auditing field. A large number of practitioners are involved with internal education in the EIAP of LSU. Students are exposed to "activity based learning" by means of case studies.

In a final remark in the agreement, Prof Summers expressed his gratitude for the hospitality that he had enjoyed at UP. He donated three once-off awards of R1 000 each to deserving students at third-year level, as a symbol of the working agreement and in appreciation for the warm hospitality by the Department and students at UP. After his visit to UP, Prof Summers was the main speaker at the National Conference of the Institute of Internal Auditors (SA) in Sandton.

## This is the portfolio for future investment



Prof Ebo Oost (left) and Mr Gerhard van de Venter, developers of the degree programme in Investment Management.

**To meet the challenges posed by financial institutions, the Department of Accounting and Finance introduced a BCom degree with specialisation in Investment Management during 2000. At the end of 2001 the first group of students will graduate and most of them will continue with an Honours degree in Investment, presented for the first time in 2003.**

### Curriculum

The Investment Management programme enables students to meet the demands of an ever-changing investment environment and in the process to enhance their career opportunities. Although no approved training has been set as a prerequisite, the Financial Services Board does provide certain guidelines to professional investment managers. The degree courses can serve as a foundation for recognition as a professional investment manager.

The programme is structured to incorporate the curriculum of the highly sought-after international Chartered Financial Analyst (CFA) qualification. It covers a wide range of subjects, including shares, bonds, property and venture capital analysis, portfolio man-

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# SPMA links up with top US School



From left to right: Dr Enslin van Rooyen (SPMA); Prof Randall Baker (Indiana University); Prof Sibusiso Vil-Nkomo (Dean); Dr Martin Carstens (Faculty Manager); and Prof Nico Roux (SPMA)

**A recent visit by Professor Randall Baker, Director of International Programmes at the School of Public and Environmental Affairs (SPEA), Indiana University (USA), to the School of Public Management and Administration (SPMA), paved the way for exciting new exchange possibilities for postgraduate students and staff of both universities.**

Prof Baker's visit follows similar visits by Prof Chris Thornhill (1999), and Prof Nico Roux and Dr Enslin van Rooyen (2000) to Indiana University, which established a foundation for the development of solid ideas for such a rela-

tionship. It is envisaged that SPEA would send four merit Masters in Public Administration (MPA) students to SPMA during 2002. These students will register for an MPA course of their choice at UP in order to obtain predetermined credits. Degrees will be conferred at the home university. A similar programme will be developed by SPMA to commence during the latter half of 2002.

SPEA's Masters of Public Affairs programme has been rated third best amongst 248 similar programmes conducted at various US universities during 1998 by the US News.

Entering into an exchange agreement with SPEA would not only ensure top quality research possibilities for SPMA staff and students, but also provides for opportunities for SPEA staff and students to obtain maximum academic exposure at SPMA. It is believed that an exchange programme of this nature will, apart from its academic value, also provide for cross-cultural pollination, which should enhance the individual capacity and experience of students and staff of both universities.

Details of an agreement of cooperation have been discussed between Prof Vil-Nkomo and Prof Baker, and the signing of such an agreement should take place towards the end of the year.

## Portfolio from p 25

agement, technical analysis, derivatives and many more.

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

Financial Accounting. Only students with an M-score of 15 and a minimum mark of 50% for Mathematics higher grade in a Grade 12 examination will be accepted by the Department.

Computer-based training forms an integral part of investment management training and a fully equipped computer laboratory has been established to expose students to this exciting environment. Software packages that simulate real-time investment decisions are made available to students. In addition, students are expected to complete an internship at an approved financial institution during the final year of study.

During the development of the undergraduate programme in investment management, the requirements of potential employers were used as benchmarks. Close co-operation with employers led to the establishment of a Chair in Investment Management. An Advisory Committee made up of academics and practitioners was established to ensure high quality training in this field. The Chair is sponsored by Rand Merchant Bank Asset



# SPMA takes the lead in operationalising the **KELP** initiative

**Towards the end of 1999 an agreement was signed that made the School of Public Management and Administration (SPMA) a partner of the KELP (Knowledge Exchange and Learning Partnerships) programme funded by USAID.**

The primary goal of the KELP programme is the promotion, use and integration of instructional technology in research and learning of public affairs. SPMA was selected as the leading institution for the Southern African section of the KELP programme, which implies, amongst other things, the redesign of curricular programmes to become web-based and the development of CD-ROMs that can be shared with other African universities, in collaboration with the leading universities in the United States.

To operationalise the KELP programme to this end, an opportunity was created for permanent staff members of SPMA to pay a short visit to some of the selected universities in the United States. The main aim was to share in the experience of colleagues abroad who were involved in web-based curricular design and education, as well as to share views on the contents of selected course material.

## **First staff members**

Prof Nico Roux and Dr Enslin van Rooyen were the first SPMA staff members to embark on the KELP/PUBLIC AFFAIRS NETWORK initiative. Visits to the Universities of Howard (Ralph Jo Bunche School of International Affairs and Patricia Roberts Harris Public Affairs Program), Syracuse (Maxwell School of Citizenship & Public Affairs) and Indiana in Bloomington (School of Policy and Environmental Affairs) were conducted. Subsequently, Prof Petrus Brynard, Dr John Mafunisa, Ms Gerda van Dijk and Mr Kabelo Moeti, all staff members of SPMA, have conducted similar visits to various universities in the United States of America.

The objective set was to investigate and gain exposure to instructional technology and subject-related matter in the fields of Policy Management, Organisational Theory and Practice, Environmental Management and Local Government Affairs. During the visits, key academics of the three institutions were targeted for consultation purposes to facilitate and bring about a truly reciprocal interactivity between the KELP-partners. In addition, the respective instructional technology facilities were also studied in order to gain knowledge of the different existing methodologies most applicable to South Africa, and their compatibility with the Instructional Technology facilities at the University of Pretoria.

## **Web-based course**

Prof Nico Roux and Dr Enslin van Rooyen are implementing the postgraduate web-based course on International Management and Administration, which will be available on the Internet by the end of September, as well as a post-graduate course on Environmental Management, which will become available by the middle of 2002.

*From left to right: Prof Nico Roux (SPMA); Prof Michael Nwanze (Deputy Chair: Ralph J. Bunche International Affairs Center, Howard University); Dr Maria Beebe (KELP); Dr Enslin van Rooyen (SPMA) and Prof Alvin Thornton (Howard University)*





# UP Tourism among the world's prestigious

**The Department of Tourism Management at the University of Pretoria has met the highest standards in tourism education and has become the first World Tourism Organisation (WTO) Tedqual-certified Tourism Education Institution in Africa.**

The Société Générale de Surveillance (SGS), under the auspices of the World Tourism Organisation's Themis Foundation, carried out an extensive Tedqual audit of the Department's programme with 183 criteria within six broad categories, namely the student, the curriculum, the faculty, the infrastructure, the management, and the relevance to the tourism industry and society.

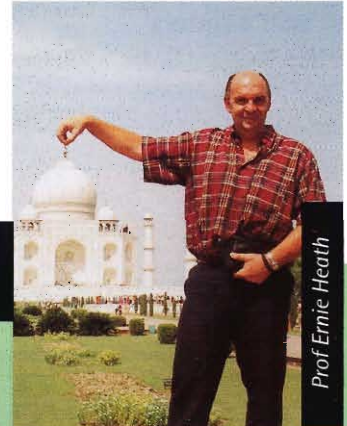
The University of Pretoria will now join the prestigious WTO Education Council, along with numerous other prestigious universities worldwide.

Among the numerous benefits of certification are:

- Participation, collaboration and staff and student exchanges in a club of international institutions that strive for excellence in their training programmes;
- Collaboration with the WTO in the design, dissemination and implementation of a range of educational products and services in tourism; and
- Compatibility of information, methodology and content of tourism programmes on a worldwide scale.

Dr Dawie de Villiers, Deputy Secretary-General of the World Tourism Organisation, congratulated the Department on its certification and said: "Training and human resource development is fundamental to a competitive and successful tourism industry. The University of Pretoria has taken a lead in setting standards for tourism education in South Africa and is well prepared to meet the tourism challenges of the future."

According to Prof Ernie Heath, Head of the Department of Tourism Management at the University of Pretoria, the months of analysis, evaluation and comprehensive reports were well worth it. "This is another positive building block towards achieving our University's vision of international competitiveness and local relevance. Now our students taking the BCom degree in Tourism Management as well as postgraduate programmes can rest assured that the qualification they obtain has international recognition and acceptance. Our challenge is now to build on this achievement and to make use of every opportunity to ensure that we add value to the advancement of the tourism industry in Southern Africa."



## A true man of the world

**Prof Ernie Heath, Head of the Department of Tourism Management and Director of the Centre for AfrikaTourism is an expert in strategic tourism management, strategic destination marketing and rural and community tourism development and promotion.**

He is well-known internationally and has been with UP since 1996. The most recent highlights of his career are the following:

- Prof Heath received the first Chairman's Merit Award from the Indian Ocean Tourism Organisation (IOTO) for his special effort in creating IOTO's first strategic plan and for his extraordinary contribution to IOTO's

growth and progress. He was also appointed as Strategic Specialist Advisor to the IOTO.

- His name was included in the 2001 Marquis Who's Who (world edition) for his international contribution to the advancement of community-based tourism development and destination marketing.
- He received Skal International's first South African President's Award in recognition of his role in the development and promotion of tourism in South Africa.
- He has been appointed to the World Tourism Organisation (WTO) Education Council Tedqual Committee, which is made up of 15 international tourism experts. In this capacity he has assisted in the Tedqual certification process for, among others, the Faculty of Tourism and Food at the Dublin Institute of Technology; Hong Kong Polytechnic University; Bogazigi University, Turkey; and Esade Private University, Barcelona.
- Prof Heath was elected as Fellow of the Tourism Society of Britain.
- He was elected as Fellow of the Institute of Marketing Management (IMM) and appointed as Honorary Vice-President of the South African Institute of Marketing Management (IMM).
- He was appointed to the National Tourism Research Advisory Committee by the Department of Environmental Affairs and Tourism.





## Meet the other side of **tourism**



*At the beginning of this year the T TSA committee toured to the north of South Africa to plan for the year and to share their knowledge about the industry with new tourism organisations.*

**Tourism has a different face that people outside of this exciting industry do not always notice – that is until you meet the people of the Tuks Tourism Students Association (T TSA). T TSA is one of the largest associations at the University of Pretoria and is made up of all the registered Tourism students and the staff of the Tourism Department.**

T TSA is committed to maintain, through teamwork, an open communication channel between the students, the department and the industry, national and internationally, and to become well-known with other associations.

Its mission is to establish a team spirit rather than a department with students, through respect, compassion, integrity and courage. The needs of the students and the community are the guidelines of the T TSA. Contributions to the high academic standard of the Tourism Department are made by providing students with further services.

T TSA had a new, colourful uniform made to enhance the 'life' of Tourism. This underscored the dream of having a distinctive logo and badge – a dream that came true in 2001.

At the end of the year function for third years in 2000, the committee showed what they had learned about function organising and contributing to the community. At the end of the evening all the untouched food was taken to the Brooklyn Police Station and distributed to homeless people.

At the beginning of this year the T TSA committee toured to the north of South Africa to plan for the year and to share their knowledge about the industry with new tourism organisations. "We really got involved with the community there, working closely with them. Living in the bush with no running water or electricity really made this a challenge – bigger for some than others!" said Yolandi Linde, T TSA Chairperson 2000/2001.

Welcoming the first-year students at a social event and changing the face of their

newsletter are all in a day's work. The Tourism Times is published three times a year, informing students about events and industry news.

"To the T TSA, the needs of the community became very important as the real need in our local community was experienced. In August, a charity week was organised. After that week, a lot of goods could be delivered to the Paul Jungnickel Home.

The Friday we went out to play with the kids at Louis Botha Children's Home and to give these sweet ones some greatly needed attention and plenty of sweet stuff! We all became acutely aware that you don't realise what you have until you see what others need," said Yolandi Linde.

After the great success with this project, it was decided to extend it to the whole BCom Faculty. The proceeds of this event were delivered to Eendracht Laerskool. The charity project with this school will carry on during 2002.



## Training business and system analysts

**The complexity, increasing sophistication and globalisation of South African businesses have created a unique opportunity for the Department of Informatics to become involved in the training of business and systems analysts. After investigating the modern business structure, the need for competent people in key positions in the organisation has been identified.**

With the collaboration of CEatUP (Continued Education at University of Pretoria), a certificate programme has been developed to address this specific need.

The courses have already been running for twelve months and have been successfully presented to Momentum Life and ABSA. Future reservations for the course have already been made for most of the latter part of 2001.

The Certificate in Business and Systems Analysis is a part-time course aimed at developing the analysis and design skills of systems and business analysts. The course normally extends over 12 weeks with one three-hour session per week.

This course could also be presented as a full-time five-day course.

The course focuses on the typical skills required by professional systems and business analysts. Theoretical concepts are supplemented by practical work, a comprehensive case study and assignments. Business Communication Skills, Process Modelling, Data Modelling, Object Modelling and Systems Design and Implementation are but a few of the topics covered by the course.

This certificate will enable business and systems analysts to meet deadlines, to deliver well-documented systems and to stay on top of the changing and demanding environment. Moreover it will give an organisation the competitive edge where it is needed most.

## Informatics Research focuses on various research issues

**The Department of Informatics consists of a dynamic group of 16 staff members who investigate various aspects of informatics research and its related disciplines. Informatics research is, due to its relevance to many areas, interdisciplinary. Therefore it includes theories from the fields of computer science, decision theory, economics, management and behavioural sciences, amongst others. So far, staff members from the department have produced five accepted journal articles, two book chapters, two invited international conference papers, 15 international conference papers and five national papers during 2001.**

Departmental research focuses on four fields. Firstly, the theoretical aspects of Informatics, that is the fundamental thinking and theory of informatics, are investigated. Aspects currently under investigation are the following: a theory of systems development, a theory of management information and a research methodology for Informatics. Secondly, the socio-economic impact and implications of information systems and technology are investigated. Thirdly, the adoption and use of information technology in the organisation are examined, with special emphasis on teaching and electronic business. In particular, we investigate the application of information technology to enhance the effi-

**Continued on p 31**



*Gys le Roux (left) meets Leo Robben (Managing Director of the Bureau for International Activities at TU/e.)*

## Department of Informatics investigates international collaboration

Gys le Roux, one of the lecturers of the Department of Informatics recently visited the Technical University (TU) of Eindhoven to investigate possible collaborations between the TU and the Department of Informatics and the School of Information Technology. Joint research and further opportunities for exchange programmes between the two universities were discussed.



# My walk to IT - a personal exposition

By Wayne Motha, Department of Informatics

*If you do not have confidence, you will always find ways not to win. (Carl Lewis)*

**Until recently I was often asked the following questions: Why did you exchange the beauty of the Southern Cape for the “vaal koppies” of Pretoria? Why come so far, past other universities, to Tukkies? Why leave the ‘safe and stable’ teaching profession to receive full-time lectures with students ten years younger than yourself? Why did you choose to study Informatics? Did you have any computer-related background?**



Wayne Motha

As time passes one needs to think harder to be able to answer these questions. There is also not enough space in this column to answer them all, but allow me to scratch the surface.

As ek vyftien jaar gelede met hierdie vrae gekonfronteer sou word, sou ek dit as heeltemal irrelevant beskou het, want ja, waar ek vandaan kom is die mense heeltemal te patrioties en lojaal teenoor die gemeenskap, en boonop (te) oorversigtig. Maar die lewe loop snaakse draaie met 'n mens. Wat ek wou doen en word na matriek, was nie vir my ten tye beskore nie. Ons skole en universiteite was te 'deurmekaar' daarvoor, en toegang tot die 'stabiele' universiteite, selfs Engels-liberale wit universiteite, was beperk. Die universiteite wat vir my soort bedoel was, het gebrand en studente kon eers maande na die tyd eksamens aflê. Afgesien van hierdie woelinge, dink ek die regering van die dag het ook vir ons 'besluit' wat ons moes/kon word. In retrospeksie, geleentheid was regtig beperk in terme van keuses. Gelukkig kon ek vier jaar van goeie onderwysopleiding by 'n

## Informatics Research continued from p 30

ciency and effectiveness of the organisation.

A major focus of the department is the use of knowledge discovery from data to aid the decision-making process in organisations. This research concerns an NRF funded project entitled "Empowering decision making and organisational learning through knowledge acquisition and sharing" led by Prof Herna Viktor. Seven staff members are currently involved in this research project. New approaches to knowledge acquisition and sharing, through the combination of data mining with so-called knowledge-driven approaches, are investigated. Firstly we investigate the use of data mining techniques to obtain novel, non-trivial and previously unknown knowledge from large data repositories, which may include spatial and non-spatial data. Secondly, the project focuses on expanding current (knowledge-driven) approaches used for the acquisition of domain knowledge from groups of human subjects. Finally, in order to facilitate the adoption and use of the results of data mining in an organisation, as well as the incorporation of human expertise during the data effort, the interaction between the two components is investigated.

'oënskynlik rustiger' teknikon ontvang.

After attending a career exhibition of tertiary educational institutions and private companies a few years later, I became a jealous, confused person, surprised at the opportunities that students had at the time, in comparison with my own situation ten years before. An urge that had been latent for years emerged and I soon discovered that school teaching was not what I wanted to do for the rest of my life. But it was as if things started to work out for me, because at the same time the opportunity to take a severance package came my way.

### Not easy

The decision to take the package was not easy, because I was going to give up a secure job. I would have to start all over again. But I regarded making a change and studying full time as an investment in my life.

Tukkies was the only university that made an impression on me, particularly the Faculty of Economic and Management Sciences, with its specialised BCom degrees, that allow students so much freedom of choice in each package. Because I became computer-literate during my teaching career, I was interested in Informatics.

I wanted to know more about the application of computers in organisations. The email support I received from one of the professors and a faculty administrator was an indication that I have found an academic haven where I would feel at home. Since I started my studies, I have never looked back, never regretting my choice. Over these past few years I have gained more than what I have hoped for, and I am already busy with my third degree and in a full-time position.

### Desire

It all started with a desire: a desire to become, to be able to do what I have a passion for and not what has been decided by others on my behalf.

And when I go back home for holidays, I have a deeper appreciation for the beauty of the mountains, lakes, oceans, forests and people as if my eyes have been opened. People of this faculty and the Department of Informatics, please accept my unselfish gratitude for your contribution towards this ongoing walk.

Thanks.

Soos ons mense sê: New questions are emerging all the time. 'Aluta continua'.



