

communiké



FAKULTEIT EKONOMIESE EN
BESTUURSWETENSAPPE

FACULTY OF ECONOMIC AND
MANAGEMENT SCIENCES

BUILDING
a brighter
FUTURE



BUSINESS
leaders urged
to INNOVATE

all our own MILESTONES

2004

The shared vision and six key building blocks for the FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

Our shared vision

To be at the cutting edge of economic, financial and management education and research.

Our academic commitment

Building a brighter future through our 6 key building blocks.

Our six key building blocks

In pursuance of our vision and values reflected in our six building blocks, WE WILL:

Our staff

Resource our Faculty with high caliber people who have the relevant scholarship and professional competencies, working together passionately in a positive nurturing and enabling environment.



Our students

Regard our current, prospective and past students as the essence of our being and develop and deliver programmes that ensure well-rounded people; driven by sound values; are independent problem solvers; adding value as part of the "innovation generation".



Our research

Building on the positive research growth trends in the Faculty to balance our research in the basic and applied sciences in the private and public sectors.



Our partnerships

Follow an interdisciplinary approach, fostering partnerships and engaging our stakeholders in meaningful and beneficial relationships.



Our innovation commitment

Passionately celebrate diversity and embrace change in the spirit of viewing South Africa and Africa at large as "Alive with Possibilities".



Our leadership

Have responsible leadership that is visionary, inspirational and committed.





- 4** From the Dean's desk
LEADERSHIP
5 Our leadership team
6 The Faculty boasts a President in its midst
Business leaders are urged to innovate

PARTNERSHIP

- 7** Internal Auditing students receive major exposure
So sweet the honours
8 SATI back for the season
Students succeed in real-life marketing
9 Another successful partnership
SPMA, Africa's public sector governance partner
10 Tourism department ready to score in 2010
Business sector's allies
11 The SPMA in big party partnership
Travel distribution taken to the summit

INNOVATION

- 12** We learn on the streets how to do business
13 Department talks tax to teens
Women make their mark in the business world
14 "It's possible" for Tuks students in tourism month
15 Tourgate: Opening tourism knowledge to rurals

RESEARCH

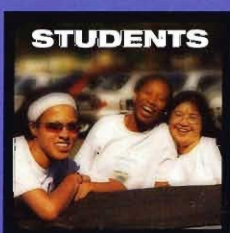
- 16** Here is a guide for the entrepreneur
Economy and environment - read all about it
17 Research on poverty reduction concluded
Award for excellence
18 The future of business education
Discussing key economic issues in South Africa
19 Pretoria University builds on a first-class MBA
New book launched

STAFF

- 20** Three cheers for friendly and competent administration
Excellent service at UP
21 Improving the capacity of econometric modelling
Staff fly through rigorous curriculum
22 UP flavour to GSU MBA programme
A significant best paper award won
Gill Marcus to shape and develop GIBS
23 The wings of excellence
In Memoriam

STUDENTS

- 24** If at first you don't succeed, try to hide your astonishment
Never say die
25 Let the games begin
Laureate awards for excelling Tukkies alumni
26 First doctorate in Tourism
Tourism students operate in the real world
27 Keeping the rubber on the road



2004

Communiqué

is issued by: Faculty of Economic and
Management Sciences
University of Pretoria

Alumni and other stakeholders of this
Faculty receive COMMUNIKÉ free of
charge. Opinions that are expressed in
this publication, are not necessarily the
opinion of the Faculty.

ENQUIRIES:

The Editor: Communiqué
Faculty of Economic and Management
Sciences
University of Pretoria
PRETORIA 0002
Tel: (012) 420-3523/3927
Fax: (012) 362 5194
E-mail: dvdwest@hakuna.up.ac.za
or mgreylin@hakuna.up.ac.za

Editor

Sonja van der Waldt
Doret van der Westhuizen
(012) 420-4753

Production

CHILLdesign
(012) 332-3833

Printing

CPD Print
(012) 342 1978



2004 – ten years after

And we had our own MILESTONES



“The year 2004 was an important year for South Africans - we celebrated the first 10 years of democracy.”
- Prof Carolina Koornhof, Dean of the Faculty

South Africa even won the bid to host the 2010 Soccer World Cup. It was also an exceptional year for the students and staff of the Faculty of Economic and Management Sciences. At the risk of overlooking important milestones, I would like to celebrate a number of achievements:

- For the first time in our history, the number of contact students of the Faculty exceeded 10 000 students, which means that this Faculty is now substantially larger than some of the smaller universities in South Africa. The growth in numbers and in the quality and diversity of students indicates that this is the Faculty of choice for students who wish to pursue a career in business. Especially heartening was the substantial growth in our post-graduate student numbers. During 2004 a total of 2 545 students graduated from this Faculty.
- The research output of the Faculty increased significantly over the last few years and peaked in 2005 with 60,2 accredited units produced by our staff and post-graduate stu-

dents. The Faculty has developed a number of research focus areas and centres where we are deemed to be leaders in South Africa. A number of our staff members were recognised for their research excellence at local, national and international forums. We are exceptionally proud of our staff who can, notwithstanding heavy teaching loads and large classes, excel in this manner.

- During 2004 a number of new Departmental student houses and the Faculty House "Commercii" were formed. The quality of our student life is extremely important to the Faculty, as it forms an integral part of the formation of our students. Although our students focus on academic excellence, participation in student events such as Rag, Intersarsity, Spring Day and other sports and cultural events is important to their development, not only into world-class professionals, but also into world-class people – the Innovation Generation!
- We are also very proud of the two business schools of the University of Pretoria: the Gordon Institute of Business Science (GIBS) and the Graduate School of Management (GSM).
- Both business schools were amongst the first seven schools that were fully accredited by the Council of Higher Education. They excelled further by being ranked second and fourth respectively in the Financial Mail Survey of top business schools in South Africa.
- The 2003 edition of our Faculty magazine *Communiqué*, was also recognised for excellence during 2004 when it was selected as a finalist in the category for once-off publications, in the SA Publication Forum Corporate Publication Competition. Thank you to everyone in the departments and Faculty Office for your support during the year in keeping us informed of the events and achievements of the staff and students of the Faculty of Economic and Management Sciences. I hope that you will enjoy reading the 2004 edition!



Our **LEADERSHIP** team

DEAN

Prof Carolina Koornhof



Tel: (012) 420 2425
carolina.koornhof@up.ac.za

SCHOOL OF ECONOMIC SCIENCES

Chairperson:
Prof Jan van Heerden



Department of Economics

Head:
Prof Jan van Heerden

Tel: (012) 420 3451
jan.vanheerden@up.ac.za

SCHOOL OF FINANCIAL SCIENCES

Chairperson:
Prof Madeleine Stiglingh



Department of Taxation

Head:
Prof Madeleine Stiglingh

Tel: (012) 420 3346
madeleine.stiglingh@up.ac.za

SCHOOL OF MANAGEMENT SCIENCES

Chairperson:
Prof Ronél Rensburg



Dept of Marketing and Communication Management

Head: Prof Ronél Rensburg

Tel: (012) 420 3816
ronel.rensburg@up.ac.za

Faculty Administration

Office of the Dean

Faculty Manager (acting):
Doret van der Westhuizen



Tel: (012) 420 3523
doret.vanderwesthuizen@up.ac.za

Department of Accounting

Head:
Prof Daan van der Schyf



Tel: (012) 420 3423
daan.vanderschyf@up.ac.za

Department of Tourism Management

Head:
Prof Ernie Heath



Tel: (012) 420 4000
ernie.heath@up.ac.za

Department of Auditing

Head:
Prof Herman de Jager



Tel: (012) 420 4427
herman.dejager@up.ac.za

School of Public Management and Administration

Head:
Prof Jerry Kuye



Tel: (012) 420 3334
jerry.kuye@up.ac.za

Student Administration

Head: Alet Carstens



Tel: (012) 2721
alette.carstens@up.ac.za

Department of Financial Management

Head:
Prof Ebo Oost



Tel: (012) 420 3010
ebo.oost@up.ac.za

Department of Business Management

Head:
Prof Gideon Nieman



Tel: (012) 420 3400
giel.nieman@up.ac.za

Department of Human Resources Management

Head: Prof Leo Vermeulen



Tel: (012) 420 3074
leo.vermeulen@up.ac.za

The Faculty boasts a **PRESIDENT** in its midst

Prof Carolina Koornhof, Dean of the Faculty of Economic and Management

Sciences, was appointed President of the Northern Region of the South African Institute of Chartered Accountants (SAICA). SAICA is a professional membership body that provides a wide range of services to its approximately 24 000 members. The mission of the Institute is to serve the interest of the chartered accountancy profession in South Africa by upholding the standards and the integrity of the profession.

SAICA consists of four regions (Southern, Central, Eastern and Northern) and a secretariat. The Northern Region is the largest by far, representing 54% of the Chartered Accountants in South Africa. Prof Koornhof is President of the Northern Region and is the second woman, and to our knowledge, the first academic to hold this important position. During her term as President, the Northern Region, previously called the Transvaal Society of Chartered Accountants of South Africa, commemorated its centenary - it was founded in 1904. The Society started with about a 100



Attending the Northern Region Centenary dinner were from left: Mr Shauket Faki (Auditor-General), Mr Ignatius Sehoole (Executive President of SAICA), Prof Carolina Koornhof (President of the Northern Region of SAICA) and Mr Russell Loubser (President of the JSE Securities Exchange).

members and was signed into the statute books by Lord Milner, then governing South Africa prior to it becoming a union.

The glitterati of the business world gathered at the Castle in Kyalami on 21 September 2004 to celebrate 100 years of organised accounting. Well-known accountants, including JSE Securities exchange president, Mr Russell Loubser, auditor-general Mr Shauket Faki and the heads of the Big Four auditing firms joined 400 of their colleagues of the Northern Region of SAICA for the occasion. The Sowetan String Quartet provided music.

Business leaders are urged to **INNOVATE**

"In order to succeed economically, we need to grasp the true nature of innovation. It is more than just a new idea. It is the creation of new products, processes, services and techniques, and combining them with acceptance in the market. Invention plus market exploitation, therefore, equals innovation," said Prof Calie Pistorius, Vice-Chancellor and Principal of the University of Pretoria.

He spoke at a business breakfast that was hosted by the School of Public Management and Administration (SPMA) on 9 June 2004 and attracted a large audience with his discussion on policy perspectives on innovation.

As Chairperson of the National Advisory Council on Innovation (NACI), Prof Pistorius is

a champion of innovation, and he has identified innovation as one of the University's strategic drivers to meet the challenges that lie ahead. His discussion of the notion of managing innovation for competitiveness proved to be most interesting, especially since countries are increasingly involved in a struggle for economic and commercial success.



Prof Calie Pistorius

According to Prof Pistorius, countries must be able to compete economically in order to survive, prosper and grow. A nation's ability to be competitive depends on its industries' capacity to innovate. The coupling of innovation with competitiveness is vital. This is something that is increasingly being realised as can be seen in the emergence of innovation policies such as the Department of Science and Technology's Green Paper on Innovation.

Prof Jerry Kuye, director of SPMA, expressed his satisfaction at the success of the business breakfast, which has become an annual event on the SPMA calendar. "It is great that the Principal's enthusiasm for innovation and competitiveness can be broadcast to the wider community," said Prof Kuye.

Internal Auditing students receive major **EXPOSURE**

Since the University officially received "Endorsed Internal Audit Program" status from the American Institute for Internal Auditors, this programme has shown tremendous growth.

Student numbers increased from 12 students at post-graduate level to 85 students in 2004. The programme was also offered at undergraduate level for the first time, kicking off with 130 students. Various projects were launched during the year, of which the special open day and the Sun City seminar deserve mention.

With the help of the programme's Advisory Committee, which comprises predominantly high-profile businessmen and women, a separate open day for current and potential Internal Auditing students was organised. Approximately 600 students attended the open day, while six major companies and organisations, namely Deloitte, Ernst & Young, Gauteng Shared Service Centre, KPMG, Nedcor and Sizwe Ntsaluba advertised their services to students. During this event, the BCom (Honours) Internal Auditing students were also afforded the opportunity to negotiate internships for the duration of the June/July holidays. Both students and potential employers were unanimous that the day was a major success.

The Sun City student seminar was organised in conjunction with Tshwane University of Technology. A total of 580 students (of whom 180 were from UP), various organisations, sponsors, lecturers and speakers attended the event.

Mr Greg Hollyman, Vice-President of the Institute of Internal Auditors of South Africa, opened the proceedings. The following subjects were discussed: The differences and similarities between internal and external auditing; environmental management; financial statement fraud; as well as Cyber Hacking @ Internet banking services.

In addition to a water bottle, towel and pen for every student, Nashua Mobile, one of

the day's sponsors, offered two cellphones as prizes, as well as a number of consolation prizes. During the afternoon, students had the opportunity to relax at the Valley of the Waves. Speakers, sponsors and students indicated that the day had made a valuable contribution to the internal auditing profession, as well as to student awareness in this field.



Personnel responsible for the EIAP programme are from left Ms Ilana van Wyk, academic assistant, Ms Philna Coetzee, EIAP coordinator and Mr Rudrik de Bruyn, lecturer.

So sweet the honours

Dr Derek Keys, former Minister of Finance, received an honorary doctorate from the University of Pretoria during a graduation ceremony in September 2004.



Dr Derek Keys (centre) and his wife Mrs Silma Keys (to his left) are seen here with, from left, Prof Chris Thornhill, previous Dean of the Faculty, Prof Carolina Koornhof, Dean of the Faculty, and Prof Sibusiso Vil-Nkomo, former Dean and now Executive Director: Fundraising.

Dr Keys also received honorary doctorate degrees from the University of the Witwatersrand and the University of Stellenbosch. On the question how he felt about the honorary doctorate from the University of Pretoria, he simply stated: "The last is the sweetest".

Dr Keys obtained a BCom degree from Wits and qualified as CA in 1954. During 1956 he joined the Industrial Development Corporation. After nine years he became a self-employed financial consultant. During this period he was Non-executive Director of Public Companies, Managing Director and Chairman of National Discount House, and founder of the Malbak Group.

In 1991 Dr Keys joined the Cabinet and in 1992 he was appointed Minister of Finance. In 1994 Dr Keys was appointed as Chairman of Billiton. He retired in 1997, but remained on the board of Billiton until June 2002.

SATI back for the season

The Southern African Tax Institute

(SATI) presented its 2004 SATI Winter Programme on Taxation from 21 June to 16 July 2004. This programme was an expansion of the highly successful SATI Winter Programmes on Taxation presented in 2002 and 2003.

The modules offered had been designed to benefit and enhance the skills of midlevel and senior public officials from national, regional or local treasuries, as well as tax administrators from national, regional or local revenue collecting agencies in African countries.

SATI is an autonomous institution administratively located in the Department of Economics. The Institute is devoted to training, research and technical assistance in the areas of tax policy and tax administration on the African continent. Although SATI focusses mainly on countries in southern and eastern Africa, it intends to expand to all of Africa in the medium term, complementing the African Union and the New Partnership for African Development (NEPAD).

The major objectives of SATI are: to provide high quality training to the future middle and senior tax policy and tax administration officials in African countries; to assist the existing tax training institutes in African countries by designing training programmes and training instructors from those institutes; to offer specialised short courses on current tax issues to senior officials at national, regional and local government level; and to provide a vehicle for tax-related research and a forum for the co-ordination of tax issues among African countries.

The goal is to build independent capacity within Southern Africa (and eventually throughout Africa) to address internal tax policy and tax administration issues. It also recognises that the dramatic increase in cross-border activity requires greater co-operation and co-ordination in the design and implementation of tax systems.

From 6 to 10 September 2004 SATI also offered a one-week Local Government Finances Programme, which focussed on fiscal decentralisation, local tax policy and administration, and local revenue sources such as property taxation in an African context.



From left: Prof JH van Heerden (Head of the School of Economic Sciences), Prof E Zolt (SATI Executive Committee and founder), Prof S Cower (Bilkent University, Turkey), Prof C Koornhof (Dean of the Faculty), Mr A Chatty (Nathem Associates South Africa) and Prof N Schoeman (Director Bepa and SATI Executive Committee).

Students succeed in real-life marketing

Honours students of the Department of Marketing and Communication

Management participated in an assignment that brought them great fame and a partnership with First National Bank (FNB).

Students had to compile a direct mail campaign for the FNB's graduate market segment. The deal was: should the bank be satisfied with one of the student campaigns, the students would be given the opportunity to work with the bank's advertising agency to launch the campaign.

However, FNB was so amazed and satisfied with the excellent job that the winning group had done that the bank decided not to use their advertising agency to execute the campaign, but to use the students to launch their own well-designed campaign. This direct mail package hit the market in November 2004.

On 31 August 2004, a cocktail function was hosted by FNB in honour of the students and to thank them for their excellent work.

This is a wonderful example of a win-win situation where the client (FNB) got value for their sponsorship and the students got exposure to a real-life direct marketing campaign.



Standing at the back, from left: Prof Flip du Plessis (Head: Marketing Management, UP), next to him, Mr Brett Erasmus (Head: Segment Marketing, FNB) and Mr Troy Jenkins (Segment Marketing, FNB). In the middle: the student winning team. In front is Prof Ronél Rensburg (Head: Marketing and Communication Management, UP) with Ms Naushad Arbee and Mr Musa Zondi also from Segment Marketing, FNB.

Another successful partnership

The relationship between the University of Pretoria and Gonzaga University in the USA was consolidated through a collaboration agreement signed at the University of Pretoria on 15 November 2001. The agreement signified the launch of a project intended to strengthen the capacity of both UP and Gonzaga University in the areas of leadership studies and ethical governance in democratic states.

The first goal of the project was to facilitate the integration of ethics into the PhD programme in Public Affairs offered by UP's School of Public Management and Administration. The second goal was to increase the global perspective of the PhD programmes of both universities. The project, which commenced in February 2002, focused on expansion and the engagement of African states in the development of similar programmes and projects.

Since February 2002 a number of reciprocal staff and student exchanges have taken place. Staff from the SPMA who have visited Gonzaga University include Prof Petrus Brynard, Prof Nico Roux, Prof Enslin van Rooyen, Dr John Mafurisa, Ms Mareli Crous, Mr Kabelo Moeti, Ms Mabel Msutuana (SPMA Fellow), Mr Hilton Fisher (SPMA Fellow) and Ms Goonasagree Naidoo (SPMA Fellow).

In return, Fr Spitzer (President of Gonzaga University), Prof Raymond Reyes (Vice-President of Gonzaga University), Prof S Freedman (Vice-President of Gonzaga University), Prof Mary McFarland (Dean: School of Professional Studies, Gonzaga University), Prof James Beebe, Prof Sandra Wilson, Prof Shann Ferch, Dr Karin Norum, Ms Theresa Power-Drutis and Mr Bob Bartlett of Gonzaga paid a visit to the SPMA. Everyone who has participated in these exchanges agrees that the extensive collaborative research, colloquiums and lecturing opportunities are of great value.



From left: Prof Chris Thornhill (SPMA), Prof Omar Buare (HSRC), Prof Nico Roux (SPMA), Prof Petrus Brynard (SPMA) and Prof Raymond Reyes (Assistant Vice-President: Gonzaga University).

SPMA, Africa's public sector governance partner

In a joint venture between UP and its international partner Georgia State University, UP's School of Public Management and Administration (SPMA) has contributed to the development of a programme in Economics and Public Affairs.

The PALMS Project focuses on Africa and also represents the continent in terms of student composition. Its objective is to empower students to contribute to initiatives and institutions that promote development on the African continent. This comprehensive programme provides bursaries to full-time students enrolled for the MPhil degree in Public Affairs and Economics. Students are exposed to eminent South African academics and lecturers from the international community.

This unique programme involves significant African and international academic excursions and seminars which will expose students to an intensive series of workshops on topics such as African policy analysis, public affairs, public administration, international management, public sector financial management, economics, development and international management, leadership and governance, and public policy and ethics.

The programme also affords students the opportunity to choose whether to specialize in Public Affairs or in Economics. Students who specialize in Economics, will be exposed to elements of economics, econometrics, public finance and tax policy, and trade and investment. On the other hand, specialization in Public Affairs will include elements of public administration, public finance, public policy, leadership and governance. This is truly a process of developing and empowering young minds to contribute to growth and prosperity throughout Africa.



Soccer world cup stakeholders can benefit from mega-events database

Tourism department

The University of Pretoria's Department of Tourism Management is gearing up to add value to the success of the 2010 Soccer World Cup.

ready to SCORE in 2010

Business sector's allies

In the past two decades, postgraduate management training that is practice oriented and encourages creative thinking in business circles has gained considerable ground world-wide. Gordon Institute of Business Science (Gibs) Director, Professor Nick Binedell, says that the world's leading companies are increasingly turning back to books in order to develop their best people to identify and exploit new business opportunities. Gibs is one of SA's business schools that, apart from its respected MBA, has developed several programmes especially for business executives. Says Binedell: "Today, senior executives can pick and choose from a wide range of management training that will enable them to expand their own skills without having to lose the focus on their work for long periods. In addition, they can apply the new knowledge to their work without delay."

According to Prof Ernie Heath, Head of the Department of Tourism, a comprehensive database on key best practices and lessons to be learnt from the hosting of previous international mega-events has already been developed and will be updated continuously. This information is accessible to tourism stakeholders through the TourGate Knowledge System, which is managed by the University in collaboration with the CSIR.

A major focus in the Department's future postgraduate research will also be on relevant strategic management and marketing areas for 2010 and on a range of short courses, some of which will be presented in collaboration with international experts.

From an initial analysis of previous mega-event legacies and best practices, Prof Heath has identified the following 10 key leadership and management lessons that could be valuable to ensure the success of the 2010 event:

- Establishing a shared vision, passion, strategic framework and enabling environment.
- Clear and transparent communication at all levels and among all stakeholders is crucial.
- The mega-events strategy should form an integral part of the overall events strategy, which should be an integral part of the overall tourism destination management strategy.
- A strong public-private sector partnership is essential – with appropriate community participation.
- A business-like approach is a must to ensure financial viability.
- Encourage development consistent with normal growth patterns rather than targeting mega-event growth patterns.
- Have a pre-event (2005-2009); event (2010); and post-event (2011-2015) strategy.
- Encourage co-operative efforts among multiple and disparate groups to optimize the impacts. Preserve these relationships and networks for post-event strategies.
- Manage the displacement factor strategically and innovatively.
- Ensure that the event organization does not close down at the end of the event.



The SPMA in **big party** partnership

During 2003 and 2004 the School of Public Management and Administration (SPMA) of the University of Pretoria assisted the Gauteng ANC Political School in establishing a Councillor Management Development Training and Governance Programme.

SPMA Director, Prof Jerry Kuye, with the rest of the SPMA staff were deeply involved in the implementation and evaluation of the Programme. Approximately 350 councillors from various districts were offered the opportunity to develop their skills and increase their understanding of their environment and functioning within local government in South Africa.

The Programme was concluded with a graduation ceremony conducted at the Groenkloof Campus of the University of Pretoria in 2004. The Dean of the Faculty, Prof Carolina Koornhof and Vice-Principal, Prof Chris de Beer, presided the ceremony, which was attended by various prominent members of the ANC. This was the first initiative of this kind in the history of a new and democratic South Africa.

In the photograph – **Front row:** Mr Firoz Cachalia (Provincial Head, ANC Political Education and Training Committee, Gauteng Province), Prof Carolina Koornhof (Dean, UP), Prof Chris de Beer (Vice-Principal, UP), Prof Jerry Kuye (Director, SPMA) and Dr Werner Rechmann (Friedrich Ebert Stiftung, South Africa).
Second row: Prof David Fourie (SPMA), Mr B Mabaso (MEC, Social Development, Gauteng, Pretoria), Mr Zweli Sizani (Sec. ANC Political Education), Mr Trevor Fowler (Deputy-Director-General, The Presidency), Mr Edwin Smith (Director, Mamelodi Campus, UP), Prof Enslin van Rooyen (SPMA), Prof Nico Roux (SPMA), Mr David Makhura (ANC Provincial Secretary, Gauteng Province), Prof Manelisi Genge (Director, Policy, Research and Analysis, Department of Foreign Affairs), Ms Olivia Davids (Head, Consumer Education – Financial Services Board), Dr Gerhard Koornhof (ANC Member of Parliament, Pretoria East), Mrs Ingrid de Beer (Spouse of Vice-Principal, University of Pretoria) and Ms Reneva Fourie (Director, Department of Trade and Industry).

Travel distribution taken to the summit

The Department of Tourism Management

hosted the first Travel Distribution Summit in South Africa on 25 August 2004. Two world-class international experts shared their views with South African industry leaders.

The goal of the summit was to find supplier and intermediary solutions for distributing travel profitably and to the benefit of the customer; to consider future scenarios; to determine whether increased consolidation and integration benefit suppliers, intermediaries and customers; and to identify those distribution channels which provide the greatest return on investment for travel intermediaries.

The first international speaker, Prof Andy Frew from the Queen Margaret University College, Scotland, is one of the foremost academics in the field of information technology in hospitality and tourism. He presented a keynote address and concluded the day programme with an interactive session on future scenarios on travel distribution.

International industry expert, Mr Paul Richer, also addressed the summit. He is Senior Partner at Genesys - The Travel Technology Consultancy in the UK. Mr Richer has co-authored several reports examining the impact of technology on the distribution of travel, including "Distribution Technology in the Travel Industry".

Prof Berendien Lubbe of the Tourism Department at UP provided an overview of the current state of travel distribution in South Africa.

Some of the South African industry leaders who took part in the programme included: Johann Strydom, Managing Director, Thompsons Tours Outbound / Lance Smith, Executive Director, Avis / Gillian Saunders, Principal of Grant Thornton and Director of the Hospitality, Leisure and Tourism Division / Juan van Rensburg, Regional Manager, Southern Africa, Emirates / Kathy Harris, Travel Service Director, Rennie's Travel / Solly Patel, Chief Executive, Galileo Southern Africa / Don Elliot, Area Manager Starwood Hotels and Resorts and General Manager, Sheraton Hotel, Pretoria.

We learn on the STREETS how to do BUSINESS

Filling students' heads with theoretical knowledge about entrepreneurship does not by a long shot turn them into entrepreneurs. This only happens once practice and intellectual knowledge are combined. This is the view of the Department of Business Management.

In 2002, a project was launched to introduce entrepreneurship students to the realities of the business world. The project requires students, operating in groups, to start a business, which must show a profit within eight weeks while, simultaneously, they are exposed to the entire process of entrepreneurship.

The various groups present their ideas in class. Then the micro-business environment is scrutinised and they plan how to adapt their ideas to prevailing circumstances. They find out whether there is a market for the product or service they intend offering and whether the idea will be viable and profitable. Then an elementary business plan is drawn up and executed.

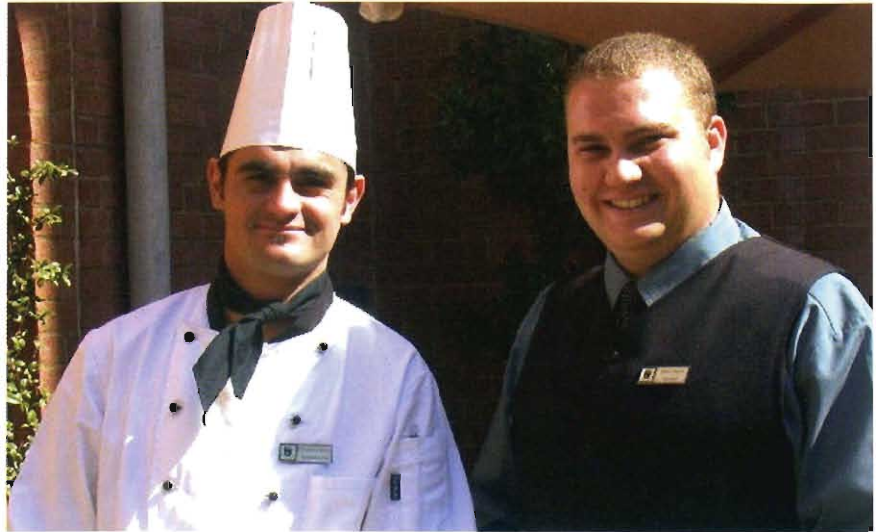
Group dynamics constitutes one of the advantages of this process. It teaches the students co-operation and problem-solving, just as would be the case with a management team in a real business enterprise. Yet another advantage is the protected environment in which the students can learn the ropes, even after experiencing failure.

These are stories of students who turned their knowledge into full-fledged businesses.

Corporate food ...

Approximately one year ago, Mrs Coe-Anè Erasmus (22) and her husband, Eugene (26), started a corporate restaurant for VIP Payroll in Pretoria, calling it Geno's Restaurant & Catering. Eugene is a chef and prepares the food according to an à la carte menu or as take-aways. Coe-Anè, who is a student in entrepreneurship with the Department, manages the financial side.

According to Coe-Anè it would have been extremely difficult to take over the business without the support of the entrepreneurship project. "That was where I built up a good background knowledge and learnt how to be an entrepreneur," she says.



Catering with passion ...

During March 2003, Euan Naudé (24) and Stan Louw (23) started a small catering business with a mere R150. Passion on a Plate, as the business is known, has since grown in leaps and bounds. Things are going so well for them that they will have to register for VAT in the near future. This means that they have reached an annual turnover of more than R300 000.

These two BCom Marketing students also participated in the entrepreneurship project. Before starting their studies, both went abroad for a year where they got involved in the restaurant and hotel industry. Because Euan was already a qualified chef at the time, catering was the logical choice for them. Passion on a Plate also offers culinary classes, organises sushi shows, plans picnics and caters for corporate functions and weddings.

According to Euan, careful planning and the ability to improvise constitute the basis for success. These two have ambitious plans. Amongst other things, they are considering opening a restaurant and training facilities where less privileged people can qualify themselves in catering.

Passion on a Plate recently won first prize at the Laborie African Bush Banquet in the section for the best food and wine, and achieved second place in the section for the best food in general.

Sunrise's Spar chicken ...

A young businessman, John Ross, and his partner, Darren van Dyk, both 21, also obtained a basic knowledge of practical entrepreneurship via the Department. Their business enterprise, Sunrise Chickens, markets slaughtered chickens to Spar supermarkets in Pretoria and Midrand.

"The entrepreneurship project gave us the necessary momentum. The idea for this business was generated in class. We were able to discuss the business in class every week and monitor our progress. We received lots of encouragement and constructive advice and it offered us a safe environment in which to start our business," says John.

The business grew so rapidly that they have already bought three light delivery vehicles for transporting the slaughtered chickens.



Students, Leanne McCreadie (chairperson), Kivesh Dhanraj, Marelize Janse van Rensburg, Arno Cronje, Albie Alant, Ilonka Kasselmann, Izanda Grobler and Tshepo Mogotsi, the principal, Mr Ngoma, from Phateng High School in Mamelodi and Ms Ruanda Oberholzer from the Department of Taxation.

Women make their mark in the business world

Women entrepreneurs who wish to start a business will benefit from the Women Entrepreneurship Programme (WEP) offered by the Department of Business Management. The programme is headed by Ms Melodi van der Merwe, a lecturer in this Department.



Ms Melodi van der Merwe, the master brain behind WEP.

Research on women entrepreneurs, carried out by Ms Van der Merwe during 2002, indicates that the needs of women entrepreneurs are not met. The research focussed on women's perceptions of financial institutions and their limited access to financing. The result of this research was the establishment of WEP in 2003. This year, five workshops sessions are being offered to women entrepreneurs.

Work sessions already took place in Johannesburg and Durban, Cape Town and Port Elizabeth. The WEP offers guidance on how to draw up a business plan, as well as advice on market research aimed at a variety of industries and market opportunities for women.

The programme also offers advice on financial and cash flow planning for business owners. Mentorship and counselling programmes, as well as advice on how to manage a business, feature on the agenda. There is also advice on risk management and tax matters. Commercial banks are involved in the programme and provide participants with information on the financial products available to entrepreneurs and how they can obtain access to these products.

Department talks TAX to TEENS

On 19 April 2004, the Department of Taxation and House CA launched a joint marketing and social responsibility campaign to introduce approximately 170 Gr 12 learners from Phateng Secondary School in Mamelodi to tax-related issues. The team of prospective chartered accountants, assisted by Ms Ruanda Oberholzer from the Department of Taxation, shared their knowledge of tax and tax utilisation with the pupils.

Representatives of the South African Revenue Service also participated in the project. All the hard work and organising paid off as the pupils showed their appreciation for the fun-filled day. The learners had the following to say about the experience: "Taxation is fine"; "Thanks for helping me to understand taxation better"; and "It's a great thing you are doing, letting people know where some of their money goes to".

House CA is a BCom Accounting student society from the School of Financial Sciences, which is part of the Faculty of Economic and Management Sciences. It acts as a link between students and various auditing firms. The society organises various activities and social events. It represents more than 1 800 students who are studying towards the prestigious CA(SA) qualification.

"It's Possible" for Tuks Students in Tourism Month



Tuks Tourism Management students are truly doing justice to South Africa's new branding statement "It's Possible". They embarked on a spectrum of initiatives during Tourism Month.



The recycled zoo was an initiative of the Tourism students to raise money for charity while promoting tourism.

The Tuks Tourism Students Association (TTSA), with the support of various industry partners, schools in the area and University staff, put the first recycled zoo in Africa on display from 6 to 9 September at UP. Forever Resorts was the key sponsor of this innovative and creative project. The main aim was to promote tourism awareness and to raise money for charity, and the highlight of the event was a prize giving function on 9 September at the Piazza at UP.

Third-year Tourism Management students also hosted a "potjiekos" competition on Thursday, 9 September. (Potjiekos is a traditional South African stew prepared in an iron pot on an open fire). The result was a variety of culinary inspirations reflecting South Africa's special cultural diversity.

The Food Management students of the Department of Consumer Sciences prepared Africa-inspired dishes reflecting local and regional "Taste of Africa" cuisine experiences. The dishes were served in the restaurant at the Department of Consumer Sciences, UP on 14, 15 and 16 September. A fashion show was held during the meal and Clothing Management students modelled the Africa-inspired outfits they had designed and made themselves. The Interior Merchandise Management students were responsible for the African décor in the restaurant and on the tables.



The highlight of the Honours course in Tourism Management was an educational visit to Dubai from 16 to 22 September 2004. The students were exposed to the latest tourism developments and destination marketing initiatives implemented by the Dubai Department of Tourism and Commerce Marketing and Emirates Airlines, that also provided excellent support for this initiative. The students presented their findings and recommendations to interested industry stakeholders in November 2004.

TourGate:

Opening tourism knowledge to rurals

It is widely accepted that tourism development and marketing can be a major engine for socio economic development in South Africa, particularly given the country's abundance of untapped tourism potential. However, from a strategic and practical perspective there are various key factors that impact on South Africa's ability to optimise its potential. One of these is the utilisation of technology and communication as key strategic, operational and marketing tools in the tourism industry.

Except for key urban areas such as the Cape Metropole, the Gauteng Province and the Durban Metropole, most of South Africa's current and future tourist destinations are in the rural areas of the country. This is also where the need to create jobs and upliftment is of urgent and vital importance.

There is a key to successful and sustainable tourism in South Africa and also in Africa at large: appropriate rural tourism development and marketing strategies. These must involve all key stakeholders and the initiatives must be supported by access to relevant information and knowledge. Stakeholder needs and barriers have to be addressed in a cost-effective and professional manner.

To address these issues, the Tourism Department of the University of Pretoria, in collaboration with the CSIR, embarked on a research and development project to establish a Tourism Knowledge Resource System (TKRS) now called TourGate. The main objective of TourGate is to initiate and facilitate an entrepreneurial culture, capacity building and sustainable rural tourism development by utilising knowledge management and decision support technology.

To achieve this objective and to improve the quality and ease of decision-making, an integrated electronic information system is being developed to deal with relevant tourism and tourism related data. Among other things, it will be necessary to:

- develop a structured process for collating, processing and disseminating information;
- ensure that information gathering and dissemination are consumer driven rather than product driven;
- utilize limited resources optimally; and
- follow a holistic approach to tourism development.

Secondly the project will contribute to:

- capacity building in rural areas;
- the facilitation of rural tourism strategies;
- the use of technology to assist in delivering services and information to rural communities; and
- allow these communities continued access to the TKRS.

Thirdly, TourGate will serve the rural tourism industry and assist all interested decision-makers and developers in the field in improving decision-making and ensuring the sustainable development of the tourism industry.

TourGate will be a virtual system linking information and knowledge (interpreted and contextualised information) with the potential user on the basis of demand. It will also aim to provide such information and knowledge within a relatively short period of time. The system will also serve as an electronic link between the supplier of information and those who demand it. Local and international sources of information will also be utilised.

The technological characteristics of the system are so user friendly that only a basic level of literacy is required. The development of user-friendly interfaces and a decision-support platform will put the system within the reach of any existing and potential entrepreneur in the tourism industry. The system will be developed and structured for potential commercialisation.

MORE ABOUT TOURGATE

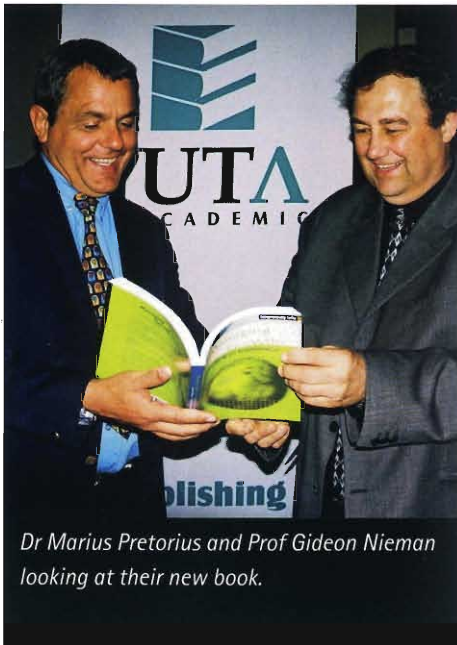
A user-friendly, easily accessible and integrated tourism information and knowledge system is a key critical success factor in future tourism competitiveness in South Africa. This became apparent during comprehensive research undertaken from 2000 to 2004 by the Department of Tourism Management into tourism destination competitiveness. With funding support from the Innovation Fund of the National Research Foundation and in collaboration with the Council for Scientific and Industrial Research, significant progress was made during 2004. A tourism knowledge and research system (TourGate) was developed for rural tourism stakeholders in Southern Africa.

The first phase of the research project consisted of an international "best practice" analysis and a comprehensive analysis of key stakeholder's needs. To clarify the focus and parameters of the knowledge resource system in the rural context, a number of workshops were facilitated in selected destinations, that would also serve as "case studies" for other destinations.

During 2004, the first prototype of the system was developed and tested. Initial feed-

back received from local, provincial and national stakeholders indicates that the system meets a major need for an integrative source of tourism and related information and research, not only for existing tourism stakeholders wanting to improve their businesses, but also for emerging entrepreneurs and communities wanting to become part of the dynamic and growing tourism industry.

During 2005 opportunities will be continued to be explored to commercialise the system and to expand it into key niche areas of the tourism industry.



Dr Marius Pretorius and Prof Gideon Nieman looking at their new book.

Here is a guide for the ENTREPRENEUR

In order to prevent small business enterprises from failing during the growth phase, the enterprise has to manage the growth process effectively.

This lesson of life is to be found in a new book of which Prof Gideon Nieman and Dr Marius Pretorius from the Department of Business Management are the authors. The book, *Managing growth – a guide for entrepreneurs*, was launched on 3 June 2004.

According to Prof Nieman, experience has shown that many enterprises face financial difficulties during the growth phase, which results in failure. "Enterprises over-heat due to pressure on resources when no decision is taken regarding a specific direction for growth," he says.

The publication offers strategic guidelines for growth, it offers advice with regard to internal as well as external growth, and it points out various methods that could be utilised to promote external growth. In addition, the ways in which an enterprise facing financial problems could turn the situation around, are also emphasised.

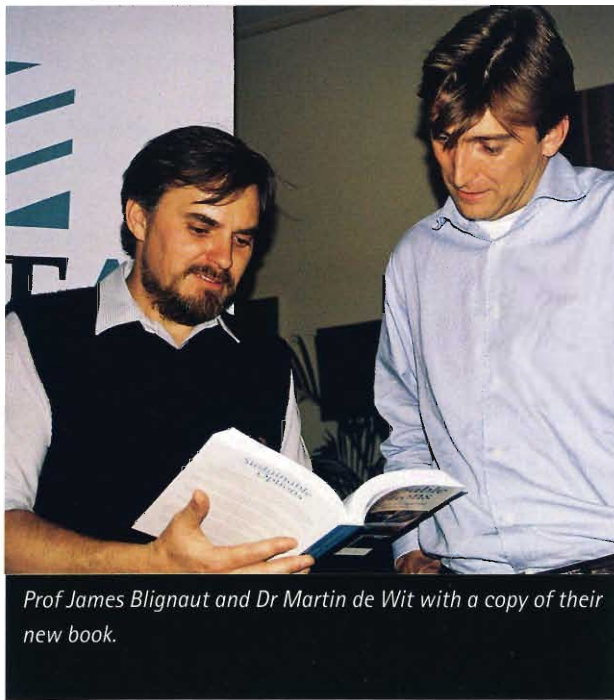
The book furthermore provides guidelines on how to attract risk capital, as well as how to list an enterprise on the JSE Securities Exchange.

Economy and environment – Read all about it –

Could economic development and the principles of prudent environmental management simultaneously be honoured in a developing country? In other words, can there be sustainable interaction between the South African economy and environment?

This question summarises the subject matter of *Sustainable Options: Development lessons from applied environmental resource economics in South Africa*, edited by Prof James Blignaut, Department of Economics, and Dr Martin de Wit of the CSIR. The book was published by UCTPress/JUTA and will be used by various tertiary institutions across the country.

Everybody who reads the book will be able to answer this question. It is believed that the answer is yes; in fact, sustainable interaction between the economy and the environment is vital. Prudent environmental management, or environmental management that



Prof James Blignaut and Dr Martin de Wit with a copy of their new book.

takes into consideration ecological and social realities, has become a prerequisite for sustained economic development, and the creation of economic welfare.

Natural capital can only be managed properly if the value of the environment or the cost of losing the environment is determined accurately. This is especially true when comparisons and trade-offs are made with other forms of capital, such as man-made fixed capital and human

capital, which are measured extensively and are traditionally seen as the prerequisites of economic growth. However, the longer-term sustainability of the economy, biophysical systems, and lives that depend on natural and environmental assets is at stake when these assets are not managed properly and appropriately. This emphasizes the need for timely and accurate measurement of the use of the natural environment in and during the economic production and consumption processes.

It is this increasingly important interface between economics and environment that led the authors to compile a book on applied environmental resource economics in South Africa. Environmental resource economics is being applied increasingly across a wide spectrum of issues and an extensive list of case studies is available, showcasing the ability of the subject to integrate economic theories and concepts, and social and environmental challenges. This integration has the potential to lead to a sustainable outcome. The purpose of the book is to highlight the ability of the methods and tools of environmental resource economics to promote economic development and policy making by seeking such sustainable options within the social context of a developing country.

Research on POVERTY reduction concluded

The project, which explored ways of reducing poverty in South Africa while implementing policies that address water quantity and climate change problems, was completed in October 2004. The main research it attempted to answer, was: how can poverty in South Africa be reduced while policies that address water quantity and climate change problems are implemented?

The joint project between the Department of Economics, the Centre for Environmental Economics and Policy Analysis, and Environmentek, a division of the CSIR, was launched in July 2003.

The research project, "Poverty Reduction, Water and Climate Change Policies in South Africa", was funded by the Poverty Reduction and Environmental Management (PREM) programme with the support of the Dutch Ministry of Development Cooperation (DGIS).

The research investigated the possibility of a double (or higher) dividend on the implementation of environmental policies that focus on water and climate change issues. This work was motivated by an increasing concern about South Africa's worsening environmental state and growing poverty problems. By international standards the carbon footprint in South Africa is heavy and water scarcity is a serious problem, unemployment has reached nearly 40% and the approximate poverty rate is 45%.

The research used an integrated Computable General Equilibrium Model based on an environmental Social Accounting Matrix. This model links environment, poverty and macroeconomic variables. The economy was subdivided into 39 sectors and commodities, and into different institutions (namely households, government, enterprises and the rest of the world).

The following policy scenarios were simulated:

- Energy/emission. Tax carbon; energy, fuel, or electricity, and recycle raised revenue through reduced direct or indirect tax.
- Water. Tax water use in selected sectors separately and recycle the revenue through reduced direct or indirect tax.

The main results were threefold: firstly, a database was developed for GHG inventory based on energy balances for 1998. This database mapped industry by fuel and by emissions, and therefore allows for multiple modeling options (by emission, by fuel and by consumption). Secondly, a triple dividend in the energy sector and the water sector was realised.

The research team is in the process of finalizing their reports and aim to submit the papers for publication. In addition, they will soon convene a stakeholders meeting where they will present their results. The team will produce policy briefs that will be distributed to relevant departments and agencies.

The departments, agencies and groups that will receive the results include:

- Indirect Tax Directorate, National Treasury
- Water Resource Planning Directorate and Water Pricing Directorate, Department of Water Affairs
- Department of Environmental Affairs
- Energy Division, Department of Minerals and Energy
- National Energy Regulator
- Development Bank of Southern Africa
- Trade and Industrial Policy Strategy (TIPS)

The research team consisted of Dr Martin de Wit and Mr Anthony Letsoala from the CSIR; Dr Ramos Mabugu and Prof Rashid Hassan from CEEPA; Prof Jan van Heerden, Prof James Blignaut, Dr Theuns de Wet and Dr Margaret Chitiga from the Department of Economics and Prof Reyer Gerlagh, Prof Richard Tol and Mr Sebastiaan Hess from IVM Free University.

Award for excellence

The editorial team of the Literati Club has selected an article by Prof Flip du Plessis and Mr Theuns Kotzé, *Quality Assurance in Education*, for a Highly Commendedas, an Award for Excellence, in 2004.

The criteria for a 'Highly Commended' paper include:

- Reflection of the article's purpose to ensure the readers' needs are met.
- New and useful information, which benefits readers.
- Appropriate presentation and style that allow easy access to concepts and data.

The article met all the criteria of the Literati Club.



Mr Kotzé flashes the Award Certificate while Prof Du Plessis enjoys every moment.

The Future of Business Education

The need for business education in South Africa has increased sharply for a number of reasons: the transformation process in South Africa, the under-investment in human capital, and the growing pressure on executives to perform at ever-increasing levels.

It is a commonly held view that the demand for business education will accelerate as the domestic economy strengthens, trade with our African counterparts is bolstered, and South African companies take their rightful place on the world stage in a globalised economy.

The Graduate School of Management (GSM) of the University of Pretoria is the oldest business school in the world outside of the United States, while one of the youngest is the Gordon Institute of Business Science (GIBS). They form an unusual pair, being part of the same University.

The GSM has a long tradition of providing academic and executive education on the main campus, and counts among its many alumni distinguished business leaders such as SABMiller chairman Meyer Kahn. It has been highly rated in recent evaluations and continues to make a significant contribution to business education in South Africa.

GIBS was established in 2000 and is based in Illovo, Sandton. The University of Pretoria and the South African entrepreneur, Liberty founder and benefactor, Donald Gordon, pro-



Prof Nick Binedell from The Gordon Institute of Business Science

vided a significant portion of the capital investment.

It is encouraging to see business schools reflecting the demographic diversity of South Africa. While it is difficult to gain entry to leading MBA programmes, the debates, contestation of ideas and the search for practical implementation of international best practice make our MBA programmes stimulating and useful means of developing business leadership skills.

Competitive pressure, the need for speed, changing markets and customer needs, the powerful impact of technology and the focus on investing in executives are all likely to continue over the coming years and will lead to the continued expansion of business education at the graduate level. Business schools, like their sister professional faculties – economics, accountancy, law, medicine and engineering – are constantly pushed to ensure that the content of their curricula is at the cutting edge of global best practice, and that the insights and

knowledge gained can be usefully implemented in a wide variety of organisations.

A continuing challenge for leading business schools will be the further development of academic research that is both at a high level of scholarship and of value to business in South Africa.

To support this need the attraction and retention of expert faculty staff, who demonstrate both research and teaching skills, will be important.

For a country our size, South Africa can be proud of its business school heritage and the contribution this sector has made to the competitiveness of business and the country in the world arena.

Discussing key economic issues in South Africa

The Department of Economics compiled its first report in a series of biannual economic analysis and forecasting reports.

The report was officially released at a seminar hosted by the Department in October 2004. The main objective of the seminar was to present an assessment and forecast for the South African economy based on the outcomes of the Macro-econometric and Computable General Equilibrium (CGE) models.

The presentations and reports focused on various key issues that face South Africa today, with the emphasis on the value, impact and



The team from the Economics Department that compiled the biannual economic analysis and forecasting reports.

policy implications of the South African exchange rate. In addition, the critical policy changes required to realise the potential and capacity of the South African economy were also addressed. The seminar provided a platform for open discussions on these issues.

The seminar was attended by representatives from the South African Reserve Bank, the National Treasury, Sasol, other universities, Standard Bank, etc.

Pretoria University builds on a first-class MBA

The Doctor of Business Administration (DBA) degree offered by the Gordon Institute of Business Science (GIBS), is an advanced study programme that builds on the solid foundation of a first-class MBA. It is intended for top-echelon business scholars interested in deepening their knowledge of select topics in the field of business science and administration.

The DBA Programme comprises two parts: directed learning and research. Year one is devoted to intensive directed learning based on prescribed readings, facilitated seminars and independent written assignments. The aim is to provide an essential base in theory and method that will equip the student to undertake independent doctoral research at the cutting edge of business know-how and scientific rigour.

The directed learning covers two main components: research methodology and business science. Modules in these components are delivered via fortnightly seminars based on prescribed readings. Students are expected to come prepared to present their views on the prescribed learning materials and participate actively in class discussion and debate. In addition, written assignments based on independent study and analysis must be submitted.

The directed learning modules are subject to written examination and a pass in all modules taken is a requirement to proceed to part two of the DBA, namely research. This occupies the remaining 30 months of the DBA programme. The research requires an original, substantive, empirical study that contributes to the body of scientific knowledge in the relevant field of enquiry. Typically, this should utilise appropriate research design and analysis tools taken from the core research methodology modules in part one, and then develop or test theory arising from one or more of the elective business science modules taken.

Progress on the research study will be guided by a supervisor and monitored at monthly peer review seminars. In the final year of research students will be required to prepare and deliver lectures based on their research to MBA students at GIBS. The MBA class will be asked to provide evaluative feedback on the lecture.

The completed research study must be presented in the form of a doctoral thesis. At the same time, a manuscript based on the thesis must be prepared for submission to an accredited local or international academic journal, for publication as an empirical research article. The thesis and article manuscript will both be subject to examination. Students who pass both will be awarded the DBA degree.

A limited number of candidates will be admitted to the DBA degree. New doctoral registrations will be considered every 18 months on the basis of capacity to support the academic requirements of this advanced degree programme.

New book launched

Two Professors Emeritus of the University of Pretoria have recently written a new book on the municipal system of government and administration in South Africa. Professor JJN Cloete and Professor C Thornhill were the respective heads of the Department of Public Administration and of the School of Public Management and Administration in the Faculty of Economic and Management Sciences, and are two of South Africa's most prominent scholars in Public Administration and Management.

The book entitled: *South African Municipal Government and Administration: a new dispensation*, published by Dotsquare Publishing, was released in 2005. It is the first book that includes a comprehensive description of the system of municipal government and administration that has come into effect after the 2000 municipal elections.

It focuses on new legislation governing the local sphere of government in South Africa and is aimed at aspiring and serving municipal councillors, municipal officials and civic groups interested in municipal government and administration. It serves as a valuable guide to assist councillors and officials in performing their respective duties and for members of civil society to call councillors and officials to account for their actions or inactions.

The Faculty is proud to be associated with these two former colleagues, who have proven that age is not a deterrent. Valuable contributions can still be made as long as an interest in the particular discipline is retained.



Prof Carolina Koornhof, Dean of the Faculty, congratulated former colleagues Prof Cloete (left) and Prof Thornhill on their accomplishment.



Three cheers for friendly and COMPETENT administration

In the photograph above are the efficient ladies of the winning team at the Faculty of Economic and Management Sciences Unit for Student Administration.

- Leading the administrative staff is Ms Alet Carstens.
- Ms Marie Muller is efficiently managing a one-stop service for Postgraduate students with the help of Mss Yvonne du Plessis and Hannie de Weerd.
- The undergraduate component is lead by Ms Yolanda Malaza with Mss Elma Carelsen, Ansie le Court de Billot, Magriet Jordaan, Nelly Bahula as well as Estelle Nel and Julia Manthoadi who are the two friendly faces at the Faculty information counter.
- Mss Sandra Lötter and Nolwazi Dhlamini are running a very competent service to all our international clients.
- Ms Celisa Anthony is managing our admissions together with Ms Janice Appel.
- Ms Alida van Zyl (not in picture) handles the administration of the graduate school on the campus.

These ladies are friendly, efficient, compassionate and always willing to go the extra mile to help a student. The fact that there are so many students at this Faculty does not prevent them from doing their utmost to assist students, parents or academic personnel. You will never find these ladies with an unfriendly face or an unkind word. They are always willing to assist, to lend an ear, to offer a tissue, or to sort out a multitude of problems.

The student enrolment for this Faculty is larger than some of the Universities in this country. The Unit is also responsible for the quality control of administration of two satellite campuses, namely the DBA, MBA and PDBA programmes of the Gordon Institute of Business Sciences as well as the new programmes recently implemented at the Mamelodi campus. They also assist the management of the pipeline students at the Mamelodi campus. There are three staff members at the Mamelodi campus who help Mrs Carstens keep a watchful eye on the quality of service rendered at the Mamelodi campus and that all goes according to the set regulations and guidelines. They are Mr Sydney Maluleka, Mr Johannes Ngobeni and Mrs Thea Smit.

Excellent service at UP



In front: Mrs. Yolanda Malaza and behind, Dr Jean Myburgh.

This is exactly what happened when Mr Sagren Naidoo visited the Student Administration office and the Department of Accounting. Mr Naidoo was so impressed with the friendly and professional service he received from Dr Jean Myburgh and Ms Yolanda Malaza, that he wrote a letter to the Dean, Prof Carolina Koornhof, saying:

"Dear Professor Koornhof

It is indeed an honour for me to correspond to you. I drove up to UP to sort out a few administrative issues with regards to my daughter's future studies in the accounting field, and I was surprised that people of the caliber of Ms Yolanda Malaza and Dr Jean Myburgh still exist in this world.

The service they rendered was out of the top drawer and having driven up to Pretoria from Durban, made the trip all the more worth while. The fact that they were prepared to lend a ear and assist to resolve the issues, says a great deal. They in fact went the extra mile to ensure that we left their offices as satisfied customers.

Improving the capacity of **ECONOMETRIC** **MODELLING** on the African continent

Staff members from the School of Economic Sciences attended the 9th Annual Conference of the African Econometric Society held at the School of Economics, University of Cape Town, from 30 June to 2 July 2004.

The conference focused on wideranging issues including: macroeconomics; microeconomics; income/inequality; monetary economics; education; growth; foreign direct investment; exchange rates; political economics, crime and power; households; labour markets; business cycles/finance; health development; macroeconomic modelling; economic theory; portfolio management; security markets; and natural resource economics.

Mr Walter de Wet, senior lecturer at the Department of Economics, received a "Best paper award" for his paper entitled: "A structural GARCH Model: An Application to Portfolio Risk Management".

International contributors included the editors of Economic Modelling; Stephen Hall, Imperial College, London (UK); Peter Pauly, University of Toronto (Canada); former president of the Royal Econometric Society, David Hendry, Oxford University (UK); Hashem Pesaran, University of Cambridge (UK); Pravin Trivedi, Indiana University (USA); Angus Deaton and Marianne Bertrand, Princeton University (USA); Marc Nerlove, Maryland (USA); Esther Duflo, MIT (USA); Adrian Pagan, Australian National University (Australia); and John Muellbauer, Oxford University (UK).

Other staff members from the department presented the following eight papers:

- Prof Jan van Heerden: On Using a CGE Model to Simulate Water and Energy Policy in South Africa
- Prof René van Eyden, Prof Charlotte du Toit and Mr Mark Ground: Estimating Technical Progress for South Africa
- Prof Steve Koch: South African Households: Are Expenditure Patterns Almost Ideal?
- Mr Moses Sichei and Prof Chris Harmse: Determinants of South Africa-US Intra-Industry Trade in Services
- Mr Johannes Jordaan and Dr HC Moolman from Standard Bank: Can Leading Business Cycle Indicators Predict the Direction of the South African Commercial Share Price Index?
- Mr Rudi Steinbach and Dr HC Moolman: Explaining Exchange Rate Risks in Emerging Stock Markets.

These papers mirrored the Department's focus areas of: Investment and Trade Policy Centre (ITPC), African Institute for Economic Modelling (AFRINEM), Unit for Environmental and Development Economics (UFED) and South African Tax Institute (SATI).

Staff fly through rigorous curriculum

Ms Elbie Antonites and Ms Marike du Toit from the Department of Financial Management, and Mr Walter de Wet from the Department of Economics passed their third and final level of the International Chartered Financial Analyst Programme CFA® with flying colours.

This year 64 percent of level-three candidates passed the examination. The CFA® Program is administered by the CFA® Institute at its headquarters in Charlottesville, Virginia, USA.

The programme's rigorous curriculum, three levels of examination and work experience requirements make it a recognised achievement within the global investment industry. While the programme is open to a wide range of investment specialists, the curriculum emphasizes the knowledge and skills needed to be involved in portfolio management and financial analysis.

Apart from passing the examinations, candidates have to complete three years of qualified working experience before earning the CFA® Charter. Ms Du Toit may be eligible for the CFA® Charter on completion of the required work experience, while Ms Antonites and Mr De Wet have already met this requirement.

Final award of the charter is subject to CFA® Program requirements and the approval of the CFA® Institute Board.



The newest CFA® Charters, Ms Marike du Toit, Ms Elbie Antonites and Mr Walter de Wet.



Ms Ruanda Oberholzer in front of the J. Mack Robinson College of Business

UP flavour to GSU MBA programme

Ms Ruanda Oberholzer of the Department of Taxation accepted an invitation from the J. Mack Robinson College of Business at Georgia State University (GSU) in Atlanta to add some UP flavour to their MBA programme for a period of three months as from June to September 2004.

During this period, Ms Oberholzer gave lectures on accounting to MBA students. She also gave lectures on the South African tax system as part of an International Tax module. In addition she researched the effectiveness of study abroad programmes in collaboration with a senior professor from the College of Business.

The College is regarded as one of the best business schools in the US, and its admission criteria are extremely high. Therefore only top students are admitted to this programme. This allows them to limit the number of participants to a maximum of 30 students per class, which makes it easier to interact with the students. The College also uses the latest technology in their classrooms.

Ms Oberholzer said her time at the J. Mack Robinson College of Business was a wonderful and life-changing experience.

A significant best paper award won

Prof Anske Grobler of the Department of Marketing and Communication Management and Regine le Roux, a postgraduate student, have received the "Best Paper Award" at the 16th Annual Conference of the Southern Africa Institute for Management Scientists (SAIMS). The conference was held in Cape Town and was well attended by a large number of delegates and one hundred and four papers were presented.

The title of the winning paper was: "Corporate reputation in the information technology industry: A South African case study". The paper was based on Ms Le Roux's master's degree dissertation, which she had completed under the supervision of Prof Grobler.

This award was very significant for the field of Communication Management, as it was the first time that a topic in this field had won the best paper award in a largely general (functional area-oriented) management institute.

Prof Ronèl Rensburg, President of SAIMS and Head of the Department of Marketing and Communication Management at the University of Pretoria, congratulated Prof Grobler and Ms Le Roux with their outstanding achievement.



Prof Gill Marcus brings her leadership skills to GIBS.

Gill Marcus to shape and develop GIBS

"Her personal leadership skills, insights into key policy debates and her relationships with institutions and individuals across all aspects of the South African business community and the broader environment will be a great asset to the School".

This is what Prof Nick Binedell, Director of GIBS had to say about Prof Gill Marcus, former deputy president of the South African Reserve Bank, when she joined GIBS on 1 October 2004 as Extraordinary Professor.

As part of her brief, Prof Marcus will focus on and develop GIBS activities in the area of policy, leadership and gender, and develop and shape existing programmes that are concerned with broader policy debates and dialogues.

"Our goal is to expand the activities of the School - to ensure that leaders in business and other institutions are well informed and mindful of the key issues facing the South African political economy, both in terms of their approach to leadership in their organisation, and to the strategic choices they make," says Prof Binedell.

The wings of excellence

The Department of Economics recently received international recognition through one of its staff members. Mr Johannes Jordaan, a lecturer and PhD (Economics) student, participated in the 34th International Students' Committee (ISC) Symposium, from 10 to 16 May 2004 at the University of St. Gallen in Switzerland. He was one of 200 students selected from more than 1 000 applications worldwide for the ISC Wings of Excellence Award. His article was entitled: The journey from being poor to being prosperous: Vicious cycles to virtuous cycles.

The ISC Wings of Excellence Award seeks to reward individuals who, with inspiration, clarity and brilliance, address the issues of our time. Participants have to submit a paper discussing the challenges people have to overcome in order to grow and prosper. This was also the focus of the symposium.

More than a thousand individuals, ranging from political leaders, journalists, heads of companies and academics attended the symposium. Dr Wolfgang Reichenberger, Chief Financial Officer of Nestlé S.A and Mr Rockwell Schnabel, US ambassador to the EU, were among the speakers at the symposium.



Mr Johannes Jordaan (far right) with some of the students who attended the symposium.

Eighteen degrees in three generations

The year 2004 proved to be an historic one for the Antonites family. Dr Alex Antonites, a senior lecturer at the University of South Africa's Department of Business Management, obtained his doctorate in Entrepreneurship from the University of Pretoria during 2004. And, in so doing, he became the third generation Alexander Josef Antonites to obtain a doctorate at the UP.

The first Antonites, Prof AJ Antonites, had obtained his doctorate in Philosophy from the University of Pretoria. He passed away in 1997, after a rewarding career in academia. His son, Prof AJ Antonites, currently professor of Philosophy at the UP, followed in his father's footsteps. He started his academic career at the University with an undergraduate BA in Philosophy, followed by an honours and a masters degree respectively. A doctorate in Philosophy completed the picture.

Grandfather, father and son achieved eighteen degrees in total, of which eleven were obtained from the University of Pretoria.



Dr Alex Antonites (second from left), with his wife, Ms Elbie Antonites, and his proud father, Prof Alex Antonites (senior). In the background is Prof Jurie van Vuuren from the Department of Business Management.

- In Memoriam -

Prof Fritz Steyn (1994 – 2004)

The death of Prof Fritz Steyn, in life professor of Economics at the University of Pretoria, came as a great shock to all who knew him. Prof Steyn died of a heart attack on 28 December 2004 while he and his wife, Francia, were on holiday in Struisbaai. He was 64.

Prof Steyn was born in Clocolan in the Free State on 7 December 1940. He completed his schooling at Brandwag High School in Uitenhage. He went on to study at Tukkies, where he obtained an MSc degree in Agriculture in 1967. In 1979 he obtained the D Com degree, also from the University of Pretoria.

Prof Steyn was appointed as a lecturer in the Department of Money and Banking at the University of Pretoria in 1971. This Department was later on incorporated into the Department of Economics, and in 1984 Fritz was promoted to professor. Upon his death, he had completed 33 years of service at the University of Pretoria. He also made a major contribution with regard to the incorporation of the Department of Economics on the Mamelodi Campus into that on the UP Campus.

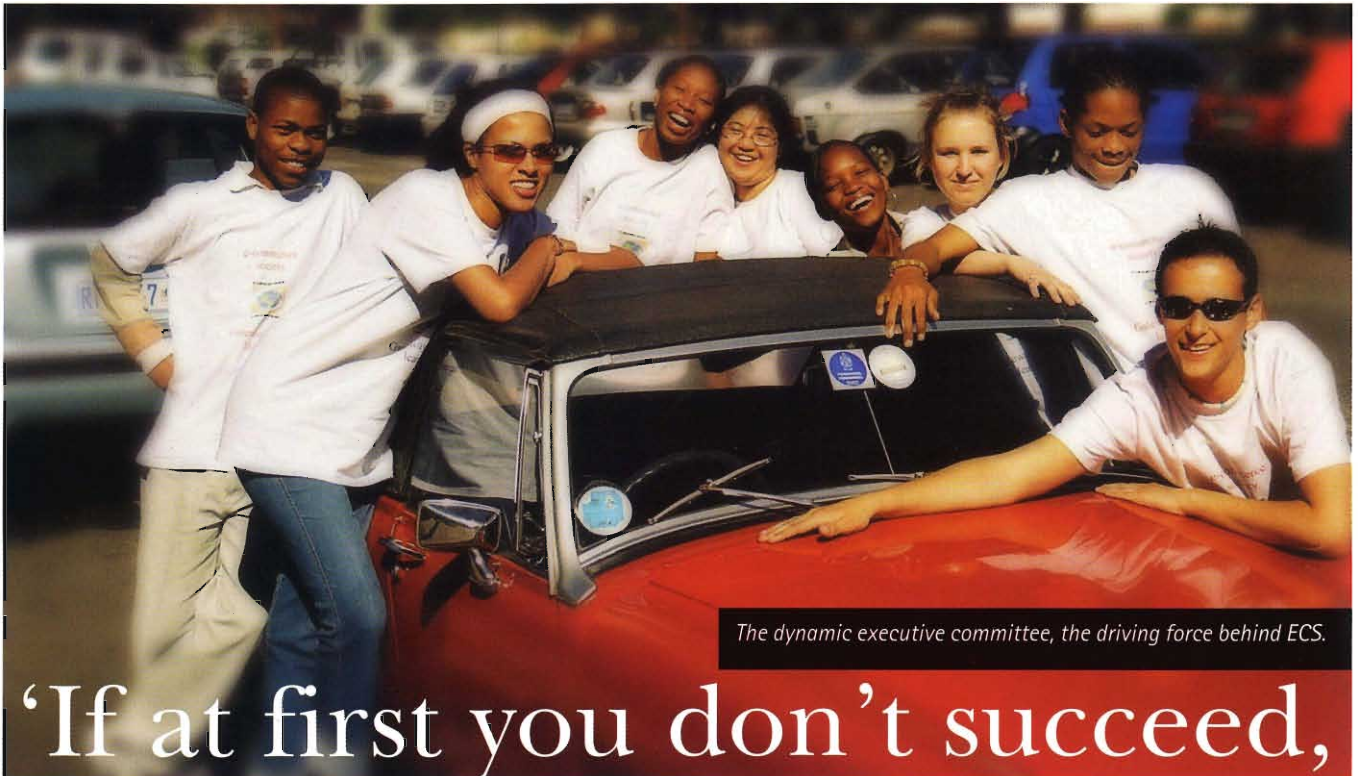
Prof Steyn is survived by his wife, Francia, and their four children, Frederi, Franka, Frederik and Frans Karel, as well as two grandchildren.

Elani Brewer (née Pistorius)

It came as a severe shock to the entire Faculty when we lost one of our young lecturers in a car accident recently. Elani Beanette Brewer (née Pistorius), who had been appointed as a senior lecturer in the Department of Taxation in July 2004, died during December 2004. She was involved with BEL 200 in her Department.

Elani matriculated at Pretoria North High School in 1993. She boasted several achievements in the academic, cultural and sporting fields. She obtained her CA(SA) qualification during 2004.

Elani is survived by her husband, a young son, her mother and two sisters.



The dynamic executive committee, the driving force behind ECS.

‘If at first you don’t succeed, try to hide your astonishment!’

This is the motto of the newly established E-Commerce Society (ECS) that was officially launched on 3 August 2004.

ECS is an academic society within the Faculty of Economic and Management Sciences at UP. It focuses on innovation, thought, leadership and assisting students in turning great ideas into great realities. ECS aims to provide students with the opportunity to interact with all sectors of the community, to develop leadership potential and to provide practical experience to prepare young people for the increasingly technological world.

Its vision is to improve students’ understanding of the powers of Internet by organising local development initiatives such as e-business workshops. This will provide students with the opportunity to develop leadership and interpersonal skills, and to gain practical business and management experience. ECS members cover a broad spectrum of students, including students from other faculties.

Key roleplayers in the field of e-commerce are regularly invited to deliver talks in order to create awareness and to improve students’ understanding of e-commerce. Mr Char Scholtz, Technical Director of ComAir, recently addressed the students on the role of e-commerce in ComAir.

The future plans of ECS include fieldtrips

to companies that specialise in e-commerce and debates and learning discussions where different viewpoints can be shared. The society regularly interacts with other student societies such as AIESEC and The Black Management Society to support others’ initiatives and to ensure that new leaders are developed.

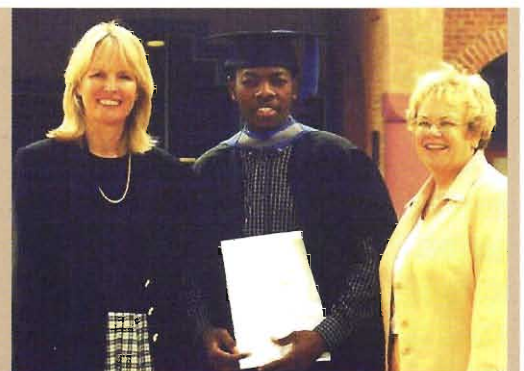
The goal of the E-Commerce Society is to encourage individuals to move away from the traditional way of doing business and to promote the strategic plan of the University of Pretoria by providing students with value-adding experiences that enable them to develop into well-rounded, creative, responsible, productive citizens and future leaders.

Never say die

These words are highly applicable to Mr Tshepo Sambo, who has won this year’s *Finansies en Tegnies* Prize of R3 000 for the student who made the best academic progress over a period of three years.

In 2001, Mr Sambo was granted conditional registration for BCom Marketing Management, with the understanding that he had to complete a bridging course during his first year, because he did not meet the Mathematics admission requirement. Notwithstanding this, he still managed to complete his degree within three years.

Mr Santo is currently busy with his BCom (Honours) degree in Business Management.



The Dean, Prof C Koornhof (left) and Ms A Carstens, Head: Student Administration, both take pride in Mr Tshepo Sambo’s achievement.

Let the games begin



House CA's rugby team.

House CA, a student committee from the School of Financial Management, together with PriceWaterHouseCoopers (PWC), held their sports day on 19 August 2004.

The day kicked off with a breakfast served at the PWC offices in Menlo Park. Breakfast was followed by different sporting activities, including netball, soccer, mixed hockey and rugby games.

Sad to say, House CA lost the first netball match to PWC, but quickly recovered and walked away as the hockey and soccer champions.

The rugby match was the highlight of the day, and House CA had to defend the title they had held for the previous seven years. From the start of the match tension was running high – eventually PWC won the match and snatched the title from House CA.

The eventful day was concluded with a cocktail party where trophies were handed out, apologies made, shrieks of joy heard and egos nursed. Opponents were reconciled and the dance floor was left in need of serious repair.

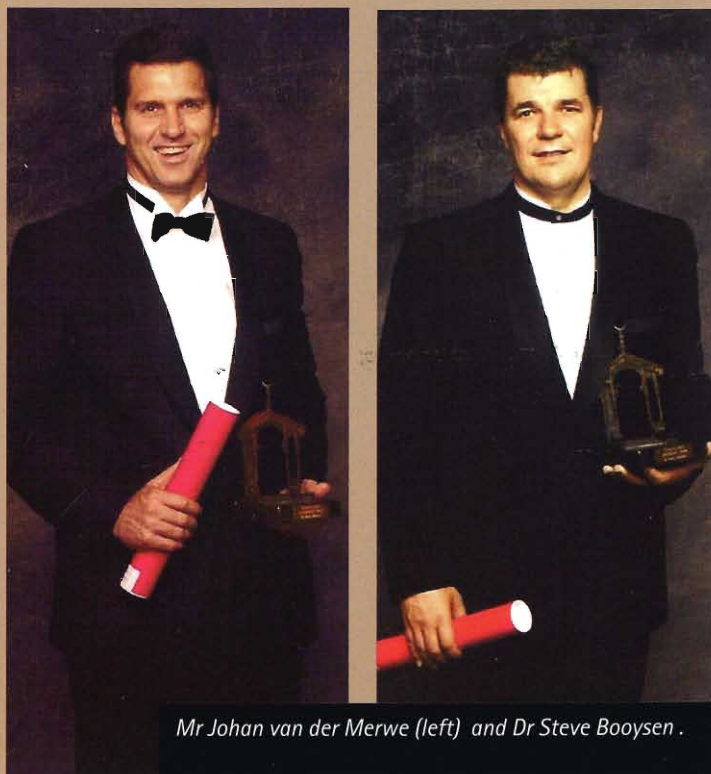
A great occasion that gets better with each passing year. PWC really outdid themselves this year and all had a great time.

Laureate awards for excelling Tukkies alumni

Two of the Faculty's alumni, Mr Johan van der Merwe, CEO of Sanlam Investment Management, and Dr Steve Booyesen, Group CEO of ABSA Bank, were amongst the candidates who received the sought-after Laureate awards this year. These awards were presented for the thirty-first time to a group of excelling former Tukkies, by Tuks Alumni.

Mr Van der Merwe was involved with the Faculty of Economic and Management Sciences both as student and lecturer. He is also a versatile sportsman who has represented the University on a national level in bi-athlon and swimming.

Dr Booyesen's association with the University originated when he enrolled for a doctorate in 1990. "I did my initial research and found that the UP had the best lecturers and tutors in the field of accounting. I like to surround myself with quality. Therefore, UP was my first choice," he says. Dr Booyesen obtained his doctorate in 1993 and, since 1993, he has also been an honorary professor in the Department of Auditing.



Mr Johan van der Merwe (left) and Dr Steve Booyesen .

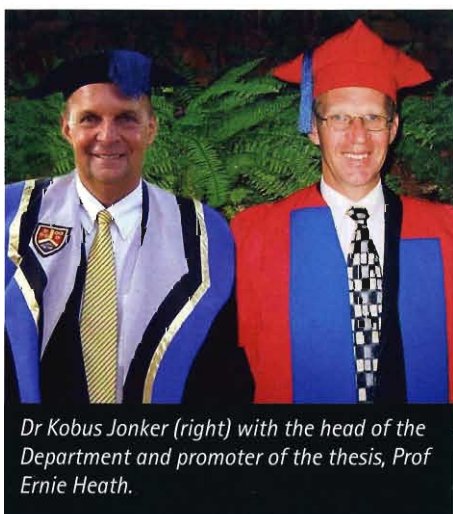
First Doctorate in Tourism

Dr Kobus Jonker received his DCom degree in Tourism Management on 23 April 2004.

Dr Jonker's degree was the first doctorate degree awarded by the Department of Tourism Management. His thesis, "The strategic identification and integration of critical success factors to make South Africa a competitive international tourism destination", focused on the development of a destination competitiveness model that would enable a destination to identify and integrate critical success factors strategically.

The model was tested in South Africa by means of an empirical survey. This resulted in specific conclusions and recommendations of strategic importance to South Africa as a tourist destination. The model also has wider application and can be utilised by other destinations in the international marketplace. It can also be adapted by provincial and regional destinations. The thesis not only makes a contribution to tourism knowledge, but also adds value to the practical integration and implementation of destination plans and strategies.

Dr Jonker is currently the Head of the MBA Unit of the Port Elizabeth Technikon, and lectures strategic management and international management as part of the MBA Programme. He has facilitated the strategic planning sessions of several prominent companies and organisations in South Africa during the past 10 years.



Dr Kobus Jonker (right) with the head of the Department and promoter of the thesis, Prof Ernie Heath.

Tourism students operate in the real world

The focus of tourism studies at the University is not only to provide students with a sound academic background, but also to enable them to gain practical exposure and to become involved in relevant industry-related tourism initiatives. In the process, students can also add significant value to the knowledge base that informs future tourism industry strategies and plans.

In the true style of this philosophy 20 Tourism Management honours students at the University of Pretoria had the educational experience of their lives when they visited Dubai during September 2004.

Based on a sound theoretical background and an insightful analysis of international best practices, they worked in subgroups to develop an innovative and strategic plan to position and market South Africa in Dubai.

The plan included strategies to position and market Dubai in the South African market-place, to identify and provide guidelines on exploring cross-marketing opportunities for South African and Dubai marketers, and to evaluate the key role of an airline in the destination marketing process. There were also suggestions and guidelines regarding the optimisation of tourism investment and entrepreneurial opportunities. Past projects of this nature had proved to be extremely successful and provided invaluable experience to the students and major benefits to industry stakeholders.

During the educational visit, which was supported by the Dubai Office of Tourism and Commerce Marketing, Emirates Airlines, Grant Thornton, Top Holidays and ATKV Resorts, the students were introduced to the marketing philosophies and approaches of the Dubai Office of Tourism and Commerce Marketing. They also visited leading hotels such as the Emirates Towers and the Shangri-La, and were exposed to major new developments such as Dubai Festival City, the Palm and the World. Their action packed experience was concluded with an amazing desert safari, which was facilitated by Alpha Tours.

The students presented their findings and proposals in the form of comprehensive reports and presentations to industry stakeholders at a workshop on 4 November 2004 at the Graduate School of Management, University of Pretoria.

The following themes were addressed:

- Strategic challenges and opportunities to position and market South Africa in Dubai
- Strategic challenges and opportunities to position and market Dubai in South Africa
- The strategic role of the airlines in the Dubai-South Africa marketing process
- The strategic role of tour operators in the Dubai-South Africa marketing process
- Opportunities to facilitate collaboration and to leverage investment and entrepreneurial opportunities between South Africa and Dubai
- A comparison between the hospitality industries of South Africa and Dubai: lessons to be learned
- A comparative analysis of the concept of "value for money": A Dubai-South Africa perspective

Keeping the rubber on the road

The University of Pretoria (UP) has established a successful partnership with the Department of Transport. The ever changing cost of buying and running vehicles, whether it is trucks, Idv's or sedans, combined with the competitive environment are the main reasons why fleet management is being severely tested and challenged these days.

The Coordinating Committee for Government Motor Transport (CCGMT) has identified the shortcomings with regards to fleet management training of transport officers in Government as critical. They approached Prof Hoole from the Department of Human Resources Management to develop a comprehensive Fleet Management programme. Prof Hoole has extensively been involved in fleet management aspects since 1999. According to Prof Hoole, no training programmes have ever been developed specifically for the needs of the transport officers and very few other programmes of this kind exist. She also sees this programme as a valuable opportunity to empower people and give something back to the community.

A presentation was made to the CCGMT and it was agreed that the University of Pretoria would develop a Fleet Management training programme. Several discussions took place between representatives of UP and the National Department of Transport (NDOT). A comprehensive year certificate programme has been developed using expertise from the University and from the industry. The programme specifically focuses on the training of transport officers and fleet managers and covers all aspects of transport.

The programme is highly successful and training has been presented nationwide in seven provinces. The Department of Transport has reiterated their support and dedication to this programme. The University is looking forward to continue this very successful partnership.



Prof Hoole from the Department of Human Resources Management developed a comprehensive Fleet Management programme for the Department of Transport.

communiqué
2004

FAKULTEIT EKONOMIESE EN
BESTUURSWETENSKAPPE

FACULTY OF ECONOMIC AND
MANAGEMENT SCIENCES



university of pretoria
universiteit van pretoria
university of pretoria
universiteit van pretoria
university of pretoria
universiteit van pretoria
TEL: + 27 12 420 4111
university of pretoria
universiteit van pretoria
university of pretoria
universiteit van pretoria