

# Communiké

Leadership Staff Research Partnerships and Community Engagement Students Teaching

FAKULTEIT EKONOMIESE EN BESTUURSWETENSAPPE | FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

## 2009



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
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Faculty of Economic and Management  
Sciences

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## From the Dean's desk

# Faculty showcases B-rated scientists

As I write this introduction to the 2009 issue of *Communiqué*, the people of South Africa are still basking in the success of hosting the FIFA World Cup. The FIFA World Cup event was a wonderful opportunity for South Africans to showcase our achievements, our hospitality and our beautiful country.

The year 2009 was a particularly busy and successful year for the Faculty. We are proud to have, for the first time, two B-rated scientists in the Faculty. The National Research Foundation (NRF) applies a comprehensive and stringent peer review process to rate the leading scientists in South Africa. Our B-rated colleagues are currently the chair and the deputy chair of the Faculty Research Committee and act as research mentors to our staff and students.

Last year, the graduates of the Accounting Sciences

programme achieved exceptional results in the examinations of the South African Institute of Chartered Accountants. Of the top ten students in the country who achieved the best results in the professional examination, five were from UP!

A recent article in the *Journal of Economics*, published by an academic from the Wits Business School, indicates that the Department of Economics at the University of Pretoria has improved its ranking from the 4th to the 2nd position. In addition, the Department is

by far the most efficient in the country in terms of students per staff member and research articles per staff member.

Another highlight for the Faculty has been the substantial increase in the number of research articles that were published by members of staff during 2009 and that were recognised by the Department of Education. We are proud of the approximately 45% increase in research output and the increasing number of articles being published in international research journals.

There were numerous other highlights and events in 2009. I trust that you will enjoy reading about the activities and successes of our members of staff and students. In future, *Communiqué* will also be available online on the Faculty's web page at [www.up.ac.za](http://www.up.ac.za).

In conclusion, a word of thanks to the members of staff and students who

have provided the news that appears in *Communiqué* and to the editorial staff for their enthusiasm and dedication.



**Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences.**



## Centre to promote responsible and ethical leadership

The Centre for Responsible Leadership (CRL) was recently established at the Faculty of Economic and Management Sciences of the University of Pretoria. Prof Derick de Jongh has been appointed as Director of the Centre.

The aim of the Centre is to promote responsible leadership by means of research, teaching and community engagement programmes. The Centre will focus on the promotion of responsible and ethical leadership (personal and institutional) as well as the establishment of academic networks through the presentation of lectures, conferences and workshops. Academic programmes that aim

to develop world-class leadership capacity in South Africa will also be established.

The Centre will strive to position itself through academic excellence and research in South Africa and beyond its borders. The interdisciplinary initiative on which the Centre is based and the input that it will receive from a wide spectrum of disciplines at the University of Pretoria will make the centre unique in

The photograph was taken at the signing of the agreement between the German Technical Co-operation (GTZ) and the University of Pretoria in support of the Centre for Responsible Leadership, which was established at the University of Pretoria. (Front, from left): Prof Antony Melck, Vice-Principal of the University of Pretoria; Ms Doris Popp of the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ); Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences; (back, from left) Prof Derick de Jongh, Director of the Centre for Responsible Leadership; and Prof Marius Pretorius of the Department of Business Management in the Faculty of Economic and Management Sciences.

South Africa. The Centre will act as an "umbrella" for many activities across the faculties of the University of Pretoria that are aligned to the development of responsible leadership. The

practice of leadership that will be developed by the Centre is underpinned by values of corporate citizenship and good corporate governance.

## A new head for the Department of Economics

Prof Steve Koch was appointed as the new Head of the Department of Economics.

Prof Koch was born in Superior, Wisconsin, in the USA. His father, Dr Rudy G Koch, was professor of biology at the University of Wisconsin–Superior and his mother, Lorraine M Koch, was a high school science teacher. Steve was valedictorian of the class of 1987 at Bangor High School in Bangor, Wisconsin. He proceeded to the Oregon State University in Corvallis, Oregon, where he completed a Bachelor of Arts degree in Economics with a minor in Russian Studies. Thereafter he enrolled at the Pennsylvania State University where he completed a Master of Arts degree in Economics and a PhD in Economics. His doctoral thesis was supervised by Prof Derek Laing while Profs Kalyan Chatterjee, Ping Wang and Michael Baye were the co-supervisors. The title of the thesis was “Essays on intertemporal

complementarity and market structure.”

In the course of his career, Prof Koch has acted as a consultant for among others Eli Lilly and Co., the South African Department of Labour, European Department of Labour, South African Competition Commission, South African Reserve Bank and Discovery Health. His primary research interest is Health Economics although he also undertakes research in Household Economics, Labour Economics, Industrial Organization and Sports Economics.

Prof Koch states the following on his vision for the Department of Economics: “Describing the vision is somewhat complicated. However, I think there are a few rather simple goals... our department can be the best economics department in South Africa; more importantly, it should be. Not only that, it



**Prof Steve Koch, Head of the Department of Economics.**

should also be highly respected world-wide. In order to get there, we will develop and raise our core competence in both Applied Microeconomics and Applied Macroeconomics, and, since we live in a middle-income developing country, we will not forsake issues related to development. In particular, our goal is to leverage our com-

parative locational advantage - proximity to South African policy-makers and financial institutions - to contribute to the development of sound economic policy for South Africa and other countries on the continent”.

As the new leader of the Department of Economics, Prof Koch is of the opinion that the Department faces the following five major challenges, which are not necessarily listed in order of importance. The first and foremost amongst these challenges is the necessity to improve the research profile of the Department, both locally and internationally. The second challenge is to improve the postgraduate programmes, especially the PhD, programme. The third is to create at least two centres in the Department that will hopefully enable UP to attract additional people to

the Department and provide policy outlets for research. The fourth challenge is to improve the representativeness of the Department and the fifth is to develop a coherent and efficient strategy for the delivery of first-year Economics.

Prof Koch thanks Prof Jan van Heerden, the former Head of the Department for his twelve years of stewardship of the Department. Prof Koch says of Prof Van Heerden that "He has presided over the Department as it has moved up in both the local and the international ranking. Prof Van Heerden has worked tirelessly to provide an environment that is suitable for and encouraging of research. His efforts have been successful and the vibe in the Department is quite positive". Prof Van Heerden will remain an active member of the Department.

## Well-known CA to take the lead in the Department of Accounting Sciences

Prof Johan Oberholster has been appointed as new Head of the Department of Accounting.

He matriculated at AJ Koen High School in Bloemhof in the North-West province. Prof Oberholster is a chartered accountant and he serves on the Accounting Practices Committee and the Education Committee of the South African Institute of Chartered Accountants. He obtained his academic qualifications at the University of the Free State, UNISA and UJ. During his career he was employed by KPMG, the Military Academy at the University of Stellenbosch, UP and UNISA.

Prof Oberholster joined the Faculty of Economic and Management Sciences for the first time in 1990.

According to Prof Oberholster, the department faces the following challenges: managing the problems that students



**Prof Johan Oberholster, the new Head of the Department of Accounting.**

experience when making the transition from school to university and supporting students in addressing the ever expanding and rapidly changing syllabi associated with accounting.

Under the leadership of Prof Oberholster, the BCom (Accounting

Sciences) students of the University of Pretoria once again achieved excellent results in the 2009 Qualifying Examination (QE1) of the South African Institute of Chartered Accountants (SAICA) with a pass rate of 96%.



STAFF

## Invited to do grading by the CFA

In her capacity as a member the Chartered Financial Analyst Institute (CFA), Ms Elbie Louw of the Department of Financial Management, was invited by the Institute to attend the annual level 3 grading of the CFA programme that took place during June 2009 in Charlottesville, VA, United States of America.

The level 3 questions are graded by a carefully selected group of CFA charter holders. In 2009, only four South Africans were invited, each of whom is either a current or retired practitioner or a professor at a college or university.

Consistency in grading is paramount. Each grader works as a member of a team on one question. This approach has the advantage of specialisation for the individual grader and provides consistency in grading each question. Highly experienced graders serve as team captains. Graders receive the questions and preliminary guideline answers and grading keys before the grading com-

mences and spend many hours on preparation. The grading teams discuss the grading keys and review sample candidate answers before grading begins. The teams practice grading on an extensive sample of candidate answers to ensure team consistency.

Once grading begins, team captains, with the help of assistant captains and experienced senior graders, continually monitor the graders, checking answers for accurate grading, auditing selected answers and conducting daily review sessions. After every answer has been graded, the CFA Institute determines which set of answers represent obvious passes



**Ms Elbie Louw of the Department of Financial Management.**

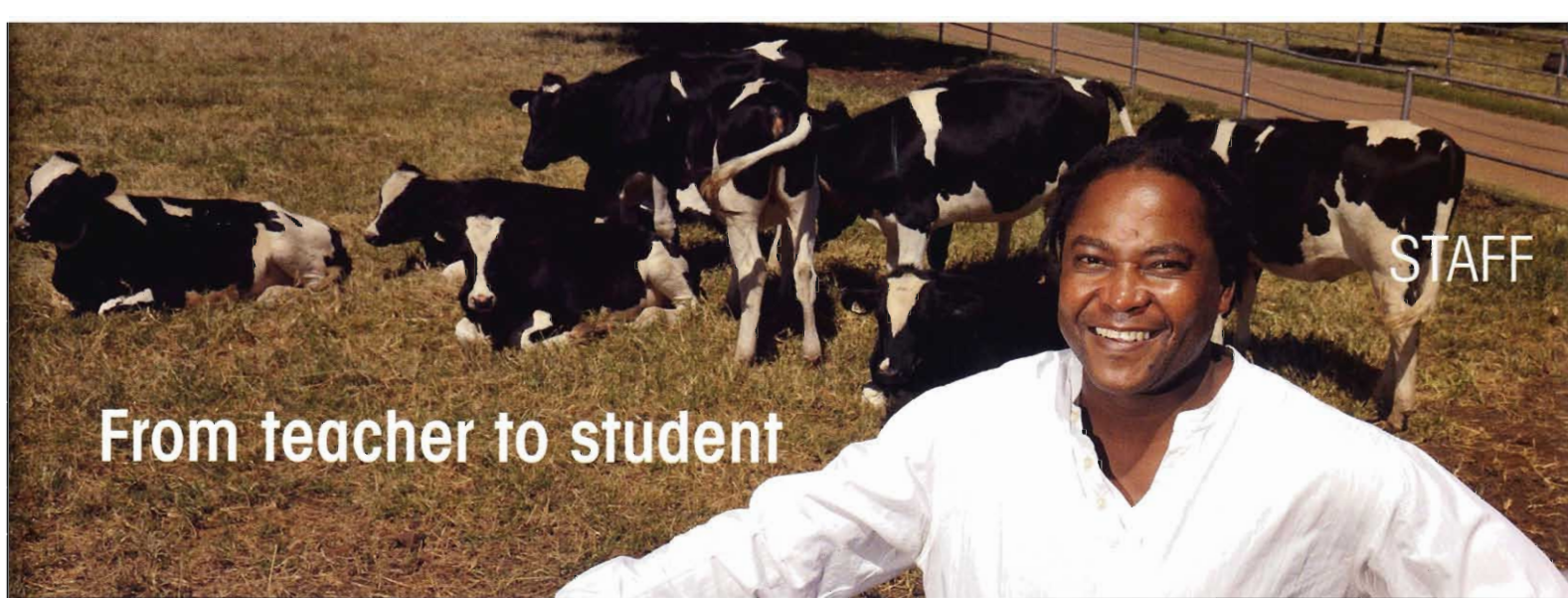
or failures (very low or very high scores). All remaining examination answers are re-graded by senior graders to ensure that any set of answer that could be considered marginal has had each question reviewed twice. After this process is completed, no further grading occurs.

Elbie has been invited again to attend the grading in 2010 now as a senior grader.

The University of Pretoria has a strong relationship with the CFA Institute in two capacities. Firstly, as a CFA Institute Programme Partner and, secondly, as an Approved Provider with the CFA Institute for continuing education programmes. The first is based on two BCom programmes that cover portions of the CFA curriculum, namely BCom Investment Management and the Investment Management option of the BCom (Hons) Financial Management Sciences course. The undergraduate programme covers 70% of the level 1 curriculum of the CFA Programme while the postgraduate programme covers 70% of all three levels.

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## From teacher to student

With his dreadlocks and easy-going smile, Kgotla Marumola doesn't look like a typical farmer, but apart from being a lecturer in the Department of Marketing and Communication Management at the Faculty of Economic and Management Sciences, he farms.

Kgotla has bought a small-holding near Krugersdorp four years ago where he keeps cattle, goats, horses and pigs. His love of animals – livestock in particular – was instilled in him from a young age by his grandmother, says Kgotla. As a small boy he used to help her tend her flocks. His job was to take care of the sheep and goats and he did such a good job that his grandmother nicknamed him Ranku di kae or "where are the sheep?"

At present he is a weekend farmer, but he has formulated a

plan that will see him become a full-time commercial farmer within the next seven years. In the meantime he is learning as much about farming as he can. He says that "I believe that the key to becoming a successful farmer is to start small and to master the basics before you even think of expanding. Personal involvement is also extremely important, because you learn first-hand and continuously. You become adept at calculating risks and at times you even burn your fingers, but this also helps you to learn and improve."

**Kgotla Marumola, lecturer in the Department of Marketing and farmer. With his dreadlocks and easy-going smile, Kgotla Marumola doesn't look like a typical farmer. However, once he starts talking about his passion for farming and livestock, his relaxed manner is quickly replaced by a focused and attentive demeanour. "Farming is in my blood. It is what keeps me going. On the farm, my true self comes to the fore", he says.**

Kgotla sells livestock at auctions and buys most of his stock in rural areas to support emerging farmers. His experience in marketing comes in handy and he believes in adapting his strategy to suit his market. "I believe that the key to marketing in the agricultural sector is to be at the right place at the right time", he says. Kgotla is fortunate to be able to pursue his second love – marketing – while biding his time to become a full-time farmer!



**Kgotla Marumola, lecturer in the Department of Marketing and Communication Management with his students.**



## A member of the WIPO Expert Group

Dr Alex Antonites of the Department of Business Management in the Faculty of Economic and Management Sciences has been appointed as a member of the Expert Group of the World Intellectual Property Organisation (WIPO).

The task of the Expert Group is to create an internationally agreed scope and methodology for undertaking national surveys and studies on intellectual property (IP) of small and medium-sized enterprises (SMEs). He represented South Africa and presented its case during September 2009 in Geneva, Switzerland.

The World Intellectual Property Organization (WIPO) is a specialised international agency of the United Nations that has 184 member states across the world. It is dedicated to the development of a balanced and accessible international IP system that rewards creativity, stimulates innovation and contributes to economic development while safeguarding

the public interest. The WIPO was established by the WIPO Convention in 1967 and has a mandate from its member states to promote the protection of IP throughout the world through co-operation among states and in collaboration with other international organizations. Its headquarters are in Geneva, Switzerland.

The expert group of the WIPO is expected to deliberate on the creation of an internationally agreed scope and methodology for undertaking national surveys and studies on intellectual property (IP) and on SMEs. The objective is to ensure that the results obtained in a country are comparable over time and that results obtained across countries are also comparable



**Dr Alex Antonites of the Department of Business Management.**

at a given point in time. Dr Alex Antonites represents South Africa, which is a member state. "The studies that will be conducted will predominantly focus on creating a standardised survey method for SMEs in the developed nations, in order to obtain more accurate information in this context. The access to information on SMEs in some nations is limited and normally

not representative. The entire process endeavours to enhance IP development and protection on a global scale, ultimately rewarding creativity and novel outcomes", says Dr Antonites.

The main objective of the studies is to obtain information for the WIPO (with a standardised methodology) with the primary objective of strengthening its mandate and strategic goals, and then also to address the turbulent changes in the world of IP. He says that "I believe these results will be available for knowledge workers from the member states as well as the SMEs. It will serve as a very strong platform for longitudinal research within this field".

Dr Alex Antonites will present the South African case, which will be based primarily on the entrepreneurial or SME environment due to his specialisation



STAFF

## 25 Years of commitment to tourism recognized internationally

in entrepreneurial creativity and innovation. According to Dr Antonites, the WIPO is interested in the role and implications of the organised IP sub-environment with specific reference to the entrepreneurship SME enabling environment (e.g. government's interventions and impact) as well as the accessibility of IP information; the registration process and costs; how to assess this significant environment; and how to translate the findings continuously for the WIPO.

Prof Ernie Heath, head of the Department of Tourism Management at the University of Pretoria, was one of thirty-four tourism marketing professionals from across the globe who were recognized as Destination Champions.

He received this honour at the 95th Annual Convention of Destination Marketing Association International (DMAI), which was held in Atlanta, Georgia, USA.

Prof Heath was recognized for his more than 25 years of commitment to the advancement of tourism destination management and marketing in South Africa and internationally. His contributions range from championing the very successful Explore South Africa campaign in the mid-nineties when he was Deputy Execu-



**Prof Ernie Heath, head of the Department of Tourism Management at the University of Pretoria.**

tive Director of South African Tourism, compiling the first strategic plan for the Indian Ocean Tourism Organization to co-authoring one of the first international books on the strategic marketing of tourism destinations.

In recent years, in the capa-

city of head of the Department of Tourism Management, his contribution has mainly been in the spheres of tourism destination research and education in South Africa and also internationally. During the past decade, he has among others, initiated and facilitated several

collaborative tourism education and research projects in the destination marketing sphere in partnership with destination

marketing organizations, which include destinations such as Dubai, Mozambique, Namibia and Mauritius.

### INTERNASIONALE ERKENNING

Prof Ernie Heath, hoof van die Departement Toerismebestuur aan die Universiteit van Pretoria, is een van vier-en-dertig bemerkingsdeskundiges op die gebied van toerismebemarking wat erkenning ontvang het as Toerismebestemmingskampioen tydens die 95ste *Annual Convention of Destination Marketing Association International (DMAI)* wat in Atlanta, Georgia in die VSA gehou is.

Prof Heath het erkenning gekry vir meer as 25 jaar van toewyding aan die bevordering en bemarking van toerismebestemmings, nie slegs in Suid-Afrika nie, maar ook internasionaal. Sy bydrae op die gebied van toerisme sluit die bestuur van die suksesvolle *Explore South Africa* veldtog in die negentigerjare in, toe hy Adjunk Uitvoerende Direkteur van die Suid-Afrikaanse Toerismeraad was, die samestelling van die eerste strategiese plan vir die *Indian Ocean Tourism Organization* asook sy mede-outeurskap van een van die eerste internasionale boeke oor die strategiese bemarking van toerismebestemmings.

In die afgelope aantal jare, gedurende sy termyn as hoof van die Departement Toerismebestuur, het sy fokus verskuif na bydraes op die gebied van navorsing oor toerismebestemmings en -toerisme-onderrig in Suid-Afrika en internasionaal. Tydens die afgelope dekade het hy ook vele samewerkingsprojekte gefasiliteer oor onderrig en navorsing met organisasies wat Dubai, Mosambique, Namibia en Mauritius as bestemmings insluit.

## UP economist ranks amongst top 100 in world

Prof Rangan Gupta, a professor in the Department of Economics in the Faculty of Economic and Management Sciences at the University of Pretoria (UP), has been listed as one of the top 100 young economists on the Repository of Economics.

Prof Gupta obtained a PhD from the Department of Economics of the College of Liberal Arts and Sciences at the University of Connecticut in 2004. Thereafter his academic career developed by leaps and bounds.

Apart from being a tenured professor in the Department of Economics at the UP, he is a very prolific author and is now listed among the top 100 young economists on the Repository of Economics (RePEc).



**Prof Rangan Gupta, Department of Economics.**

He is listed at 97 for those economists who have been in a profession for 10 years or less. With many more years in which he can obtain eligibility, his ranking is sure to improve even further.

## Not only an outstanding academic

Winia Janse van Rensburg of the Department of Taxation is not only an outstanding lecturer, she has also been awarded Northern Gauteng colours in the triathlon.

Winia won a bronze medal at the South African Championships in Germiston in March 2009 and was selected for the South African team that participated in the 2009 Gold Coast Triathlon ITU World Championships in Australia in September 2009. Winia is currently ranked 6th on the SA national ranking list for women.

Her interest in competitive running started when, as a five-year old, she insisted that her dad should take his little girl along on his morning jogs. During primary school, she competed mainly in athletics and cross country races and also took up swimming. At the secondary school level, she started competing in duathlons and triathlons.

"It takes a lot of planning

and commitment to keep to your training programme. In order to be fit in three disciplines (running, swimming and cycling). You have to train at least twice a day, often starting in the morning before sunrise. In the winter it takes even more courage and determination to dive into the swimming pool, pretending that that is normal behaviour!" says Winia.

Before the World Championship (and even now before major events) a weekend mainly comprises of training, eating, sleeping and then training again for long hours on the bike, running and in the swimming pool. She has a great supporter in her husband Bertus who is always willing to assist at short notice.

In 2010, Winia will focus on participation in running races,



**Winia Janse van Rensburg, a SA triathlon champion.**

both on the road as well as trial running. She recently took part in the African X, a three-day trial running stage race that was held in the fairest Cape. She and her team mate, Landie Visser, managed an overall second position, taking first place in the

longest stage of 42.2 km over the challenging Cape mountains.

According to Winia, one gets to know one's strengths and weaknesses by taking part in endurance events such as triathlons. One learns to accept these strengths and weaknesses and make the best of what you have, learning what is important as well as why it is important. One realises once again the value that sport adds to one's life and appreciates the friends that one meets through sport. The friendships and commitment that are shared, can never be replaced by something else. If she could have her life all over again, she would not choose it differently. With training buddies and friends that surround you, there is no mountain too high, no river too deep and no road too long to overcome.... The SUFFERING and joys are all shared!



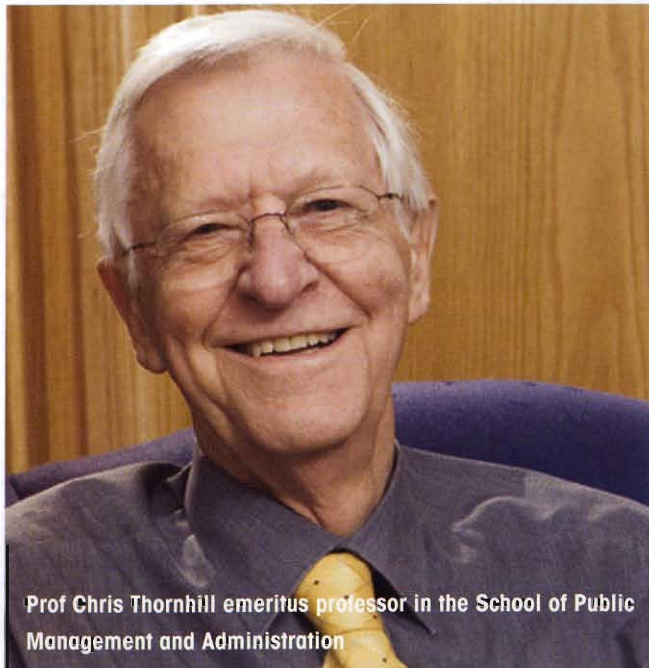
STAFF

## A lifetime achievement

Prof Chris Thornhill, emeritus Professor in the School of Public Management and Administration, has been awarded the Lifetime Achievement Award.

The award was bestowed upon him at the tenth annual conference of the South African Association of Public Administration and Management, which was held in Port Elizabeth from 7 to 9 October 2009. Prof Thornhill

received the award for consummate academic excellence, selfless service to the Association and an incomparable contribution to the wider Public Administration and Management community.



Prof Chris Thornhill emeritus professor in the School of Public Management and Administration

## Groot liefde vir veld lei tot verdere studie

Prof André Jordaan verwerf die MPhil graad in Natuurlewebestuur met lof.

Prof André Jordaan van die Departement Ekonomie het in April 2009 'n MPhil graad in Natuurlewebestuur aan die Fakulteit Natuur- en Landbouwetenskappe met lof geslaag. Asof die professor nie nou al genoeg geswot het nie!

Die titel van sy verhandeling is "Trophy hunting in protected areas: a contributor to conservation". Die studie het gehandel oor die rol van trofeejag in reservate ten einde geld te genereer wat vir natuurbewaring aangewend kan word. Die dryfkrag agter die studie is André se groot liefde vir die veld en diere - 'n belangstelling wat reeds van kleintyd bestaan. Hy het ingeskryf vir die graad omdat hy die kennis wou opdoen oor



Prof André Jordaan

aangeleenthede wat voorspruit uit sy liefde vir die veld. Hierdie liefde leef hy ook uit wanneer hy oorsese jagters as 'n gekwalifiseerde, professionele jagter (PH) op jagtogte vergesel.

Prof Jordaan se betrokkenheid as professionele jagter wat oorsese jagters op trofeejagtogte vergesel, het dan ook aanleiding gegee tot die onderwerp wat hy vir sy verhandeling gekies het.

## Prof Zinn a platinum visionary woman

A well-known partner of the Department of Human Resource Management, Prof Shirley Zinn, was a joint winner of the 2008 BBQ Business Women Visionary Award. Prof Zinn also walked away with the prestigious 2008 Platinum Visionary Award.



**Prof Shirley Zinn**

Prof Shirley Zinn, Extraordinary Professor in the Department of Human Resource Management, and Director of Human Resources of the Nedbank Group was presented with the Top Woman of the Year Award in Business.

The Top Woman awards aim to encourage equitable distribution of power among leaders in business and government who have earned the right to be called captains of their industries. Through these awards, government and business

acknowledge dedication, leadership and achievement, inspire women to transcend the “glass ceiling” and encourage companies and institutions that have instituted integration as part of their business models and corporate governance. “This is really a great achievement and recognition of her contribution, not only within the HR field, but also in terms of her dedication, commitment to development and investment in people in the broader business environment”, says Prof Karel Stanz, head of the Department of Human Resource Management.

## A sound step toward caring for the planet



**MCom Human Resource Management/Industrial Psychology students Louisa Maritz and Natascha Sage who attended the Climate Justice Dialogue.**

Mareli Bezuidenhout, Louisa Maritz and Natascha Sage, students of the MCom degree in Human Resource Management/Industrial Psychology attended the Climate Justice Dialogue that was hosted by the Department of Human Resource Management at the University of Pretoria on 28 February 2009.

According to Mareli Bezuiden-

hout, the dialogue was a sound step in the direction of caring for the planet. The dialogue was well-organised and some insightful facts were shared. “The fact that the guest speakers were willing to participate in such a dialogue shows that we can begin to rely on many of our role models to set an example to others on how to

*continued on p 17*



## A year in Borneo

Elda du Toit of the Department of Financial Management spent a year in Borneo as a financial manager for Raleigh Borneo.



**Elda du Toit in Malaysian Borneo**

She was given this great opportunity as part of the practical experience requirement for the qualification of Chartered Institute for Management Accountants (CIMA),

Raleigh International is a UK charity organisation that organises charity expeditions to Borneo, India and Costa Rico/Nicaragua. The organisation places young people between

the ages of 18 and 23 years with project environmental work.

While acting as the accountant and financial manager for four of Raleigh Borneo's expeditions, Elda not only had the opportunity to increase her practical experience, but also saw the whole of Sabah, Malaysia, and participated in some of the charity projects.

## Student one of SA's most influential women in business

Huma van Rensburg is an MPhil (Human Resource Management) student of the Department of Human Resource Management.

The Department congratulates her, an MPhil student, with her nomination for the award of South Africa's Most Influential Women in Business and Government. Huma is the CEO of the South African Board for Personnel Practice (SABPP).

In July/Aug 2009, the highly anticipated award function took place in Johannesburg, Cape Town and Kwazulu-Natal. The presentation of the South Africa's Most Influential Women in Business and Government award is one of the most prestigious events on the South African business calendar. The most influential women in the various business sectors of the South



**Huma van Rensburg, an MPhil (Human Resource Management) student.**

African economy are identified through a public nomination process, in conjunction with industry bodies and an panel of expert judges.





STUDENTS

*A Sound Step ... from p 15*

live more 'green' and to impose sanctions on those that are unwilling to do so" said Mareli. She felt in particular that the opportunity afforded to students to ask questions assisted in highlighting some of the issues that needed clarification. She would, however, have liked to hear more about the practical implementation or action steps regarding the various issues as well as to receive guidelines on greening the planet. "The debate was more philosophical and mere talking about saving the planet will bring us only so far. We need to start DOING more!", she said. She is proud to have been part of the debate.

Louisa Maritz, another delegate to the Climate Justice Dialogue, feels that she was one of the select few who were able to go to the dialogue and who was able to ask questions. For her, the dialogue was a real eye opener. Wherever she now goes she looks for opportunities to make a difference to greening our planet in her own way.

## UP Master's degree student wins the Deneys Reitz Tax Thesis Competition for 2009

A gala award function for the winners of the Deneys Reitz Tax Thesis Competition took place on 7 October 2009 at the Michaelangelo Hotel in Sandton.

Jan Bosman, a masters degree student in the Department of Taxation at the University of

Pretoria was the joint winner for 2009 in the Master's degree category. His thesis entitled

*Die belastinghantering van buitelandse valutaverpligtinge aangegaan deur 'n maatskappy*



**From left: Mr Keith Engel, Chief Director of Economic Policy in the Department of National Treasury; Mr Jan Bosman, the Deneys Reitz Prize winner from the University of Pretoria and Mr Michael Hart, Chairman of Deneys Reitz Attorneys.**



*vir die verkryging van kapitaal-*  
*bates* dealt with one of the most  
difficult areas of Taxation Law,  
namely the tax treatment of  
foreign exchange transactions in  
the acquisition of capital assets.

The aim of the Deneys Reitz  
Tax Thesis Competition is to  
promote taxation research,  
highlight the role of taxation  
in the economy and develop  
a databank of information on  
taxation in South Africa. The  
competition is open to all South  
African universities.

The competition focuses on  
students in the Accounting and  
Law departments.

The awards were presented  
to both the winning student and  
the university that the winner  
represents by Mr Keith Engel,  
Chief Director of Economic  
Policy in the Department of Na-  
tional Treasury and Mr Michael  
Hart, Chairman of Deneys Reitz  
Attorneys, one of the leading  
law firms in the country.

## DENEYS REITZ TAX THESIS COMPETITION VIR 2009

'n Gala toekenningsdinee is op 7 Oktober 2009 in die Micha-  
elangelo Hotel in Sandton gehou waartydens pryse aan die  
wenners van die Deneys Reitz Tax Thesis Competition oorhan-  
dig is. Mnr Jan Bosman van die Universiteit van Pretoria is  
aangewys as die gesamentlike wenner in die meestersgraad  
kategorie vir 2009. Sy verhandeling getiteld *Die belastinghan-*  
*tering van buitelandse valutaverpligtinge aangegaan deur 'n*  
*maatskappy vir die verkryging van kapitaalbates* handel oor  
een van die mees komplekse areas van die Belastingreg.

Die doel van die Deneys Reitz Tax Thesis Competition is om  
navorsing op die gebied van belasting te bevorder, die rol wat  
belasting in die ekonomie speel te beklemtoon en 'n inligtings-  
databasis oor belasting in Suid-Afrika te ontwikkel. Alle Suid-  
Afrikaanse universiteite mag aan die kompetisie deelneem.  
Die kompetisie fokus op die studente in die departemente van  
Rekeningkunde en Regte.

Pryse is toegeken aan die student en aan die universiteit wat  
deur die student verteenwoordig word. Die pryse is oorhandig  
deur mnr Keith Engel, Hoofdirekteur van Ekonomiese Beleid  
in die Nasionale Tesourie en mnr Michael Hart, Voorsitter van  
Deneys Reitz Prokureurs, een van die toonaangewende regs-  
firmas in Suid-Afrika.



**Van links: Mnr Keith Engel,  
Hoofdirekteur van Ekonomie-  
se Beleid van die Nasionale  
Tesourie; mnr Jan Bosman,  
die Deneys Reitz pryswen-  
ner van die Universiteit van  
Pretoria; en mnr Michael Hart,  
Voorsitter van Deneys Reitz  
Prokureurs.**



STUDENTS

## Student society hosts student conference on public relations

MC Experience, the student society in the Department of Marketing and Communication Management, and one of the eight departmental student societies in the Faculty of Economic and Management Sciences, hosted a student conference in conjunction with PRISA (the Public Relations Institute of South Africa) during 2009.



MC Experience executive committee members with Michelle van der Merwe, lecturer in the Department of Marketing and Communication Management and guardian of the student society (back, left); Laurence Mnquali, Director of Sales and Marketing at Accor (Back, 4th from left); Bruce Prins, Director of HR at Accor (middle, back); and Nikki de Pina, PRISA (back, 4th from right).

The aim of the conference was to give students exposure to the industry with particular emphasis on personal branding and reputation management.

Various speakers from companies, namely Pick 'n Pay, Accor and Social Media IQ presented illuminating papers at the conference. The conference contributed to orientating the students in respect of the world of personal branding and to providing them with insight into the manner in which top companies manage their brands in order to achieve success.

"The conference was a huge success with positive feedback from the students who attended", said Michelle van der Merwe, lecturer in the Department of Marketing and Communication Management.



## Commercii – a student society of note

Commercii is the umbrella student society of the Faculty of Economic and Management Sciences.

The objective of the society is to add significant value to the lives of the students of the Faculty. The vision of the society is to unite all the departmental societies of the Faculty and to become ambassadors of the Faculty of Economic Management Sciences. The other departmental student societies of the faculty are:

- AIESEC (an international student exchange society);
- FIN'EST (for BCom Investment Management and BCom Financial Management students);
- House CA (for BCom Accounting Sciences students);
- House IA (for BCom Internal Auditing students);
- HR Tuks (for BCom Human Resource Management students);
- MC Experience (for BCom Marketing and Communica-



**The 2009/2010 Executive Committee of Commercii. From left to right: Tokiso Nthebe (Chairperson), Shikara Streczynski, Dalinda van Wyk, Nthabeleng Mmako, Pierre van Niekerk, Alan Muzwayine, Rudolph Prinsloo and Daniel de Caires.**

- tion Management students);
- TTSA (for BCom Tourism Management students), and
- YES Tuks (for BCom Economics students).

An important goal of all the student societies of the Faculty is to provide assistance to first-year students with regard to academic matters, development skills, leadership and social

interactions. They also engage in the community outreach programmes of the Faculty. Commercii goes beyond being a typical student society on campus. It concentrates on being a society that provides valuable experiences to students and presents projects through which students learn of life skills that will empower them to be

leaders, both on campus and in the workplace after the completion of their studies. Commercii believes in being the "Business Community of Tomorrow".

Commercii and the departmental societies encourage all BCom students to capitalise on the opportunities that Commercii is providing. "Without the contribution of all the registered students of the Faculty, all our efforts in making your experience great becomes irrelevant" says Tokiso Nthebe, Chairperson of Commercii for 2009/2010.

Commercii's office is situated in room 1-23 on the ground floor of the Economic and Management Sciences Building. Visit the Faculty web site [www.up.ac.za](http://www.up.ac.za) for more information on the student societies of the faculty.



STUDENTS

## The Richard Branson School of Entrepreneurship National Business Plan Competition Getting entrepreneurs onto the runway

Second-year students in Entrepreneurship at the University of Pretoria took part in the Richard Branson School of Entrepreneurship National Business Plan Competition.

The primary outcome of this competition was the compilation of a business plan that is based on a unique product or service that does not yet exist in South Africa.

The judges of this competition received 142 business plans in the Gauteng region and selected ten finalists. Students from many tertiary institutions, such as Varsity College, the University of Johannesburg, the AAA School of Advertising and Wits took part in the competition.

The ten finalists were required to give a presentation to a panel of judges in order to defend the plans that they had compiled. Five of the ten finalists were selected and awarded a place in the 2009/2010 Branson school incubator.

Madelaine van Dyk and Ryan

South, both second-year BCom Entrepreneurship students at the UP, were two of the five students who shared the prize. In addition to being awarded a place in the Branson 2009/2010 Incubator Programme, the prize included an opportunity for the selected students to present their business plan to an expert panel of judges to obtain feedback and to access possible seed funding to get their business off the ground.

Madelaine van Dyk's business plan concerned an innovative medicine cap for the pharmaceutical industry and Ryan South's plan concerned the lock 'n rock, an innovative storage facility for events and expos.

The two students were also given access to intellectual property sessions during the



(From left to right) Madelaine van Dyk, Dr Melodi Botha and Ryan South.

month of November 2009 and were allocated a mentor who will assist them in starting up their business. They furthermore received a two-night stay in any of the selected Protea hotels in South Africa.

"I am very proud of Madelaine and Ryan. They worked extremely hard and I'm glad that their hard work has paid off. It

is wonderful to see initiatives such as the Branson School of Entrepreneurship Business Plan Competition and the support that it is giving to young upcoming entrepreneurs" said Dr Melodi Botha, senior lecturer in the Department of Business Management and head of the Business Plan course at UP.



## Powerful concepts bring home Assegai Awards

The 2009 Assegai Awards were presented at a gala evening that was held on 17 November in Newtown, Johannesburg.

These awards are presented by the Direct Marketing Association to members of the direct marketing industry to acknowledge and reward excellence in multi-channel, direct-response marketing. The presentation of the Assegai Awards is an annual event in which the students of the Department of Marketing and Communication Management participate regularly. The judges are opinion leaders in the field of direct marketing in South Africa.

The subject of the competition was Direct Marketing Management. The criteria applied in the assessment of the entries included excellence of strategy; creative thinking; and the use of a creative and powerful concept that demonstrates a clear understanding of both the art and science of direct marketing.

Three groups of BCom Honours (Marketing Management) students at the University of Pretoria participated in the competition. The University of Pretoria and The Open Window Art Academy partnered in the creation of a practical examination assignment. Students in Direct Marketing at the University of Pretoria and students in Graphic Design at the Open Window Art Academy co-operated to develop a direct marketing campaign that broadens online access via the cell phone for persons in the lower Living Standards Measure (LSM) category. The LSM categories of the South African Advertising Research Foundation's (SAARF) have become the most widely used marketing research tool in South Africa. This tool divides the population of a country into



**BCom Marketing Management students of the Mama Cares group who won the Assegai Silver Award for student entries. This project was also the runner-up in the course on Direct Marketing at UP.**



## STUDENTS

10 LSM groups in which 10 represents the highest standard of living and 1 the lowest. The LSM is a unique means of segmenting the South African market. It cuts across race and other outmoded categorisations and instead groups people in accordance with their standard of living with the use of criteria such as degree of urbanisation and ownership of cars and major appliances.

Cell C sponsored the practical assignment. Students were required to develop a direct marketing campaign for Cell C. It was the 5th consecutive year that Cell C had supported the University of Pretoria by giving students in Direct Marketing an opportunity to develop a fully fledged direct marketing campaign. The students were required to enter in the competition their strategy and campaign for direct marketing that they had developed as part of their curriculum. The entry requirement included a document that sets out the students' strategic

and creative thinking as well as all design elements in 2D and 3D.

The three groups of BCom Honours (Marketing Management) students who entered the competition each submitted a project. The students who entered the "Wanna" project, created a "Wanna" mobi site on which consumers can interact, win prizes and find valuable information. Their target market included consumers in the LSM 5 category who are aged between 18 and 30 years. Their campaign comprised various elements, including a "Wanna win?" competition, a "Wanna play?" online game and a "Wanna be?" interactive blog. The campaign was aimed at building a database of consumers from which it is possible to interact regularly with consumers to educate them to use WAP and the Internet. This group of students won the Assegai Gold Award for student entries as well as R15 000.

The second group of students

entered a project that they called "Mama Cares". In this project, a persona, "Mama Cares", was created to make the target market (LSM 5-7) aware of online access via a cell phone. The strategy included the construction of a "Mama Cares" mobi site that enables convenient access to useful information such as "Tata ama prize" (a competition), "Whassup" (information on news, entertainment and sport), a "Heita! New Job?" (information on careers, advice and opportunities) and "The doctor is here" (information on health and emergencies). A database of consumers was created and the consumers regularly received incentives to visit the mobi site. This group of students won the Assegai Silver Award for student entries. This project was also the runner-up in the course on Direct Marketing at UP.

The third group of students created a sitcom that is based on the MMS show called "Ray's Life". The project aimed to

encourage the use of data via a cell phone; expand the Cell C customer database; and educate consumers on the activation of WAP and MMS and the use the Internet. The target market of this project was the population group known as "black diamonds". The sitcom comprised relatable characters who spoke memorable lines. Consumers could interact with the sitcom and repetitive online voting was encouraged. This proved to be an excellent educational concept and marketing strategy, because the viewers had to first activate WAP and MMS in order to receive episodes and then vote for their preferred outcome. This group of students won the Assegai Bronze Award for student entries and each student received R1 500.00 from Cell C. The project was also the winning project in the course in Direct Marketing at the University of Pretoria.



# TEACHING AND LEARNING

## The Learning Theatre

The Learning Theatre was preparing for the presentation of *Birds of a Feather*, a brand new generic Diversity Management product.



(From left to right): Juliette Jenner (facilitator); Mothusi Magano & Judy Ditchfield (actors) and Professor Stanz (Head of the Department of Human Resource Management in the Faculty of Economic and Management Sciences of the University of Pretoria).

On a sunny Wednesday morning on 12 August 2009, the University of Pretoria's campus was buzzing with students. On this particular morning, The Learning Theatre was preparing its presentation of *Birds of a Feather*, which was to be staged in the Sanlam Auditorium on the main campus. *Birds of a Feather* is one of the Learning Theatre's brand new generic Diversity Management products.

A diverse audience, comprising BCom (Human Resource Management) students and staff members of the Faculty of Economic and Management Sciences as well as representatives of various companies in South Africa filled the auditorium and waited for the show to start. The production was a collective effort to create awareness of diversity in the workplace.

After a brief and informative

opening by Prof Karel Stanz (Head of The Department of Human Resource Management), the stage was set for Juliette Jenner to facilitate the process. *Birds of a Feather* uses a combination of live theatre, audio-visual entertainment and interactive theatre to approach this sensitive topic. Throughout the workshop, the audience was informed about practical techniques with which to tackle stereotypes and derogatory behaviour in the workplace. The audience then suggested ideas on how the actors could apply these techniques in various scenarios. Judy Ditchfield and Mothusi Magano dazzled the audience with their hilarious performance and fabulous improvisations.

Being so different from the performance-driven world, the world of theatre creates a





## UP's CA students are tops once again

The results of the first part of the 2009 Qualifying Examination (QE 1) of the South African Institute of Chartered Accountants (SAICA) were released on 26 June 2009.

space in which the audience can explore freely. Instead of attempting to get it 'right' all the time, the audience could experiment with various techniques in different situations. The intention was for the audience to establish a relationship with the techniques in order to feel more comfortable about applying them in the workplace. Birds of a Feather was definitely not the 'normal' diversity intervention!

This event also formed part of a greater diversity intervention for the Faculty of Economic and Management Science. Prof Stanz confirmed that the response of the attendees was very positive. "In addition, it also exposed the Human Resource students to the use of theatre as an alternative tool to deal with sensitive and change-orientated challenges in the workplace", says Prof Stanz.

The University of Pretoria once again achieved excellent results in this very challenging professional examination in which there was a total of 3373 candidates.

The overall pass rate for all candidates (first-time candidates and repeaters combined) was 58%. For the first-time candidates alone it was 79%. The candidates from the UP obtained an overall pass rate of 95% while the first-time candidates from the UP achieved a 96% pass rate. In addition, UP candidates also obtained the highest overall average mark in this challenging examination.

The students from the UP represented 8,8% of the 1536 first-time candidates that passed the examination and 32% of the 28 candidates that passed with distinction. The



UP candidates who wrote the first part of the 2009 Qualifying Examination (QE 1) of the South African Institute of Chartered Accountants (SAICA). Left to right: André van der Zwan, Luan Fouché, Anya Behr, Bianka Langedyk, Jemma Muller, Tommy Sherman, Jared Ossip. Front: Natasha Smale.



Melanie Cope achieved the joint first position in the Qualifying Examination of the South African Institute of Chartered Accountants in 2009.

Learning Staff  
 Staff and Department  
 Students  
 Students  
 Staff

## A world-class institution

The vision of the African Tax Institute (“the Institute”) is to be a world-class academic institution that focuses on building capacity in the areas of tax policy and tax administration on the African continent.

latter is clear proof of the calibre of the candidates that complete their CTA at the UP. Included in this select group of candidates who passed with distinction is Melanie Cope, who achieved a joint first place among the Top Ten candidates. In addition, four other candidates from the UP were also included in the Top Ten. This means that the UP candidates represented half (5) of the Top Ten positions in the 2009 examination! Hearty congratulations to these candidates on their sterling achievement.

Being focused on African countries, the mission of the Institute is to build tax policy and tax administration capacity within the public sector; present appropriate postgraduate programs in tax policy and tax administration; and to present specialised contact and distance learning short courses on current tax issues to officials at the national, regional and local government levels on the African continent. The Institute also aims to facilitate, undertake and disseminate tax-related research on African tax issues.

Some of the important steps taken to ensure a bright future for the ATI are the introduction of French modules; designing of country-specific programmes; expansion of the Lincoln Institute of Land Policy/ATI joint venture research project; and approval of the ATI Master’s

Programme in Taxation. By the end of 2008, more than 1 000 individuals from 24 African countries had benefited from one or more of the wide range of modules, workshops and conferences presented by the ATI. ATI modules are designed to benefit and enhance the skills of mid-level and senior public officials in national, regional or local treasuries as well as tax administrators in national, regional or local level government in African countries. Although very few academics have yet taken up the offer, lecturers in African universities are also welcome to register for ATI programmes. In order to attain its mission, ATI launched the following activities during the first half of 2009:

- The ATI and the Lincoln Institute of Land Policy (based



**Dr Khaled Amin (Egypt),  
ATI/Lincoln Research Fellow,  
presenting his paper on Property  
Taxation in Egypt at the  
IPTI/ATI Symposium.**

## Supply chain challenge 2009

In October 2009, the Unit for Supply Chain Management in the Department of Business Management of the Faculty of Economic and Management Sciences, presented a two-day computerised Supply Chain Management simulation game to the BCom Honours Business Management class of 2009.



**BCom Supply Chain Management students taking part in the Supply Chain Challenge 2009.**

The game was part of the compulsory honours module entitled Integrated Logistics Management. It has been an annual event since 2003.

Teaching logistics at the undergraduate and postgraduate levels is a challenge, because many students have not been exposed to actual business operations or a real-life business environment.

Organised visits to factories, warehouses and business enterprises help the students to form a realistic idea of the business environment, but do not always provide them with an authentic experience of the dynamics of actual business operations.

According to Mr Wesley Niemann, a lecturer in the Department of Business Management,

in Cambridge, Massachusetts, USA) selected a further three research fellows to undertake research on property taxes in Africa. Their appointment is in addition to the nine fellows who were commissioned to do property tax research in 30 African countries in 2007 and 2008. By May 2009, reports had been received on 24 countries.

- Three of the research fellows presented papers on property taxation in Egypt, Kenya, Liberia and Sierra Leone at the 4th Mass Appraisal Valuation Symposium of the International Property Tax Institute that was co-hosted by the ATI at the University of Pretoria from 24 to 26 March 2009. At this symposium, Prof Riël Franzsen (ATI Director) also presented a paper on property taxation in francophone and lusophone African countries. The

symposium was attended by more than 140 participants from 14 countries.

- In February 2009, the ATI, through the CE @ UP, presented a Revenue Senior Management Development Programme for 20 senior officials of the National Revenue Authority in Freetown, Sierra Leone.
- In May and June 2009, more than 60 participants from 11 African countries, including one participant from Azerbaijan, attended one or more of the ATI short-course modules on Business Taxation, Modernising Tax Administration and Tax Senior Management Development that was presented through the CE @ UP.
- In May 2009, ATI's first group of MPhil (Taxation) students arrived, from as far afield as Gambia and Nigeria in West Africa.



# TEACHING AND LEARNING

students gain an understanding from the game of how a truly integrated supply chain creates value for a firm, its supply chain partners and its shareholders. Students are trained how to align supply, production, distribution and demand and how to run the supply chain as an integrated whole. They experience the value of information sharing and co-ordination and develop a better understanding of how to leverage customer service.

The objectives of the game are to use sophisticated computerised simulation to create a realistic business environment in which competing teams are challenged to run their own businesses and achieve their business objectives. In their capacity as manager, the students have to steer their business to success while dealing with the realities of the broader economic environment; market dynamics; characteristics of the industry; the company's strengths and weaknesses; and the actions of the other challen-

ging teams. The participating teams are required to decide on a business strategy, solve typical business problems and overcome common organisational difficulties. They also have to match supply to demand; deal with marketing; analyse management information; deal with suppliers and customers; achieve a sustainable profit; and grow their market share.

A session runs for two consecutive days and is usually very intense. The session is conducted in so-called decision-making cycles. A cycle covers between one and three months of business simulation, but can be as short or as long as desired, depending on the objectives of the session. There are teams and a coaching team that comprises a facilitator and technical support staff.

"The use of simulation tools is one of the best ways to become 'business fit' and the students get the unique opportunity to gain years of management experience in only two days", says Mr Niemann.

## Newly appointed honorary professor in the Department of Business Management

Prof Gerard de Villiers has been appointed as an honorary professor in the Department of Business Management in the Faculty of Economic and Management Sciences at the University of Pretoria.

Prof De Villiers has made many contributions in the field of supply chain management. He obtained a BSc Eng (Civil) degree, BSc Eng Hons (Transportation Engineering) degree and the Certificate in Logistics Management from the University of Pretoria. He also completed a BCom Hons (Transport Economics) degree at UNISA and the postgraduate Diploma in Logistics at the University of Aston (UK). He is currently enrolled for an MSc (Logistics Management) degree at the University of Aston (UK).



**Prof Gerard de Villiers was appointed honorary professor in the Department of Business Management.**

Prof De Villiers commenced his career as a civil engineer at the former Transport Services (Spoornet) and later joined Viamax Logistics in a managerial capacity where he specialised in the development of logistics strategies. He was subsequently transferred to Khuthele Projects where he was responsible for transportation planning, solid waste management strategies, logistics and supply chain management as well as being a part-time lecturer. In 2004, he joined the Centre for Logistics and Decision Support of the CSIR in Pretoria as a logistics specialist where he focused on the development of the new Freight Logistics Strategy for South Africa. He later established the company Supply Chain Advantage (Pty) Ltd and continued with consulting and part-time lecturing at the University of Pretoria.

Prof Gerard De Villiers is a member of a number of local and international societies and has presented papers and semi-

nars at conventions both locally and abroad. He has lectured on many occasions on logistics and supply chain management and acted as a guest lecturer at the University of Auburn in Alabama and the University of Lugano in Switzerland. He has served on numerous councils such as the SAICE and Council of Supply Chain Management Professionals and was a member of SAPICS. He was the chairman of the Interim Committee of the Chartered Institute of Logistics and Transport in South Africa (CILTSA) and of the panel of judges of the Annual Logistics Achiever Awards. Since 2000, Prof Gerard de Villiers has been a consulting editor of Logistics News and was the co-editor of Strategic Logistics Management in 2008.

According to Prof De Villiers, academic education is a prerequisite for a lucrative career. Professional positions require appropriate qualifications without which an application will not be considered. However,

the achievement of a qualification should never be considered to be an end in itself, but rather as preparation of the student to add value in the working environment. The important matter is not the knowledge itself, but the process of learning. The best curriculum is a combination of good theory and world-class best practice that prepares a students for a career that allows him to work anywhere in the world. An academic qualification is the key to entering the global business world. Logistics and Supply Chain Management has developed into a professional discipline that provides the competitive edge to companies in the private

and the public sectors. Highly qualified logisticians and supply chain management practitioners are in great demand throughout the industrial and government sectors. "This is a global trend and we recently experienced in World Vision International a particular challenge to obtain suitably qualified and competent logistics professionals. Good academic qualifications in logistics and supply chain management will always be in high demand", says Prof De Villiers.

Prof De Villiers will be lecturing in Supply Chain Management and Logistics at the University of Pretoria.



A group of BCom option Supply Chain Management students.

## Empowering students to identify own potential

The Department of Human Resource Management in the Faculty of Economic and Management Sciences presented a one-day interactive leadership development workshop.

The workshop was designed and facilitated by Master's degree students in the field of Industrial Psychology. The workshop forms part of a programme, which comprises several workshops that are presented throughout the year.

The programme focuses on the development of leadership qualities in the undergraduate students of the Faculty. The workshops aims to empower students by assisting them to recognize their potential as leaders, identify barriers to leadership and explore leadership styles. On 29 October 2009, a leadership certificate ceremony was held in honour of the undergraduate students

who had attended and the Master's degree students who had designed and presented the workshops.

Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences, welcomed the guests at the certificate ceremony and reaffirmed the Faculty's commitment to the development of leaders. Mr Jean Cooper, a lecturer in the Department of Human Resource Management and the co-ordinator of the programme, also thanked the masters and undergraduate students for their participation and dedication that had made the workshops successful.

Prof Stella Nkomo, who re-



**Front row from left: Mr Jean Cooper, Prof Stella Nkomo and Prof Karel Stanz with the MCom students responsible for the Leadership Training Programme in the Faculty of Economic and Management Sciences.**

cently joined the Department of Human Resource Management, was the guest speaker at the function. She inspired students and staff alike by her exposition of leadership as a journey and not a destination. Prof Koornhof

presented the students with their certificates. The Master's degree students were presented with tokens of appreciation.



## TEACHING AND LEARNING

# Communication takes its rightful place

Marketing and communication are dynamic fields that have not only changed dramatically over the past number of decades, but have also set challenges to practitioners virtually every year, to remain at the forefront of new developments.

The University of Pretoria realised that the stature of both these related fields require that they receive independent attention and as early as 1994 the Department of Marketing and Communication Management was established in the Faculty of Economic and Management Sciences.

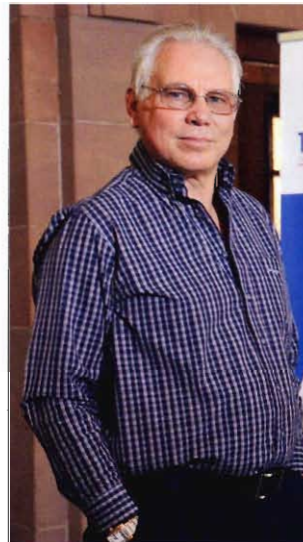
Although Marketing Management had been introduced as a module and as a degree course in 1970, the UP took the lead in singling out the broad field of communication and incorporating it into the field of management.

The Department of Marketing and Communication Management is now taking an additional step by the introducing an MCom and an MPhil degree course in Marketing Management or Communication

Management. The introduction of these options makes it possible for qualifying students who have either an economic and management background (MCom) or a human sciences background (MPhil) to register for these exciting postgraduate courses.

Prof Gustav Puth, head of the Department of Marketing and Communication Management, says that although both degree courses had been offered previously, they had to be withdrawn due to changes in the policy. The degrees demand high academic and research standards and are presented as modules over two years, during which period students have to attend classes for two days every five weeks.

"I assume that around 95%



**Prof Gustav Puth, Head of the Department of Marketing and Communication Management.**

of the students will be practitioners who are working in the industry. Relevance is of the utmost importance in both fields and it's actually in the classroom situation that collective learning takes place", says Prof Puth. He feels that this arrangement is more effective than

a situation in which students report to their supervisors in a one-to-one situation. "The case studies out there are brought into the classroom."

On the Master's degree level, emphasis is placed on the importance of research, but in this regard the Department also follows a practical and unique approach. "Our focus is on publishable research articles." Relevance also plays an importance role in the courses. Rather than having students choose a field of research randomly, they first have to "sell" an article to a recognised journal and then have to produce the scientific output that would make for publication. The entire process is incorporated in the courses that are presented. In this way the practitioners are also assisted to be academic achievers", says Prof Puth.

He places great emphasis on the importance of dynamic marketing and communication managers. Naturally, both fields receive attention in large companies, but they are just as important for small non-

governmental organisations, even if these organizations use specialists on a contract basis. Because marketing and communication management are so dynamic and changing technology constantly presents new challenges, practitioners in this field should also be “generalists” who can fit in with the broader strategy of a company or organisation.

In addition to the students concerned being able to say that they are at the very forefront of the industry, they will probably also be aware of the fact that corporate reputation and responsibility currently play a greater role than ever before. Although they could still speak about the three P’s – people, planet and profit – management techniques should be constantly challenged and renewed to ensure sustainability – for all role players. And that is where these Master’s degree courses can make a real difference.

## A visit to the Overberg

Honours degree students in Tourism Management at the University of Pretoria had the opportunity to do justice to the saying “Good theory leads to good practice and good practice leads to good theory”.

As part of the honours degree course in Tourism Management, the students, supported by their lecturers, were actively involved in an analysis of the tourism opportunities and challenges in the Overberg region of the

Western Cape. Based on key developments and trends as well as lessons learnt from best-practice destinations, the students proposed tourism strategies that could be implemented in the future.

The project included a field visit to the region during the week of 6 to 9 October 2009. During the field visit, they firstly visited Cape Town Routes Unlimited, the umbrella destination marketing organization for the Western Cape, in order to gain a holistic overview of the marketing of the Province. Thereafter they visited various towns and attractions in the Overberg to experience the destinations first-hand and to have discussions with key tou-



The group of BCom Hons (Tourism Management) students who were involved in the Overberg tourism project.



rism stakeholders in the region. On 9 October, they presented their tentative findings to key stakeholders at an interactive tourism forum that was held in the Overberg.

In addition to providing the students and members of staff with excellent learning experiences, the programme also assisted stakeholders in the Overberg region to capitalize on their tremendous tourism resources. These resources include a wide spectrum of coastal offerings; special ecotourism and adventure activities; and authentic cultural and cuisine experiences.

The key themes that the students focused on were:

- Branding and competitive positioning of the Overberg in the tourism marketplace.
- Development and packaging of ecotourism and adventure experiences as key elements of the Overberg's destination marketing strategy.
- Development and packaging of the cultural heritage and

cuisine (with the focus on authentic local food) experiences as key elements of the Overberg's destination marketing strategy.

- Leveraging of events and festivals as key elements of the Overberg's destination marketing strategy.
- Strategic perspectives on the Overberg's hospitality offerings as a key element of the Overberg "experience".
- Identification and evaluation of e-marketing and relevant social networking marketing channels and tools to enhance the competitiveness of the Overberg.

According to Prof Ernie Heath, head of the Department of Tourism Management, the project as well as previous projects of this nature, have proved to be extremely successful and have not only provided invaluable experience to students, but have also provided major benefits to participating destinations and industry stakeholders.

## Training programme for senior police managers

During March 2009, the School of Public Management and Administration presented an Executive Public Management training programme to senior managers of the South African Police Service (SAPS).

The programme, which was designed to be SAPS-specific, was sponsored by Old Mutual and was geared towards enhancing the skills and competencies of the senior managers of the SAPS in order to enable them to manage the organisation professionally and to combat crime effectively and efficiently.

Assessments were conducted throughout the programme. After the successful completion of an integrated post-programme assessment, the participants were presented with a credit-bearing certificate from the University of Pretoria. As a result of the success of the programme, some participants

enrolled for a Master's degree in Public Administration in the School of Public Management and Administration.

The programme was customised to cover the competencies required of a capable executive manager in a public sector organisation. "The programme exposed the participants to new ways of thinking and of working towards unlocking their creativity in the process of bringing about changes in their organisation and teams" says Prof David Fourie, the programme manager and an academic staff member of the School of Public Management and Administration.

## A busy year for Thuthuka

The name “Thuthuka” is a Zulu verb that means “to develop”. It was chosen by the South African Institute of Chartered Accountants (SAICA) to designate its transformation initiatives that aim to increase the number of African and coloured chartered accountants.

The transformation programme of the Departments of Accounting, Auditing, Financial Management and Taxation in the Faculty of Economic and Management Sciences was established in order to provide in the financial knowledge and skills needs of South African businesses. This aim was pursued by taking cognisance of the recognised need to transform the demographics of the accountancy profession. The year 2009 has been a very busy year for the Thuthuka students.

Firstly, the participants of the Thuthuka project are interested in the holistic development of the students and they therefore believe that involvement in sport

is an excellent life experience for social and physical growth. A sports day was held, which enabled Thuthuka-supported students to network through sport while having fun. It created an ideal opportunity for university students and members of the accounting profession to interact with one another in a relaxed atmosphere. The University of Pretoria hosted the Thuthuka students of the Gauteng universities on the annual sports day. The event was held on 1 August 2009 on the Groenkloof Campus of the University, which has excellent indoor sports facilities. The soccer, netball, volleyball and chess games were played indoors.



The winning teams received trophies and the individual team members also received prizes. Teams from the following universities were the winners:

Soccer, University of Johannesburg; Netball, Wits University; Volleyball, University of Johannesburg; and the Chess cup was shared by University

of Pretoria and the University of Johannesburg.

Another project arranged by Thuthuka was the 4def Thuthuka Challenge. During July, students from the University of Pretoria's Thuthuka Programme gathered at the University's conference centre for the 4DEF Thuthuka Challenge. 4DEF, a student-driven initiative, is an acronym for "For the Futu-



**Students who participated in the Thuthuka Sports Day.**

re." The Challenge was aimed at expanding the business and financial knowledge of the students as well as teaching them about the importance of team work. Team activities included various time challenges, conundrums and "The Amazing FinRace". Questions and tasks were based on recent Finweek magazines. The Challenge required team members to display effective communication skills, team work



**The UP Thuthuka netball team. Back row, from left to right: Bontle Moduto, Fhatuwani Nembudani, Portia Rokho, Refilwe Petje, Kethelo Kunene, Andiswa Khumalo and Joyce Lubuma. Front row, from left to right: Kabelo Tau, Nihabeleng Stamier, Londeka Hlomuka, Zandi Ndlwana.**

**The Thuthuka students team that took part in the 4def Thuthuka Challenge.**

# TEACHING AND LEARNING

and conflict management skills. It became evident that all these life skills are not necessarily learnt in lectures and the fun platform of the 4DEF Challenge brought this message home to the students.

Last but not least, in yet another project, UP Thuthuka students played a business development game with grade 12 learners from the SAICA Tshwane Saturday Class group in Mamelodi. On 5 September 2009, first-year and second-year students joined the learners in playing the business development game on the Mamelodi Campus.

The business development game is a simulation game that introduces learners to the world of business and finance in a fun and educational manner. In the course of the game, partici-



**The group of first-year and second-year Thuthuka students who played the business development game on the Mamelodi Campus.**

pants pretend to be opening a business, selling sandwiches and making a profit. The aim of the game is to enhance lear-

ners' ability to work as a team, identify learners with leadership potential, introduce entrepreneurial skills, enhance numerical

skills and identify learners who have the potential to qualify as a chartered accountant.

## Eskom tariff hikes to hurt

Eskom's planned 45% electricity tariff hike could cost the local building and construction industry more than 100 000 jobs next year.

This is according to University of Pretoria economist Reyno Seymore, who reckons South Africa will lose its competitive advantage over other countries if its electricity tariffs rise so drastically. Foreigners would prefer to invest their money where electricity is less expensive.

This was illustrated by the recent decision by Rio Tinto Alcan to scrap its plans for building an R18.9bn aluminium smelter at Coega in the Eastern Cape because of South Africa's power problems. Seymore suggests that foreign investment will decline by 10% in 2010 if the



**Reyno Seymore of the Department of Economics**

tariff increase goes ahead. "This will be a particularly heavy blow for the building and construction industry because new plant and expansions are erected by the

industry's contractors", says Seymore.

The industry is extremely labour-intensive and makes particular use of semi- and unskilled labour. Seymore expects an 8% contraction in the building and construction industry in 2010 if Eskom gets the green light. This means that 100 000 to 110 000 industry jobs will be lost. Pierre Blaauw, construction economist and operations manager for the Federation of Civil Engineering Contractors (Safcec), says it is difficult to estimate the net effect of the proposed tariff hikes on civil construction.

On the one hand, the industry is well placed to benefit from the building of new power stations by Eskom and independent power producers. On the other hand, projects such as Rio Tinto's would be forfeited, meaning less construction work for the industry. Blaauw however expects that mining groups will increasingly generate their own

power and that contractors will build their generation plant that will create additional jobs.

In another interview about how to use the recession to reskill workforce, Seymore stated that the state-led plan to prop up the ailing economy is leading towards providing easier access to credit for distressed firms, training for laid off workers and the sharing of food parcels. He said that, as much as the recovery plan was urgent, its content had to be based on the right foundations. "The state should create an environment in which the economy can create jobs. Unfortunately, we know there is no quick fix, the solution is to adequately skill the labour force through quality education, attract green-field foreign investment and achieve sustainable economic growth," said Seymore.



## The King III Report released

The King III Report on Governance for South Africa was released on 1 September 2009. The Report is a set of corporate governance principles and guidelines that address numerous topics.

The topics in the report include ethical leadership; corporate citizenship; boards and directors; audit committees; governance of risk; compliance with laws; codes and standards; internal auditing; governing stakeholder relationships; as well as integrated reporting and disclosure.

The King III Code includes general corporate governance principles, while the King III Report also includes principles for and guidelines on corporate governance. Practice notes will now be developed to explain how these principles and guidelines can be implemented.

Of the 123 people involved in the compilation of the King III Report, less than 20% are serving directors. The others are professionals and experts who covered the different topics in

the chapters. The King III Report is the third report of its kind to be issued. The King I Report was issued in 1992 and the King II Report in 2002.

Three staff members of the University of Pretoria, namely Estelle de Beer of the Department of Marketing and Communication Management; Prof Derick de Jongh, Director of the Centre for Responsible Leadership (CRL); and Prof Deon Rossouw, Head of the Philosophy Department and Director of the Centre for Business and Professional Ethics, were involved in the writing of the King III Report. The University of Pretoria therefore played a significant role, through the contributions of these three academics, in re-writing the Report. This is indeed an important achievement for UP, considering



Three staff members of the University of Pretoria, namely Estelle de Beer (left), Prof Deon Rossouw (middle) and Prof Derick de Jongh (right) were involved in the writing of the King III report.



the international standing of the King Code of Corporate Governance.

Profs Rossouw and De Jongh were members of the Integrated Reporting and Disclosure Committee and were closely involved in drafting chapter 1 of the King III Report. This chapter provided the ethical foundation for the responsible governance of companies. The positioning of chapter 1 was a significant development since the principles of responsible leadership and corporate citizenship now form the basis of the entire report.

Estelle de Beer was one of six researchers who contributed to the Report. She was also a member of the Compliance and Relationships Committee. It was important for the discipline of Communication Management to be represented in the preparation of the King III Report because of the strategic importance of the Report for organisations. The Department of Marketing and Communication Management at the University of

Pretoria specialises in Communication Management and could therefore contribute significantly to the chapter entitled Governing Stakeholder Relationships.

There are no definite due dates for the updating of the King Reports. When it is clear that the corporate governance principles and guidelines in a particular version should be revised, the King committee will convene to commence the process of writing a new version.

The King Report has always been a leading publication of its kind in the world and the current report is no exception. Its strong emphasis on stakeholder relationships, the governance of information technology and on integrated reporting and disclosure again makes it an authoritative source in this field. Sir Adrian Cadbury (UK Cadbury Report) commended Prof Mervyn King at the launch of the King III Report on 1 September on another report that will lead the way in the field of international corporate governance.

## Runner up for best paper award

Dr Melodi Botha, senior lecturer in the Department of Business Management, was awarded the prize as the runner up for the best paper presented at an international conference.

The award was made at the Internationalising Entrepreneurship Education and Training (IntEnt) Conference that took place at Monterrey in Mexico. The title of her paper was *A project-based learning approach as a method of teaching Entrepreneurship to a large group of undergraduate students in South Africa*. The conference took place from 24 to 26 September, 2009.

Melodi was presented with the award by Prof Heinz Klandt, the conference director, of the Foerderkreis Gründungs-Forschung at the Entrepreneurship Research European Business School.



**Dr Melodi Botha of the Department of Business Management.**



## An extraordinary best paper award

At the 7th European Academic Conference on Internal Audit and Corporate Governance that was held in London, a paper prepared by Kato Plant, senior lecturer in the Department of Auditing of the University of Pretoria, and Blanché Steyn, senior lecturer at Monash University, received the prize for the best paper.



Due to visa problems, Kato could not attend the conference to deliver the paper. It was decided that Gregory Plant, her husband and a senior lecturer in the Department of Financial Management of the University of Pretoria would present the paper on behalf of its authors.

The title of the paper was *The Status of and Demand for Internal Audit in South Africa*. It is based on research conducted by the IKUTU research team, which comprises researchers from various South African uni-

versities. A prize was awarded by the Institute of Internal Auditors (IIA) of the UK and Ireland.

Kato Plant was also invited to act as the co-keynote speaker at the Institute of Internal Auditors' Educators Forum that forms part of the IIA's International Conference. The title of her presentation was *Teaching ethics to auditing students and professionals*. The forum was attended by academics and internal audit practitioners from around the world.

**Kato Plant (left) Senior Lecturer in the Department of Auditing, and Gregory Plant (far left), senior lecturer in Financial Management, who presented the paper on behalf of it's authors, who were the winners of the best paper award at the 7th European Academic Conference on Internal Audit and Corporate Governance held in London in the United Kingdom.**





## The University of Pretoria hosts 300 leading international economists

The University of Pretoria (UP) hosted 300 leading international economists who explored a raft of public policy and development issues at the 65th congress of the International Institute of Public Finance (IIPF).

The congress took place at the Cape Town Convention Centre from 13 to 16 August 2009. Relevant topics, including growth and poverty reduction in Africa; economic growth in Africa; education; skill and human capital tax; pensions; aid; taxation; and competition for the international pool of talent, were explored in some 270 papers that were read in 74 sessions over four days.

This was the first time that the IIPF met on African soil. Representatives of the South African Treasury, South African Revenue Services and members of a number of parliamentary committees also attended the congress.

The IIPF is the world organisation of public economists

and pre-eminent academic institutions for the study of and research on economic public policy. It is also a platform of choice among scholars of all nationalities for the exchange of opinions on policy matters.

"Using the tools of public economics, we hopefully exchanged our understanding of how different policies can accelerate development. We have invited many African researchers and are particularly looking forward to exchanging ideas with our African colleagues", says Hans-Werner Sin, President of the IIPF. His sentiment was echoed by the conference organiser, Professor Niek Schoeman of the Department of Economics at the University of Pretoria, who said that the conference



**Prof Carina Koornhof, Dean of the Faculty of Economic and Management Sciences, addressing the delegates at the opening ceremony of the Congress of the IIPF.**

topic, namely Public Policy and Development, was relevant in the light of the massive levels of public intervention sparked by the global economic recession.

The IIPF plays a valuable role in providing Economics with an orientation to the real world. Some of the keynote congress speakers were Dr Louis Kasekend, Chief Economist of the African Development Bank; Prof Vito Tanzi, former

Undersecretary of State in the Italian Ministry of Economy and Finance and a former Director of the Fiscal Affairs Department of the International Monetary Fund; Dr Otaviano Canuto, new Vice-President of the World Bank for Poverty Reduction and Economic Management; Prof Tony Venables, BP Professor of Economics at the University of Oxford; and Dr Michael Keen, Chief of Tax Policy at the IMF.



## Is Public Administration relevant in the developmental state?

The School of Public Management and Administration hosted an international conference on Public Administration on 5 and 6 November 2009 in collaboration with the African Consortium of Public Administration.

The conference was held in the Sanlam Auditorium at the University of Pretoria.

The theme of the conference, at which 26 papers were delivered, was "The relevance of Public Administration in the developmental state". The Dean of the Faculty of Economic and Management Sciences, Prof Carolina Koornhof, opened the conference and welcomed the delegates. The keynote address was delivered by Prof Jerry Kuye, the Director of the School of Public Management and Administration at the University of Pretoria. The delegates included representatives of the public sector as well as academics and international scholars such as Prof Allan Rosenbaum, the Director of the Institute for Public Management and Community

Services at the Florida International University and currently President of the International Association for Schools and Institutes of Administration (IASIA); Prof Michiel de Vries of Radboud University in the Netherlands; Prof Gelase Muthaba of the University of Dar es Salaam, Tanzania; Prof Ram Kumar Mishra of the Institute of Public Enterprises in India; Prof Hendri Kroukamp, Deputy Dean of the Faculty of Economic and Management Sciences at the Free State University; Prof Robert Cameron of the Department of Political Studies at the University of Cape Town; and Prof Chris Thornhill of the School of Public Management and Administration at the University of Pretoria.

The main objective of the conference was to explore the



**Seated (left to right): Prof Rosenbaum of the Florida International University and Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences at the University of Pretoria. Back (left to right): Prof Jerry Kuye, Director, and Prof Chris Thornhill of the School of Public Management and Administration at the University of Pretoria.**

interrelationship between the theoretical perspectives on Public Administration and Management and the application thereof in the developmental state. Speakers addressed the current political, administrative and managerial developments in cases in which governments have declared their intention to play a developmental role in society.

One of the highlights of the conference was the signing of a memorandum of understanding between the University of Pretoria and the Florida International University. The signatories to the memorandum were Prof Koornhof of the University of Pretoria and Prof Rosenbaum of the Florida International University.

During the cocktail function on the evening of 5 November, Prof Titos Khalo, President of the South African Association of Public Administration and Management, was given recognition for his contribution towards the advancement of professionalism in the field of Public Management and Administration.

## Bringing industry and students together

The Department of Business Management at the University of Pretoria and the Chartered Institute of Logistics and Transport of South Africa (CILTSA) signed a memorandum of understanding on 7 December 2009.

According to Mr Wesley Niemann of the Department of Business Management, the primary objectives of the memorandum of understanding are to identify opportunities for co-operation on projects that are of benefit to students and the industry in the disciplines of Logistics, Supply Chain Management and Transport. An additional objective is to provide a framework for the establishment of strategic partnerships that will support the provision of learning and development opportunities for those students who are studying towards a qualification or who are already in a career.

The projects in progress in 2010 include the establishment of a mentorship programme



**Seated from left to right: Ms Catherine Larkin, Executive Director CILTSA; Mr Barlow Manilal, President CILTSA; and Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences at the University of Pretoria. Back row (from left to right): Mr Wesley Niemann, Programme Coordinator of Supply Chain Management and Prof Gideon Nieman, Head of the Department of Business Management at the University of Pretoria.**

for students who are studying towards a BCom degree in Supply Chain Management and

the introduction of short-term internships for final-year students during recess periods.



## Words of wisdom from a visiting executive

A new position of Visiting Executive was created by the Faculty of Economic and Management Sciences.

The position forms part of the drive of the Faculty and the University of Pretoria to create closer ties with commerce and industry. The persons who are appointed to this position are senior business executives. The aim of the Visiting Executive initiative is to inform members of staff and students of the Faculty on how attributes such as integrity, ethical fitness, discipline and corporate statesmanship are essential for the building of a successful career and in becoming a responsible leader. The first person to interact with the Faculty of Economic and Management Sciences in the capacity of Visiting Executive was Mr Brand Pretorius, the CEO of McCarthy Motor Holdings. The conversation took place on 30 October 2009.

Brand Pretorius joined South Africa's largest motor retail group, McCarthy Motor



**The first Visiting Executive to the Faculty of Economic and Management Sciences was Brand Pretorius, the CEO of McCarthy Motor Holdings**



PARTNERSHIPS

## The centre for responsible leadership takes the lead

Holdings, as chief executive in 1995. In 1999, he was promoted to the position of Chief Executive Officer of McCarthy Limited, the holding company of McCarthy Motor Holdings, which has extensive interests in motor retailing, auctioneering, car rental, vehicle insurance and financing.

Against the backdrop of the global economic crisis, McCarthy has had to retrench approximately 1000 members of staff and to close a number of its branches. Mr Pretorius admits that 2009 was one of the most difficult years for him as a leader. He states that "During difficult times leaders have to provide direction and lead by example. In doing so,

leaders have the option to follow one of two styles, namely the autocratic approach that results in reluctant compliance or the transformational approach that results in a "buy in" by the staff members of the company". He says that the transformational approach is the preferred option.

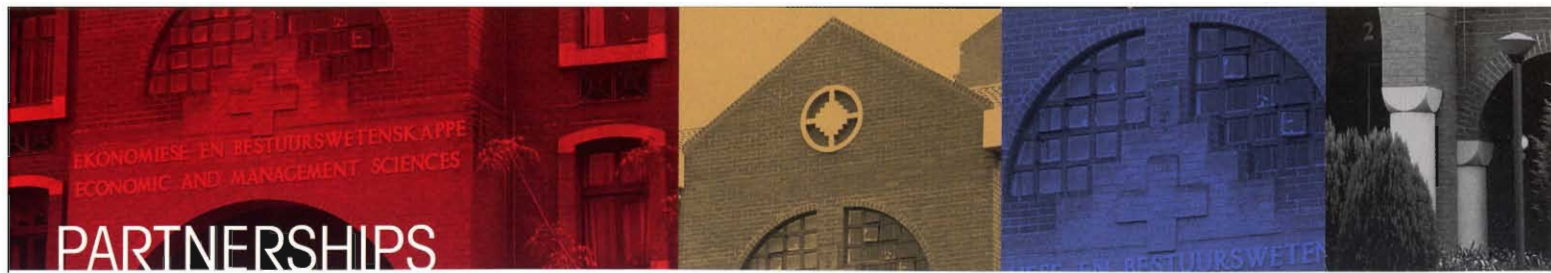
His personal leadership philosophy is that of the "servant leader" who is soft-hearted in respect of people, but hard-headed in respect of results. Of a good leader, he says that "In difficult times, his faith in God and perseverance keeps him going as a leader". His biggest motivation is that he wants to leave a legacy and make a positive difference to those around him.

Through its Centre for Responsible Leadership, the University of Pretoria is taking the lead in driving the professionalisation of non-financial/sustainability analytics in Accounting and Auditing in Africa.

Business Connexion, an ICT Company that is listed on the JSE, and the University of Pretoria entered into a collaboration agreement with the main objective of driving this process of professionalisation. The University of Pretoria thereby became the first university on the continent to take this step. Prof Derick de Jongh, Director of the Centre for Responsible Leadership says that "This collaboration will also provide opportunities for staff development through training programmes; joint research projects in the areas of Information and Communication Technology; as well as development and the undertaking of joint research projects in areas of Public Management

and Administration".

As part of the agreement between the University of Pretoria and Business Connexion, it was agreed that Mr Marius Schoeman, the former Chief Financial Officer and current Group Executive for Special Projects at Business Connexion, will be seconded to the Centre for Responsible Leadership of the University of Pretoria for two days per week. He will become the Project Director of the Programme for the professionalisation of non-financial/sustainability analytics, Accounting and Auditing in South Africa and Africa. He will remain a full-time employee of Business Connexion and retain his portfolio as Group Executive for Special



Projects. In the context of this Programme, Mr Schoeman will strive to achieve specific objectives by assisting the Centre for Responsible Leadership to facilitate the development of the next generation of responsible leaders. The vision of the Centre for Responsible Leadership is Leaders for Good and its mission is to facilitate the development of the next generation of responsible leaders that is committed to social and environment justice.

“The University is honoured to partner with Business Connexion in this very important project”, says Prof De Jongh.



**(Seated from left): Mr Benjamin Mopotlane CEO of Business Connexion and Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences. Back left to right: Mr Marius Schoeman, Group Executive for Special Projects at Business Connexion and Prof Derick de Jongh, Director of the Centre for Responsible Leadership.**

## Truly global capital markets are becoming a reality

Truly global financial reporting standards and genuinely global capital markets may be a reality much sooner than is generally expected, says Prof Mary Barth, former member of the International Accounting Standards Board (IASB) and professor of Accounting at Stanford University's Graduate School of Business.

Speaking at the University of Pretoria (UP), where she lectured in the Master's degree programme in Accounting Sciences presented by the Department of Accounting, Prof Barth said that global financial reporting could improve the functioning of global capital markets by providing better information to investors and other users of financial statements.

"The result of truly global financial reporting would be one language of business, which will enhance the comparability of accounting information," she said. All these benefits should result in a decrease in the cost of capital for global firms, which is the ultimate goal.

Prof Barth served on the IASB from 2001 to June 2009. During her term, International Financial Reporting Standards (IFRS) were implemented in more than 100 countries, including the European Union.

South Africa has been a front runner in the implementation of IFRS in Africa. Other African countries such as Botswana, Ghana, Kenya and Tanzania have all elected to implement IFRS. Prof Barth said that all eyes are now on the United States, which is in the process of considering the adoption of IFRS.

Prof Barth said that Accounting educators have a key role to play in global financial reporting. "We need to educate



**Prof Mary Barth, former member of the International Accounting Standards Board (IASB) and Professor of Accounting at Stanford University's Graduate School of Business and Prof Elmar Venter of the Department of Accounting at the University of Pretoria.**



## Postgraduate scholarships awarded

Accounting students for the world they will live in, not the world we lived in. Their world is global. No single country can stand alone in such a world," she said.

She warned Accounting educators that by simply continuing to teach students the existing rules and bookkeeping, educators increase the risk of attracting the wrong people to the profession.

Prof Elmar Venter of the Department of Accounting at UP stressed that South African universities have a responsibility towards the profession and towards society in general to deliver Accounting graduates that are more than merely sophisticated bookkeepers. In his view, Accounting education should look beyond focusing on technical menus. Economic

concepts and professional judgment should be emphasized while also ensuring that students are up to date with the latest findings of Accounting research.

Prof Venter said that UP is delighted to have Prof Barth present a workshop to the University's Masters degree students. "Professor Barth is considered to be one of the best academic accountants of her generation and one of the most prolific Accounting researchers. UP's collaboration with eminent academics is in line with UP's strategy to improve its ranking among world-class universities and its aim of establishing itself as an internationally recognised research university with the highest academic standards," he said.

The newly established Centre for Responsible Leadership, which is supported financially by the German Technical Co-operation, awarded eight scholarships.

At a function that was hosted by the Faculty of Economic and Management Sciences on 24 July 2009, the German Technical Co-operation (GTZ) and the Centre for Responsible Leadership (CRL) of the University of Pretoria awarded eight scholarships. The function was attended by among others Mr Ulli Klins, Mr Girus Bahri and Ms Anne Reiner of GTZ as well as Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences and Prof Derick de Jongh, Director of the Centre for Responsible Leadership.

The newly established Centre for Responsible Leadership, which is supported financially by the German Technical Co-operation, is located within

the Department of Business Management of the Faculty of Economic and Management Sciences of the University of Pretoria. One of the principle objectives of the Centre is to capitalise on the academic strength of the UP through interfaculty and interdisciplinary collaboration. According to Prof De Jongh, recognition of the importance of transdisciplinary practices within universities is increasing world-wide. The phenomenon of enabling greater flexibility in academic disciplines and research may still be somewhat foreign to many academics, but hopefully it presents opportunities for value to be added to those disciplines that Prof de Jongh refers to as academic disciplines in "solitary





**Prof Carolina Koornhof (middle, front), Prof Derick de Jongh (back row, far right) and the recipients of the awards of the GTZ and Centre for Responsible Leadership Scholarships.**

confinement". The CRL aims to create such interdisciplinary collaboration through cross-faculty teaching and research.

One of the requirements of the contract with the GTZ is that funding is to be provided to postgraduate students, particularly Master's and doctoral students who undertake research on topics that relate to responsible

leadership, corporate citizenship and corporate governance. At the function, scholarships were awarded to postgraduate students who fulfil the requirements. The successful candidates and their fields of study are: Evert Janse van Rensburg (PhD), Faculty of Economic and Management Sciences, *Strategic financial management*

*by biofuel manufacturers in the Republic of South Africa; Carmen Armstrong (MCom) Faculty of Economic and Management Sciences, *The role of climate change mitigation mechanisms within the corporate governance framework for private companies in SA*; Gloria Chiloane (MCom), Faculty of Economic and Management Sciences,*

*Corporate social responsibility of small businesses in South Africa: a measurement of country and level of involvement; Symphorien Ntibatirwa (PhD), Faculty of Humanities, *From the Lagos Plan of Action to the New Partnership for Africa's Development: towards an African philosophy of development*; Francis Wasswa (PhD),*



# PARTNERSHIPS

Faculty of Natural Sciences, *Climate change and livelihoods sustainability: implications and evidences from water resources sector in Uganda*; Memory Dube (LLM), Faculty of Law, *Towards a corporate social responsibility act in South Africa: a case for a formal policy on corporate social responsibility that works for both business and the public*; Melissa Mbuga (LLM), Faculty of Law, *The role of responsible leadership in the fight against corruption in Africa – a case study of Uganda*; and Jacques Laubscher (PhD), Faculty of Engineering, *A critical evaluation of the building regulations against sustainability requirements: developing a new model*.

“The awarding of the scholarships to students in different faculties demonstrates the importance of interdisciplinary collaboration”, says Prof De Jongh.

## NAGRAADSE BEURSE WORD TOEGEKEN

Tydens `n funksie wat deur die Fakulteit Ekonomiese en Bestuurswetenskappe op 24 Julie 2009 aangebied is, het die German Technical Co-operation (GTZ), in samewerking met die Sentrum vir Verantwoordelike Leierskap aan die Universiteit van Pretoria, agt beurse aan nagraadse studente toegeken. Die funksie is bygewoon deur onder andere mnr. Ulli Klins, mnr. Girum Bahri en me. Anne Reiner van die GTZ asook Prof Carolina Koornhof, Dekaan van die Fakulteit Ekonomiese en Bestuurswetenskappe en Prof Derick de Jongh, Direkteur van die Sentrum vir Verantwoordelike Leierskap.

Die nuutgestigte Sentrum vir Verantwoordelike Leierskap, wat finansiële ondersteuning van die German Technical Co-operation ontvang, is in die Departement Ondernemingsbestuur in die Fakulteit Ekonomiese en Bestuurswetenskappe van die Universiteit van Pretoria gesetel. Een van die kerndoelwitte van die Sentrum is om akademiese volhoubaarheid deur samewerking tussen die onderskeie fakulteite te bevorder. Volgens Prof De Jongh neem die belangrikheid van transdissiplinêre praktyke binne universiteite wêreldwyd toe. Hierdie verskynsel van groter buigbaarheid binne akademiese dissiplines en navorsing, word toenemend internasionaal toegepas en sal hopelik geleenthede skep om waarde toe te voeg aan daardie dissiplines wat Prof De Jongh as algeheel geïsoleerde bestempel. Die doel met die Sentrum vir Verantwoordelike Leierskap is om bogenoemde interdissiplinêre samewerking tussen fakulteite op die gebied van navorsing en onderrig te bevorder.

Die kontrak met die GTZ sluit onder andere in dat befondsing aan nagraadse studente beskikbaar gestel sal, veral meestersgraad- en doktorsale studente wat navorsing in verband met verantwoordelike leierskap, korporatiewe burgerskap en korporatiewe bestuur onderneem. Die suksesvolle kandidate en hul onderskeie studievelds is: Evert Janse van Rensburg (PhD), Fakulteit Ekonomiese en Bestuurswetenskappe, *Strategic financial management by biofuel manufacturers in the Republic of South Africa*; Carmen Armstrong (MCom), Fakulteit Ekonomiese en Bestuurswetenskappe, *The role of climate change mitigation mechanisms within the corporate governance framework for private companies in SA*; Gloria Chiloane (MCom), Fakulteit Ekonomiese en Bestuurswetenskappe, *Corporate social responsibility of small businesses in South Africa: a measurement of country and level of involvement*; Symphorien Ntibagirirwa (PhD), Fakulteit Geesteswetenskappe, *From the Lagos Plan of Action to the New Partnership for Africa's Development: towards an African philosophy of development*; Francis Wasswa (PhD),

Fakulteit Natuurwetenskappe, *Climate change and livelihoods sustainability: implications and evidences from water resources sector in Uganda*; Memory Dube (LLM), Fakulteit Regte, *Towards a corporate social responsibility act in South Africa: a case for a formal policy on corporate social responsibility that works for both business and the public*; Melissa Mbuga (LLM), Fakulteit Regte, *The role of responsible leadership in the fight against corruption in Africa – a case study of Uganda*; en Jacques Laubscher (PhD), Fakulteit Ingenieurswese, *The critical evaluation of the building regulations against sustainability requirements: developing a new model*.

“Die toekenning van die beurse aan studente in verskeie fakulteite is ‘n voorbeeld van interdisiplinêre samewerking”, sê Prof De Jongh.

## Measuring all sorts of things

The Department of Human Resource Management invited Prof Geoff Soutar to present a guest lecture on the topic *The best and worst scaling to measure all sorts of things*.

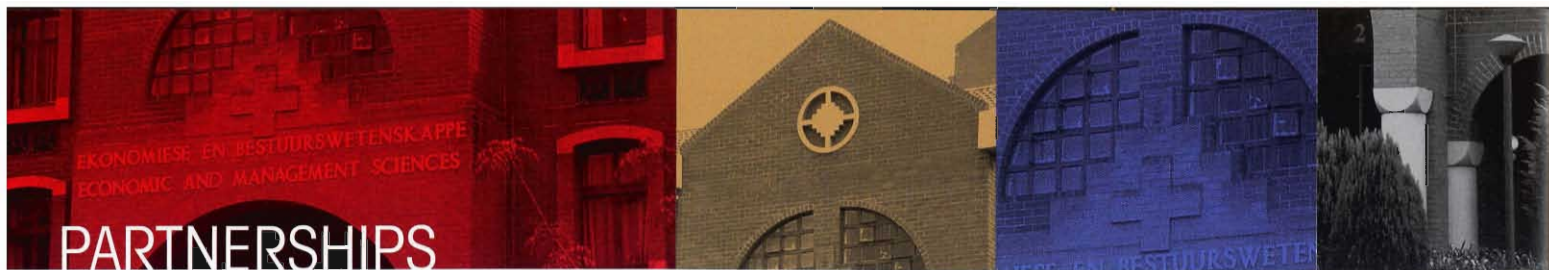
Prof Soutar is a Nancy Keegan and Don Voelte Distinguished Scholar at the University of Western Australia Business School. The lecture was presented to the students who are enrolled for the MCom programme on Human Resource Management/Industrial and Organisational Psychology.

Prof Soutar was invited to participate in the workshop on Research Methodology that was organized by Ms Sumari O’Neil on Friday 13 March 2009. He presented the best-worst scaling method as an alternative to rating scales while highlighting the psychometric disadvantages of the Likert-type scales. He also shared his experience in the field of management and described how measurement could be used



**From left: Prof Geoff Soutar, Chantell Illbury, Prof Carolina Koornhof and Prof Gustav Puth.**

optimally in practice. The interest of the students was evident from their enthusiastic participation.



## An important event in the context of African co-operation

From 18 to 20 November 2009, Professor Franzsen (ATI Director) attended the inaugural conference and launch of the African Tax Administration Forum (ATAF) that was held in Kampala, Uganda.

This important event in the context of African co-operation was officially launched by the President of the Republic of Uganda, Yoweri Museveni, and hosted by the Uganda Revenue Authority. It was attended by the heads and senior officials of 31 African tax administrations. Twenty-five countries signed the agreement that formally established the ATAF. South Africa's Commissioner, Oupa Magashula, was elected as the first chair of the ATAF Council and the South African Revenue Service (SARS) will also act as the permanent host of the ATAF's secretariat.

As stated in the official Kampala Communiqué, "ATAF is African led, managed and primarily



**Prof Riel Franzsen, Director of the African Tax Institute.**

supported through the expertise, resources and financial contributions of its members. As an African initiative, it will work towards achieving increased financial independence for African countries."

Given its own vision and mission, it is hoped that the ATI will maintain a fruitful and mutually beneficial relationship with the ATAF. As a first step, the ATAF will collaborate with the ATI and the International Tax and Investment Center (ITIC) in the forthcoming conference on Indirect Tax Co-ordination, VAT and Excise Taxation in Africa, which is to be held from 24 to 26 February 2010 in Cape Town, South Africa.

## Two worlds apart to co-operate

A delegation, including President Wang and Vice-President Wu, from the Nanjing Audit University in Nanjing, People's Republic of China, visited the Department of Auditing of the University of Pretoria during May 2009.

The delegation met with among others Prof Robin Crewe, a Vice-Principal of the University of Pretoria, Prof Antonie de Klerk, Executive Director and the Dean of the Faculty of Economic and Management Sciences, Prof Carolina Koornhof. The purpose of the visit was to sign a memorandum of co-operation between the two universities, which are both accredited by the IIA as Internal Auditing Education Partnership (IAEP) schools.

"The memorandum of co-



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**The delegation from the Nanjing Audit University in Nanjing, People's Republic of China, who visited the University of Pretoria and members of staff of the Department of Auditing.**

operation will enable students and lecturers from both universities to take part in an exchange programme and joint research projects. The exchange programme forms part of the initiative of the global Institute of Internal Auditor's (IIA) Internal Auditing Education Partnership (IAEP) programme to enhance the teaching of Internal Auditing

as well as the profession" says Kato Plant, a senior lecturer in the Department of Auditing at the University of Pretoria. The Department of Auditing of the University of Pretoria has been accredited as one of only five international centres of excellence (first level) by the IIA and the NAU has been accredited on the partner level (second level).

## Managers to lead the way

The Tomorrow's Leaders Convention took place in Sandton in March 2009.



**Delegates of the Faculty of Economic and Management Sciences who attended the Tomorrow's Leaders Convention.**

Members of staff of the Faculty of Economic and Management Sciences and the Department of Human Resource Management acted as facilitators at the convention. MCom students of the Department of Human Resource Management and members of the student society of the Department, HR Tuks, also attended and assisted with various tasks at the Convention.

The main focus of the Tomorrow's Leaders Convention is the potential managers in organisations who may lead a company in the very near future. These persons are members of staff who demonstrate capability, integrity and imagination within their organisations and who will occupy senior positions within three to four years. The aim of the Convention was to address



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## The Faculty goes green

There has been a concerted effort to green the Faculty of Economic and Management Sciences at the University of Pretoria.

key leadership issues and to elicit sector-specific and general views on the important challenges that are most likely to influence the South African corporate environment in the future.

Not since the advent of democracy in South Africa has there been a greater need for inspirational leadership. The next generations of leaders is faced with major challenges that emanate from the increasing complexity, discontinuity and uncertainty that prevail on a global scale. These challenges manifest themselves in boardroom decisions and beyond. To deal with these challenges will require a new generation of innovative thinkers and creative strategies.

The drive was undertaken under the banner of Greening the Faculty of Economic and Management Sciences (G-FEMS). The Faculty is doing pioneering work in the field of environmental leadership at the tertiary education level.

Faculty members recently joined forces with alumni to plant two cycads, *encephalartos natalensis*, at the entrance of the building of the Faculty of Economic and Management Sciences. The two beautiful cycads were donated to the Faculty by Mr Adriaan Raubenhuimer, an alumnus of the Faculty. The cycads serve as a symbol of the commitment of the members of staff of the Faculty to reduce its carbon footprint and a constant reminder of this commitment.

According to Prof Derick de Jongh, Director of the newly established Centre for Responsible

Leadership at the UP, environmental leadership, together with other leadership disciplines, is a top priority of the Faculty and will form an integral part of the compulsory Responsible Leadership (RL) module for all students.

Prof de Jongh says that: "By committing ourselves to a more sustainable environment, we will strive to become active ambassadors and promoters of a more responsible approach to society and the environment. We shall do this by using every possible opportunity to "walk the talk" and spread the message that responsible leadership is everyone's business. As leaders in the field of economic and management sciences, our core focus should include an element of pride in facilitating the development of "leaders4good." He added that: "Wherever possible



**Prof Carolina Koornhof planting a cycad, *encephalartos natalensis*, at the entrance to the building of the Faculty of Economic and Management Sciences.**

and appropriate, responsible leadership issues will be integrated into the Centre's academic programmes. Students and stakeholders will also be sensitised to the collective challenges and responsibilities with regard to being responsible leaders and academic citizens".

The new undergraduate module on Responsible Leadership (RL) will include social leadership (the impact of business on society, i.e. food security, water security, poverty reduction, human rights etc),



Staff members of the faculty supporting the greening initiative.

economic leadership (new forms of wealth creation, stakeholder versus shareholder value creation), ethical leadership (ethical codes, practices and culture of business) and leadership and governance (governance practices of business, i.e. roles and responsibilities, reporting practices etc.). In addition, the RL module will also reflect on and include the local reality of doing business in South Africa and the concept of “thinking globally and acting locally in a sustainable manner”. “This will be done at a very early stage in the student’s educational journey”, explains De Jongh.

Simultaneously, research on responsible leadership issues within the sphere of the economic

and management sciences will be promoted. As part of co-operative initiatives with other international education institutions, collaborative opportunities and best practices in the sphere of responsible leadership will be explored.

An additional matter that is being considered is a postgraduate programme on Responsible Leadership in the sphere of the economic and management sciences as well as a continuing education programme that would be presented through the CE at UP. The latter programme would be targeted at industry stakeholders and will focus on developing a generation of leaders who are committed to social and environmental justice.

## Meeting and workshop of UNCTAD

The annual meeting and workshop of the Virtual Institute of the United Nations Conference on Trade and Development took place from 4 to 8 May 2009 in Geneva, Switzerland.



Representatives from the University of Applied Sciences with Prof. Jordaan (UP, second from right) are from left Prof. Dullien, Dr Hönow, and Prof. Prieue.

Representatives of universities in 30 countries attended.

Prof. André Jordaan of the Department of Economics of the Faculty of Economic and Management Sciences at the University of Pretoria is a member of the Virtual Institute of the United Nations Conference on Trade and Development and the only full member who represents South Africa at UNCTAD. In the

course of the workshop, discussions were held on collaborative research being undertaken by member countries and the latest international trade environment. Members of staff of UNCTAD also presented papers.

Prof. André Jordaan was also invited by the University of Applied Sciences in Berlin, Germany, to represent South Africa at a two-day workshop



**Dr Vlasta Macku, Chief of the Virtual Institute of UNCTAD and Prof André Jordaan of the Department of Economics.**

during April 2009. Representatives from eight countries were invited to attend this workshop. The aim of the workshop was to determine the specific needs of developing countries and to identify potential areas for collaboration. The general focus of the proposed collaboration is the field of economics with specific emphasis on international trade. The University of Applied Sciences is in the process of sourcing funding from the German government for the proposed collaboration.

## Cultural exchange project in Seoul

The South African Embassy in Seoul had the opportunity to co-operate with the University of Pretoria in 2009 by hosting the South African Children’s Cultural Exchange Project.

The Project was supported by the Seoul Youth Center for Cultural Exchange (MIZY) and the five leading Universities in Korea. It was aimed at promoting understanding of the youth and cultures of South Africa.

Prof Felicite Fairer-Wessels, a professor in the Department of Tourism Management presented lectures to elementary and college students in Korea about South Africa’s culture and the history of its democracy. Exhibitions, fashion shows that featured traditional South African clothing, storytelling and performances by the Gumboot Dance Company were used to shed light on South African culture.

Prof Fairer-Wessels said she was delighted to have had the



**Prof Felicite Fairer-Wessels, Department of Tourism Management.**

opportunity to speak to Korean students. “They appeared to be eager to learn about South Africa. Unfortunately many students seem to have a negative image of the country. I was also impressed by Korea’s orderly society and the attitude of the people, including their work ethic. I am of the opinion that South Africans have a lot to learn from Korea”, says Prof Fairer-Wessels.

MIZY, which operates under the umbrella of the Korean National Commission for Unesco, has co-operated with embassies in Korea to promote global exchange and education among young people. South Africa was the first African nation to participate in the programme.



## An epic journey on an electric bicycle

Well-known sustainability expert and editor of *Bending the Curve*, Robert Zipplies, in partnership with Project 90 by 2030, undertook an epic journey on an electric bicycle from Cape Town to Durban via Johannesburg and Pretoria between 6 November and 5 December 2009.

The project formed part of Zipplies' personal endeavour to wave a red flag about the critical need for swift action in response to climate change in South Africa. Robert and Project 90 by 2030 initiated the project called Climate Challenge 2009 in order to raise awareness about climate change and the need for South Africans to actively participate in reducing carbon emissions. "We are running out of time to make the changes that are required by science," says Robert.

Along the route, Robert gave public talks in 12 cities and project team members hosted information sessions at schools and universities to encourage scholars and communities to do more to mitigate and adapt



From left to right: Daniel Robinson (Project 90 by 2030), Clifford Nxomani (Project 90 by 2030 Steering Committee), Mathew van Lierop (Project 90 by 2030), Sandisiwe Vilakazi (Indalo Yethu), Prof Robin Crewe (Vice-Principal of the University of Pretoria) and Prof Derick de Jongh (Centre for Responsible Leadership, University of Pretoria).

to climate change. Robert presented a lecture at the University of Pretoria on Saturday 28 November.

Robert rode an eZee electric bicycle, which is similar to a

conventional bicycle, but is fitted with an electric motor and battery. The motor augments the human effort and these bicycles are a convenient means of urban transport. Robert chose an elec-

tric bicycle to raise awareness of this form of transport, which is, arguably, the most eco-friendly form of semi-motorized transport. The greenhouse gas emissions caused by travelling by e-bike are approximately 30 times less than that caused by travelling with a small car. The electric bicycle was on display during his visit to the UP.

As part of the Challenge, a Climate Change Pledge has been launched. This initiative requests communities to sign the pledge that encourages a commitment to taking greater action to tackle climate change. The commitment together with the list of signatures will be handed to the President at a later stage.

*The Dean and the editorial team of Communiqué wish to thank everyone in the Faculty for their contributions to this publication.*



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