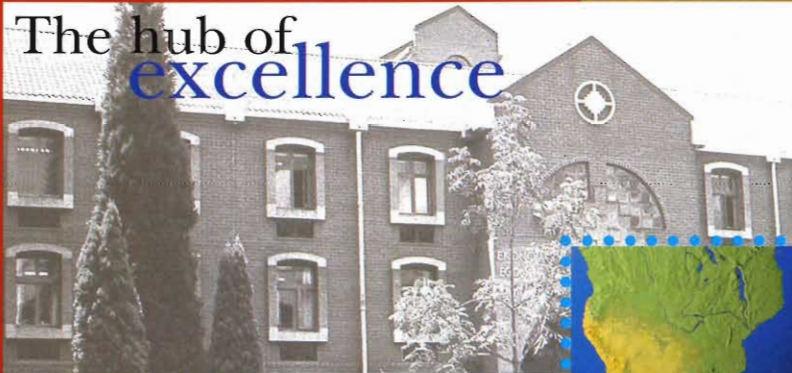


communiqué



FAKULTEIT EKONOMIESE WETENSKAPPE FACULTY OF ECONOMIC AND
BESTUURSWETENSAPPE MANAGEMENT SCIENCES

The hub of
excellence



BUSINESS.
opportunities
in **AFRICA**

vision born of **HOPE**

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2002

Facing outcomes-based challenges

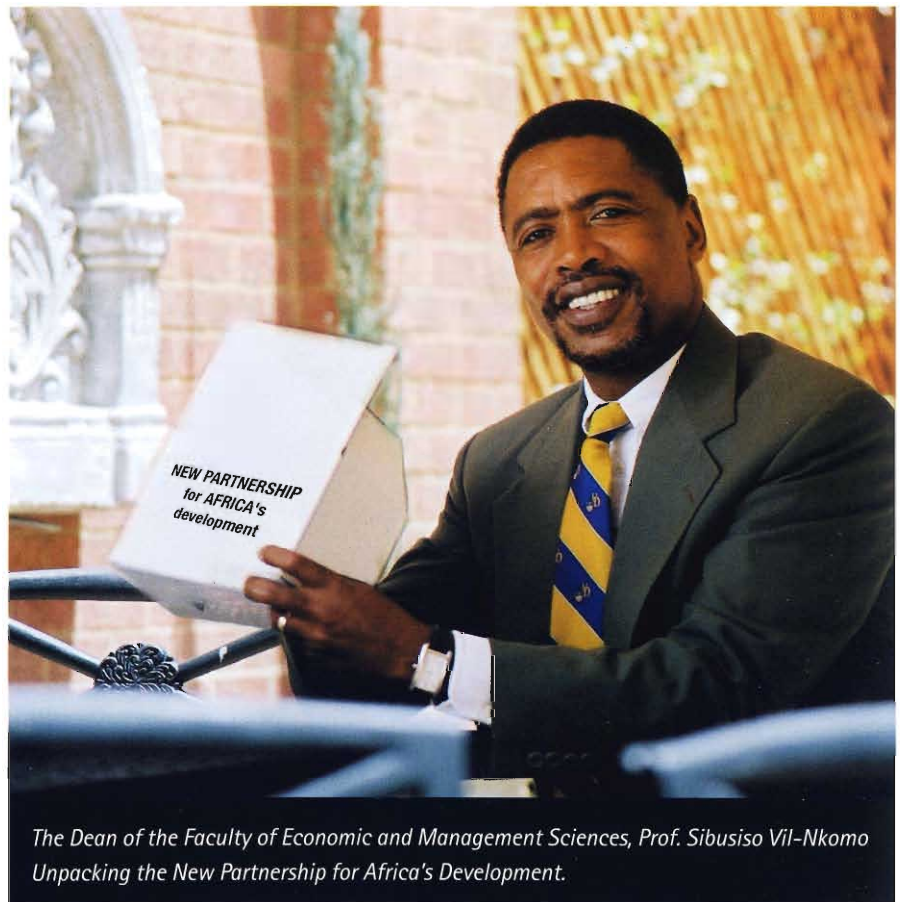
“The year 2002 was a challenging and successful one for the Faculty of Economic and Management Sciences.”

The faculty has had to confront the changes in higher education as set out by the government’s Department of Higher Education. These changes involve the development of outcomes-based education, discussions around rationalisation, as well as mergers of universities and the drive to improve the quality of higher education in order to become globally competitive. Our faculty endeavoured to meet these challenges with a positive attitude.

The faculty, together with the South African Broadcasting Corporation and Mafube Publishing hosted a ground-breaking conference titled: "Unpacking the New Partnership for Africa's Development". The conference attracted speakers from different parts of the world, was attended by 500 delegates and was financially sponsored by MTN, IDC, Metropolitan Life and Murray and Roberts.

We continue to receive grants from major donors, who see the faculty as a hub of excellence. I am proud to announce that during this year, we received \$200 000 from the Ford Foundation to support and promote equitable, sustainable economic growth in eastern and southern Africa through expanding the economy and policy analysis capacity of public sector institutions, managers and leaders. We also received a R1 million grant from the Carnegie Foundation. This grant is earmarked for the development of Trade Law and Economics in Trade and Investment.


This faculty bestowed the degree, Doctor of Administration (Honoris Causa) to



The Dean of the Faculty of Economic and Management Sciences, Prof. Sibusiso Vil-Nkomo Unpacking the New Partnership for Africa's Development.

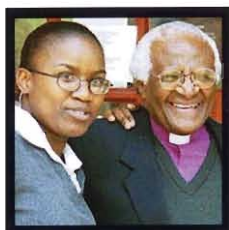
Ambassador Andrew Young. The Honourable Ambassador Andrew Young was a contemporary of the late Martin Luther King Jnr., the first African-American USA Ambassador to the United Nations. We now stand among the top faculties and universities in the world who have honoured this world-renowned individual.

The above examples are only some of the faculty's achievements. Everything we do, we do for the benefit of our students. We want them to be world-class and they must represent us honourably.

We will continue to distinguish ourselves as a leading faculty, not only in South Africa, but also in the world at large. The faculty understands the need to develop relevant human capital for our country and the world and our graduates are trailblazers in this regard. 

communiqué

c o n t e n t s



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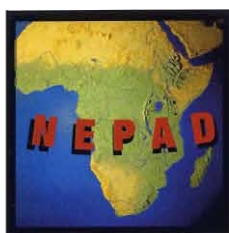
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2002

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2002

communiqué **3**



Managing the hub of excellence



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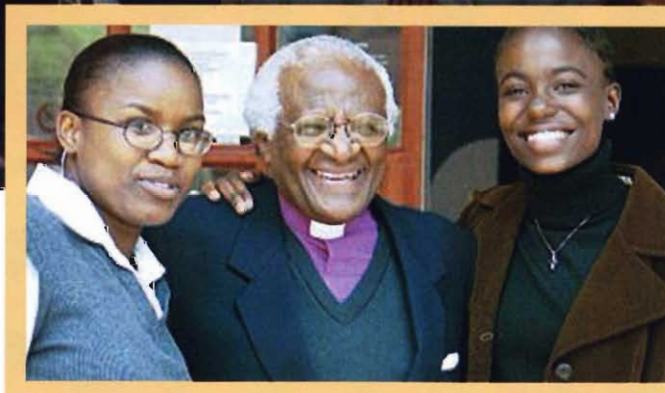
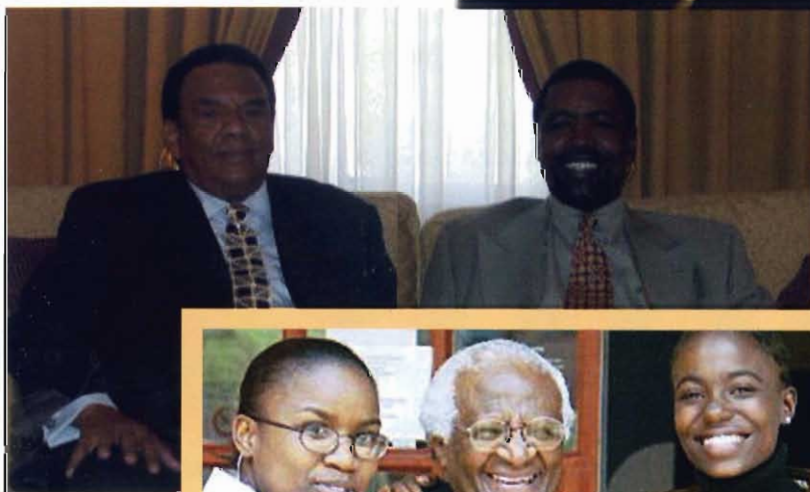
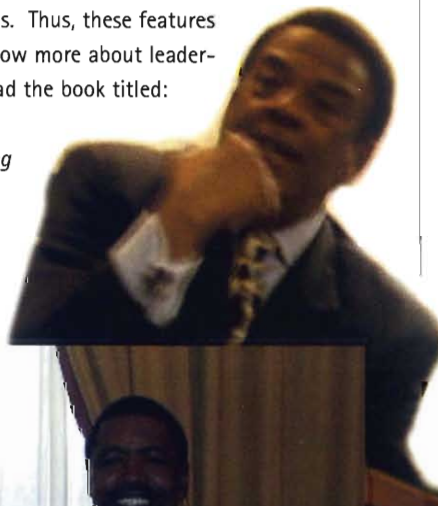
Economic and Management Sciences and Theology

Honours Leaders

After many months of deliberation and discussing the future of leadership both in the private and public sectors, the Faculties of Economic and Management Sciences and Theology pursued the idea of granting honorary degrees to two international figures who represent uncontested leadership: Ambassador Andrew Young and Archbishop Desmond Tutu.

The Faculty of Economic and Management Sciences bestowed upon the former USA ambassador to the United Nations and former mayor of Atlanta, Georgia, USA the DAdmin (Honoris Causa). The Faculty of Theology bestowed the Doctor of Theology (Honoris Causa) upon the Nobel Peace Prize Winner.

These distinguished individuals epitomize morality, ethics and global leadership. For both, seeking the political kingdom is not the ultimate. "Leading by example to promote the well-being of humans is the ultimate." The cornerstone of the survival of our species is the creation of a better life for all, morality, ethics and a strong economy. Flourishing businesses create opportunities for human beings. Thus, these features must drive leadership. For those who seek to know more about leadership in this millennium, we encourage you to read the book titled: *The commanding heights: The battle between Government and the marketplace that is remaking the modern world* by Daniel Yergin and Joseph Stanislaw.



CREDIT where the CREDIT is due

People usually work for the following two reasons: to contribute in reaching the objectives of the organisation and in so doing reach their personal objectives. For some people the latter - reaching own objectives and satisfying personal needs - weigh heavier. Some, however, will do their utmost to meet the needs of their departments and the organisation. The institution of the Dean's Awards is a way in which the Faculty of Economic and Management Sciences try to show its appreciation to those who are prepared to walk the extra mile.

The first three recipients of the Dean's Awards were from left: Mrs Irene van den Berg, Secretary to Prof. Vil-Nkomo, Ms Gené van Heerden, Lecturer in the Department of Marketing and Communication Management and Prof. Charlotte du Toit, Department of Economics. Prof. Vil-Nkomo, Dean of the Faculty and Dr Carstens, Faculty Manager presented the awards.

ANDREW YOUNG

As a businessperson, Andrew Young has taken particular interest in the development of business enterprises in South Africa and in opening up trade opportunities for the country. He continues to promote development in Africa and hence has visited various African heads of state.

Numerous institutions have honoured him and the Georgia State University recently established the Andrew Young School of Policy Studies. He was also a key player in developing a collaborative working relationship between the University of Pretoria and Georgia State University.

Foreign students hold their own at UP

The Faculty of Economic and Management Sciences has enrolled 18 students from Eritrea. The Eritreans are all busy with masters degrees and are among the top performers in their classes.

During June 2002, a UP delegation, including the faculty manager of the Faculty of Economic and Management Sciences, visited the alma mater of the Eritreans, the University of Asmara. Discussions centred on matters pertaining to their study at UP. The delegation met, inter alia, with the President of the University of Asmara, Dr Wolde-Ab Yisak, who is also playing a prominent role in the human resources development of Eritrea. He expressed his appreciation for the academic standards of the faculty.

Indications are that two lecturers of the Department of Public Administration of the Asmara University College of Business and Economics will enrol for their doctorates in Public Administration in the School for Public Management and Administration under the leadership of Prof. Jerry Kuye.

The faculty also supported the establishment of a foreign student association for the New Partnership for Africa's Development (NEPAD). The founding members of the student association represented seven different countries.

From left: Ms Laura Pienaar, Prof. T Mariba, Dean: Faculty of Health Sciences, Dr Wolde-Ab Yisak, President: University of Asmara, Dr Martin Carstens, Faculty Manager, Prof. Morkel Terblanche, Faculty of Veterinary Sciences.



GENSEC Bank and Ford Foundation pump up Economics programmes

Economic growth and democratic governance are closely linked. Economic stagnation, which brings with it higher unemployment, social unrest and crime can threaten new and often fragile democracies. It can also lead to increased instability if the underlying economic policy issues are not tackled in an effective and sustainable manner. Such problems cannot be resolved without addressing the country's need for trained economic policy analysts.

This burning issue, together with the need for education and training across the board and at all levels, underpins the very foundation of Gensec Bank's Corporate Social Investment Strategy. Says Mr Eric Ratchikopa, Gensec Bank's general manager (corporate affairs), 'We see a relevant CSI programme as a business imperative - not something that you add on. No business can flourish in a society that has a poorly educated population and is wracked by discord. How can a business prosper if the public institutions around it are decaying? Our education, health and infrastructural systems are under immense pressure. The initiatives we support are directed at facilitating a stable environment which is conducive to the pursuit of business.'

When approached by the University of Pretoria in March 1999 to provide financial support to develop appropriate postgraduate courses as well as short courses in Public Affairs and Economics for the public and private sector, Gensec responded with a sponsorship of R1,5 million over five years.

The funding was initially requested to sponsor graduate students to visit Georgia State University (GSU) as part of a masters programme in Public Affairs. The University started working on a proposal for a joint masters programme with GSU and submitted the proposal to the Ford Foundation in 2000. After various iterations of improving the proposal, the Ford Foundation finally granted \$200 000 for the masters programme in August 2002, specifically for the African portion of the Program, which starts with two semesters in South Africa, continues in Atlanta and ends in Nairobi, Kenya.

Part of the funds was used to sponsor foreign experts in the fields of Public Affairs and Economics to visit Pretoria to teach in the existing graduate programmes. A strong signal was sent out to the National Treasury and SARS, as well as other government departments, which led to the establishment of the Southern African Tax Institute at the University in 2001. The Institute is partly sponsored by Harvard University who duplicate their International Tax Program for African delegates, at the University of Pretoria. Gensec can therefore pride itself in being indirectly involved in the creation of this exciting new Institute. Dr Nico Groenendijk, one of the Gensec visiting scholars, will regularly teach in the SATI winter programme.

According to Prof. Kuye, Director of the School of Public Management and Administration, the Public Service Commission and other related government departments will benefit tremendously from this initiative as the participants in this programme will bring a new dimension to the way public sector-related issues are handled and investigated.

Dean of the Faculty of Economic and Management Sciences, Prof. Vil-Nkomo says: "We must thank Gensec Bank for spearheading the funding of this initiative and thereby paving the way for other institutions such as The Ford Foundation to demonstrate their commitment to promoting equitable and sustainable economic growth in East and Southern Africa'.

AIESEC Pretoria is alive and kicking at Tuks

AIESEC is the world's largest student organisation. Its global network consists of 50 000 members spanning more than 85 countries and more than 750 universities worldwide. AIESEC is a French acronym for 'International Association for Students interested in Economics and Commerce'. It was formed after the Second World War with the intention of promoting peace and fulfilling humankind's potential. This is facilitated through international exchange, the main focus of the global AIESEC Network.

International exchange programmes enable individuals to gain working experience in progressive foreign organisations, ranging from business, public and civil sectors. An exchange normally lasts up to 18 months, whether in the form of a paid traineeship or as a volunteer for a non-profit organisation.



AIESEC Pretoria is well known for its annual Secrets to Leadership Programme. Students engage with business leaders such as Mr Brand Pretorius, CEO from McCarthy Retail.

AIESEC Pretoria has re-established itself over the past two years into a powerful youth organisation at the University of Pretoria under the patronage of Prof. Vil-Nkomo, Dean of the Faculty of Economic and Management Sciences. AIESEC Pretoria is associated with the Faculty of Economic and Management Sciences.

AIESEC Pretoria has been successful in raising a traineeship with a company called Media Tenor in Pretoria and a few interested students will be leaving South Africa at the end of the year to complete traineeships overseas. Other exchange activities that took place during the year included informal exchange seminars where interested students had the chance to engage with AIESEC Pretoria members in order to learn more about AIESEC's exchange opportunities.

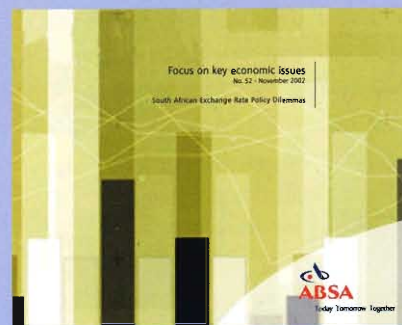
AIESEC is also involved in the community. AIESEC Pretoria is renowned for its annual Secrets to Leadership Programme, better known as SLS. This programme enables students to engage with South African business leaders and we have been privileged to have speakers such as Raymond Ackerman of Pick 'n Pay, Robbie Brozin of Nandos, Clem Sunter, Brand Pretorius, CEO of McCarthy Retail and Dr Iraj Abedian. If you would like to know more about AIESEC Pretoria, please e-mail us at aiesec@postino.up.ac.za.

Donation by Risk Managers



The EIAP (Endorsed Internal Auditing Programme) is thriving since the University of Pretoria obtained this status from the Institute of Internal Auditors Inc (in the USA) three years ago. On 5 November 2002 Gobodo Risk Management donated R72 000,00 to the operation of the programme.

Present at the signing of the donation agreement was from left: Prof. Herman de Jager, Head of the Department of Auditing, Mr Sikkie Kajee, Director of Gobodo, Prof. Sibusiso Vil-Nkomo, Dean of the Faculty of Economic and Management Sciences and Prof. Daan van der Schyf, EIAP coordinator.



Focus on key economic issues (No. 52 - November 2002) was compiled by the Bureau for Economic Policy and Analysis and the Department of Economics at the University of Pretoria in collaboration with ABSA Group Economic Research and sponsored by ABSA Business Banking Services.

It looked at the volatility of the rand and the continuous depreciation thereof against the currencies of its trading partners.

Copies of this publication can be obtained from the Department of Economics, UP or from the ABSA website www.absa.co.za.

Faculty of Economic and Management Sciences takes initiative in NEPAD

Unpacking Business Opportunities in AFRICA

The Faculty of Economic and Management Sciences was the key organiser of the conference on the New Partnership for Africa's Development (NEPAD) held at the Sandton Convention Centre on April 21 to 23, titled "Unpacking NEPAD: Business Opportunities for Business Entrepreneurs and SME Communities". The conference was attended by 400 delegates from different parts of the world.

Driving the thinking at the conference was that a new era must dawn for Africans to determine their destiny, in particular for future generations who have to compete in the global village. All Africans, regardless of colour, race, creed and gender have the responsibility to extricate this continent from its quagmire of underdevelopment. It is particularly critical that researchers, academics and scholars must make their important contribution in the development of NEPAD. These three groups are key players, because they contribute to the scientific understanding of any development process. Through analysis they also bring the reasons for underdevelopment in this continent to light. That is why the faculty participated in this historic conference that identified business, entrepreneurs and SME communities as critical players who can advance Africa's development and growth.

The conference was inspired and informed by the determination and drive of African leaders to confront the issues that will unleash Africa's success. The conference, however, recognises that political leaders cannot

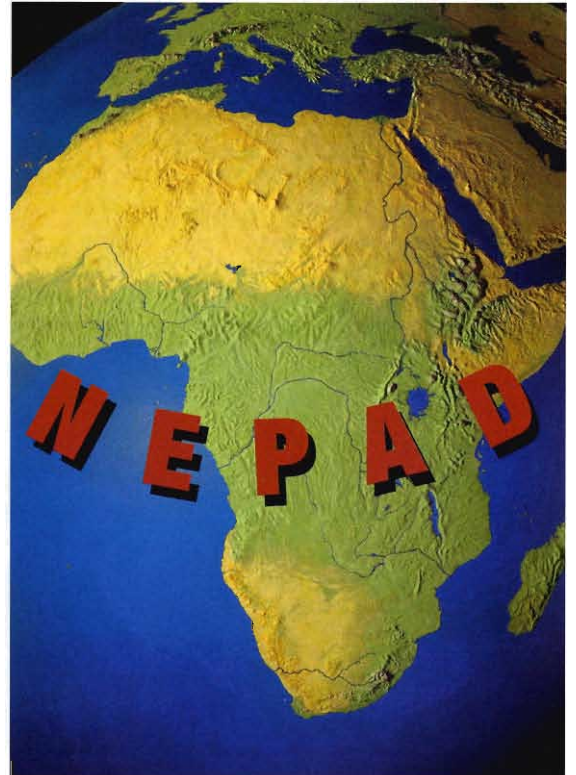
carry the burden of NEPAD by themselves. The conference organisers recognised and encouraged relevant and significant contributions that can be made by business, entrepreneurs and SME communities to enhance what African leaders in the NEPAD espouse. The key organisers included the Faculty of Economic and Management Sciences, Mafube Events and Communication and the South African Broadcasting Corporation.

The conference brought together business, politicians, entrepreneurs, SMEs, academics and analysts to evaluate, as well as discuss how NEPAD can be operationalised to benefit the African continent. The approach adopted at the conference was to use methodologies that would result in outputs encouraging research that is usable. Such work would lead to the practical implementation of business strategies that will make NEPAD a living and sustainable strategy for the African continent. As a result, a special edition of this work has been guest edited by Prof. Sibusiso Vil-Nkomo, Dean: Faculty of Economic and Management Sciences for the accredited Journal of Public Administration. The articles in this special publication address the following:

- Opportunities for Small and Medium Enterprises: Japan's Contribution to NEPAD through the promotion of ASIA-Africa Business cooperation.
- Leadership for Development in a Globalised Environment.
- The Establishment of the Millennium Feasibility Fund.
- Transnet Strategic Business Involvement in Africa.
- The ICT Sector Meeting the NEPAD challenge: Contribution to the African Renaissance.
- Murray & Roberts: Partnering NEPAD for Africa's Future.
- Economic Growth and Development Constraints in Africa.
- NEPAD: Objectives and Implications for Investment and Trade.
- Towards a Model to enhance Africa's Sustainability Tourism Competitiveness.

Key papers were presented by academics from the faculty and leading business persons.

Further particulars on the journal can be obtained from the South African Foundation for Public Management and Administration in Pretoria at tel (012) 362-7474 and e-mail Lucky.safpum.org.za. The faculty is proud to be associated with such an important endeavour.



Business, through its objectives of providing goods to society has a critical role to play in Africa's development. Business is a major player in the creation of wealth and is an innovator of note. The participation of business in NEPAD is a given. The faculty committed itself to work with business to pursue the objectives of a successful NEPAD.

The conference did not underestimate the complexities of African development. What was also taken as a given was that Africa must confront the globalised environment. The determination of African leaders in understanding globalisation served as a safeguard for the development of NEPAD. The conference acknowledged globalisation but emphasised that it must be given a human face by considering the issues that confront the African continent. The faculty's involvement in the African continent was recognised and viewed important in informing NEPAD.

The themes covered at the conference included: Building Competitive African Economies, NEPAD and Global Business Participation, Trade and Investment, Agriculture and Environmental Affairs, Infrastructure Development, Energy and Mining, ICT in Africa and the Economics and Business of HIV/Aids. Leading academics like Prof. Ronél Rensburg (Head of the Department of Marketing and Communication Management), Prof. Jerry Kuye (Director of the School of Public Management and Administration), Prof. Niek



Schoeman (Head of the Bureau for Economic Analysis), Prof. Ernie Heath (Head of the Department of Tourism Management), Prof. Carolina Koornhof (Head of the Department of Accounting) and Prof. Carina de Villiers (Head of the Department of Informatics) were key participants at the conference and Prof. Sibusiso Vil-Nkomo acted as chairperson of the conference.

The conference was determined to mobilise the brainpower that will continue to address, investigate and research methods and strategies that will help business make significant contributions to NEPAD. The Faculty of Economic and Management Sciences holds the view that the African renaissance can only be possible if informed by proper research. Therefore, the formation of an African Economic and Business Forum is imperative for the survival of NEPAD. This forum must include intellectuals and business people and is being developed as a think tank for NEPAD.



Growth: a challenge to the Faculty

The Faculty of Economic and Management Sciences has come through a period of substantial growth in recent years. While it is most encouraging that the market regards the programme offerings of the Faculty as highly sought after qualifications, this escalation in student demand has put the Faculty under considerable strain.

Against this difficult background, the Faculty must be commended for several important initiatives undertaken with substantial success. It's conference participation and collaborative agreements with international institutions and its projects, generously funded, with

international organizations (such as the United Nations), donor agencies and Foundations, demonstrate its increasing international exposure and reputation.

It is the wish of the University to support this very large Faculty, to assist it to maintain and grow its reputation, and to ensure that it will produce excellent graduates and research of the highest calibre. The achievement of these goals will make a crucial contribution to the economic development of the country and the Southern African region.

Prof. J D Sinclair

A long walk through change

75

The Department of Business Management celebrates its 75th anniversary this year. From its humble beginnings in 1927, it has grown in leaps and bounds over the past 75 years and is currently servicing more than 3 500 students.

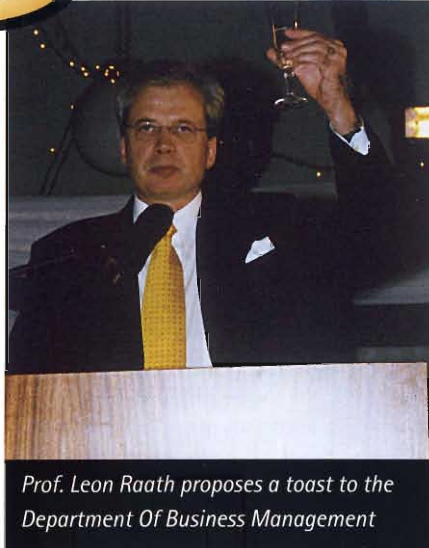
Achievements over the past five years demonstrate that this department is meeting the challenges posed by a rapidly changing external environment where globalisation, technological innovation and changing societal expectations with regard to social responsibility and empowerment are the order of the day.

The first BCom degree in Entrepreneurship on the African continent was introduced in 1999 and produced its first graduates at the end of 2001. In 2002 the first lectured Master and PhD degrees in Entrepreneurship were introduced, as well as a lectured Masters degree in International Management.

The anniversary celebrations kicked off in February 2002 with a sparkling prize-giving ceremony in the SRC Centre. Prof. Leon Raath, CEO of Promat, and the first honorary professor in Supply Chain Management at the



Me Phichi Nhlengethwa receives her prize from the Dean of the Faculty of Economic and Management Sciences, Prof. Sibusiso Vil-Nkomo.



Prof. Leon Raath proposes a toast to the Department Of Business Management

UP was the guest speaker. Guests included academic achievers in the department, academics, members of industry as well as past heads of department.

The highlight of the celebrations was hosting the 14th Annual Conference of the Southern African Institute for Management Scientists (SAIMS) at Sun City from 29 September to 1 October 2002. The theme for the conference was "Challenges facing Emerging Markets in Transition".

Academics in the Department are also excelling in their contributions at national and international conferences:

- Prof. Jurie van Vuuren and Dr Marius Pretorius received the "Best Academic

Paper Award" at the South African Entrepreneurship and Small Business Association (SAESBA) conference held at Sun City from 4 to 6 August 2002. The title of their paper was: "The contribution of support and incentive programs to entrepreneurial orientation and start-up culture in South Africa".

- In January 2002 Prof. Andrew Marx and Mr Waldo Hattingh presented a paper at the Third International Institute for Development Studies (IIDS) Conference on Development at Bhubaneswar, Orissa, India. The title of the paper was: "Development of a Performance Development System for Key Performance Areas in the Kempton Park Tembisa Administrative Unit".

- In June 2002 Mr Johan Vögel and Prof. Gideon Nieman presented a paper entitled "International bidding and the implementation of countertrade to develop local enterprises: an analysis of the South African arms deal" at the Global Business and Technology Association (GBATA) conference held in Rome.

- Mr Bennie Kruger presented a paper authored by himself, Dr R van Wyk and Prof. AB Boshoff at the International Conference on Advances in Management (ICAM) in Boston, USA in July 2002. The title of the paper was: "Occupational, organisational and demographic correlates of entrepreneurial attitudes of members of medium sized South African organisations".

- In September 2002 Ms Melodi van der Merwe presented a paper entitled "The need for commercial banks to provide specific products for women entrepreneurs in SA: A Pilot study in Gauteng Province" at the British Academy of Management (BAM) Annual Conference hosted by Middlesex University Business School in London.

To be 75 years old and still be alive and running is an achievement indeed. To be effective and a truly efficient competitor in the market is even more of an achievement. The Department salutes all its past and present personnel, its past heads of department, namely Proff. AJ Norval, W Steenkamp, J Goudriaan, H Reynders, FW Marx, S Marx, DC Van Rooyen, PS Nel, as well as Prof. EFdeV Maasdorp, who acted as Head of the Department in 1999 and Prof. PWC De Wit, who is currently the acting Head of Department. Without the devotion and loyalty of these people the achievements of the past 75 years would not have been possible. We are looking forward to the next 75 years.

Textbook with a fresh approach

Academics in the Business Management Departments of the University of Pretoria and the Rand Afrikaans University recognised a need for a Business Management textbook with a fresh approach to the subject in order to prepare new millennium graduates and entrepreneurs adequately for a career in business.

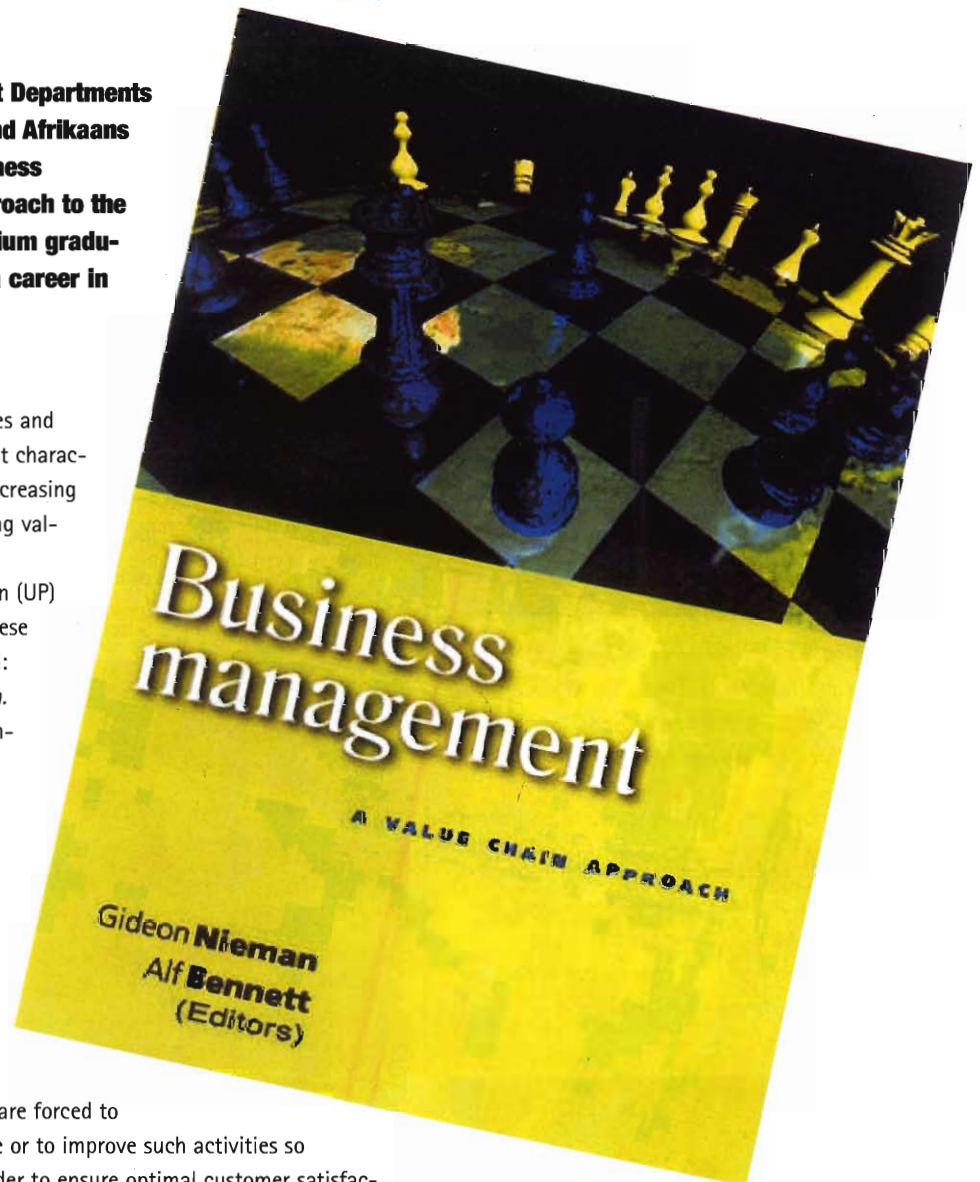
The new millennium has brought new challenges and opportunities, as well as a business environment characterised by great uncertainty, unpredictability, increasing globalisation, technological innovation, changing values and other similar forces.

Under the leadership of Prof. Gideon Nieman (UP) and Prof. Alf Bennett (RAU), academics from these two institutions authored a new textbook titled: *Business Management: A Value Chain Approach*. With this book, published by Van Schaik publishers, new ground has been broken in that management is not dealt with merely from a functional perspective. Other academics in the Department of Business Management at UP who contributed to the book include: Proff. PWC de Wit and AE Marx, Mr AJ Vögel and Mrs M Labuschagne.

The value chain, i.e. the chain of activities required in organisations to create value, has over the years become a major focus in the business world. Increasingly, businesses are forced to either eliminate activities that do not add value or to improve such activities so that they become effective and efficient. In order to ensure optimal customer satisfaction, businesses must integrate the activities of the various departments and functions. This requires a sound understanding of the chain of activities and their interrelationship with other business activities.

The goal of *Business Management: A Value Chain Approach* is to introduce undergraduate learners to the concept of the value chain. The book is divided into three parts:

- Part One introduces the reader to Business Management, the value chain, the business environment, the entrepreneurial process, as well as the considerations that need to be taken into account when establishing a business.
- Part Two examines the activities of the value chain, starting with general management and leadership, followed by the primary and support activities that constitute the value chain.



- In Part Three, five contemporary management issues are reviewed, namely: diversity management, business ethics, globalisation, creativity and innovation, as well as environmental issues.

The book covers the basic theoretical aspects, but it also has a strong practical approach and includes self-evaluation exercises, challenging experiential exercises, lists of relevant web sites, interesting questions for discussion and case studies, as well as useful lists of key terms.

They enhance logistics practice in Africa



The Top three Performers of E J Log 2001 class from left front: Mr G le Roux, Mr M van Zyl, Prof R Rensburg and Dr R Jansen. Back: Mr P Linford and Prof. P de Wit

The Top three Performers of EM Log 2001 class from left front: Mr S van der Merwe, Prof. R Rensburg, Mr L Cock and Me K Livingston. Back: Dr R Jansen ECBL coordinator of EMLog in the Netherlands, Mr P Linford and Prof. P de Wit.



The Unit for Supply Chain Management recently recognised achievers at the European Certification Board for Logistics (ECBL) certification ceremony that was held at the conference centre of the University of Pretoria.

The Unit for Supply Chain Management is a centre of excellence at the Department of Business Management, University of Pretoria, with the aim of enhancing logistics practice in Africa.

In order to provide high levels of expertise, the unit combines its own areas of speciality with the best expertise available locally and abroad. The Unit for Supply Chain Management strives to keep industry at the cutting edge of new developments through access to both local and international knowledge.

South Africa as a country needs to research 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 top achievers in the different categories were as follows:

European Junior Logistician 2001

- Marius van Zyl
- Gawie le Roux
- Ismail Saban

European Senior Logistician 2001

- Anneke Louw
- Shabeer Jhetham
- Anna Ahlschlager

European Master Logistician 2001

- Werner van Rensburg
- Barry du Toit
- Leon Raath

European Master Logistician 2001

- Kim Livingston
- Les Cock
- Schalk van der Merwe

The Unit for Supply Chain Management contributes significantly to the supply chain management knowledge base in South Africa. The University of Pretoria is the only university in South Africa whose logistics and supply chain programmes have been certified internationally by the European Certification Board for Logistics (ECBL).

Human Resources teaching on target

The Department of Human Resources Management was evaluated by the South African Board of Personnel Practice which is the ETQA of the human resources management profession in South Africa.

In general, the assessment team noted with approval the institution's aspiration to be both internationally recognised and locally relevant. To this end it places great emphasis on scientific and universal values, while focussing on the needs of South and Southern African communities.

More specifically with regard to the Department of Human Resources Management's training, the team noted that all of the department's programmes are registered with the South African Qualifications Authority (SAQA).

Since 2000 all study manuals and workbooks in the department have been rewritten according to outcomes-based guidelines. At the same time, the entire curriculum was revised insofar as that from their first year onwards, students follow an outcomes-based tuition approach, through to the masters level. The development from a lecturer-centred approach to a student-centred approach is progressive. This offers less experienced younger students the guidance they need, while providing more independence with a focus on self-guided learning and application at more advanced levels.

In support of the above, the department uses a good mix of learning delivery methods which call for greater participation in the learning experience at more senior levels.

A number of learnerships have been set up with partner organisations to allow students at honours level to serve a practical part-time apprenticeship in the "real" world of work and although there may still be practical teething problems, this seems to be a very promising initiative.

The team was unstinting in its praise for the method and approach used in developing the curriculum for tuition in Human Resources Management and Industrial and Organisation Psychology (I/O) and the supporting syllabi from first year to masters level. This work stands as a model of best practice for other teaching departments to emulate.

It is comprehensive in its canvassing of requirements of all relevant stakeholders, including Standards Generating Bodies (SGBs) regarding unit standards for HRM, as well as the Professional boards that act as custodians of training standards in I/O and HRM

respectively. The requirements of representative employer organisations in the public and private sectors were taken into account as well.

An analysis was done on the basis of requirements identified and the knowledge and skills content needed were included within a systems approach to arrange courses consecutively in a logical order.

The success of the curriculum-setting process has been positively evaluated in terms of the following:

- It involves all parties who can provide meaningful input;
- it addresses changing trends in the working world;
- it addresses new focal areas in the fields of study of HRM and I/O;
- it focuses on the most important unit standards identified so far; and
- the entire process is continuously monitored and evaluated.

In addition, the outcomes at each level of the programme are comprehensively defined and the qualifications are registered with SAQA.

Well-qualified and highly experienced teaching staff serve the students. The morale and confidence in their subject knowledge are a credit to the department.



Human Resource prize winners from left Prof. Hein Brand, Department of Human Resources Management, Ms Lizanne Kriel, winner: Institute for People Management Research prize, Mr Stefan van Staden, winner: Allister Macintosh Prize for Aviation Management, Ms Elize Venter, winner: Mof Lemmer prize for Labour Relations 700 and Ms S Pachinger, winner Murray Et Roberts Performance prize and Human Resource Undergraduate prize.

Ngiyabonga Ka Khulu!

The Department received the following note from one of our alumni and we publish this unedited, as it shows this comes straight from the heart.

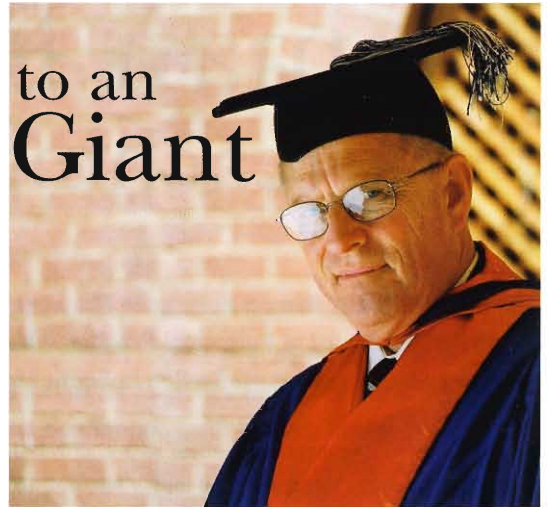
It has been a very long, extremely long time since I last talked with you. My name is Siyabonga (Patrick) Hadebe, your student from 1994-8. I now work for the Dept of Foreign Affairs and am now stationed in Berne, Switzerland, as a diplomat. I am the manager of Corporate Services at the Embassy since 01/2002. I am with my family, 6 month old son & wife (also former Tukkie), and we are enjoying each an every minute of our stay here- besides the extreme levels of stress that go with this "funny" job. At present, I am not studying but just work, work and work. I am very pleased with what you and the Department could do to/ for me. Please thank other members of staff on my behalf: Proff. Vermeulen, Schaap, Brand, Buys, Basson and of course Ms Hanelie...as well as others who are part of my growth & development. As an African, the Department is part of my extended family!

My sincere gratefulness can not be expressed by these words and phrases, but I hope they are nearly enough to demonstrate the pulses of my heart that is full of praise and respect for the Department. Again, I thank you! We are in the middle of European summer now and everything looks good- life, work, politically and otherwise. Sometime later, I might be tempted to rejoin the institution of excellence. Ngiyabonga Ka Khulu! (thank you very much).

Siyabonga Hadebe, Bern

Adieu to an Intellectual Giant

At the end of 2002 the University of Pretoria bids farewell to one of its most outstanding academics, Prof AB Boshoff, after 26 years of service.



Prof Boshoff obtained his DCom at the University of Port Elizabeth and was awarded the CSIR fellowship for Social Science in 1967 - 1968 to work at universities in Europe and England. It was during this time that his lifelong "romance" with the University of Cambridge began. In 1976 he joined the Graduate School of Management at the University of Pretoria.

In 1980 he initiated a major venture to bring doctoral students into contact with leaders of his academic discipline at universities in other countries. He made a rule that every doctoral graduate should accompany him to at least one prominent international conference. He therefore often made financial contributions to graduates to make this effort possible.

Prof Boshoff is one of the most prominent social scientists in the country and his astonishing list of publications is testimony to this. He has achieved various accolades for his work as teacher, researcher and mentor. In 1990, the International Biographical Institute in Cambridge identified him as one of the first 500 intellectual leaders in the world.

Always a controversial figure, Prof Boshoff maintains that the commonalties and differences that he came across during his teaching experience at several South African and overseas universities, is still one of his greatest learning experiences.

What does the future hold? Prof Boshoff will take up teaching and research positions at the universities of Stellenbosch, Free State and Adelaide (in Australia). He looks forward to concentrated work on three topics: trust in organisations, organisational citizenship behaviour and leadership.

Academics of excellence



Academic personnel at the Department of Human Resources Management received academic colours for their service of excellence

They are from left (rear) Prof. JJ de Beer: academic, sports administration, leadership; Prof. J S Basson: academic and G J Steyn: sports administration.

(Front) Prof. L P Vermeulen: academic, sports administration, leadership; Dr C Hoole: academic and Dr P Schaap: academic.

Staying internationally competitive, locally relevant and innovative through industry related research and training partnerships.

Finding partners in the quest for knowledge and expertise

Dr Pieter Schaap of the Department of Human Resources Management can be considered one of the top research experts in the field of psychometric assessment in South Africa. Since the passing of the Employment Equity Act (1998) he has been actively involved in research concerning the validity, bias and cultural fairness of psychometric and similar assessment instruments that has been stipulated in the Act.

He believes that academic institutions and industry should form partners in their quest for knowledge and expertise. He contends that theories generated in academic institutions require testing and refinement through means of industry based systems, procedures and practices. Thus, the industry forms a vital part in the knowledge generation cycle. Consequently, he has been actively forming partnerships with national and internationally recognised test distributors of similar products and the users of these instruments in industry.

Dr Schaap's extensive research has led to him being invited to London in May 2000 by FT Knowledge (World Business Education) and Steward Enterprises to supply expert advice on a widely used instrument range, Potential Index Batteries (PIB) and to evaluate the product from a research point of view.

Dr Schaap provided the bulk of the research evidence required for the classification of the PIB psychological tests (± 20 tests) with the Professional Board of Psychology. The registrar of tests congratulated the test developers for the extent to which the instruments were researched. The users of the instruments in industry, including the South African Police Services, provided the required data. The research data led to the refinement of the instruments in terms of validity and test bias. Today, ± 150 organisations and government departments in South Africa, including the Department of Labour, and organisations abroad are using the product range.

Dr Schaap initiated various other active partnerships with internationally recognised test distributors including SHL and Psytech. The partnerships that were formed with the various test distributors contribute significantly to the research and training programmes of the University.

Dr Schaap, in his capacity as Senior Lecturer at the Department of Human Resources Management has been cited by the Sunday Times in articles concerning the fairness and validity of assessment instruments in South Africa. He has been invited more than once to make presentations at the Institute for International Research in Johannesburg. He has made various presentations on the fairness and validity of assessment instruments at congresses in South Africa.

At a recent audit of the Department of Human Resources Management by the South African Board for Personnel Practice, special mention was made of the high quality of psychometric training that is provided by the Department and can be considered as one of the best programmes in the country. According to Dr Schaap, this is a direct outcome of the partnerships with industry and major test distributors. Instruments and computer pro-



Dr Pieter Schaap

grammes are made available to the University for training and research purposes at a minimal cost, ensuring that students have access to the best instruments that are available globally.

Dr Schaap emphasises the importance of the partnership ventures with industry in terms of contributions made in the line of research output. In the last two years, various students were able to complete their master's degree theses on the instruments using industry based data. Various research reports and articles have also seen the light. "This is win-win situation", says Dr Schaap. "We are convinced that the current initiatives in partnership with industry will be escalating in future. I am excited about current prospects of extending our engagement with industry in joint ventures that will include CEatUP and BEatUP", says Dr Schaap.

MBA's can now specialise in **TOURISM** Management

In addition to the well-established MBA offered at the University of Pretoria since 1949, the option exists in the final year to devote 50% of the course work to a specialisation area. The latest addition to the list of specialisation areas is a domain in Tourism Management.

According to Prof. Ernie Heath, Head of the Department of Tourism Management at the University of Pretoria, the programme will be internationally benchmarked and will be developed in collaboration with leading local and international tourism academics and practitioners. He emphasised that in accordance with the university's mission, a key focus of the programme will be international competitiveness, local relevance and innovation.

Key tourism modules that will build on the core business modules of the MBA programme include:

- A strategic analysis of the tourism system and the key elements of the tourism industry;
- e-tourism applications in tourism with particular emphasis on the strategic role of technology in tourism management and marketing;
- contemporary issues impacting on the future shape and direction of tourism; and
- tourism innovation and entrepreneurship.

Local and international case studies, lectures by key local and international academics and practitioners, as well as practical exposure opportunities will be integral to the programme.

The Department of Tourism Management at the University, which has been internationally accredited as part of the World Tourism Organisation TedQual System – the first in Africa, will be responsible for offering the domain specialisation courses in Tourism Management.

Our fine balance

between theory, practice and industry interaction

Key features of the internationally accredited BCom and BCom Honours programmes in Tourism Management are the fine balance between theory, practice and industry interaction. Without compromising on the academic and theoretical cornerstones of the Tourism Management programmes, students are provided with various practical exposure opportunities in every year of study.

An example of practical exposure is that undergraduate students are required to complete various industry-recognised practical courses such as Introduction to Basic Tourist Guiding, Basic Catering Skills, Galileo and Fidelio as an integral part of their programme, as well as at least three months of practical work in recognised tourism organizations. Furthermore, leading industry practitioners lecture the students on a regular basis.

According to Prof. Ernie Heath, Head of the Department of Tourism Management, every effort is also made to ensure that practical projects are undertaken by students to add value to the knowledge base in the tourism industry. "Understanding the theory of, for example, target marketing and destination branding is only part of our educational challenge. Enabling students to apply these concepts in practice adds a very important dimension to ensure that graduates are 'marketable'."

The mutually beneficial partnerships created through education of Tourism Management students and which add value to the knowledge base in the tourism industry, can be illustrated by the projects undertaken in one of the various modules offered as part of the Tourism Management programme, namely Destination Marketing.

During 2000, the students developed a Destination Marketing Plan to position and promote South Africa in key markets in Western Europe. The project, amongst others, entailed an educational visit to Milan, Frankfurt, Madrid and Hanover and involved interaction with the tourism trade. Activities included a workshop with German Tour Operators; a one-day workshop and presentation at the World Tourism Organisation in Madrid; and an educational excursion to the Hanover Expo. Various tourism organisations, including South African Tourism, supported this initiative and in the words of the students: "We were truly impressed by the passion, Professionalism and commitment of the tourism industry and particularly South African Tourism's staff in Germany. They certainly served as a source of inspiration to all of us."

During 2001 the students undertook a group project entitled: Towards a Strategic Marketing plan for the Nelson Mandela Metro. This project, which among others entailed a field visit to Port Elizabeth and environs and a strategic workshop with more than 60 leading tourism stakeholders in the area, was very well received by the industry. In the words of Mr Keith Watrus, Chief Executive Officer of Port Elizabeth Tourism: "I wonder if I have ever come upon such a win-win situation as this project presented! It has clearly worked very well for both of us."

The destination marketing project for 2002 focuses on the development of a destination marketing plan for the Maloti Drakensberg Transfrontier Conservation Area.

According to Prof. Heath, these projects have various benefits to both the students and the industry alike. They add significant value to bridging the gap between the academic environment and industry in many ways.

Tourism is a building block in NEPAD initiative

Tourism is not only regarded as one of the key economic growth sectors in the Southern African economy, but could also contribute significantly to the alleviation of poverty in particularly the rural areas and become a major driver within the overall NEPAD initiative.

A fundamental critical success factor in ensuring that the tourism potential of the sub-continent is achieved, is the facilitation of access to knowledge, capacity building and the timely provision of reliable, accessible and relevant information to facilitate better planning, co-ordination and decision-making at all levels in the tourism industry.

In view of the above, Prof. Ernie Heath, Head of the Department of Tourism Management already in 1999 proposed the development of an information and knowledge hub that could serve as central knowledge and resource point of reference for particularly rural tourism stakeholders.

In September 1999, Prof. Nic Alberts, previously Director of the Graduate School of Management, joined the Department and took up this proposal for further development. With Prof. Alberts as project leader and in collaboration with the CSIR, an application for financial assistance from the Innovation Fund Trust was submitted. In March 2002 feedback was received that funds have been granted for the development of the Tourism Knowledge Resource System (TKRS).

The envisaged TKRS will embrace the following four interconnected initiatives that will be piloted in key strategic areas, whereafter it could fairly rapidly be cascaded into the rest of South Africa and beyond:

- Facilitating practical and realistic rural tourism strategies and plans, involving the key stakeholder groups in selected rural areas.
- Developing and implementing appropriate telecommunication and technology tools that can link rural community stakeholders to a user-friendly and accessible Tourism Knowledge Resource System. This centre, which will be developed, managed and maintained by the UP/CSIR Partnership, will have knowledgeable and skilled resource people available (supported by a core of post-graduate and undergraduate students) to support rural communities with the implementation of their rural tourism plans and strategies.
- Providing rural communities with appropriate telecommunication and technology tools to interface with the Tourism Resource and Knowledge Centre. A key initiative in this regard will be the training of appropriate rural stakeholders in the use of these tools.
- As part of an on-going research programme, the implementation of these rural tourism strategies and plans, as well as the utilisation of the telecommunication and technology tools in the pilot areas will be monitored on a regular basis and adaptations will be made where necessary, before the programme is implemented throughout the country and also possibly in southern Africa and beyond.



We are part of global tourism

With globalisation increasingly becoming a reality, international competitiveness in the offering of academic programmes is becoming very important.

Therefore, a major milestone was the formal approval of the Department of Tourism Management's membership of the World Tourism Organisation and the accreditation of its Bachelors and Honours programmes at the 14th session of the World Tourism Organisation General Assembly held in Osaka, Japan.

On this occasion, Prof. Ernie Heath, Head of the Department of Tourism Management, was also elected to the Executive Committee and Board of the Education Council of the World Tourism Organisation.

The approval of the World Tourism Organisation membership follows the earlier international certification of the Department and its programmes by the Société Générale de Surveillance (SGS) on behalf of the World Tourism Organisation Themis Foundation. Through this TedQual certification, which is the first in Africa, the University of Pretoria has become part of the World Tourism Organisation Education Council, along with other leading universities worldwide. Resulting from this is the international recognition of the qualifications in tourism management awarded by the University of Pretoria.



HEATH makes global contribution

Prof. Ernie Heath, Head of the Department of Tourism Management received a World-TedQual Themis Award from the World Tourism Organisation in recognition of his contribution to the global development of research, education and training in tourism. The award was presented at a function held at the Universidad Antonio de Nebrija, Spain in June 2002.

Other recognition that he has received in recent years include the first Chairman's Merit Award from the Indian Ocean Tourism Organisation (IOTO) for his extraordinary contribution to IOTO's growth and progress; and Skål International's first South African President's Award in recognition of his role in the development and promotion of tourism in South Africa. He is currently an executive committee member of the World Tourism Organisation Education Council.

Packing for the summit

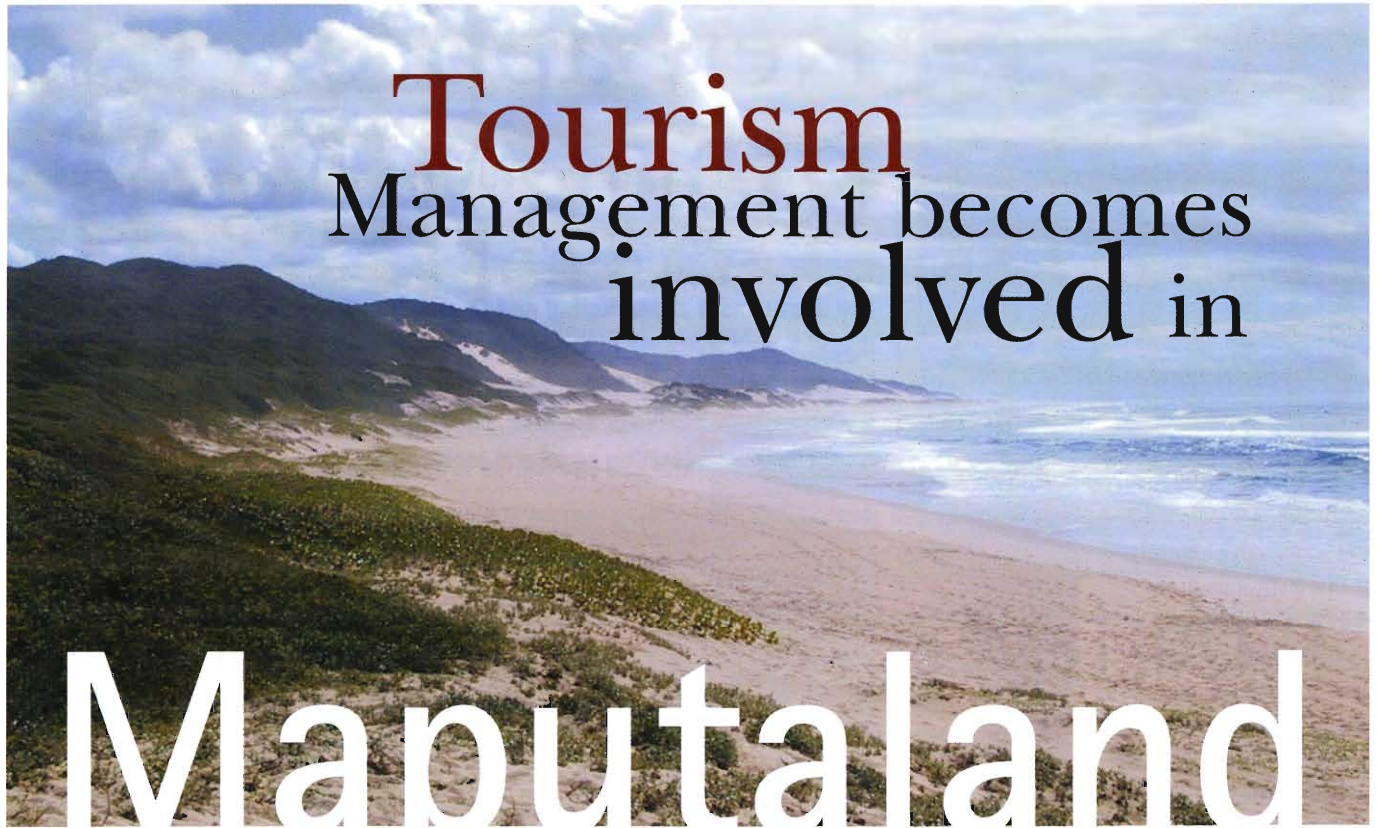
During the weekend of 9 August 2002, 60 Tourism Management students and one lecturer were responsible for packing 25 000 delegates' packs at the Waterdome in Fourways. This was done in preparation of the World Summit on Sustainable Development that was held in Johannesburg from 26 August to 4 September 2002. It was three days of blood, sweat and tears, but every student involved in the process had a wonderful experience.



TUKS TOURISM STUDENTS ASSOCIATION

The Department of Tourism Management student's organisation Tuks Tourism Students Association (TTSA) is playing a very active role with regard to community service.

One of their dreams and goals is to lighten up a day in the life of an under privileged child. Eendracht Primary School is an under privileged school in the heart of Pretoria. With the help of sponsors and teamwork, they collected over 600 Easter eggs and arranged an Easter Bunny for the day. To see a smile is very satisfying. A simple token of an Easter egg, brightened up the children of Eendracht Primary School's Easter weekend. On the photo are Marianda Venter, Chairperson of TTSA and pupils from the Eendracht Primary School.



The Department of Tourism Management has secured research funding from the National Research Foundation to establish scientifically justifiable and culturally sensitive ways to refine and expand tourism-based community development through community participation and activities in Maputaland.

Research will be aimed at expanding scientific knowledge around the broad picture of tourism within the wider context of regional development in Maputaland. Over and above the generating of research data that will lend itself to practical implementation, the programme will promote community participation in the process of tourism-based community development.

The area of KwaZulu-Natal known as Maputaland is rapidly becoming a popular tourist destination. Vast stretches of the area are as yet underdeveloped. There is however a perceived and real danger that uncontrolled and unco-ordinated tourism development may destroy the very qualities of the area which attracted tourists initially. Community participation in tourism development in the area will not only address the problem of possible conflict between local communities and tourism interest groups, but also play an important part in socio-economic development in the region.

The project has been launched as a partnership between the University of Pretoria's Department of Tourism Management and the Centre for Recreation and Tourism at the University of Zululand. The co-ordinator of the project is Prof. Deon Wilson of the Department of Tourism Management.

With the funds available, three students could be accommodated to do research for their Masters' dissertations in the first phase. They are Corne van Rooyen and Canny Geyer from the University of Pretoria and Zama Mathenwa from the University of Zululand. It is an explicit condition for participation in the projects of the programme that students will submit at least one article for publication, based on their research results in a peer-reviewed academic journal, and one article on their research results in a popular scientific magazine.



WORLD CLASS ACCLAIM FOR ALUMNUS

Prof. Leyland Pitt recently received the award as the outstanding marketing teacher of the year of the Academy of Marketing Science, which is the largest academic marketing organisation in the world.

Prof. Pitt is an alumnus of the University of Pretoria and he was also a lecturer at this institution in the early 80s. He obtained all his undergraduate and post-graduate degrees (BCom, BCom (Hon), MBA, and DCom) at UP.

The Academy annually awards a maximum of four awards to outstanding marketing teachers who have been nominated by their peers. They then have to present evidence of teaching quality in the form of teaching evaluations at all levels, as well as letters of recommendation from colleagues from all over the world.

Prof. Pitt has won many other awards for teaching excellence, including Best Lecturer on the MBA Programme, Henley Management College, UK; best professor, MBA programme, Simon Fraser University and the Dean's Teaching Honour Roll, Faculty of Business Administration, Simon Fraser University, Canada; best professor and MBA Teacher of the Year, Copenhagen Business School, Denmark; and Best Professor of Programme, Joint Executive MBA, University of Vienna, Austria and Carlson School of Management, University of Minnesota, USA. He has also presented in-house management development programmes in major organisations worldwide, including British Airways, Unilever, Hong Kong Shanghai Bank, Lloyds TSB, Volkswagen, South African Breweries, Armstrong World Industries, Kone, Siemens and the Royal Metropolitan Police.

Prof. Pitt has also published more than 100 articles in internationally accredited journals. The faculty is proud of our former colleague and alumnus.



Prof. Leyland Pitt

New approach to teaching Marketing

The Department of Marketing and Communication Management has introduced a new teaching approach for final year students in BCom (Marketing Management). This is a step away from the traditional approach where undergraduate students are only exposed to knowledge and teaching in the setting of formal lectures.

Students now enroll for the subject: Strategic Issues in Marketing in the second semester. Cutting-edge issues in marketing are dealt with in the form of articles, as well as a book on contemporary issues. The learning process is interactive and students are well versed in the techniques of logical reasoning and debate. Opposing views for and against an issue are debated in the class situation and continuous assessment (module testing) is based on the same model.

Issues such as branding, loyalty, customer retention, relationship marketing, ethics, lotteries and alcohol advertising, and marketing to minorities are some of the relevant issues.

Over and above the primary objective of transferring knowledge to students, an added advantage of this teaching model is that education is supplemented and enriched through the cultivation of a sound

grounding of critical thinking and scientific reasoning which will prepare students to become responsible employees in the business landscape.

The lecturers responsible for this subject are Mr Theuns Kotze and Prof. Flip du Plessis

WEB-BASED LEARNING PRESENTED AT POST-GRADUATE LEVEL

Get your digital degree

Two new degrees, an MCom (Marketing Management) and MCom (Communication Management) making use of digital enhanced learning have been introduced in 2002. The previous learning model of coursework has been changed to increase the use of technology in the transfer of knowledge (WebCT).

WebCT is a borderless programme that does not require students to be located in a confined geographical boundary relatively near to the university. The structure of the degree contains 12 modules, presented over a period of 18 months (four modules per semester) and a final semester in which students must submit a research article based on empirical studies undertaken during the previous two semesters.

All the study material is available on the Web and is supported by a CD containing study guides. Contact sessions take place in a four-day block period (one each for the first three semesters).

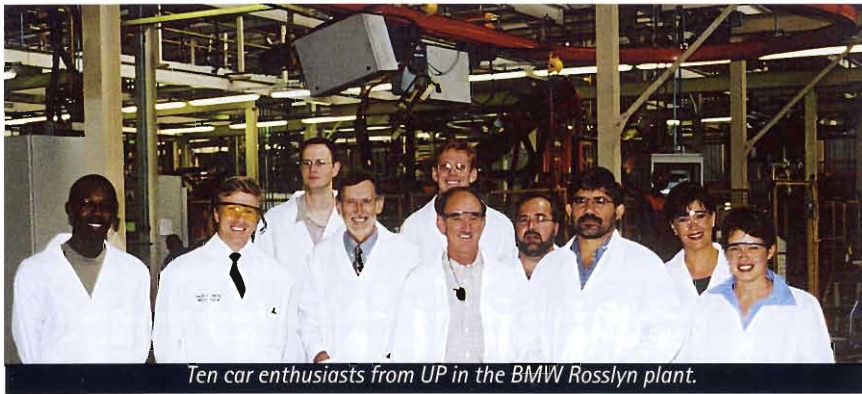
Group work is compulsory and electronic groups of two to three students are formed at the beginning of the year. Video-conferencing and interactive TV are planned for next year. A total of 27 students enrolled for the degrees and all systems are functioning as planned.

For more details visit our website at www.marcom.up.ac.za or contact Prof. Flip du Plessis (pdupless@hakuna.up.ac.za).

VISIT TO BMW

Sheer Marketing Pleasure

The JD Power and Associates 2002 Initial Quality Study recently announced that BMW South Africa's Rosslyn Plant won the Gold Award for quality. The study was based on a total of 64 905 US customers' responses indicating owner reported problems during the first 90 days of ownership.



Ten car enthusiasts from UP in the BMW Rosslyn plant.

Is it coincidence that ten car enthusiasts from the Departments of Marketing and Communication Management, as well as Business Management ventured to visit the BMW plant in Rosslyn during the first semester? Although the bus journey to get there from campus did not exactly constitute driving pleasure, they had a hunch that they were going to experience something really worthwhile.

After a warm welcome, Oliver Zipse (General Manager, Bodyshop) gave them an intensive overview presentation of BMW South Africa. He confidently mentioned BMW's past, present and future presence in South Africa. The new Mini Cooper is already old news, but watch out for the totally revamped Rolls Royce re-engineered by BMW!

The Rosslyn plant serves three markets equally: South Africa, South East Asia and the United States. It only produces the BMW 3 series from scratch to the mint quality finishing that the discerning customer demands. BMW has a customer-driven marketing approach. All the cars are produced on a single production line according to specific customer requirements, with over 100 000 combinations of options. That is why you will never find two similar cars on the production line at any given time. It only takes five days to produce a BMW. The Rosslyn plant produces in excess of 120 000 cars per year which is just a twentieth of the output of BMW's leading plant in Germany.

Quality and technology go hand in hand at BMW. The plant is equipped with cutting-edge computer 3D design software that enables engineers to entirely design the engine and simulate tests before production. This software provides views from all angles and generates cross-sectional cuts of the engine to allow internal observation. After conception, the body is moulded, given shape and rigorously assembled by the precise robots. Along the production line the car gradually takes shape through a well-co-ordinated and integrated just-in-time delivery process. As soon as the car is fully built, it undergoes meticulous checks for any defaults and goes on a brief test drive around the plant premises. The finished product is so neatly presented with such appeal that heavy pockets cannot resist.

After such a breathtaking tour of BMW one will surely not be blamed for experiencing post-purchase dissonance on any other car brand recently purchased. Perhaps one could summarise the group's feeling about the whole trip as follows: "Sheer driving pleasure."



"JUST DO IT"

During the second semester, third year students of the Department of Marketing and Communication Management embarked on a venture that is believed to be not only a first at this university, but in the whole of South Africa. The practical component of the BEM 361 module includes Entrepreneurial Marketing where the focus is on the development of basic entrepreneurial and personal marketing skills.

During Prof. Ernest North's practical class on Friday, 2 August students had the opportunity to experience the "Magic of Marketing" when two fellow entrepreneurial students entertained them with music and all kinds of magical tricks. Vaughan Croeser, the song leader of Mopanie's serenade group and Louis Slabbert, a finalist in the ABSA Bank Entrepreneur of the Year competition, are successful entrepreneurs in their own right. Not only did the students enjoy the entertainment, but realised that they too "can do it" by identifying business and marketing opportunities and hopefully convert them into viable businesses.



VIP guests learning "how to do it".

German students add to interdisciplinary collaboration

The School of Public Management and Administration (SPMA) hosted three students from the Fachhochschule-Kehl in Germany, completing a two-month foreign internship required to obtain their qualification in Public Administration.

Ms Eliane Stein rotated between SPMA and the university's academic administration and Ms Andrea Erichsen worked in the Centre for Gender Studies and the Gender Unit of the Centre for Human Rights. Ms Melanie Scheurer, as her predecessor, Mr Ronald Pfefferle, was placed with the City of Tshwane Metropolitan Municipality's Human Resource Department. The SPMA is committed to interdisciplinary collaboration and viable internships. This type of international experience obtained by the students supports the SPMA's notion of Global public participation in the discipline of Public Administration.

Prof. Jerry Kuye, Director: School of Public Management and Administration, Ms Eliane Steyn and Ms Melanie Schreurer from the Fachhochschule-Kehl in Germany and Ms Mareli Crous lecturer at the School of Public Management and Administration.



From left Ms D J Roginski, US Embassy, Ms S Lisenby, US Embassy, Mr J Blarney, Charge d'Affaires, US Embassy, Prof. S Vil-Nkomo, Dean Faculty of Economic and Management Sciences, Mr K Mokoape, Executive Chairman, LOG-TEK Engineering Solution and Prof. J O Kuye, Director of the School of Public Management and Administration.

Joint venture on Leadership Governance and Ethics

The School of Public Management and Administration (SPMA) signed a collaborative agreement with Gonzaga University, USA on 15 November 2001 at the Centre for Leadership, University of Pretoria. The agreement signified the launch of a project intended to strengthen capacity between the University of Pretoria (SPMA) and Gonzaga University in areas of leadership studies and ethical governance in democratic states.

The first goal of the project is to facilitate the integration of ethics into the PhD programme in Public Affairs at the University of Pretoria. The second goal is to increase the global perspective of the PhD programmes at both universities.

The project, which commenced in February 2002, aims to expand and engage other African states in developing similar programmes and projects. A number of academics and diplomats attended the ceremony. Also present were representatives from the US Embassy and other USAID dignitaries. The signatories of the agreement were Prof. S Vil-

Nkomo, Dean of the Faculty of Economic and Management Sciences, on behalf of the University of Pretoria, Prof. Wayne Powel, Acting Academic Vice-President on behalf of the Gonzaga University and Mr John Blaney, Chargé d'Affaires, United States Embassy, Pretoria. Prof. JO Kuye, from the SPMA, Mr Keith Mokoape, Logitec Defence Systems, Ms S Lisenby from the United State Embassy and Ms D Roginsky from the United State Embassy served as witnesses.



SPMA Renders National Service

The School of Public Management and Administration (SPMA) recently completed a research project for the Mogale City Local Municipality. This municipality is a thriving metropolis located on the north-western boundary of the Gauteng Province of South Africa.

For decades, Mogale City (formerly known as Krugersdorp) has served the mining industry and increasingly house periphery businesses and industries dependant on the mining industry. Its physical infrastructure and location in Gauteng, as well as its accessibility from adjacent areas and other provinces such as the North-West Province, makes it an appealing investment opportunity for business and industry. Development planning by means of the integrated development planning (IDP) process is one of the key tools for municipalities to improve service delivery to their communities.

During 2001 and 2002 the SPMA assisted the Mogale City Local Municipality to develop local economic and social development strategies after assessing its development direction by building on its strengths and by optimising opportunities.

In July to August 2002, the SPMA held a major workshop for the City of Tshwane. Prof. JO Kuye facilitated this forum consisting of the Mayor, Father Smangaliso Mkhathshwa, the Mayoral Committee and the Senior Administration.

Over and above its involvement with comparative Schools of Public Administration in the USA and Europe, the SPMA has also been signature to JUPMET (Joint Universities Public Management Educational Trust) in South Africa for the past seven years. In addition to SPMA, the Trust also represents the universities of Durban-Westville (UDW), Fort Hare, Stellenbosch (US), Western Cape (UWC) and Witwatersrand (WITS). The main focus of JUPMET is to solicit donor funding for capacity development and to serve as a co-ordinating platform on which the six Schools of Governance can join forces to improve the quality of education and training in the field of public management and development in South Africa. JUPMET has received donor funding from, inter alia, the European Union, the Ford Foundation, the Dutch Government and the Open Society Foundation. Prof. Nico Roux act as the SPMA's representative in JUPMET.

Prof. David Fourie continues to play the role of Project Manager on all of the SPMA's broader activities including collaborative ventures with SAMDI.

SPMA's involvement with JUPMET provides excellent opportunities for staff members to be involved in national collaborative capacity development programmes, joint research and curriculum development. Prof. Jerry Kuye is a member of the Board of JUPMET Trustees.

Research co-operation reached with American universities

The School of Public Management and Administration (SPMA) and Michigan University entered into an agreement in November 2001 to investigate future research co-operation between staff members of the SPMA and the University of Michigan's School of Information and the Centre for Afro-American and African Studies.

Prof. Nico Roux (SPMA) and Prof. Derrick Cogburn (Michigan) act as co-ordinators of this project. Since January this year, SPMA has been included in the COTELCO network, which conducts the Global Graduate Seminar on Globalization and the Information Society (cf. <http://www.cotelco.net/>). The Global Graduate Seminar is an advanced, interdisciplinary course that focuses on the social, political, economic and technological aspects of globalisation and the information society and also covers information systems and international communications policies. Cotelco brings together students from the University of Michigan with those from other leading universities in the United States and South Africa. The innovative nature of the project allows students to benefit and complement the use of Global IT innovation and Public Administration.

Eight Masters and PhD candidates from SPMA participated in the second semi-module of the above-mentioned seminar during February to April 2002.

Although this participation is seen as a pilot project, it is planned to further develop curricula to align with existing graduate courses offered at SPMA, which could in the near future be conducted in collaboration with universities abroad.



SPMA leads the way in new training programmes

During 2001/2002 the School of Public Management and Administration (SPMA) participated in the tendering process of eight training programmes awarded by the South African Management Development Institute (SAMDI) as part of the JUPMET group.

The SPMA was appointed lead institution for two training programmes, including the Introduction to Senior Management Service (SMS) and Public Human Resource Management. The SPMA was also given the responsibility for the Financial Management Module as part of the Certified Public Management (CPM) Programme.

INTRODUCTION TO SENIOR MANAGEMENT SERVICE (SMS)

The SMS is a training programme presented in co-operation with the Fort Hare Institute of Government (Bisho Campus), University of Durban-Westville and the University of Stellenbosch. Two hundred Senior Managers (director- level and up) from national and provincial departments, including the Offices of the President and Premiers of North West, Mpumalanga and Limpopo Provinces were trained by the SPMA. A competency-based approach to training was adopted and proved to be very successful. All courses offered by the SPMA were accredited by the University of Pretoria.

CERTIFIED PUBLIC MANAGEMENT (CPM) PROGRAMME

The CPM programme consists of five modules and the SPMA was responsible specifically for the Financial Management module. The module is also accredited by the National Treasury of South Africa. Two hundred middle managers were trained by using a competency-based approach. Financial management skills were identified by SAMDI as one of the skills gaps in middle management echelon. The CPM programme has therefore been very successful in its implementation and we are proud also to note that this programme is also accredited by the University of Pretoria.

PUBLIC HUMAN RESOURCE MANAGEMENT

The SPMA played the leading role in this training programme comprising of three modules in public human resource management. Other JUPMET partners, including the Fort Hare Institute of Government (Bisho Campus) and the University of Stellenbosch collaborated with the SPMA. One hundred middle managers were trained and the SPMA was responsible for the training officials in Pretoria, Witbank and Bloemfontein. Public Human Resource Management is a dynamic and ever-changing field and the SPMA's training programme has received positive feedback and accolades.

SPMA

SPMA

New Department of Taxation proves its mettle

The Department of Taxation opened its doors in January 2002 as part of a restructuring programme at the University of Pretoria. This department is seated in the School of Financial Sciences, which strives to meet the growing need for accounting, auditing, taxation, financial and investment Professionals and academics in South Africa. All degrees offered are accredited by a variety of Professional bodies.

The Department of Taxation's main focus is the interpretation of and compliance with tax legislation. In addition to the main subjects currently being presented at an undergraduate level, the department also offers a highly successful Masters in Taxation programme, which currently is the largest in South Africa.

Although a newly formed department, it has strived to achieve various goals in a very short time frame. Amongst these goals was student assistance – an all-important facet. To facilitate this, the majority of the courses were placed on WebCT to keep students informed, organised and up to date and hence improve the quality of education and service provided. Approximately 1 400 students are currently benefiting from this project. The outstanding courses will be made available on WebCT in the next two years.

Various research workshops were also introduced to the master's students. The primary goal of these workshops is to keep the students motivated and to assist them in acquiring the necessary skills to complete their dissertations.

The department has been making its mark in the local research arena in terms of various research outputs. During the 2002 Conference of the South African Accounting Association, six refereed tax papers were accepted of which four were from the Department of Taxation, clearly making this department very competitive locally and a force to be reckoned with. During February, a paper on "The South African Tax consequences of emissions trading" was presented by Margaret Nieuwoudt at the Forum for Economics and Environment Annual Conference 2002, held in Cape Town.

The following papers were presented on high-profile international conferences: At the 5th International Conference on Tax Administration held in Sydney, Australia (3-5 April 2002), Pieter Lombard presented a paper on "Service delivery levels within the South African Revenue Services".

"Perceptions of previously disadvantaged South Africans on the concept of taxation", was presented by Ruanda Lauschagne at the Critical Perspectives on Accounting Conference in New York in April 2002.

Contributions were also made to the community through CE at UP. The tax personnel are all part of the ACCA programme for the auditor-general and SARS. A tax certificate and advanced tax certificate is also offered through CE at UP.

In September 2002, the "Assessment Centre for Career Development Needs and Team Functioning" assessed all the personnel of the Department of Taxation. The personnel completed management and personality questionnaires. Personnel received detailed individual reports and a group report was produced for management to optimise the skills and productivity of all personnel in the Department of Taxation.

Accredited Accountancy Journal now moves into cyberspace

Meditari Accountancy Journal is the official research journal of the School of Financial Sciences. The journal is accredited by the Department of Education and the articles that appear in the journal receive subsidies.

Meditari Accountancy Journal is one of only two such accredited accountancy journals in

South Africa. In this regard the editorial board of Meditari aims to provide a vehicle for the publication of the research findings or research done in the fields of Financial Accounting, Taxation, Auditing, Cost and Management Accounting, Finance, Investment Management, Treasury Management, Accounting Education and other related disciplines.

The Editorial Board of the journal publishes articles of outstanding academic quality and aims to promote research in Accountancy at all tertiary institutions in South Africa. To this end it was decided

in 2001 to rotate the editorship to involve more prominent academics in Accountancy at neighbouring universities. In 2002, Prof. Elmari Sadler of Unisa and in 2003 Prof. Anton du Toit of PUCHE will act as editors. In 2004 the main editor, Prof. Carolina Koornhof of the University of Pretoria will resume the editorship of the journal.

In another development, the editor has negotiated with the publishers, Butterworths, to create a separate web site for the journal. The web site will be linked to the web page of the School of Financial Sciences and the Faculty of Economic and Management Sciences. This will ensure that the journal becomes accessible to academics both locally and internationally. For further information on the journal, contact Prof. Carolina Koornhof at telephone (012) 420-3211.



*Prof. Carolina Koornhof
main editor of the Meditari.*

EIAP THRIVING AT UP

Since the University of Pretoria obtained Endorsed Internal Auditing Programme (EIAP) status from The Institute of Internal Inc in the USA, three years ago, the number of postgraduate students BCom(Hons) Internal Auditing has increased dramatically. In 1999 five full-time and four part-time students registered for the course. By February 2002, 28 full-time and 19 part-time students were registered. Obtaining EIAP status has not only led to an increase in student numbers but it has also enhanced student awareness of career opportunities in internal auditing. Our aim is ultimately to accommodate 80 full-time students in the BCom(Hons) Internal Auditing programme.

The EIAP Advisory Board is well established and assembles four times a year. The Board is composed of 12 members; these include representation from the financial, communication and service sectors. Prof. Herman de Jager, Head of the Department of Auditing, and Prof. Daan van der Schyf are part of the Advisory Board, whose contribution, amongst other things, is to set the internship programme in motion. The positive experiences of students during the internship, which is conveyed to other students, also stimulate an interest in prospective students. In addition to practitioners being invited as guest speakers to introduce internal auditing to prospective students, the Pretoria IIA Region holds an annual mini congress at Sun City. Prospective students are invited to attend at a very low cost. The primary aim of the mini congress is to introduce them to the internal auditing profession in the morning, whilst the students have the afternoon available for entertainment.

The University of Pretoria takes great pains to invite guest lecturers who are professors of international standing in internal auditing every two years. Previous guest lecturers have been Prof. Glen Summers, LSU (2001), Prof. Urton Anderson, University of Texas at Austin (1999) and Prof. Stanley Chang, Arizona State University West (1997). Each has had an opportunity to preside over the Educators' Workshop at the annual Southern African Internal Audit Conference, and each has made an outstanding contribution to the Educators'

Socially responsible accounting

The House CA committee recently visited the Sindawonye Primary School in Mamelodi as part of our annual outreach programme. The staff have minimal resources to their disposal, but with the help of the Department of Education and benevolent corporate sponsors, the future is looking brighter than ever for the knowledge-hungry scholars.

After identifying crucial areas needing attention, the House CA committee got straight to work. An asset register was set up to reflect all of the school's assets, including a new set of computers recently donated to the school. The whole accounting system was checked and improved to attain better accountability and fund management. And who said accountants can't do manual labour? Classrooms were washed, the walls sanded and rooms prepared for a new coat of paint sponsored by KPMG.

The appreciation shown by the staff and scholars of Sindawonye Primary School was overwhelming. It is truly fulfilling to see what difference one day's worth of work can make. The friendly kids will definitely remember our visit, and judging from the many questions, we might see future accountants hailing from Sindawonye Primary School!



Members of House CA committee and personnel from the Sindawonye Primary School in Mamelodi.

Workshop (organized by the Institute of Internal Auditors SA).

The post graduate internal auditing courses are delivered by well-qualified lecturers. Lecturers are Philna Coetzee CIA, John du Plessis CIA, Everhard Carstens CIA and Prof. Daan van der Schyf. Prof. Van der Schyf also serves on the Education Committee of IIA (SA), whilst Philna Coetzee is involved in the Regional management. Proff. Herman de Jager and Daan Van der Schyf were also involved in developing unit standards for internal auditing as part of the National Qualifications Framework (NQF).

It is expected from the successful BCom (Hons) Internal Auditing students to write all four CIA papers in November 2002, after the BCom(Hons) examinations.

Our former students are not only doing well in the CIA examinations but they are also outstanding performers in the internal auditing practice.

Investment Management students excel

More than three years ago, the Department of Financial Management started the BCom degree with specialisation in Investment Management. The Investment Management programme covers a wide range of disciplines and serves as a foundation for students to prepare for a highly competitive environment and enhance new career opportunities.

At the end of 2001, the first group of nine students graduated and six of the students continued with their honours studies in 2002. These six students also registered for the 2002 level 1 exam of the Chartered Financial Analyst® (CFA®) Programme, presented by the AIMR® (Association for Investment and Management Research®). The worldwide pass rate of the CFA® 2002 level one examination was 44%. A total of 83,3% of the department's students who entered the exam, passed.



Honours students at the Department Financial Management, passed the 2002 Level 1 exam of the CFA programme. They are from left (rear) the lecturers: Mr Michael Kock, Prof. Ebo Oost (Head: Department of Financial Management), Mr Gerhard van de Venter, Ms Elbie Antonites and Ms Marika Aucamp (student). Front, the students: Mr Bert van der Walt, Mr Johan de Beer, Mr Ettienne Viljoen and Mr Justin de Klerk.



Mr Elmar Venter, academic article clerk at the School of Financial Sciences finished fourth in the country.

Results of qualifying examination for chartered accountants

The overall pass rate for the Qualifying Examination for Chartered Accountants declined from 61% in 2001 to 54% in 2002. The executive president of SAICA said that although the overall results of the examination were disappointing, the increasing number of female and black students passing the examination was pleasing.

Notwithstanding the disappointing national results, the School of Financial Sciences did exceptionally well. Of a total of 136 students who wrote for the first time, 113 students passed.

President of IAAER visits School of Financial Sciences

Prof. Bel Needles Jnr, a professor of Accounting at DePaul University in Chicago visited the School of Financial Sciences in June 2002. He is a recognised leader in research on International Accounting and the author of numerous text books on Accounting. He has published more than 20 books, one of which has been translated into Russian. He has also received several international awards for his outstanding contributions towards accounting education and research. Prof. Needles shared his experiences and views on Accounting research with the staff members of the School during a thought provoking workshop.

Prof. Needles is currently the President of the International Association for Accounting Education and Research (IAAER), the global organisation of academic accountants.

Forensic Accounting: Post-Enron

The post-graduate diploma in investigative and forensic accounting was introduced at the beginning of 2001. It is an 18-month programme, presented by the Unit for Forensic Accounting at the Department of Accounting. The participants are required to have degrees with majors in law, accounting or auditing.

Financial scandals such as Enron have again highlighted the necessity of a multi-disciplinary approach to problems of this nature and magnitude. Advocates and attorneys who understand the financial consequences of events such as Enron and the role that forensic accountants can play, is in a position to deal with the criminal and civil actions that are required.

Danie du Plessis, Director of the Unit for Forensic Accounting, emphasises that the issues relating to Masterbond, Regal Bank, Leisurenent and others, have shown that local investors are subject to risks similar to those occurring internationally. The role of the forensic accountant can be to support the legal process by investigating the circumstances underlying these events, analysing the accounting and financial consequences and gathering evidence that can be used either criminally or civilly.

By presenting this programme, the University of Pretoria is at the forefront of efforts to manage risks and corruption and resultant money laundering activities. Lawyers and accountants are also in a position to provide the necessary support to corporations involved in civil disputes requiring expertise relating to the financial aspects of these disputes.

Speaking of environmental accounting ...

Prof. Rob Gray recently visited the Department of Financial Management to address groups of academic personnel, advise individuals on research matters and assist post-graduate students.

Prof. Gray is one of a handful of accounting academics who initiated the field of environmental accounting and is today considered to be the authority on the subject. He has published extensively in leading accounting journals and would be consulting to an even wider business audience if he did not consciously minimise his activities in order to continue and maintain the independence of his research agenda. Prof. Gray currently concentrates his research efforts on integrating the various fields of social and environmental accounting research.

"The Department is very grateful to Rob that he has seen fit to take time to visit and assist us. We can only benefit from our association with an academic of his stature", said Prof. Ebo

Oost, Head of the Department of Financial Management. He added that the department would pursue all avenues to build on its current international exposure to the benefit of both students and academic staff.



The photograph shows Prof. Rob Gray from the University of Glasgow

CONGRESS OF THE SOUTHERN AFRICAN ACCOUNTING ASSOCIATION

Challenges of the African Renaissance

The biennial international congress of the Southern African Accounting Association (SAAA) was a resounding success! The congress was hosted by Vista University at the Boardwalk Conference Centre in Port Elizabeth from 26 -28 June 2002. The theme of the conference was "African Renaissance: Accounting Education and Research Challenges". Fifty two local papers and 19 international papers were presented on a wide variety of topics in the field of Accounting.



The 280 delegates were first treated to a show presented by the actors and actresses of the Port Elizabeth oceanarium and a light lunch. In the evening Mr Simon Burdett, CEO of ACCA, acted as guest speaker at the gala African dinner attended by 300 people. Mr Tito Mboweni, Governor of the South African Reserve Bank, delivered the keynote address the following morning. He mentioned that

Ms Ruanda Labuschagne, Ms Karen Fourie and Prof. Margaret Nieuwoudt, Department of Taxation, and Lize Pretorius, Department of Auditing.

he found it rather awkward to address accountants after the announcement of the World.com dilemma the previous evening. Breakaway sessions were held, covering topics ranging from sustainability reporting, ethical perceptions of future accountants, corporate collapse into the new millennium and capital gains tax in South Africa.

The day was concluded with a formal dinner sponsored by Butterworths where Mr Kevin Wakeford from SACOB addressed the delegates and various awards were presented to delegates during the evening. The following day, Prof. Bel Needles from the DePaul University opened the plenary session with his topical address: The Challenge of Globalization for Accounting Educators. He is a specialist in the field of international accounting and accounting education.

Five staff members of the School of Financial Sciences at the University of Pretoria presented papers at the conference and received very useful feedback:

- The disposal of shares: Are the proceeds capital or revenue? Mr P Lombard, Department of Taxation
- The effect of attribution on manager performance perceptions. Prof. C J de Villiers, Department of Financial Management
- A survey of the perceptions of previously disadvantaged South Africans on the concept of taxation. Ms R Labuschagne, Department of Taxation
- Evidence concerning the presence of inherent internal control limitations in the South African government sector. Prof. W J J Botha, Department of Auditing
- Service delivery levels - within the South African Revenue Service. Mr P Lombard, Department of Taxation.

The congress was heralded as very successful. Delegates left the congress with renewed enthusiasm to do research and to present papers at the next 2004 international IAAER conference to be held in Durban.

Public Economics becomes a **focus** area for **research**

The Department of Economics has identified Public Economics as a focus area of its academic and research programmes. This was done in view of the relatively high level of government intervention in the South African economy and the ever-increasing demand for more government support to solve the country's development problems.

During 2002, notable projects included the revenue forecasting programme for the South African Revenue Services (SARS) and ongoing research for the National Treasury on different aspects of tax policy. The training of officials from these two institutions and officials involved with tax administration at provincial level were also undertaken.

As far as revenue forecasting is concerned, a model was developed for use in the forecasting of personal income tax and corporate tax. The tax gap was also calculated, including the number of individuals and companies evading taxes and the level of non-compliance.

On the training side, two different courses have been put together to address specific needs within SARS, dealing with economic literacy and economic analysis.

Another important development was the launch of the first workshop of the Southern African Tax Institute (SATI) on the campus of the University of Pretoria on 23 June. The keynote speaker was the Minister of Finance, Mr Trevor Manuel and guests of honour included the Director-General of Finance, Ms Maria Ramos, representatives of various embassies, senior public officials and academics from a number of foreign countries. In his speech, the minister referred to the fact that in Africa we repeatedly witness the unfortunate reality that economic growth, without adequate measures of good governance, adherence to democratic values and administrative fairness, maintenance of macroeconomic and fiscal stability, transparency and sound accounting standards, does not result in human progress, equal distribution of opportunities and development that such economic growth should create. Hence, he stressed the importance of human capacity building, especially in the public service.

The Southern African Tax Institute (SATI) is structured as an independent and autonomous institute, administratively located in the Department of Economics at the University of Pretoria. The Institute aims to enter into a series of operating agreements and memoranda of understanding with other interested universities in southern Africa, as well as other international institutions and training facilities. The overarching goal of SATI is to build an independent centre of excellence within southern Africa (and eventually throughout Africa), to address internal tax policy and tax administration matters. Between 24 June and 27 July the following modules were offered to more than 60 public officials from all over Africa:

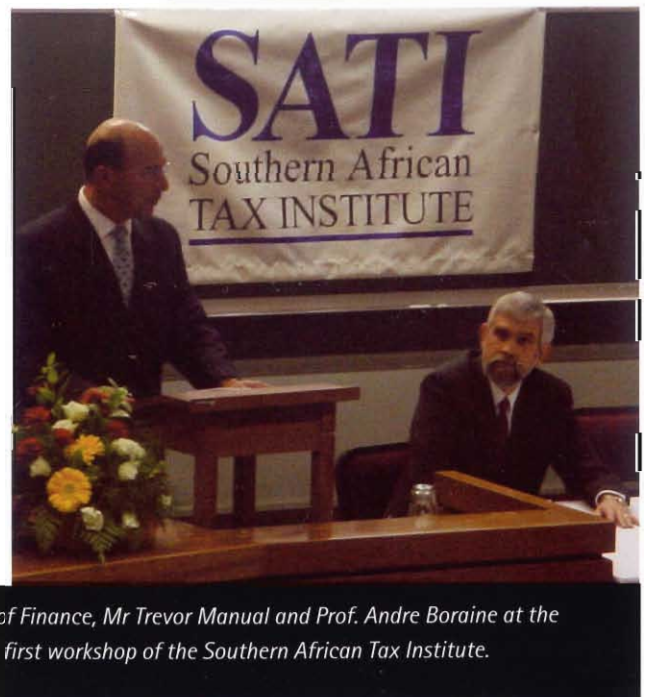
- o Comparative tax policy and administration;
- o public finance and economics of taxation;
- o tax analysis and revenue forecasting;
- o international taxation; and
- o value-added taxation.

Prestigious award earmarked for two Masters programmes

The Departments of Economics and the Faculties of Law at the University of Pretoria (UP) and the University of the Western Cape (UWC) were jointly awarded the prestigious Carnegie Award of one million dollars to establish two masters programmes. The Departments of Economics, in collaboration with the Department of Agricultural Economics at UP, will offer an MCom degree in Trade and Investment, whereas the Faculty of Law will offer an LLM in Trade Law.

These degrees are offered at both UP and UWC on an alternating basis: when UP offers the MCom, UWC offers the LLM, and vice versa. Fifteen students will receive full funding to complete an MCom. The courses are jointly taught by UP and UWC faculty members, with visiting scholars from abroad heavily involved in curriculum development and presentation of courses.

Dr Tonia Kandiero from the Department of Economics is the project co-ordinator for the MCom at UP. More information about our programme can be obtained from <http://www.up.ac.za/academic/economic/econ/graduate/index.html>



The Minister of Finance, Mr Trevor Manuel and Prof. Andre Boraime at the launch of the first workshop of the Southern African Tax Institute.

It's a balancing act natural resources vs poverty

The Rural Resource Rehabilitation initiative of the Department of Economics is endeavouring to answer pressing and intriguing questions that could impact on the future of the African continent. Is it perhaps possible to break the poverty - land degradation cycle? Is it possible to counter land degradation while alleviating poverty and promote arguably sub-Saharan Africa's most precious assets - its natural resources?

Land degradation, desertification and poverty follow a vicious but self-enforcing cycle. Poor people need to live off the land for all their domestic necessities in their struggle for survival. In doing so, they utilise biomass (mainly wood) as their principal source of energy and construction. This leads to increasing pressure on existing woodlands, which, over time, leads to land degradation and in turn leads to desertification and eventually to a deepening of the problem of poverty.

Africa has, historically, also contributed the least to potential global climate change through the emission of greenhouse gasses, but is the most vulnerable of all regions globally with a very low environmental adaptive capacity. The problem of the low adaptive capacity is compounded by the fact that poor people cannot hedge themselves against the potential consequences of changes in climatic conditions.

Paradoxically, sub-Saharan Africa hosts some of the best conservation areas and wilderness experiences on the planet. Examples of these conservation enclaves are the Kruger National Park (South Africa), the Serengeti (Tanzania), Etosha (Namibia), Amboseli (Kenia) and the Okavango



Prof. James Blignaut is responsible for the National Rural Resource Rehabilitation project of the Department of Economics.

(Botswana). It is the existence of these jewels that has made eco-tourism one of the fastest growing industries in sub-Saharan Africa.

But poverty, land degradation, desertification and climate change may result in sub-Saharan Africa losing the base of its prime export product. The Rural Resource Rehabilitation initiative is an effort to examine these phenomena and come up with possible solutions.

A window of opportunity currently exists under newly formed international conventions such as the Convention on Biological Diversity and the Kyoto Protocol to value and trade the carbon and non-carbon benefits of restoring rural resources. In doing so, land is valued in terms of its intrinsic production ability, rather than in terms of the use value of the resources that it produces. Rural land dwellers are provided with clear incentives to protect their current natural resources, to restore the land's ecosystem services and to manage their land in a sustainable way. A pilot project is envisaged in collaboration with the Kruger National Park in the Vhembe district of the Limpopo province to address these issues.

INVESTMENT AND TRADE POLICY CENTRE

INTENSIVE TRAINING SESSIONS FOR NEGOTIATORS OF INTERNATIONAL INVESTMENT AGREEMENTS

Negotiators delve deeply into key issues



The first of three annual workshops for negotiators of international investment agreements was held at the University of Pretoria from 18 to 21 March 2002. This workshop was presented as a joint venture between the Investment and Trade Policy Centre of the Department of Economics, University of Pretoria, the University of Dar es Salaam and the Legon Center of Accra (Ghana).

Based on paragraphs 20-22 of the Doha Ministerial Declaration, UNCTAD and the WTO jointly launched an enhanced work programme, aimed at assisting developing countries to better evaluate the development policies, objectives and implications of closer multilateral co-operation in the area of cross border investment, particularly foreign direct investment (FDI).

The course brought together 29 participants from 19 countries in Anglophone Africa of which 11 were from LDCs. The South African Department of Trade and Industry (DTI) was represented by a group of six participants. The programme focused on deepening the understanding of the issues involved in trade negotiations, exploring the range of issues that needs to be considered, identifying developing countries' interests and ensuring that the development dimension was adequately addressed, with a view towards consensus-building.

Building on the experience gained in earlier training sessions in Alexandria (June 2001) and New Delhi (November 2001), and based on the UNCTAD series on Issues in International Investment Agreements, these intensive training sessions for Anglophone Africa allowed negotiators of International Investment Agreements (IIAs) to delve deeply into key issues related to the negotiation of such agreements, whether bilateral, regional or multilateral. This ten-day training course was presented in four modules, including:

- A brief overview of FDI and development;
- key concepts and substantive issues relevant to the negotiation of IIAs;
- advanced discussion of procedural issues relevant to the negotiation of IIAs; and
- simulation exercises of negotiations of investment agreements, including the sharing of experiences with negotiators of existing IIAs.

The University of Pretoria's Institute for Investment and Trade Policy (ITPC) together with UNCTAD and WTO had presented an intensive training session for international investment to prominent government officials in Africa. The most important role players in the project to improve Africa's FDI negotiation capacity are from left: Prof. Chris Harmse, Faculty of Economic Management Sciences, University of Pretoria, Mr Yaw Benneh, Professor, Legon Centre for International Affairs, Ghana, Mrs Anna Jaubin-Bret, Course Coordinator, UNCTAD Secretariat, Mr Sornarajah, Professor, University of Singapore, Mrs Ruth Nyakotey, Deputy Chief Executive, Ghana Investment Promotion Centre, Prof. Vil-Nkomo, Dean of the Faculty of Economic Management Sciences, University of Pretoria.

The course provided for capacity building, both in terms of substantive knowledge and negotiating skills. The course programme consisted of lectures on key issues provided by UNCTAD and WTO staff, as well as regional and international experts. Working group ses-

continued on p 32

Annual Conference on Econometric Modelling held in Kruger Park

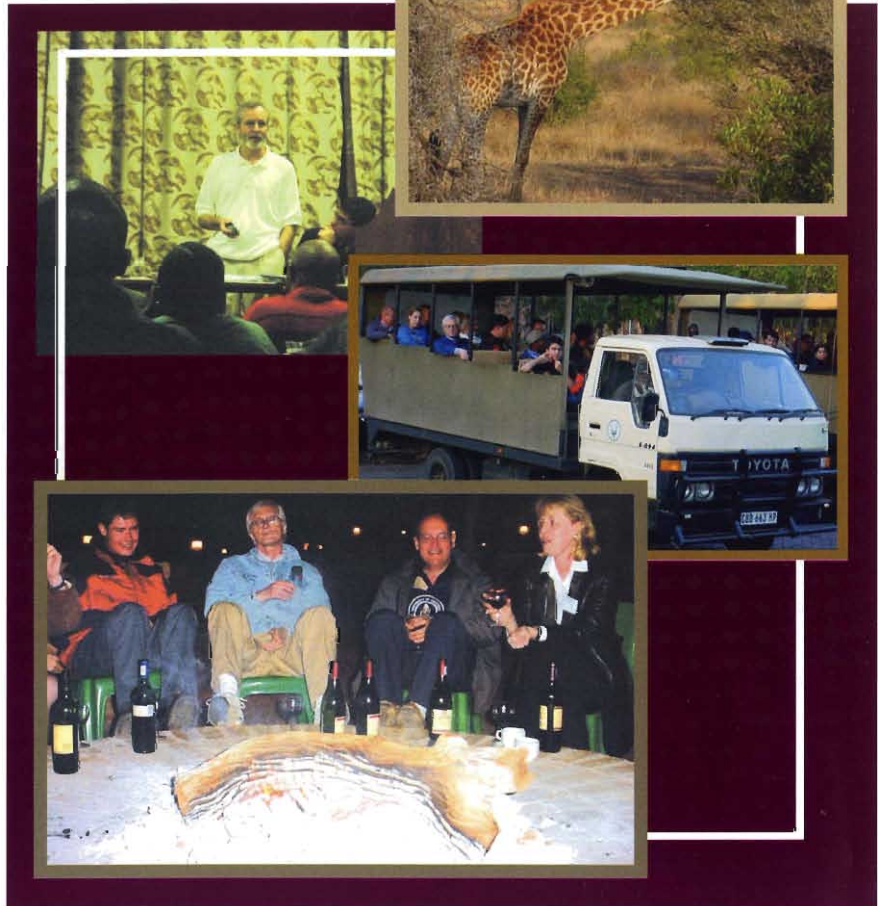
The 7th Annual Conference on Econometric Modelling for Africa was held at the Berg-en-Dal Camp, Kruger National Park, from 3 to 5 July 2002. The 85 conference participants represented an impressive number of countries in Africa and further afield, including 17 countries in Africa, as well as the United States, the United Kingdom and a number of European countries like Sweden, Poland and Spain.

Negotiators delve deeply

sions examining and analysing existing agreements at bilateral and regional levels were also held. Here special attention was paid to multilateral arrangements where appropriate, study of arbitral cases and simulation exercises with the participation of experienced negotiators.

The course ended with a final simulation exercise based on a comprehensive International Investment Agreement, including issues identified under the Doha Development Agenda, for example: A GATTs type of pre-establishment clause, transparency, environment and development clauses.

This very successful workshop concluded with a decision to set up a regional centre involving the Investment and Trade Centre of UP, the Legon Centre, the University of Dar es Salaam, the DTI, the Ghana Investment Promotion Centre and the UNCTAD secretariat. The purpose of this regional centre is to present this course in the region annually, to participate in the development of the course, to input in studies and activities pertaining to IIAs and to set up a database of African treaties, regional arrangements and arbitral awards. The centre will also serve as a think tank for governments in forthcoming international discussions and agreements on investment.



Peter Phillips, sterling professor in Economics at Yale University, attended as keynote speaker this year. Stephen Hall of Imperial College, London and Peter Pauly from the University of Toronto also presented invited papers.

This conference was first held in 1996 at the University of Pretoria with the goal of improving the capacity for econometric modelling on the African continent – a vision of the former head of Department, Geert de Wet. It has grown incredibly since then. Previous invited speakers include Stephen Hall from Imperial College, London; Peter Pauly from the University of Toronto; former president of the Royal Econometric Society, David Hendry, University of Oxford; Hashem Pesaran, University of Cambridge; Angus Deaton and Marianne Bertrand, Princeton University; Marc Nerlove, Maryland; and Esther Duflo, MIT.

The Department of Economics, who has hosted the conference five out of the seven occasions on the Pretoria campus, took the bold step to host it in the Kruger National Park during 2002. Over and above a stimulating academic programme, enough time was devoted to game drives and walks, bush braais, bush breakfasts and sitting around the camp fire.

The conference serves as the formal annual meeting of the African Econometrics Society, which was founded two years ago. The 2003 conference will be hosted by the University of Stellenbosch in the Western Cape. Visit the following website for more information: <http://www.sun.ac.za/econ/conference.html>

Is there **LIFE** beyond the **United Nations**?

As was reported previously, the Department of Economics at the University of Pretoria secured a grant from the United Nations to initiate and execute an economic policy analysis programme for 15 countries in southern, central and western Africa: Angola, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Namibia, Senegal, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

The aim of the project is 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 goal is to empower decision-makers to examine policy alternatives and forecast the economic performance of their countries under alternative policy scenarios. A final objective is to integrate the network of African models with Project LINK – an international multi-country model of more than 70 national and international economic research institutes and organisations, which will ensure the globalisation of the fully functional African network.

The implementation of the project includes five workshops, which are scheduled over a period of two years (2000 – 2002). The workshops combine:

- Formal training in advanced technical aspects of econometric modelling, policy analysis and forecasting, developing, upgrading and maintenance of social databases, as well as hardware and software application;
- individual and group sessions with the international consultants;
- participation in annual meetings;
- policy dialogues; and
- conferences to exchange national experiences between modellers and to interact with policy makers.

The project utilises UN in-house expertise, international consultancy assistance from Canada and the United Kingdom and, to a great extent, local expertise.

The first four workshops have been very successful and greatly appreciated by all participants, as can be seen from the quote below:

"... the progress in model building has been extremely satisfactory so that the majority of the participants are now able to continue adjusting the national models with the minimum assistance. Our confidence in the excellent quality of the project implementation convinced us to redistribute staff travel funds in favour of sponsoring participation of ten selected African delegates from the project in the Project LINK Spring Link meeting. We believe that such participation will result in integration of the African network into the global network of econometric modellers."

Dr Ian Kinniburgh, Director: Department of Social and Economic Analysis, United Nations

With a final wrap-up workshop to be held from 28 October to 1 November, the project



Prof Charlotte du Toit,
Executive coordinator:
Research Network for
Development Policy Analysis.

has already matured into an independent network of expertise in Africa and satisfies the ultimate goal of ownership and sustainability. The expertise of the network can now be applied to improve co-ordinated policy analysis on a regional basis, allowing policy makers to evaluate the impact of world economic conditions on the regional economy and their country. It therefore supports the New Partnership for African Development (NEPAD), since it is the grassroots implementation of the African dream towards the realisation of an African Union.

Huge interest and commitment has already been shown by a number of multilateral organisations in Africa to support the extension of the initiative with the aim of including more countries and in doing so, broadening the base of economic modelling expertise. Negotiations are currently underway to secure a life after the UN.

Finally, it has to be acknowledged that none of this would have been possible without not only the financial support of the sponsor, Department of Social and Economic Analysis (DESA), United Nations, but the dedicated efforts and personal contributions of the DESA personnel, in particular Ada Samuelsson (UN project manager) and Carl Gray (official UN representative).

Looking at the social aspects of ICT around the globe

Prof. Dewald Roode and Dr Hugo Lotriet of the Department of Informatics recently participated in a workshop on globalisation in IT, organised by the London School of Economics.

The workshop, which was attended by delegates from the UK, USA, Europe and Africa, focused mainly on the social aspects associated with ICT and globalisation. Some of the topics addressed included the role of digitisation in re-shaping cross border relationships, electronic trading and the transformation of futures exchanges and standards and categorisation in global infrastructure.

Prof. Roode, who was one of the invited speakers, delivered an address on sustainable development through ICT interventions.

Other notable speakers included Prof. Geoff Walsham of Cambridge University and Prof. Anthony Giddens, Director of the London School of Economics.

Community service receives a research angle in the Department of Informatics

A vision born of hope

"When I see these people, what comes to my mind is not just a small, but a big thing. I see myself as one of the professors I saw here and I see myself as a graduate at their university."

This was the reaction of one of the hundreds of pupils at the Siyabuswa Educational Improvement and Development Trust (SEIDET) after a recent Saturday visit by staff members of the Department of Informatics of the University of Pretoria.

Through a unique relationship with this rural development institution, university staff have for many years been involved in community service to the rural community of Siyabuswa in Mpumalanga by introducing Information and Communications Technology into the training and other activities performed at SEIDET. At the same time, the lecturers have been able to make use of valuable research opportunities related to Information Technology and rural development.

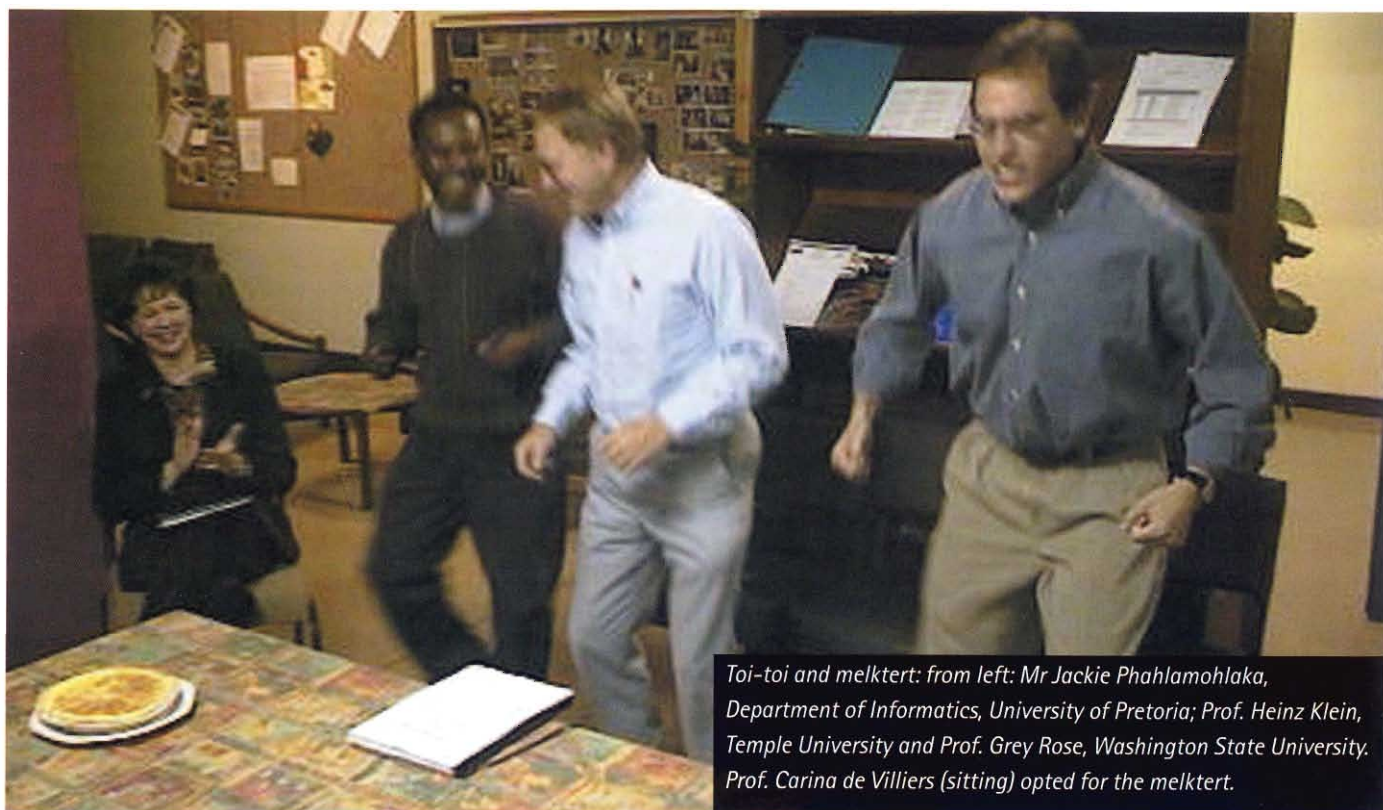
The visit of departmental staff this time was motivational. Informal meetings were held with staff and pupils at the three SEIDET centers at Siyabuswa, Vaalbank and KwaMhlanga. Students were motivated to do well in their studies in order to gain university admission and were informed of requirements related to studying Informatics.

The university staff members were amazed at the diligence and enthusiasm of the teachers and learners who devote most of their Saturdays to improve their proficiency in various school subjects.

In the words of one of the staff members, "(It was) an uplifting experience to see people try so hard with limited resources. It gives one hope for the future..."

Staff members of the Department of Informatics and pupils at the Siyabuswa Educational Improvement and Development Trust (SEIDET)





Toi-toi and melkert: from left: Mr Jackie Phahlamohlaka, Department of Informatics, University of Pretoria; Prof. Heinz Klein, Temple University and Prof. Grey Rose, Washington State University. Prof. Carina de Villiers (sitting) opted for the melkert.

Making interpretivism a song and dance

Temple University academic presents seminar on interpretivism

Prof. Heinz Karl Klein of the University of Temple recently presented a seminar at the University of Pretoria, organised by the School of Information Technology. Interpretivism now claims a significant share of top tier journal space in the information systems research arena.

The seminar introduced some of his recent contributions to improve the research methods of the interpretivist research paradigm in information systems. It focused in particular on the research potential of hermeneutic field studies, i.e. interpretive in-depth case studies and interpretive ethnographies. Their underlying philosophical rationale is very different to positivist case studies, even though they are similar in other respects as both depend on industry co-operation.

After illustrating some methodological principles for conducting and evaluating interpretive field research along with their philosophical rationale, he presented two conclusions for discussion. Firstly, interpretive research can raise both scholarly quality and practical relevance of research in information systems (and possibly in other management disciplines). Secondly, interpretive research can improve co-operation among scholars through triangulation even if their research philosophies are conflicting. It can therefore contribute to building a cumulative tradition across the "fragmented adhocacy", which is likely to remain typical for the information systems research community for some time to come.

Prof. Klein is currently working at the Department of Management Information Systems (MIS) at Fox School of Business, Temple University. He is the Departmental Director of the PhD programme and is responsible for faculty research leadership, research

and teaching in the primary MIS track of the PhD and MBA programmes in Business Administration.

He serves on the editorial board of several journals, as well as the Wiley Series in Information Systems. He has presented papers at international conferences and published articles in Communications of the ACM, Management Information Systems Quarterly (MISQ), and Information Systems Research.

He has been the keynote speaker at several conferences, most recently the "Working Conference on New Information Technologies in Organization Processes: Field Studies and Theoretical Reflections on the Future of Work" in 1999. Prof. Klein has received several awards, including the 1995 IFIP Outstanding Service Award; an Honorary Doctorate, Faculty of Science, University of Oulu, Finland (1998) and the 1999 MISQ Best Paper Award (this paper formed the basis of part of this particular seminar).

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