
95th
1920 - 2015



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Communiqué 2015

Faculty of Economic and Management Sciences



Communiqué is a publication of the Faculty of Economic and Management Sciences, University of Pretoria.

Alumni and stakeholders of the Faculty of Economic and Management Sciences receive *Communiqué* free of charge. **Opinions expressed in this publication are not necessarily the opinions of the Faculty.**

EDITOR
Doret van der Westhuizen

PHOTO MANAGEMENT
Liesl Oosthuizen

PRODUCTION
Janine Smit Editorial Services

PRINTING
BusinessPrint

ACKNOWLEDGEMENT
The Faculty of Economic and Management Sciences would like to express its sincere gratitude to everyone who contributed to this publication.

Contents

From the Dean's Desk

From the Desk of the Deputy Dean: Teaching and Learning

From the Desk of the Deputy Dean: Research and Postgraduate Studies

General

Timeline 1920 – 2015 5
 Celebrating 95 years of excellence 1920 – 2015 7
 EMS celebrates excellence at awards function 9
 NRF-ratings for the Faculty 11
 EMS recognises top academic achievers 14
 Faculty celebrates doctoral degrees 15
 House Commercii: The EMS Student Leadership Team 2015/2016 16
 Russel Loubser JSE prize 17
 The EMS Leadership Team 2015/2016 18
 The EMS Dean's Office support team 19

Business Management

Private sector stakeholders eager to explore collaborative research opportunities 22
 Hellman Worldwide Logistics supports supply chain management talent development 23
 Transport economist appointed as honorary professor of logistics 24
 UP intellectual property expert represents South Africa on global review panel 25
 Supply chain management postgraduates qualify for global student challenge 26
 Realism and structured models provide solution to unemployment 27
 Training in entrepreneurship can play a positive role in the education landscape 28
 Research on business rescue 29

Communication Management

Research shows that corporate lying can damage reputations 32
 Prof Ronel Rensburg is acknowledged for distinguished service to public relations in South Africa 32
 Research affirms sustainability and value creation in a rural community 33
 Nurturing our international cooperation 34
 New collaborative ties established in global public relations arena 34

Albert Luthuli Centre for Responsible Leadership

Symposium on corporate governance and integrated reporting in SA 38
 Dumisani Hlophe shares his thoughts on responsible leadership in the public sector 39
 Linking science, business and leadership 40

Marketing Management

Marketing guru inspires at conference and workshop 44
 Contemplating the impact of technology on being a scholar-author 45
 Exposure to customer experience management 46
 International expert presents MPhil Marketing Research workshop at UP 47
 Make marketing matter 48
 Students' ideas transformed into reality at the Student Shack 49

Tourism Management

South Africa's competitiveness as a tourist destination examined 52
 Major drive to promote youth tourism in Southern Africa 53
 Sustainable ecotourism explored in Soshanguve 54
 UP presents research results to National Department of Tourism 55

1 Human Resource Management

Prestigious journal invites UP professor to serve as consulting editor 58
 Leadership development through workshops 59
 Human Resource management hosts international labour academics 59
 Meta-analyst visits the Faculty of Economic and Management Sciences 60
 Research grant for African project awarded to EMS team 61
 National professional HR body elects UP expert to its board 62
 Department hosts top scholar and educator from renowned university 62

3 School of Public Management and Administration

Inaugural address focuses on the application of quantitative policy analysis to understand social development 66
 SMPA hosts international conference 67
 UP expert serves on international commission for programme accreditation 68

Economics

Paper on the effect of global capital flows receives award 72
 Economics students visit Fordham University 72
 Economics student receives medal for research on renewable energy 73
 Dr Heinrich Bohlmann awarded the Ken Pearson Scholarship 74
 Prof Roula Inglesi-Lots takes part in the G200 Youth Forum 2015 75
 UP economist ranked ninth among global young economists 76

African Tax Institute

ATI engages with reputable Austrian institution 80

Financial Management

Financial management experts attend international conference in USA 84
 Honours student part of transformative leadership in Africa 85

Taxation

Tax research brings global award to Africa for the first time 88
 Judge Bernard Ngoepe visits the University of Pretoria 89
 Students from Washington and Lee University visit UP 90
 UP master's degree student wins tax thesis competition 91

Auditing

MPhil in Internal Auditing breaks new ground 94
 Recognition for Internal Auditing achievers 95
 Internal auditing students build their networks in the USA 95

Accounting

Accounting for a brighter future 99
 UP Accounting students receive top awards 99
 UP excels in the SAICA January 2015 Initial Test of Competence 100

From the Dean's Desk

With the 2015 issue of Communiqué, the Faculty of Economic and Management Sciences celebrates 95 years of existence. This is indeed a special milestone in the history of the Faculty.

From its noble beginnings in 1920, when the Faculty of Commerce and Public Administration was established with only 32 enrolled students, the Faculty has grown in size and in degree offerings.

To adapt to changing times, new programmes were introduced and the name of the Faculty changed in 1968 to the Faculty of Economic and Political Sciences. It had seven departments at the time.

In 1988, the Faculty was again renamed to become the Faculty of Economic and Management Sciences, as we know it today. At that stage, the student numbers had exceeded 5 000 for the first time. In 1990, the current EMS building was completed and inaugurated in 1991 by the then President of South Africa, Mr FW de Klerk.

The Faculty has expanded and now offers 21 undergraduate and a host of postgraduate degrees in nine departments to a cohort of 8 523 students. Former deans, heads of department, academics and administrative staff have made their mark and each Department has, in its own right, made an outstanding contribution to the Faculty's solid track record. We wish

to celebrate them all in this special celebratory edition of Communiqué.

The year 2015 was a very special year in many respects. The Faculty has reached a number of milestones, such as the highest research outputs in its history, the highest number of master's and doctoral degrees awarded and the largest pool of NRF rated researchers in the economic and management sciences fields in South Africa. Further milestones include the highest throughput rate in the Faculty since 2010, the implementation of a number of impressive innovations in teaching and learning and excellent results in professional examinations. The various departments are celebrating their achievements individually in this issue, illustrating their continuous engagements with government and industry, international collaborations, student achievements, staff success stories and community outreach projects.

Allow me the opportunity to thank all those, past and present, who have shaped the Faculty of Economic and Management Sciences over 95 years. This edition of Communiqué is dedicated to you. May we go from strength to strength over the next 95 years.



Prof Elsabé Loots
Dean: Faculty of Economic and
Management Sciences

From the Desk of the Deputy Dean: Teaching and Learning

Teaching and learning has always been an important focal point of the Faculty and the Faculty has always been very successful in this arena. This was highlighted during the annual EMS Awards Function, where four EMS Teaching Excellence Awards were presented to lecturers for the first time in 2015.

The advent of UP Strategic Plan 2025 again emphasised the importance of research and higher throughput rates, which necessitated a relook at the Faculty's teaching and learning environment. To this end, the Faculty embarked on a process of creating a generic first semester for BCom degrees to enable easier articulation between degrees at first-year level.

In addition, a number of new exciting and innovative teaching and learning initiatives were launched during 2015 to improve the effectiveness and efficiency of teaching and learning in the Faculty.

A concerted effort was made to introduce more technology into the teaching environment, and in doing so more actively engage students in the learning process, facilitate peer learning and provide an enhanced learning experience. Such initiatives were especially evident in the departments of Accounting, Auditing, Business Management and Taxation. To assist with this transition to more technologically enhanced teaching, a number of teaching and learning training sessions were presented to staff during 2015.

The contents of the Academic Information Management and Academic Literacy modules in the Faculty were revised to ensure that the computer, reading, writing and reference skills and broad knowledge of the business environment of our students

are addressed and aligned with the unique challenges and skills requirements of the commerce learning and research environment.

The EMS Faculty Conduct Rules were introduced to enhance the graduate attributes of our students and to ensure that students know that ethical and professional behaviour is expected of them under all circumstances.

The overall throughput rate of modules in the Faculty was successfully raised, whilst maintaining the all-important high standard of these modules. The successful Six Weeks Project of the Faculty contributed to the higher overall throughput rate and was further refined during 2015 to increase the pass rates of the three largest and most diverse first year modules in the Faculty. Refinement included alternating continuous electronic assessments in these modules on a weekly basis and advising students of risky performance levels just before academic recesses to enable them to master the module content during such breaks. As part of the early alert system, corrective actions are then proposed to address the identified problems.

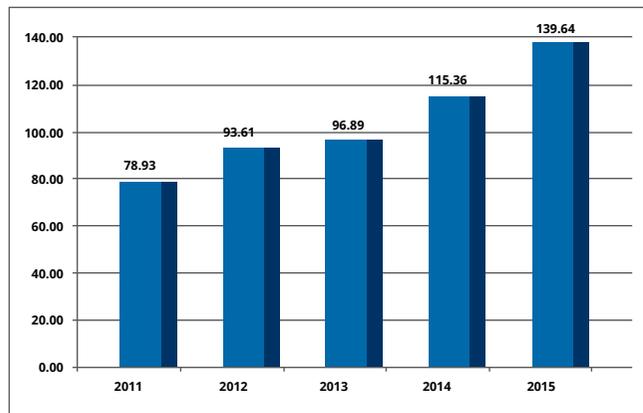
I would like to express a word of gratitude to all our teaching staff for their tireless efforts to improve the teaching and learning experience of our students. Without your walking the extra mile, the above could not be accomplished.



Prof Johan Oberholster
Deputy Dean: Teaching and Learning

From the Desk of the Deputy Dean: Research and Postgraduate Studies

The year 2015 was a successful year for the Faculty on the research front. It reached the highest research outputs in its history with 139.64 journal outputs. The majority of the articles published in 2015 appeared in journals that are listed on the International Science Index (ISI) and the International Bibliography of Social Sciences (IBSS). During the past five years, the Faculty's journal output units grew by 75.6%, which is an exceptional achievement.



Journal article output 2011 to 2015

Degree	2011	2012	2013	2014	2015
Master's degrees	155	175	192	213	221
Doctoral degrees	19	22	23	25	27
EMS Total	174	197	215	238	248

Number of awarded master's and doctoral degrees

Since 2015, the Faculty has had the largest pool of NRF-rated researchers in the economic and management sciences fields in South Africa, as well as the highest number of B-rated researchers in the field of economics, management and financial sciences in the country. The Faculty's number of NRF-rated researchers increased from 16 in 2013 to 30 in 2015.

In alignment with the University's 2025 Strategic Plan, the Faculty's number of awarded master's and doctoral degrees, has steadily increased annually since 2011 and continues to grow. The growth percentage of master's degrees was 42.5%, while awarded doctoral degrees increased by 42.1% over the past five years, as shown in the table to the left.

I wish to thank and congratulate all our staff members who contributed to the research success of the Faculty and I look forward to the successes of 2016.



Prof Stella Nkomo
Deputy Dean: Research and Postgraduate Studies

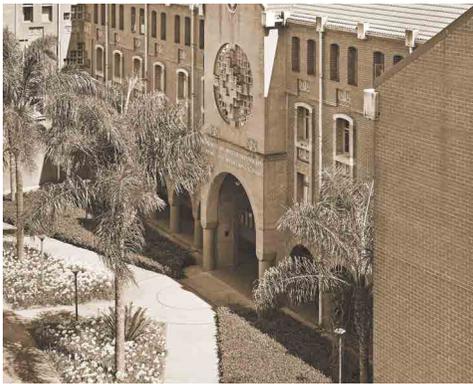
General

**In 2015 the Faculty celebrated
95 years of excellence.**

General

Timeline 1920 – 2015

This year the Faculty of Economic and Management Sciences celebrates its 95th year of existence. It is indeed a special achievement. The Faculty has produced world-class economists and business leaders who have made valuable contributions, not only in South Africa, but also internationally.



1920 The establishment of the Faculty of Commerce and Public Administration (Commerce Faculty) headed by Dr JE Holloway, who becomes the first Dean. The first BEcon is introduced.

1921 The inception of the Department of Economics and Economic History headed by Dr Holloway.

1922 Prof EH Brooks is appointed as the first lecturer in Public Administration and Political Sciences.

1923 The BEcon changes to BEcon(Public Administration) and a DPhil with MCom and MEcon as prerequisites is introduced.

1924 The Faculty moves from Erasmus Building – dubbed “the Black Hole of Calcutta” – to Vermeulen Street. Prof SR Barnes is appointed as the first professor in Accounting.

1927 The first MCom degree is awarded. A separate Commerce and Business Economics department, with A J Norval as professor, is established.

1928 The number of students increases to 215.

1936 The Economics Department is divided into two, namely Economics and Economic History, with Dr SP du T Viljoen as Head of the Department and Prof EHD Arndt as Head of Banking.

1939 The Department of Statistics and Commercial Mathematics (since 1958 Statistics) is established, with Prof B de Loor as Head.

1949 An Institute of Management and Administration (forerunner to the Graduate School of Management) is established and a MCom (B&A) introduced. In 1955 the latter is changed to an MBA.

1951 The first 27 students enrol for the course in Chartered Accountancy.

1952 A BCom in Accounting Science is introduced.

1958 The BCom (Honours) is introduced.

1959 The BCom is now also presented intramurally. Some courses, which earlier were only offered extramurally, are now duplicated intramurally.

1960 The Faculty boasts 7 departments: Business Economics, Commerce, Money and Banking, Commerce and Business Law, Accounting and Auditing, Political Science and Public Administration and Statistics.

1965 The Department of Political Science and Public Administration is divided into two independent departments. The Bureau of Financial Analysis (BFA) is established.

1968 The name is changed from Faculty of Commerce and Public Administration to Faculty of Economic and Political Sciences.

1969 A Chair in Marketing in the Department of Business Economics is introduced.

1970 The BCom is divided into areas of speciality: Economic Sciences, Marketing, Accounting Sciences and Econometrics.



1971-1972

The inception of the first degree course in Marketing – with 5 students in 1973. The Bureau for Economic and Policy Analysis (BEPA) is established. The Departments of Economics, and Money and Banking are consolidated. The Department of Management is established.

1982 Prof CF Nieuwoudt becomes the Faculty's first full-time Dean.

1983 A new field of study, BCom(Commercial Computer Science) is introduced.

1985 The Department of Personnel Management is established.

1986 Prof Koos Stadler is appointed as Dean of the Faculty of Economic and Management Sciences. Extramural lectures are moved to the main campus. The Department of Commercial Computer Science is established (changed to Informatics in 1988).

1987 The School of Accountancy is established.

1988 The Faculty is renamed once again to become the Faculty of Economic and Management Sciences. Insurance is introduced as a subject and BCom Insurance becomes a field of study. The Faculty's marketing journal, Kommuniké, makes its debut. Construction of the new building on Hatfield campus starts.

1989 The inception of extramural tuition in Witbank. Re-introduction of Banking as a subject and BCom Banking as a field of study. The number of students exceeds the 5 000 mark.

1990 The completion of the new building of the Faculty of Economic and Management Sciences.

1991 The new ‘home’ of the Faculty is officially inaugurated by the former President of South Africa, Mr FW de Klerk. Prof Sieg Marx is appointed as Dean of the Faculty of Economic and Management Sciences. The first BCom degrees are awarded to students at the centre for extramural tuition at Witbank. BCom (Statistics) and BCom(Hotel and Tourism Management) are introduced as areas of specialisation.



1992 The inception of the School of Public Management and Administration and the Bureau for Statistical and Survey Methodology (Statomet).

1993 English is introduced as language of tuition.

1994 Founding of the Department of Marketing and Communication Management. Establishment of the School of Public Management and Administration – first training of returnees to form a nucleus of new public service.

1995 The Faculty undergoes fundamental restructuring and as a result a number of subjects, study areas and departments undergo name changes: the Department of Business Economics becomes the Department of Business Management; the Department of Personnel Management becomes the Department of Human Resource Management; the Department of Accounting and Auditing becomes the Department of Accounting and the Department of Auditing. The Department of Tourism Management is a new addition when Hotel and Tourism Management becomes an independent department.

1996 Prof Chris Thornhill is appointed as Dean of the Faculty of Economic and Management Sciences.

1997 The Unit for Leadership Development is established to contribute to the development of leadership capacity.

2000 Prof Sibusiso Vil-Nkomo, the first black Dean in the history of the Faculty, is appointed. Student numbers increase from 5 188 in 1993 to 7 200 in 2000.

2001 A number of new programmes are instituted in the Faculty to keep pace with changing market trends and client focus. These include a telematics MCom in

Marketing and Communication Management and an MPhil in Entrepreneurship and International Management. 5 089 Undergraduate and 1 658 postgraduate students register in the Faculty this year.

2002 The Faculty is the key organiser of the conference on the New Partnership for Africa's Development (NEPAD), held at the Sandton Convention Centre in April. The Southern African Tax Institute (SATI) is launched by the Minister of Finance of South Africa, Trevor Manuel.



2003 Prof Carolina Koornhof, the first female Dean in the history of the Faculty A total of 5 806 undergraduate and 1966 postgraduate students register in the Faculty in 2003.

2004 The research output of the Faculty surpasses 60 accredited units published by staff and postgraduate students, resulting in the Faculty being regarded as a leader in business and economic research in South Africa.

2005 The Logistics programmes in the Department of Business Management are recognised by the European Certification Board of Logistics. The School of Financial Sciences achieves one of the best results ever in Part 1 of the qualifying examinations

towards becoming a chartered accountant with a pass rate of 95% for first-time writers. The Faculty now has 6 997 undergraduate and 2 121 postgraduate registered students.

2006 Two journals of the Faculty receive accreditation: The Journal of Public Administration is accepted on the International Bibliography of Social Science (IBSS) and the South African Journal of Economic and Management Sciences was accepted by the Institute for Scientific Information (ISI).

2007 The Department of Human Resource Management (previously the Department of Personnel Management) celebrates 21 years of existence. The Thuthuka transformation programme of the Departments of Accounting, Auditing, Financial Management and Taxation was established. The name of the Southern African Tax Institute (SATI) changes to the African Tax Institute (ATI) and the first full-time director, Prof Riël Franzsen is appointed.

2008 A special edition of Kommuniké, "A celebration of 100 years", was launched to mark the centenary of the University of Pretoria. The South African Commerce Deans Association (SACDA), was established at the University of Pretoria. Prof Carolina Koornhof is the founder member.

2009 The Faculty boasts its first two B-rated NRF scientists, Prof Stella Nkomo and Prof Riël Franzsen. The Centre for Responsible Leadership (CRL) was established.

2010 The Faculty of Economic and Management Sciences celebrates its 90th birthday. The Faculty boasts no less than 12 staff members with National Research Foundation (NRF) ratings.

2011 The Faculty took leave of Professor Carolina Koornhof as Dean. The Department of Taxation celebrates its 10th year of existence.

2012 Prof Elsabe Loots is appointed as Dean. The Department of Marketing and Communication Management was split into

the Department of Marketing Management and the Division of Communication Management, now part of the Department of Business Management. The Department of Tourism Management was incorporated as a division into the Department of Marketing Management. The pool of B-rated researchers increases to 4.

2013 Prof Stella Nkomo is appointed as the first Deputy Dean: Research and Postgraduate studies. Prof Johan Oberholster is appointed as the first CA Programme Coordinator. The Department of Auditing launched the MPhil Internal Auditing degree in Association with GIBS.

2014 Prof Johan Oberholster is appointed as the first Deputy Dean: Teaching and Learning. The Faculty breaks through the barrier and for the first time in its history reached a record high of 103 accredited journal articles. The First Six Weeks Programme where new first-year students are monitored and supported during their first six weeks on campus.

2015 In 2015 the Faculty celebrated 95 years of excellence.



General

Celebrating 95 years of excellence 1920 – 2015





General

EMS celebrates excellence at awards function

At its awards function held on 10 June 2015, the Faculty of Economic and Management Sciences celebrated excellence in research, as well as teaching and learning during 2014, by awarding Research Excellence Awards and Teaching and Learning Excellence Awards to its staff members.

In respect of research output at faculty level, the Faculty celebrated publishing 115 journal article units for 2014, compared to a targeted number of 100 journal article units for the year. This number represents a considerable increase from the 97 journal units published in 2013.

As part of the initiative to increase research output, the Faculty focuses on increasing both the quality and quantity of its research output, as well as the number of research-active academic staff. To encourage a higher research output and activity among staff members, the Economic and Management Sciences (EMS) Research Awards Committee presented awards in three categories, namely Researcher of the Year (senior and junior), First Journal Article Publication and Most Improved Research Outputs by a Department.

The Researcher of the Year was determined by considering both the quality and quantity of the research produced during the year. The award for Junior Researcher of the Year went to Prof Roula Inglesi-Lotz of the Department of Economics. Prof Rangan Gupta of the same department was honoured with the Senior Researcher of the Year Award. During 2014, he authored or co-authored 31 accredited articles.

Ms Andrea Meyer of the Communication Management Division was the winner of the First Journal Article Publication Award and the award for the Most Improved Research Outputs by a Department went to the same Division.

In addition to the abovementioned awards, seven staff members also received ratings from the National Research Foundation (NRF) in 2014. They are Prof Karin Barac from the Department of Auditing, Prof Jurie van Vuuren from the Department of Business Management, Prof Deon Nel from the Department of Marketing Management, Prof Charl de Villiers of the Department of Accounting, Prof Jan van Heerden (re-rating)



From left: Prof Elsabé Loots (Dean), Prof Rangan Gupta (Senior Researcher of the Year), Ms Andrea Meyer (First Journal Article Publication Award), Prof Stella Nkomo (Deputy Dean: Research and Postgraduate Studies) and Prof Roula Inglesi-Lotz (Junior Researcher of the Year).

General

of the Department of Economics, Prof Danie Petzer of the Department of Marketing Management and Prof Alewyn Nel of the Department of Human Resource Management.

On the teaching and learning front, the Faculty of Economic and Management Sciences also achieved remarkable successes. In 2014, the Faculty achieved an overall undergraduate pass rate of 80.2% compared to a pass rate of 75.6% in 2013. The 2014 pass rate is also the highest in recent times and it can be attributed to the commitment and dedication of staff and several innovations in teaching and learning in the e-learning arena. Further evidence of the quality of teaching and innovation in the Faculty emerged from the fact that two staff members received University of Pretoria Teaching Excellence and Innovation Awards. Ms Theresa van Oordt received a Laureate Award and Mr Wesley Niemann received a Certificate of Merit. As part of a long-term initiative to improve the work-readiness of students from the Faculty, more focus will be placed on graduate attributes during 2015 and 2016.



Winners of the Teaching and Learning Awards. Front (from left): Ms Marina Kirstein, Ms Reba Letsholo, Ms Theresa van Oordt and Mr Dawie Borman. Back (from left): Prof Johan Oberholster (Deputy Dean: Teaching and Learning), Mr Wesley Rosslyn-Smith, Ms Evádne Badenhorst and Prof Elsabé Loots (Dean).



The Communication Management Division received the Most Improved Research Outputs by a Department Award. From left: Prof Stella Nkomo (Deputy Dean: Research and Postgraduate Studies), Ms Andrea Meyer, Dr Estelle de Beer, Prof Ronel Rensburg (Head of Department), Ms Olebogeng Selebi and Prof Carolina Koornhof (Executive Director Finance, Business Initiatives, Enrolment and Student Administration).



Former deans attended the awards function. From left: Prof Carolina Koornhof, Prof Sibusiso Vil-Nkomo, Prof Sieg Marx, Prof Niek Schoeman, Prof Chris Thornhill and Prof Elsabé Loots (current Dean).

General

NRF-ratings for the Faculty

An impressive number of staff members of the Faculty of Economic and Management Sciences received ratings from the National Research Foundation (NRF) as of 1 January 2016.

Prof Riël Franzsen: B1 African Tax Institute



Prof Riël Franzsen is a professor in the Department of Economics and Director of the African Tax Institute. He holds a BLC and LLB degrees from the University of Pretoria and a postgraduate certificate in tax law from Unisa. He obtained the LLD from the University of Stellenbosch with a thesis on transfer duty in South Africa for which he received the South African Fiscal Association's prize for best tax thesis in South Africa. He is a member of the Advisory Board of the International Property Tax Institute and he was co-editor of the *Journal of Property Tax Assessment & Administration*. On behalf of the Lincoln Institute of Land Policy, which is based in Massachusetts in the USA, he has acted as an instructor on property taxation in China and Slovenia. Prof Franzsen has authored or co-authored numerous conference papers and journal articles. He has contributed various chapters to local and international textbooks and he is the co-author of *Land Value Taxation: An Applied Approach*, which was published by Ashgate. He has acted as an advisor to the governments of Egypt, Rwanda, South Africa, Tanzania and Uganda, as well as the World Bank.

Prof Jenny Hoobler: B3 Department of Human Resource Management



Prof Jenny Hoobler is a professor, the Acting Head of Department, and Doctoral Programmes Manager in the Department of Human Resource Management. She obtained her PhD in Business Administration from the University of Kentucky in the USA. Broadly, her research interests lie in gender and diversity in the workplace, leadership, and intersections between work and family. She serves on the editorial boards of the *Journal of Applied Psychology*, *Personnel Psychology* and the *Journal of Organizational Behavior*. Over the past five years she has published 15 journal articles and received substantial competitive grant funding. In 2010, her paper on the family-work conflict bias for career women, which was published in the *Academy of Management Journal*, was a finalist for the prestigious Rosabeth Moss Kanter Award for Best Published Research on Work and Family across all nations. Prof Hoobler was recently appointed to the Brain Trust group of academics at Catalyst, the leading think-tank for research on women and work, which is based in the USA.

Prof Alexander Zimmer: B3 Department of Economics



Prof Alexander Zimmer is a professor in the Department of Economics. His research interests focus mainly on decision theory, game theory, general equilibrium theory under asymmetric information, asset pricing, financial markets, banking regulation, Bayesian learning under ambiguity and bounded rationality. His research has been internationally recognised through publication in numerous high-ranking journals such as the *German Economic Review*, the *Journal of Economic Dynamics and Control* and the *British Journal of Mathematical and Statistical Psychology* to name a few.

He has received a number of research grants. These grants include the 2010 Netspar Research Grant for his research project entitled "On the role of biased survival beliefs in a structural life-cycle model" with Alexander Ludwig and Max Groneck, the 2010 NRF research grant and the 2007 Steven H. Sandell Grant for the research project entitled "Life-cycle consumption and savings: on the interactions between mortality risk, the notion of death, and dynamically inconsistent household behaviour" with Alexander Ludwig.

General

Prof Arien Strasheim: C2 Department of Human Resource Management



Prof Arien Strasheim is an associate professor in the Department of Human Resource Management in the Faculty of Economic and Management Sciences, and she lectures quantitative research methods at undergraduate and postgraduate level.

Her main research focus area is on statistical methodological issues in the analysis of survey data. Specifically, her interests include the extended uses of multi-level structural equation modelling for analysing the psychometric properties of scales, such as dimensionality, discriminant and convergent validity and measurement equivalence when studying multiple groups. These multivariate statistical methods are used to develop attitudinal and behavioural models for modelling data from employees or postmodern consumers in the digital age.

In the field of organisational behaviour and marketing, her study interests include greening in organisations, cultural intelligence, talent development, resilience, cognitive style and social interaction among individuals and in teams, leadership and the links among employee attributes and their effects on individual and organisational performance.

Prof Yolanda Jordaan: C3 Department of Marketing Management



Prof Yolanda Jordaan is a professor and Head of the Department of Marketing Management. As a marketing researcher and specialist, with the focus on consumer information privacy and higher education marketing, Prof Jordaan has published numerous articles in local and international academic journals and she is also the author and co-author of seven books on marketing and direct marketing. Her most prestigious publication is in the *Journal of Advertising*, which is considered one of the top 10 international journals within the marketing discipline. She has also acted as reviewer for several local and international academic journals.

Prof Jordaan has also been chosen to represent the Services Sector Education and Training Authority (SETA) at the European Marketing Confederation (EMC) Academic Group.

Prof Jordaan's specialist topic is direct marketing and as part of her academic career, she has facilitated several training and management programmes for companies. She has lectured at universities in the United States, Australia, Germany and the Netherlands. She is one of the recipients of the Mellon Foundation Award for research excellence and she has also been honoured with an achievement award as an exceptional young researcher, as well as a Laureate Award for education innovation. She was the first lecturer to include direct marketing as a specialised subject within the marketing field at university level.

Prof Pieter Schaap: C3 Department of Human Resource Management



Prof Pieter Schaap is an associate professor in the Department of Human Resources Management. He is head of the Department's psychometrics programmes and lectures at undergraduate and postgraduate level.

Prof Schaap is registered as an industrial psychologist at the Health Professions Council of South Africa (HPCSA) and he is registered as a Master HR Practitioner with the South African Board for People Practices. He is a sectional editor for the *SA Journal of Industrial Psychology*.

The use of psychometric and related measurements has always been highly contentious in South Africa. After 1994, strict non-discriminatory labour practices were implemented in South Africa in terms of the Employment Equity Act, Act No. 56 of 1998. This legislation prohibits the use of psychometric tests and similar assessments unless scientific evidence shows that the tests are reliable, fair, valid and non-biased. The legislation poses enormous challenges to researchers, as language and cultural factors may affect test results.

General

Prof John Hall: C3 Department of Financial Management



Prof John Hall is a professor in the Department of Financial Management. He lectures Corporate Finance to undergraduate and postgraduate students. He supervises a number of masters degree students and PhD candidates. His main research theme is shareholder value creation and capital budgeting.

A number of accredited articles on these topics have been published, some of which have received best paper awards. These publications led to an invitation by Prof Kent Baker, who is regarded as among the top 1% of the most prolific authors in finance during the past 50 years, to co-author two chapters on capital budgeting in a specialist subject reference book, *Capital Budgeting Valuation: Financial Analysis for Today's Investment Decisions*, which was published in the USA in 2011. After being approached and invited to co-author papers by an established and acclaimed researcher, Prof Hall's research topics and horizon broadened to include economic growth, stock market development and inflation. Prof Hall continuously receives invitations to review articles for accredited journals.

Prof Elmar Venter: Y1 Department of Accounting



Prof Elmar Venter is an associate professor at the Department of Accounting. He has taught Financial Accounting and Taxation at the undergraduate and postgraduate levels. He supervises postgraduate research students and he is dedicated to continued research in financial accounting. He is a Chartered Accountant (South Africa) and he held the overall first position in South Africa for the final professional examination written in 2004.

During 2011, Prof Venter obtained a PhD in Accounting from the University of Auckland, New Zealand. His thesis dealt with the pricing and value relevance of earnings components in a setting where earnings disaggregation is mandatory. He publishes in leading international journals such as the *International Journal of Accounting*, *the Accounting, Auditing and Accountability Journal*, *Abacus* and number of South African journals.

During 2013, he was internationally recognised when he became one of five emerging researchers from across the globe to be invited to join the Deloitte-International Association for Accounting Education and Research Scholar Programme.

Prof Eileen Koekemoer: Y2 Department of Human Resource Management



Prof Eileen Koekemoer is an associate professor in the Department of Human Resource Management and she is registered as an industrial psychologist at the HPCSA.

She serves on the Department's postgraduate committee and she is committed to quality teaching and research.

Her research interests include work-life interaction, career success and the wellbeing of employees. Over the past five years, she has published 17 journal articles and received substantial NRF-Thuthuka grant funding for her projects.

She is involved in various research projects that investigate the interaction between employees' work and family life and how these aspects influence their career success and/or wellbeing.

She is a section editor of the renowned *South African Journal of Industrial Psychology*.

“An impressive number of staff members of the Faculty received NRF-ratings.”

General

EMS recognises top academic achievers

The top academic achievers were acknowledged during a function hosted by the Dean of the Faculty, Prof Elsabé Loots, in November 2015. Certificates were presented to 32 academic achievers.

In order to be one of the selected students on the Dean's list, a student must have an outstanding academic record. Undergraduate students must have achieved an average of 85% or above in their first, second and third year of study. No module should have been repeated and all modules must be registered in the same year for a specific year.

Honours degree students must have achieved an average of 80% or more. The degree must have been completed in one year for full-time students and two years for part-time students. No modules should have been repeated. Master's degree students must have achieved an average of 75% or more and the degree must be completed in the minimum prescribed time.

The top academic achievers were acknowledged during a function hosted by the Dean, Prof Elsabé Loots, and the Deputy Dean: Teaching and Learning, Prof Johan Oberholster.

We are particularly proud of the fact that the 2015 Dean's list includes three of our staff members: Jade Samuels, Sonnette Smith and Gerrit Penning.

We wish to congratulate all our academic achievers and wish them all the best for their future academic and professional careers.



Prof Johan Oberholster (Deputy Dean: Teaching and Learning) (front centre left), and Prof Elsabé Loots (Dean) (front centre right), with some of the top academic achievers.

General

Faculty celebrates doctoral degrees

The Faculty conferred a historical high number of 27 doctoral degrees in 2015. The Faculty wishes to congratulate all the graduates and the study leaders with this achievement.



Front (from left): Prof S Burton and Prof E Loots with doctoral graduates. Back (from left): Dr M Botha, Dr M Moos, Prof H Lotriet, Dr M Hattingh and Prof M Matthee.



From left: Prof I Brummer, Dr W Badenhorst, Prof J Oberholster, Prof A Ströh, Dr D Marais and Prof D Gouws



Front (from left): Prof M Breitenbach, Prof J van Heerden and Prof W Nkuhlu, Prof E Loots and Prof C Thornhill. Back (from left): Prof J Blignaut, Dr N Nkambule, Dr M Zerihun, Dr S Bwengye, Dr L Chesang and Prof R Naraidoo.



Front (from left): Prof B, Prof S Burton and Prof E Loots with doctoral graduates. Back (from left): Dr L Lekaota, Dr E Kavita, Dr E Kruger, Prof E Heath and Dr A de Klerk.



Front (from left): Prof C Strasheim, Prof C Thornhill, Prof JGI Oberholster, Prof W Nkuhlu, Prof S Nkomo, Prof J Kuye and Prof JJ Janse van Vuuren. Middle (from left): Prof AJ van der Merwe, Dr JJ van Loggerenberg, Prof C de Villiers, Dr T Mawela, Dr H Steenkamp, Dr NDL Motsei, Dr AA Steyn, Dr S Reshma, Dr RF Mukhudwana, Dr M Theron, Dr NS Segoati, Prof M Pretorius and Prof R Rensburg. Back (from left): Dr D Kruger, Dr GS Fasha, Dr AJ Swanepoel, Dr KL Maepa, Dr CM Mungule, Dr S Naidu and Prof H Twinomurinzi.

General

House Commercii: The EMS Student Leadership Team 2015/2016

Commercii is the Faculty house of Economic Management Sciences at the University of Pretoria. It is a society that caters for all the needs of students who are registered in the Faculty. It provides all the things that make student life worthwhile, such as assistance to first years, academic development skills, community outreach work, leadership and social interaction.

Commercii goes beyond just being a "typical society" on campus. It concentrates on being a society that provides valuable experiences and life learning skills that will empower our students to be leaders both on campus and in the workplace after completing their studies.



The 2015 Commercii committee members with Dr Ingrid le Roux, Guardian of House Commercii.



Russel Loubser JSE prize

The Russel Loubser JSE Prize was awarded to Ms Jo-Mari van Zyl at the Financial Sciences Award function held on 4 March 2015.

The prize, which is awarded to a deserving postgraduate student in the Faculty, was donated by the Johannesburg Stock Exchange (JSE) Limited in honour of Mr Russel Loubser, a prominent alumnus of the Faculty, who retired as the Stock Exchange's CEO in 2012.

Ms Van Zyl received this prize because she is academically strong, and has robust leadership abilities. She is a Golden Key member, and was appointed as a tutor in die Department of Accounting in 2014. She completed her BCom Investment Management Degree at the University of Pretoria in 2014 and she was one of the top five investment management students. She is also the recipient of the CFA Scholarship for June 2015.

Ms Van Zyl was also a member of the Tuks first swimming team in 2012 and 2013. She received Tuks Sport Honours, and received a sports bursary in 2012. She now works at Metier Investments, a private equity firm in Johannesburg. She is responsible for assisting with the research and valuation process for their portfolio companies.



Prof Loots presents the Russel Loubser JSE prize to Jo-Mari van Zyl.

General

The EMS Leadership Team 2015/2016



Front (from left): Prof Steve Koch (Head: Department of Economics), Prof Berendien Lubbe (Head: Tourism Management Division), Prof Karin Barac (Head: Department of Auditing). Middle (from left): Prof Ronel Rensburg (Head: Communication Management Division), Prof Madeleine Stiglingh (Head: Department of Taxation), Prof Margaret Chitiga-Mabugu (Head: School of Public Management and Administration), Prof Anske Grobler (Head: Department of Business Management). Back (from left): Prof Yolanda Jordaan (Head: Department of Marketing Management), Prof Karel Stanz (Head: Department of Human Resource Management), Prof Johan Oberholster (Deputy Dean: Teaching and Learning), Prof Elsabé Loots (Dean), Prof Stella Nkomo (Deputy Dean: Research and Postgraduate Studies), Prof Henco van Schalkwyk (Head: Department of Financial Management) and Prof Jean Myburgh (Acting Head: Department of Accounting).

The EMS Dean's Office support team



From left: Zinhle Sibiya (Student Advisor), Doret van der Westhuizen (Faculty Manager), Marcel Deysel (Committee Secretariat), Tersea Dalporto (Senior Management Assistant), Liesl Oosthuizen (Web Manager), Roxanne Fick (Student Advisor), Mary Marakalala (Senior Administrative Assistant) and Nasser Suliman (Faculty Accountant). Absent: Nikki Groenewald.



Student Administration. Front (from left): Estelle Nel, Phindile Mthimunye, Elma Carelsen, Nellie Bahula and Sibabalwe Qokose. Back (from left): Ernika Monyeki, Fhumulani Badugela, Khomotso Matabane, Emily Mokhehle, Ronel Steenkamp, Zethu Mjwara, Alta Erasmus, Sandra Lotter and Erika Boshoff. Absent: Marie Muller, Ignatious Dire and Johannes Ngobeni.



Human Resource Administration team. Front (from left): Mimi Snyman and Sarah Matseke. Back (from left): Ziyanda Mashalaba, Pramesh Mooloo and Lynn Goss.

The business of Business Management is to expand management science and spear innovative management thinking in Africa.

Business Management



Front (from left:) Tshidi Mathibe, Reba Letsholo, Prof Anske Grobler, Theodora Morris, Retha Strydom and Fani Jojozi. Second row (from left): Wesley Rosslyn-Smith, Dorah Mashiyane, Dr Menisha Moos, Le-Andre Sheldon and Prof Alex Antonites. Third row (from left): Dr Dawie Bornman, Wesley Niemann, Dr Chuks Eresia-Eke and Dr Johan Vogel. Back (from left): Herman Lemmer, Prof Jurie van Vuuren (Head of Department), Kelvinne Mocke, Prof Marius Pretorius and Theuns Kotze. Absent: Dr Rachel Maritz, Dr Ingrid le Roux and Dr Melodi Botha.

Business Management

Private sector stakeholders eager to explore collaborative research opportunities

Prof Ernie Heath of the Department of Business Management co-presented a paper and chaired two sessions at the 2015 Association for Tourism and Leisure Education and Research (ATLAS) Africa Conference, with the theme “Tourism and inclusive growth in developing economies”. The conference was held in Dar es Salaam, Tanzania.

At the conclusion of the conference, he facilitated an interactive strategic session to identify and synthesise key future tourism research challenges to enhance inclusive growth in Africa. The session aimed to involve academics, as well as public and private sector stakeholders. The top 20 research challenges that were identified included key themes of a multi-disciplinary nature, which also provide opportunities for collaborative research among academic institutions in Africa. According to Prof Heath, he was very much encouraged by the enthusiasm and commitment of colleagues from various African countries, including Ghana, Kenya, Rwanda, Tanzania and Uganda, that are eager to collaborate with South African academics to jointly address these challenges and opportunities.

During August and September 2015, Prof Heath was also invited to present papers at two industry-specific conferences in the hospitality and golf tourism sectors. At the future-oriented international Tomorrows Hotel Conference held in Mauritius, he

presented a paper entitled “The dynamically changing global landscape: posing new challenges and opportunities for tourism and hospitality stakeholders in the Indian Ocean region”. At the inaugural Africa Golf Summit, which was held at Serengeti in Gauteng, he facilitated an interactive panel discussion on the theme “A strategic approach to public-private partnerships in developing and executing a national golf agenda”. This culminated in an agreement among delegates on the key priorities to implement a national agenda, which should be underpinned by a strong focus on relevant research as a basis for a sustainable national golf tourism strategy.

According to Prof Heath, who was the only academic to present papers at these two industry-specific conferences, the message from industry stakeholders at these conferences was clear. They are eager to collaborate with academic institutions regarding relevant, reliable and timely research to inform future-oriented strategic thinking and enhance sustainable

competitiveness in the tourism and hospitality sectors. This increasing need for appropriate research, knowledge and intelligence is, among other things, being driven by the challenges and opportunities being posed by the changing macro, competitive and market environments and the levels of disruption (mainly driven by technology) that are taking place in various spheres of the tourism and hospitality industries.



Prof Ernie Heath (left) with Mr Jonathan Smith (CEO of the Golf Environment Organisation in Scotland) and Mr Henrique Duarte (General Manager of Irrimac in Portugal).

Business Management

Hellmann Worldwide Logistics supports supply chain management talent development

The supply chain industry faces a severe shortage of talent in a time when the demands on the profession have never been greater. Globalisation, uncertainty in the market, changes in demographics and the emergence of the supply chain as a strategic function are some of the factors that drive the local and global skills shortage.

The Department of Business Management at the University of Pretoria is a major contributor to supply chain skills development in South Africa and offers a progressive range of formal academic degrees and continuing education programmes in supply chain management and logistics.

To this end, the Department and Hellmann Worldwide Logistics South Africa initiated a partnership with the purpose of developing supply chain management talent by means of work-based projects, bursaries, vacation work opportunities and permanent employment for graduates.

Hellmann Worldwide Logistics is a logistics services company with its head office in Osnabrück, Germany. The company has more than 300 offices on five of the six inhabited continents. Services offered include air freight, contract logistics, customs brokerage, e-commerce, road freight, sea freight and sea-air logistics.

The two bursaries, amounting to R40 000 each, were awarded to a second-year student in supply chain management, Mr Frank Modeya, and a third-year student, Mr Evert de Goede.

The Department of Business Management values the partnership with Hellmann Worldwide Logistics in developing young talent for the job market.



From left: Dr Marcia Mkansi (senior lecturer in Supply Chain Management), Mr Michael Barber (Hellmann's sales director for Sub-Saharan Africa), Mr Evert de Goede (student), Mr Heinrich Stassen (Hellmann's CEO for Africa), Mr Frank Modeya (student) and Mr Wesley Niemann (programme manager for Supply Chain Management).

Business Management

Transport economist appointed as honorary professor of logistics

The Department of Business Management recently appointed Dr John Maluleke as an honorary professor of logistics.

Dr Maluleke obtained BAdmin (Business Economics), BAdminHons (Transport Economics) and BAdminHons (Business Economics) degrees from Unisa. He also obtained an MCom (Business Management) qualification from the erstwhile Rand Afrikaans University (RAU) and a DCom (Transport Economics) from Unisa.

Dr Maluleke invested 27 years of his professional working life at Transnet, with a particular focus on customer service and train operations of the erstwhile South African Railways and Harbours. He started his career as a ticket examiner in 1971, after which he completed a range of training programmes and received tertiary education qualifications, which secured his appointment as Manager of Research and Development at Transnet in 1991.



Dr John Maluleke.

Dr Maluleke is a member of various vocational and professional societies and serves on the executive board of the Chartered Institute of Logistics and Transport South Africa. He has made many contributions in the field of logistics and supply chain management as consultant, practitioner and educator and the Department of Business Management is looking forward to a mutual beneficial relationship with Dr Maluleke.

The expertise that he acquired and applied revolves around the determination of different types of tariffs in the transport of both freight and passengers. He conducted exploratory research studies focused on the revitalisation of new rail services, as well as intermodal facilities around Gauteng and Limpopo. His research recommendations led to the rescheduling of new rail services from Gauteng to Polokwane.

In 1998, he resigned from Transnet and co-founded Khuthele Projects, where he served as Director. Based on his extensive hands-on practical experience in train operations within and outside of the centralised traffic control area, coupled with the logistics management expertise that he acquired at RAU, he executed various research and consulting projects for the public and private sectors. In 2002, he was appointed senior lecturer in transport economics at Unisa.

Business Management

UP intellectual property expert represents South Africa on global review panel

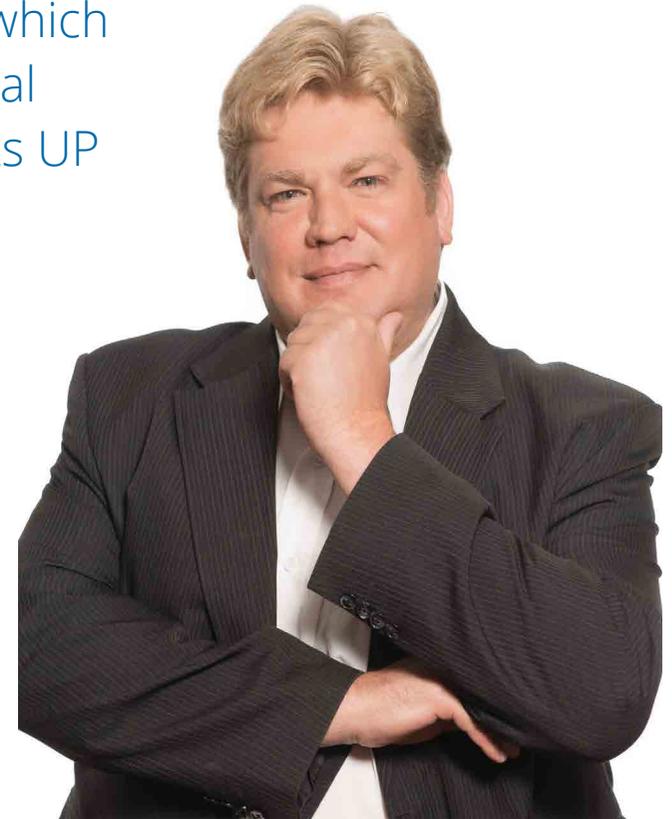
Prof Alex Antonites of the Department of Business Management was the only South African expert elected by the World Intellectual Property Organisation (WIPO) as a panel member of the official global review of entrepreneurs, innovation and intellectual property, which is called Innovating for Success Promoting the Use of Intellectual Property (IP) by Small and Medium Enterprises (SMEs). This puts UP on the global map regarding entrepreneurship and innovation.

WIPO approached a number of international experts to serve as panel members of Innovating for Success Promoting the Use of IP by SMEs. As panel member of this guidance document, Prof Antonites will provide guidance and advice regarding the promotion of small enterprises' innovative capacity, as well as South Africa's position on the subject. This opportunity also offers possibilities for further research in this exciting and dynamic field.

Prof Antonites' field of speciality is entrepreneurship, specifically innovation, which includes intellectual property. He has delivered papers and presented classes all over the world on this subject. His knowledge has already been utilised by WIPO when he held a presentation at their headquarters in Geneva, Switzerland regarding the development of intellectual

property for SMEs in emerging markets. His advice was also called upon regarding the unique inventions developed by entrepreneurs in South Africa in the past. Prof Antonites is thankful that his work and passion is being recognised. "Our Department and Faculty continuously afforded me the freedom to think freshly and creatively, as well as to apply what I have learnt and develop innovative entrepreneurs. The invitation to serve on the panel is evidence that our expertise is highly regarded, with innovation-driven countries like Finland, Sweden and Japan also working on this review document."

The review document is the first of this subject to be distributed internationally. The review process takes place online and the panel members will submit their reports in the middle of May 2016.



Prof Alex Antonites of the Department of Business Management.

Business Management

Supply chain management postgraduates qualify for global student challenge

Two teams from the University of Pretoria successfully completed the qualifying rounds of the Fresh Connection American Production and Inventory Control Society (APICS) Supply Chain Challenge and managed to secure a place in the global challenge that took place between 27 April and 5 June 2015.

Teams from universities and business schools across the globe annually compete against each other in the Fresh Connection APICS Global Student Challenge. During 2014, 345 teams with over 1 350 students from 57 countries competed in the first-ever Fresh Connection APICS Global Student Challenge.

The teams have to save a fictional fruit juice company, The Fresh Connection, from financial ruin. As the company is suffering severe losses, a new management team has to be appointed and each student plays a role in this team.

The assignment is to make the company profitable again by realising the highest possible return on investment. The participants do this by making strategic and tactical decisions and optimisations to the complete value chain.

Both teams from the University of Pretoria, consisting of two honours and six master's degree students under the guidance of Mr Wesley Niemann, Programme Manager: Supply Chain Management in the Department of Business Management, have realised a positive return on investment in the qualifying rounds to secure a place in the global challenge.

Prior to the APICS Conference that took place in October 2015, there was a spectacular final in Las Vegas, USA, where the continent winners of the challenge competed alongside nine APICS District Case Competition winners to become the Fresh Connection World Champion.

"The Department of Business Management is extremely proud of its students in Supply Chain Management," says Mr Niemann.



Front (from left): Ms Thanusha Govender, Ms Assilah Agiggi, Mr Arno Meyer and Mr Kelvinne Mocke. Back (from left): Mr Kyle Oliver, Mr Simon Mwebaze, Mr Gregory Hall and Mr Wesley Niemann.

Business Management

Realism and structured models provide solution to unemployment

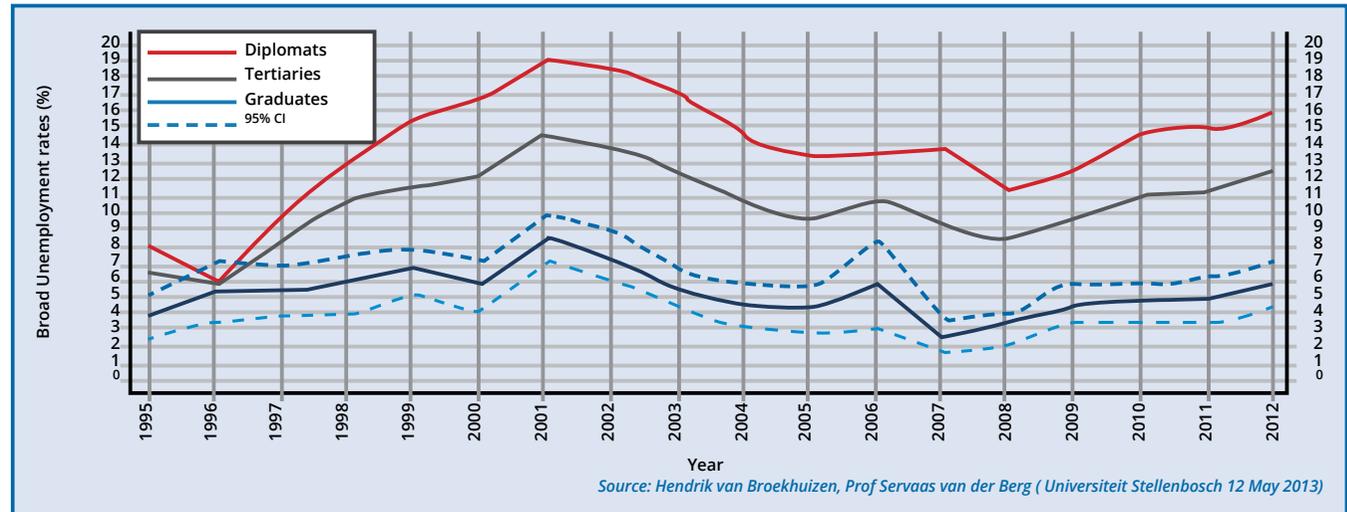
“Consider a career as an entrepreneur or small business person if you can’t find work, it will solve our unemployment problem!”

Many politicians, academics, economists and media role players make this statement without really considering the realities of the South African economy and demography, says Prof Jurie van Vuuren of the University of Pretoria’s Department of Business Management. His expertise on this subject was published in the Sunday newspaper Rapport’s careers supplement on 15 February 2015.

According to Prof Van Vuuren, only a small percentage of the country’s youth will be able to start their own businesses, as it is actually very difficult to start a business and manage it sustainably. In the Global Entrepreneurship Monitor South Africa 2013, only 8.9% of the participants considered starting a business, compared with 40% in Brazil.

However, it does not help to present the wondrous cure of small business as a career and in doing so paint an idealistic picture that the youth will create jobs for themselves. It also does not help that, as is presently the case, millions of rands are spent on training that does not fit into a structured model. Interventions and models that will really make a difference in South Africa should be funded. The honourable Minister of Small Business Development need not look to other countries for a workable solution, successful models are already being applied here.”

A model designed by UP in partnership with the City of Tshwane applies the necessary scientific principles to



make a tangible difference. Prof Van Vuuren explains the model as follows: “Firstly, the best training programme for the target market is identified. Then individuals are selected through personal interviews and the most suitable candidates are admitted to the programme.

The training takes place in the communities and it is followed up by a mentorship programme of six to nine weeks. The prospective entrepreneurs are then exposed to the small business empowerment environment, including financial institutions. The process is completed when the City of Tshwane offers small contracts, which are awarded to the business with the best quotation,” he says. These small contracts include fixing potholes, maintaining

parks and supplying stationery. The contract is confirmed with a letter of intent that can be presented to a supplier, thereby initiating the business cycle. Experience is obtained while the spirit of entrepreneurship is also promoted. The process is repeated and expanded to include other clients.

In this way, it is possible for entrepreneurs to start and conduct business sustainably. According to Prof Van Vuuren, three elements are needed for success, namely suitable individuals, the necessary skills and the empowerment of these individuals who do not already have a suitable degree or diploma.

Business Management

Training in entrepreneurship can play a positive role in the education landscape

In October 2015, the events in the tertiary education industry caused considerable upheaval, but according to Prof Jurie van Vuuren, Coordinator of the Chair in Entrepreneurship in the Department of Business Management at the University of Pretoria, a few of the fundamental assumptions made by a number of those involved could have very serious consequences. Simplistically stated, it is suggested that if prospective students do not have to pay for tuition, they will successfully complete their degrees within the prescribed periods and will then be absorbed by the labour market.

The first assumption is that the 23 universities in the country will be able to physically accommodate thousands of additional students. However, in reality, thousands of applicants have to be turned away annually, and the cost of tertiary education is only the tip of the iceberg. South Africa needs more universities. Even if a new university were to be built next to UP tomorrow, it would already be full. The assumption that all students who are accepted will complete their degrees in the prescribed time, whether they be three-, four- or five-year programmes, has already been proved wrong by the high attrition figures reported at the end of the first, second and third years of study at universities.

“The greatest flaw in this simplistic argument, however, is the assumption that successful students will all be

absorbed into the labour market,” Prof Van Vuuren said. This is unlikely if the national economy continues to grow at the current pace. The thousands of students who are not accepted for study at universities have several options, but the cost of obtaining an education at a private institution is excessive and could amount to between R50 000 and R65 000. Universities have a duty to find creative ways in which to broaden the scope of the courses on offer, as UP will indeed be doing in 2016.

The main aim should be to empower “unsuccessful” candidates to ensure that they will become economically active as soon as possible.

“Anyone can put together a programme and claim that it is excellent, but in order for it to be successful, it has to be scientifically sound.”

According to Prof Van Vuuren, the best solution for students is to start thinking of themselves as entrepreneurs. The so-called “unsuccessful” candidates should be rendered successful by making them realise that they are in fact enterprises, and that they should therefore invest in acquiring the appropriate skills. It

has already been proven that new businesses do not fail because of a lack of capital, but rather because of a lack of skills.

He recommends that the implementation of programmes based on scientific principles should be considered, which is exactly what UP is doing with regard to its planned programme.

Anyone can put together a programme and claim that it is excellent, but in order for it to be successful, it has to be scientifically sound.

The results achieved with any programme are important and can only be evaluated based on the answers to the following questions: “How many of the candidates who have been exposed to these skills started their own businesses?” “How many of them expanded their businesses?” and “How many are still in business after three years?”

Prof Van Vuuren mentioned that he often tells students that there are many possible routes to follow after completing matric, even if they were not accepted for study at a university.

However, but that they have to change their thinking from believing that they have to find work to deciding to create work. However, they need to ensure that they first acquire the appropriate skills.

Business Management

Research on business rescue

Since Chapter 6 of the New Companies Act, Act No. 71 of 2008 came into effect in 2011, three members of the Department of Business Management have conducted research on business rescue.

Three lecturers have published six peer-reviewed articles on the subject. Two out of three conference papers were rewarded with best paper awards in 2013 and 2014. Currently, four PhDs and one master's degree in business rescue are in different phases of completion.

The Department conducted contract research and produced a report on the status of business rescue in 2015. It recommended seven interventions to improve the industry. Usually, only one in 10 rescues succeeds, as there are many barriers to overcome.

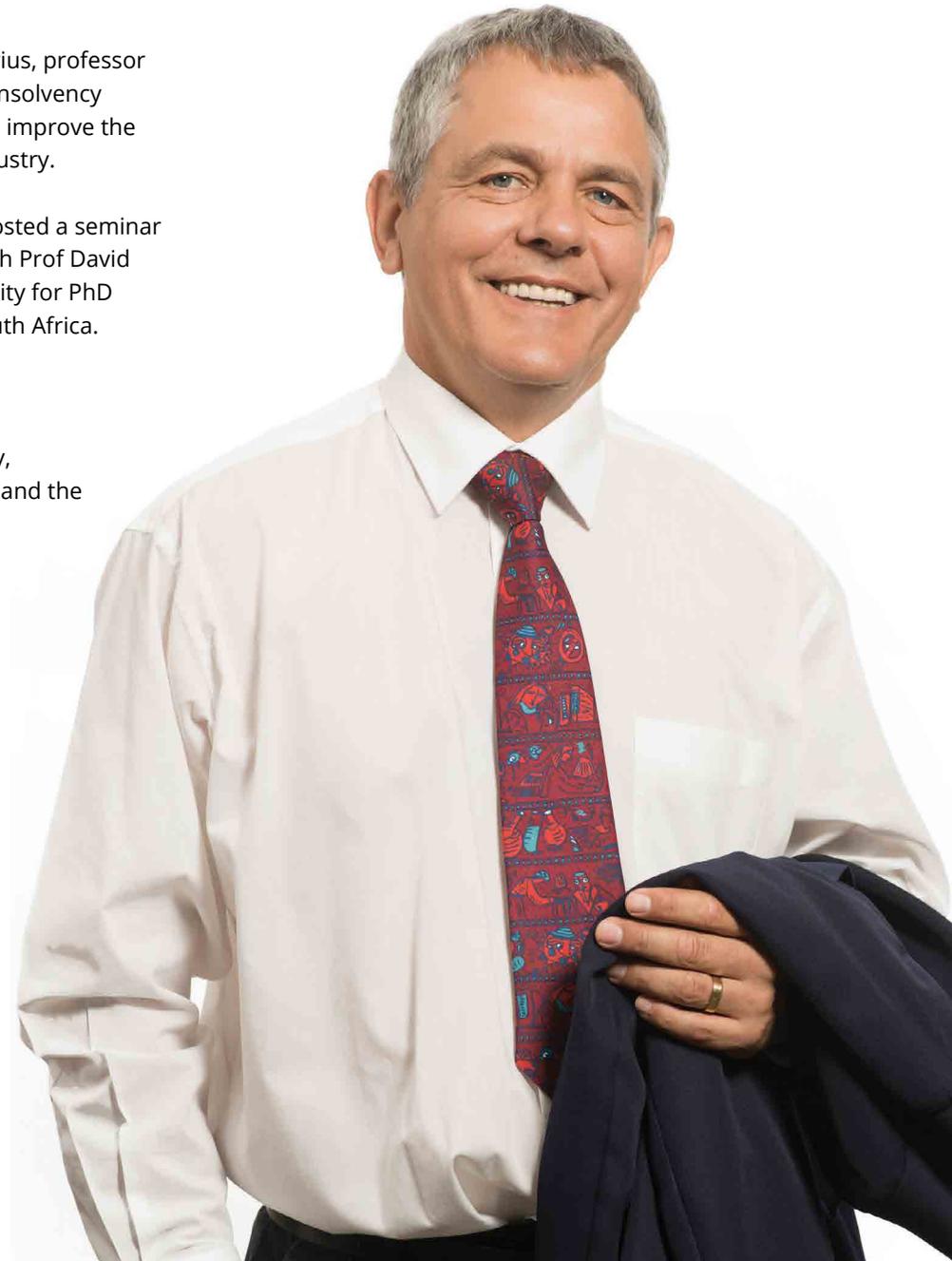
Mr Wesley Rosslyn-Smith, who joined the Department in 2015, also plays an important role in activities of the Turnaround Management Association Education Committee.

This also led to the establishment of the one-year Certified Rescue Analyst course, which is endorsed by the Turnaround Management Association in the USA, for educating business rescue practitioners.

Mr Rosslyn-Smith and Prof Marius Pretorius, professor in the Department, have completed the Insolvency Practitioner Certificate course in order to improve the Department's standing in the related industry.

During October 2015, the Department hosted a seminar for young business rescuers together with Prof David Burdette from Nottingham Trent University for PhD candidates in business rescue across South Africa.

Participants included the University of Cape Town (UCT), Free State, North-West University (NWU), Stellenbosch University, the Gordon Institute of Business Science and the Department's PhD candidates. The topics of current research include post-mortem analysis, reasonable prospect foundations, sense-making, the use of signalling theory by business rescue practitioners, pre-packs for application in South Africa and more.



Prof Marius Pretorius, of the Department of Business Management.

Keeping stakeholders engaged and adding value to organisational life.



From left: Samantha Rabie, Muriel Serfontein, Andrea Meyer, Olebogeng Selebi, Prof Ronél Rensburg (Head of Department), Relebohile Letlatsa, Neeltje du Plessis, Dr Estelle de Beer and Anné Leonard.

Communication Management

Research shows that corporate lying can damage reputations

Research to investigate if communication management professionals occasionally lie to the media to protect organisations, clients or CEOs and why they do it is causing a stir in the public relations and corporate communication environment.

Prof Ronel Rensburg, Head of the Communication Management Division, delivered a conceptual paper, "Lying to protect the organisation and CEO: an occupational hazard?", at the annual BledCom 2015 Conference in Slovenia. The paper and initial research among 20 Southern African communication professionals re-emphasised the power communication wields in organisations. The research is now continuing among larger samples in South Africa.

The recent worldwide corporate scandals in the International Federation of Association Football (FIFA) and Volkswagen, as well as local issues like Nkandla and Hitachi in South Africa, further illustrate how corporate lying can affect not only the reputations of powerful enterprises, but also the communication management profession.

From the start of their careers, communication management professionals learn the following three universal realities about dealing with the media: do not lie to the media, do not hide facts from the media and do not say "no comment". Ideally, communication management professionals should advise their organisations and CEOs to avoid hiding and varnishing or embroidering facts, particularly where the media is concerned.

However, deception on behalf of organisations and their leaders are becoming endemic. Now more than ever before – with the omnipotence of social media – communication professionals can blur the faint lines between being truthful and lying.

Prof Ronel Rensburg is acknowledged for distinguished service to public relations in South Africa

Prof Ronel Rensburg, Head of the Communication Management Division, received the Fellowship Award from the Public Relations and Communication Management Institute of Southern Africa (PRISA) on 15 June 2015.

Prof Rensburg, former President of PRISA and board member of the Global Alliance for Public Relations and Communication Management Associations, has been acknowledged for contributing to communication management education and practice on a regional, national and international level for 20 years. The Fellowship may only be conferred on registered practitioners at chartered or accredited levels in recognition of long and distinguished service to PRISA and/or the public relations profession. Fellows are entitled to exercise full voting rights in the affairs of PRISA and may be elected to any post in PRISA.



Pictured with Prof Ronel Rensburg is PRISA's immediate past President, Lungile Lose.

Communication Management

Research affirms sustainability and value creation in a rural community

Mr Dominique Pröbstl, a master's degree student in Communication Management in the Faculty, was involved in one of South Africa's most ambitious corporate social responsibility (CSR) projects, namely the establishment of the Mandela School of Science and Technology, which is based in the South African town of Mvezo.

The school, which was launched in 2013, is a collaborative effort between Siemens and South Africa's Department of Basic Education. It is geared towards boosting the appreciation of Science, Mathematics and Technology among rural children in South Africa. Its aim is to educate the next generation of South Africans who will lead and change the country's future. The school practices the national curriculum and focuses on three core pillars, namely skills development, sustainability and local value creation.

Due to his interest in sustainability and CSR initiatives, Mr Pröbstl devised a strategy and roll-out plan for the school with Siemens's backing. The school was built on the principles of sustainability and it is already making a significant difference in the Mvezo community.

During Mr Pröbstl's undergraduate and honours degree studies, he

explored business development and communication strategy. He based his master's degree research on the impact of the Siemens CSR-project in Mvezo and investigated the impact of this project on the community, teachers and learners. The Mvezo community enabled Mr Pröbstl to acknowledge and document the project's influence as an asset to the surrounding areas.

The research emphasised the project's commitment to local development and infrastructure improvements, such as labour, suppliers, intellectual capacity, skills development and job creation.

The value-added education of the learners increased drastically and it is illustrated by their ambition to attend tertiary education facilities. The Department of Education and Siemens are committed to maintain the current systems and processes at the school.



Learners at the Mandela School of Science and Technology in Mvezo participating in communication management research.

Communication Management

Nurturing international cooperation

In June 2015, Prof Ronel Rensburg and Dr Estelle de Beer were invited to visit the Arnhem Business School at the Hogeschool van Arnhem en Nijmegen (HAN) University of Applied Sciences in the Netherlands.

They participated as assessors in the Arnhem Business School Talent Event, during which students presented their projects to an international panel, which included assessors from the USA, China, Russia, England, Japan and France.

HAN offers high-quality education and an environment in which studying is inspiring, innovative and international. The Communication Management Division has a long-standing cooperation agreement with HAN. One of the joint future projects entails analysing and monitoring the global reputation of the International Federation of Association Football (FIFA) and communication. In 2016, students will analyse media content surrounding FIFA's reputation in the mainstream news and social media, as well as FIFA's stakeholder relationships, and eventually provide inputs for FIFA's global communication and reputation strategy.



Prof Ronel Rensburg (second from left) and Dr Estelle de Beer (far left) with Erna Helsen and Marjon Elshof of the Hogeschool van Arnhem en Nijmegen in the Netherlands.

New collaborative ties established in global public relations arena

The Communication Management Division in the Faculty of Economic and Management Sciences is establishing collaborative ties with Edelman's African and South African branches. Edelman is a global public relations firm.

Robert Holdheim, who oversees Edelman's operations in South Asia, the Middle East and Africa, as well as Tod Donhauser, Managing Director at the Johannesburg branch of Edelman South Africa, have been in talks with the Communication Management Division about possible collaboration between the company and UP.

The Division aims to build a strong alliance and relationship with Edelman, in order to empower the University of Pretoria's ability to innovate and progress into new educational arenas.



From left: Tod Donhauser, Robert Holdheim, Prof Ronel Rensburg and Dr Estelle de Beer.



“Leaders for Good”

Developing the next generation of leaders in support of social and environmental justice.

Albert Luthuli Centre for Responsible Leadership



From left: Prof Derick de Jongh (Director), Pieter Conradie, Anthony Makeketa, Dr Willem Fourie, Carto Swarts, Rene Swart, Sarah Burford, Siyaphiwa Maphanga and Ben van der Merwe.

Albert Luthuli Centre for Responsible Leadership

Symposium on corporate governance and integrated reporting in SA

Prof Derick de Jongh, Director of the Albert Luthuli Centre for Responsible Leadership, was part of a panel of experts at a showcase symposium at the 75th annual meeting of the Academy of Management (AOM). This event was held from 7 to 11 August 2015 in Vancouver, Canada.

The AOM was founded in 1936 and now has more than 19 000 members from nearly 120 nations. The Academy promotes excellence in established management disciplines and the exchange of ideas. It also provides collaborative opportunities and supports scholarly activity through their annual meeting. Their headquarters are located in New York on the campus of Pace University.

Prof De Jongh was one of the co-organisers, along with Prof Sandra Waddock from Boston College's Carroll School of Management, to present the showcase symposium on "Opening planetary governance: from corporate to national to global (Earth systems) governance". Prof De Jongh and Prof Waddock gave an overview of corporate governance from a global and local perspective and emphasised planetary challenges for business and the role of integrated reporting in shaping a new business model for the future.

A retired South African judge, Prof Mervyn King (of the King Commission), was tasked with delivering the keynote address at the symposium. He reflected on the emergence of integrated reporting and other governance mechanisms from his experience as Chairperson of the International Integrated Reporting Council.

The panel comprised Prof Jonathan P Doh from Villanova University (USA), Prof Christian Vögtlin from the University of Zurich (Switzerland) and Prof Laura Albareda from the University of Deusto (Spain).

Using the definition of governance as the ways in which societies make decisions and share power, the symposium covered the opening and emerging governance structures at levels ranging from corporate to state to global or earth system governance.

"The symposium was nominated for the Carolyn Dexter Award for Best Symposium."

The panellists brought several different perspectives on governance to the discussion. Prof Christian Vögtlin discussed the potential of planetary/global governance schemes to encourage responsible innovations that are aimed at sustainability.

Prof Doh discussed collaborative governance as an integrated model to forge strong, sustainable governance systems at multiple levels. Prof De Jongh discussed the ways in which integrated reporting and other progressive governance mechanisms are shaping South African business and leadership. Prof Albareda focused on the Earth System Governance project as a means of managing the global commons, global markets and sustainability.

The symposium was nominated for the Carolyn Dexter Award for Best Symposium at the AOM. Although their symposium did not receive the first prize, receiving a nomination (one of only 20) from among the hundreds of accepted symposia at the AOM is an achievement in itself.

After the AOM, Prof De Jongh emphasised the leading role played by South Africa in corporate governance and especially in integrated reporting.

The work in thought leadership done at the Albert Luthuli Centre for Responsible Leadership in this regard should be highlighted.

Albert Luthuli Centre for Responsible Leadership

Dumisani Hlophe shares his thoughts on responsible leadership in the public sector

Since the beginning of 2015, Research Tuesdays have become regular events at the Albert Luthuli Centre for Responsible Leadership (ALCRL). The aim of these sessions is to gather all of the ALCRL PhD candidates to share their research progress and challenges, as well as to invite experts from the broader field of responsible leadership to share their knowledge.

It is through this endeavour that Prof Derick de Jongh, Director of the ALCRL, invited Mr Dumisani Hlophe to share his views of responsible leadership in the public sector on 23 June 2015. Mr Hlophe is the founder and Executive Director of the Kunjalo Centre for Development Research (Kunjalo CDR), a premier leadership, research and policy development institution that focuses on capacity building for higher organisational performance.

He is a well-known political analyst, researcher and writer whose work appears in newspapers, as well as on radio and television. He has also held various positions in the private and public sectors, most prominently as a Deputy Director General at the

Gauteng Department of Roads and Transport and recently as a manager at Power FM.

During his visit to the ALCRL, Mr Hlophe mentioned that there is a high level of corruption in the public sector, which is indicative of a lack of responsible leadership. He argued that more needs to be done in the public sector to improve ethics, integrity and good governance. He believes that responsible leadership needs to be demonstrated most importantly in the public sector through a shared value system and through unquestionable ethical behaviour.

According to Mr Hlophe, the ALCRL is named after one of South Africa's great freedom fighters and

humanitarians, Chief Albert Luthuli. He fought for democracy and a just system of governance. Therefore, Mr Hlophe suggested that "the Centre should contribute to progressive, clean, transparent and transformational leadership by developing a research programme on the meaning and application of responsible leadership in the public sector".

Mr Hlophe is currently perusing doctoral degree studies on leadership and organisational performance in the public sector and believes that the Centre has the potential to make a huge contribution towards influencing the concept of responsible leadership in the public sector.

"The Albert Luthuli Centre for Responsible Leadership is named after one of South Africa's great freedom fighters and humanitarians, Chief Albert Luthuli."

Albert Luthuli Centre for Responsible Leadership

Linking science, business and leadership

The Albert Luthuli Centre for Responsible Leadership (ALCRL) hosted the 3rd International Conference on Responsible Leadership at the University of Pretoria during November 2014. The conference, which was attended by more than 80 international and local delegates, discussed the theme “Bridging sciences, business and politics: the role of responsible leadership in creating the necessary transition to a sustainable global economy”.

Prof Derick de Jongh, Director of the ALCRL, opened the proceedings by welcoming delegates to what he called “a convergence of many disciplines”. He acknowledged the importance of interdisciplinarity in advancing the field of responsible leadership. He also highlighted the ALCRL’s aim to lead the debate on linking science, business and leadership, with this conference as a starting point.

Mr Kumi Naidoo, Greenpeace’s International Executive Director, was the first keynote speaker. He presented a recorded message during the conference’s official opening. He shared ideas on the role of leadership in the sustainability sector and emphasised the fact that we are running out of time to address the impending and catastrophic danger of climate change. He also called on big businesses to “see yourself as revolutionaries, see yourself as people who are willing to make big changes in the world and not only focus on making a profit”.

Prof Malcolm McIntosh from Griffith University in Queensland, Australia concluded the evening by highlighting reasons why we need a new political economy, based on his new book, *Thinking the Twenty-First Century: Ideas for the New Political Economy*. Guests at the gala dinner were also entertained by the UP Avuwa cultural group.

The conference was presented in partnership with Griffith Business School, Globally Responsible Leadership Initiative, Business School Lausanne, Tongji School of Economics and Management (SEM) and Babson College, with Exxaro Resources as the leading sponsor.



From left: Dr Patricia Strong (University of Sydney), Prof Derick de Jongh (Director of the ALCRL), Prof Sandra Waddock (Galligan Chair of Strategy at Boston College), Prof Malcolm McIntosh (Griffith University) and Prof Elsabé Loots (Dean of the Faculty of Economic and Management Science at UP).



EKONOMIESE EN BESTUURSWETENSCHAPPE
ECONOMIC AND MANAGEMENT SCIENCES

“Marketing takes a day to learn, but it takes a lifetime to master.” – Philip Kotler

Marketing Management



Seated (from left): Phuti Matjea, Managa Devar, Thinkwell Ndhlovu, Prof Yolanda Jordaan (Head of Department), Prof Pierre Mostert, Michael Humbani and Jade Samuels. Standing (from left): Dr Gené van Heerden, Dr Liezl-Marié Kruger, Danita Potgieter, Prof Melanie Wiese, Prof Deon Nel, Dr Michelle van der Merwe and Dr Tania Maree.

Marketing Management

Marketing guru inspires at conference and workshop

The 27th annual Southern African Institute for Management Scientists (SAIMS) Conference, which was themed “Management in Southern Africa: change, challenge and opportunity”, was hosted on 30 August 2015 in conjunction with the School of Management Studies at the University of Cape Town.

Eight staff members of the Department of Marketing Management attended and/or presented several papers at the Conference, of which five were full competitive papers and two draft papers. Themes covered in these papers ranged from Twitter use, online retail websites and environmentally friendly behaviour, to mobile networks, service loyalty of customers, brand growth and value, and customer relationship management.

“The workshop was insightful and of great value from a research point of view.”

A post-conference research workshop was presented by Dr Naresh Malhotra, Senior Fellow at Georgia Tech Centre for International Business Education and Research (CIBER) and Regents’ professor emeritus at Scheller College of Business in the Georgia Institute of Technology, USA. Dr Malhotra was selected as a Marketing Legend in 2010 and Sage published his refereed journal articles in nine volumes, with tributes by other leading scholars in the field. In 2011, he received the Best Professor of Marketing Management, the Asia Best B-School Award and he was selected to receive the Hind Rattan Award in 2012.

The workshop dealt with qualitative and quantitative approaches to theory development and testing. It was very insightful and of great value from a research point of view. Staff members used the opportunity to liaise with Dr Malhotra and received a personal invitation to attend the ECMB conference in Bangkok in January 2016. He also expressed his interest in visiting the Department of Marketing Management in the future.



Marketing guru Dr Naresh Malhotra (fifth from the right) and staff members from the Department of Marketing Management at the SAIMS Conference 2015, held at the University of Cape Town. Our visiting colleague, Dr Lynda Andrews from Queensland University of Technology is on the far right of the photo.

Marketing Management

Contemplating the impact of technology on being a scholar–author

During a visit to the Department of Marketing Management in July 2015, Prof Julie Ruth from the Rutgers University School of Business in the USA delivered a presentation to the staff members of the Faculty of Economic and Management Sciences about the impact of technology on being a scholar-author.

Technology affects the way we collect data, what is expected in the review process and how reviewers and editors are changing their expectations of acceptable scholarly work. Prof Ruth has experience as an author, associate editor and reviewer for top journals and used published papers to share insights regarding technology's push and pull (the positive and negative) with regard to scholarship. It was argued that the peer review system will remain, despite any technological development, or it will be one of the very last things to change as a result of technology. This topic resonated with all colleagues who attended the session. Two visitors from North-West University, Ms Hester Spies and Ms Stefanie Kühn, also found the presentation insightful and inspirational.

Prof Ruth's visit was made possible by the annual Stephan and Pierre Viljoen Award. In 2015, this award was utilised for hosting an expert in a sub-discipline (in this case marketing) at the University of Pretoria to share her experience with a broader stakeholder group. Prof Ruth's research focuses on consumers' emotional lives, with two primary streams, namely how consumers' emotions shape their responses to marketing stimuli, such as brand alliances, advertising, and sponsorships, as well as their relationships with meaningful objects (purchased items, gifts) and people in their social networks (family or business associates). She uses a variety of quantitative and qualitative methods and analytical tools. Her research has been published in the *Journal of Marketing Research*, *Journal of Marketing*, *Journal of Consumer Research*, *Journal of Advertising*, *Journal of the Academy of Marketing Science* and others. She has served for more than four years as an Associate Editor for the *Journal of Advertising*. She has also served on multiple editorial review boards.



Prof Julie Ruth

Prof Julie Ruth with honours students.

Marketing Management

Exposure to customer experience management

The Department of Marketing Management hosted Prof Adré Schreuder, CEO of Consulta Research, founder and chairperson of the SA Customer Satisfaction Index (SASCI) and extraordinary professor in the Department during August 2015. He presented a customer experience management workshop to the MPhil Marketing Research students.

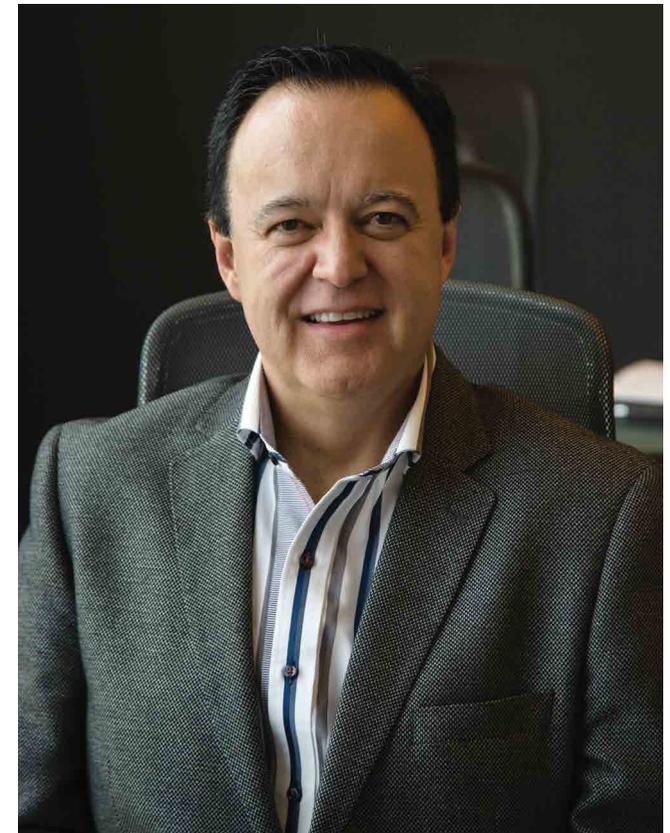
Prof Schreuder shared the latest developments in customer experience management with the students. The content of the workshop was grounded in theory and presented in a practical and hands-on way. As part of the workshop, students reported on their own customer experiences at a number of well-known South African retailers. They also had to report on how they would advise these retailers to improve their customers' experiences. The MPhil Marketing Research programme is offered by the Department in collaboration with GfK Verein, Germany.

Prof Schreuder started his career as a Marketing Assistant at the Marketing Division of the South African Department of Telecommunication and Postal Services. After 15 years in various academic positions, Prof Schreuder established a partnership research company called Consulta Research and he was appointed as Managing Director. The University of Pretoria acquired shares in Consulta Research and the company was established as a registered private company that operates as a research supplier, which specialise in state-of-the-art business research solutions for a wide variety of clients. His vision for Consulta Research is to establish a supportive climate for high-level research, consultation work, community service, and an international network of academic teamwork and interaction. Currently, he is CEO at Consulta Research.

Other management positions held by Prof Schreuder include Chairman of the Management School at the University of Pretoria, the Research Committee and Marketing Committee in the Faculty, committee member for the Corporate Identity Change for UP and Chairman of the Transformation Committee for the Support Services Investigation on Marketing Services.

He is also an editorial member and referee for the South African Association of Management Scientists, the *Journal for Management Dynamics*, the Marketing Educators Conference and the *Journal of Product Development and Research*, as well as Chairperson of South African Marketing Research Association (SAMRA) in 2011 to 2012.

Prof Schreuder also serves as a non-executive board member on various boards of directors of private companies in South Africa. Currently, he is also CEO of the South African Customer Satisfaction Index (NPC).



Prof Adré Schreuder.

Marketing Management

International expert presents MPhil Marketing Research workshop at UP

On 31 July and 1 August 2015, the Department of Marketing Management hosted Prof Holger Lütters, a professor of International Marketing at the Hochschule für Technik und Wirtschaft in Berlin, Germany. He is a leading expert on the topic of online marketing research.

Prof Lütters presented a two-day workshop to the MPhil Marketing Research students. The workshop focused on learning more about online questionnaire design and generating shareable online reports. During the workshop, the students were asked to design an online questionnaire, field the questionnaire and generate an online report for a particular marketing research project of their choice. The students gained valuable insight and practical skills to equip them to conduct marketing research in an online environment.

The MPhil Marketing Research programme is presented by the Department of Marketing Management in collaboration with GfK Verein. This programme's format will change in 2016 and the pilot offering of the MPhil Marketing Research programme will be replaced by a number of cutting-edge training courses in marketing research.

“Prof Lütters is a leading expert on online marketing research.”



The MPhil Marketing Research students work on their project.

Marketing Management

Make marketing matter

Following the University of Pretoria's slogan, "Make today matter", the Department of Marketing Management's theme for 2015 is "Make marketing matter". Mr Thinkwell Ndhlovu, Ms Jade Samuels and Ms Danita Potgieter, lecturers in the Department, inspired the students to make 2015 a year to remember.

During the orientation session held on 21 January 2015, students were encouraged to shake off the past. To portray this theme, the very apt song "Shake it off" by Taylor Swift was played. To demonstrate "shaking off the past", students received rice-filled balloons. Shaking the balloons signified shaking off the past and moving into the future.

In keeping with the theme "Make marketing matter", students were also encouraged to take fun photos around campus, displaying their "shaker" balloons with an inspiring message. Some of the messages included:

- Patience is a virtue, virtue is a grace.
- Do not fit in, stand out.
- There is only one way and that is UP.

As part of a competition, the first-year BCom Marketing Management students had to upload their photos to Instagram and Twitter with the hashtag *#makemarketingmatter*. The top three most-liked photos received exciting prizes the following day. The purpose of this initiative was to engage the students by **making marketing matter**.

The Department of Marketing Management wished all the first-years well as they embarked on their journey at the University of Pretoria.



First-year BCom Marketing Management students shake it off with their balloons.

Marketing Management

Students' ideas transformed into reality at the Student Shack

The honours degree students in Strategic Marketing Management partnered with the Unlimited Titans during 2015 as a practical project. The students were challenged to increase in-stadia support at SuperSport Park, as well as to create brand awareness for the cricket team.



Students at the Student Shack.

The students rose to the challenge and suggested creative ideas to the Unlimited Titans management team during their examination presentations earlier this year. Much to the students' surprise and excitement, the Unlimited Titans decided to implement one of these ideas – namely the "Student Shack". The idea of the Shack is a designated area next to the main scoreboard where students can socialise and enjoy the cricket.

The Student Shack was officially launched on 1 November 2015 at Super Sport Park. Not only were the honours students invited to the official launch, but they also had the opportunity to sign the "Founders of the Student Shack" plaque.

Mr Jacques Faul, Chief Executive Officer of the Unlimited Titans expressed his gratitude: "I wish to thank the honours degree students in the Department of Marketing Management at the University of Pretoria, as well as the lecturers for assisting the Unlimited Titans with creating brand awareness in this unique way and adding to the stadium experience.

This was a wonderful opportunity for the students to see their ideas come to life.

Tourism management is grounded in cutting-edge research and industry collaboration.

Tourism Management



From left: Nosi Mahlangu, Lynette Govender, Prof Berendien Lubbe (Division Head), Felicite Fairer-Wessels, Anneli Douglas and Elizabeth du Preez.

Tourism Management

South Africa's competitiveness as a tourist destination examined

The South African government recognises the tourism sector's potential to create employment and bring about economic growth. While this sector's current performance is encouraging, one cannot ignore the fact that our tourism resources have much greater potential.

A country's position as a tourist destination is normally determined by the World Economic Forum's Travel and Tourism Competitiveness Index (TTCI). From 2013 to 2015, South Africa rose in the rankings, from 64th to 48th position. This seemingly encouraging jump in the country's ranking should, however, be viewed with caution. Prof Berendien Lubbe, Head of the Tourism Management Division at the University of Pretoria, suspects that the country's upward move may simply be due to the fact that the measurements used in the index have changed after some indicators were added and others were removed.

Prof Lubbe explained that the TTCI is based on both statistics received from countries and data derived from opinion surveys. Furthermore, according to Prof Lubbe, destinations compete against relevant competitors, rather than generically against all 141 economies of the world. They also compete for market segments, rather than for the entire travelling population, who evaluate destinations based on their ability to provide similar experiences. For this reason, source markets are crucial in establishing competitiveness.

In a recent study by Prof Lubbe and her team at UP, researchers set out to determine South Africa's

competitiveness by finding out how the country is performing against its competitors in terms of source markets. The team's approach to the project was to look at what determines a tourist's choice, rather than at what is regarded as important. The study covered a number of areas, such as what we are doing right (in both the public and the private sectors) and what we are doing wrong in the industry. The team investigated six source markets, three of which are still emerging (China, India and Brazil) and three traditional source markets (the UK, the USA and Germany). She presented her team's findings at a public lecture that was presented at the launch of Tourism Month at the University of Venda at the beginning of September 2015.

The event was hosted by the Minister of Tourism, Mr Derek Hanekom. When compared to Australia and Kenya as its major competitors, South Africa's wildlife was seen as one of the country's most precious assets. It was rated as an aspect that makes the country unique as a tourist destination, which of course has an extremely positive effect on South Africa's overall competitiveness. In terms of the country's wildlife offering, it further emerged that although South Africa was clearly seen as a much more attractive destination than Australia in this regard, the UK respondents felt that Kenya and South



Prof Berendien Lubbe at the launch of Tourism Month at the University of Venda at the beginning of September 2015.

Tourism Management

Africa were equally attractive. According to the team's results, the quality of local services has a positive influence on the South Africa's overall competitiveness and the country is perceived to be performing better than Australia, but again at the same level as Kenya.

In the study, overall safety and security, especially crime, once again emerged as detrimental to South Africa's competitiveness as a tourist destination. In terms of tourist safety, South Africa is perceived to be performing worse than both Kenya and Australia.

On a more positive note, the team's research showed that South Africa's exchange rate may offer some opportunities as the country is perceived as a 'value for money destination', and far more so than either Australia or Kenya. The current exchange rate could lead to an increase in inbound tourism, but this is by no means certain, as price is not the only driver of travel.

Although it seems obvious that the devaluation of the rand will negatively affect outbound travel, domestic travel could actually increase. According to Prof Lubbe, the value of the country's diaspora market – in other

words, emigrants returning home for a holiday while the exchange rate is so favourable for them – should also not be underestimated.

In 2014, South Africa beat both Australia and Kenya in terms of access, but unfortunately, this picture has changed dramatically following the introduction of the country's new visa regulations and the unabridged birth certificate requirement for children. The study indicates that these problems are having a negative effect, which means that one group of tourists could potentially increase, but we are probably losing another.

Major drive to promote youth tourism in Southern Africa

A successful inaugural Southern Africa Youth in Tourism Conference with the theme "Promoting sustainable tourism development through the involvement and participation of the youth" was held in Mauritius from 23 to 24 April 2015.

During the conference, which was hosted by the Regional Tourism Organisation for Southern Africa (RETOSA), Prof Ernie Heath of the Department of Business Management presented a paper entitled "Are our tourism institutions of learning capacitating the youth to be leaders of tomorrow?" This culminated in a discussion of key future priorities to capacitate the future tourism leaders in Southern Africa to enhance the region's sustainability and global competitiveness.

A key outcome of the conference, which has the full support of the RETOSA membership base from 15 Southern African countries, was the establishment of a Southern African Youth Tourism Initiative, which will be guided by the Southern Africa Youth Tourism Steering Committee. Prof Heath, who was approached to be a special advisor to the Steering Committee says, "I was encouraged by the passion, entrepreneurial spirit and future-oriented thinking of the youth represented at the conference. It will be a privilege to work with this Steering Committee to advance youth tourism awareness and education in Southern Africa."

One of the first priorities was to develop a youth tourism action plan during the annual Southern Africa Tourism Indaba in May 2015. This plan was aimed at implementing key initiatives in the region that could form part of the Southern Africa World Tourism Day celebrations in September 2015 around the theme 'One billion tourists, one billion opportunities'.

Tourism Management

Sustainable ecotourism explored in Soshanguve

Students in the Tourism Management Division recently visited Soshanguve and the Tswaing Crater as part of their Sustainable Ecotourism module, which is presented by Prof Felicité Fairer-Wessels.

In Soshanguve/Winterveldt, the students visited the church community of Pastor Samuel Moshweu, which includes a nursery school. Two teachers care for children between the ages of two and four and teach them basic literacy and numeracy skills through play. The school is currently housed in a corrugated iron building that doubles as a church. Pastor Moshweu seeks support to build a community hall that can serve this dual purpose. The students donated cement towards the construction of the new building, as well as fruit, drawing paper and crayons for the children.

The aim of the visit was to make the students aware of this community's needs, as well as the basic and educational needs of the nursery school. The students had to come up with innovative ideas to engage the community in sustainable activities in order to boost their economy. As the school is adjacent to the Tswaing Nature Reserve, suggestions included the production of authentic curios to sell at the reserve, since there is currently no gift shop.

The nearby Tswaing Crater was also visited to ascertain whether the adjacent communities were involved in the site's management or activities in any way. This was not the case, but communities are allowed to harvest medicinal plants in the reserve – another set of products that can be sold in the gift shop. Individuals who work at the site were from the Soshanguve/Winterveldt communities.

Obtaining the trust of a local community is problematic and a long-term process, as many communities suffer from research fatigue and are not always prepared to welcome strangers in their midst.



Students in the Tourism Management Division recently visited Soshanguve and the Tswaing Crater with their lecturer, Prof Felicité Fairer-Wessels.

Tourism Management

UP presents research results to National Department of Tourism



Prof Berendien Lubbe delivers a presentation at the Tourism Research Seminar.

The Tourism Management Division presented the results of a two-year research study titled “A model to measure South Africa’s tourism competitiveness” at the National Department of Tourism’s annual Tourism Research Seminar. The event is hosted to showcase funded research projects undertaken by various tertiary institutions across the country.

The aim of the study was to identify the most appropriate factors and indicators of destination competitiveness that are relevant to South Africa as a tourism destination, with a view to develop and apply a model or instrument to measure and rate the country’s competitiveness relative to its potential. A mixed methodology was employed and it included a Delphi survey among industry experts, as well as a consumer survey in six of South Africa’s most influential traditional and emerging source markets. An adapted version of the Analytical Hierarchy Process was used to test the determinant attributes of competitiveness for South Africa, including a comparative analysis with key competitors in each of the source markets.

An important insight from the research is that industry stakeholders’ perception of the issues and challenges that face the private and public sectors, as well as their successes, were largely mirrored in the results from the source market surveys. The final model includes a range of qualitative and quantitative data, with the essential feature of allowing permutations across source countries and competitors while considering current trends.

The future application of the model may serve to create greater awareness among stakeholders of the specific improvement strategies required to reach new levels of competitiveness for the country as a tourism destination.

Making workplaces better, for productivity, but also for the health and wellbeing of employees.

Human Resource Management



Front (from left): Tshepo Kalanko, Dr Sumari O'Neil, Lynn Chetty, Prof Chantal Olckers, Prof Jenny Hoobler (Acting Head of Department), Prof Stella Nkomo, Prof Eileen Koekemoer, Carol-Ann van der Berg and Dr Herbert Kanengoni.

Back (from left): Prof Hein Brand, Dr Anne Crafford, Prof Arien Strasheim, Prof Pieter Schaap, Prof Deon Meiring, Dr Paul Smit, MA Themba, Dr Nasima Carrim and Prof Alewyn Nel.

Human Resource Management

Prestigious journal invites UP professor to serve as consulting editor

Prof Jenny Hoobler of the Department of Human Resource Management was recently invited to serve as a consulting editor (CE) on the editorial board of the *Journal of Applied Psychology*. She was elected to the board based on her scholarly expertise, academic achievements, visibility and engagement in the field. She will serve from January 2016 to December 2017.

The Journal has an impact factor of 4.8 and a five-year impact value of 7.753 according to the Web of Science, an online subscription-based scientific citation indexing service that is maintained by Thomson Reuters. The Journal, which currently processes over 1 200 manuscripts (new and revised) per year, is at the forefront of publishing new knowledge and understanding of applied psychological phenomena within organisational settings.

According to Prof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies in the Faculty of Economic and Management Sciences, this is a clear indication of Prof Hoobler's stature in the field and the research contributions that she has made over the years.

Prof Hoobler says that joining this editorial team marks the achievement of one career goal she set for herself a few years ago. "I also believe that having the University of Pretoria's name appear on the Journal's masthead should

enhance the university's name recognition in the fields of management and applied psychology."

Dr Gilad Chen, the Journal's editor and Robert Smith, Chair in Organisation Behaviour at the University of Maryland School of Business, note that the quality and reputation of any journal is substantially influenced by the quality of the editorial board.

"The editorial team and CE board members are integral in continuing this well-established tradition of supporting scholarship with theoretical and empirical rigor, broad scope, and applied relevance. Prof Hoobler's contributions as a CE will be an important addition to our team, and it will enhance our ability to reach our goals for the Journal."

Prof Hoobler is an internationally recognised scholar in the areas of work and family, gender and diversity in organisations, as well as abusive supervision.



Prof Jenny Hoobler.

"This is a clear indication of Prof Hoobler's stature in the field."

Human Resource Management

Leadership developed through workshops

Industrial and organisational psychology master's students in the Department of Human Resource Management recently presented leadership development workshops to students of the University of Pretoria.

The workshops formed part of the Leadership module and were conducted with the guidance of the course presenter, Dr Henriëtte Malherbe. Four workshops were presented, which covered a variety of leadership-related topics, such as confidence listening and communication, coaching, mentoring, self-leadership, negotiation, conflict, supra-change management, systemic thinking, and personal brand management.

Topics covered in the workshops were selected to not only be applicable to individual leadership development in the working environment, but also to that of everyday life situations. Workshop facilitators applied adult learning theory in designing and presenting individual exercises as well as the workshops in general. By incorporating the assumptions and principles of adult learning theory, facilitators were able to adopt an adult learning-centred approach to encourage and foster better learning in workshop participants.

To conclude the workshops, a ceremony was held where each participant received a certificate acknowledging his or her completion of the Leadership Development Workshop. The workshops proved to be a success, with facilitators and participants learning new knowledge and skills. Feedback from workshop participants was positive, as they indicated the value of new knowledge gained and the relevance of the workshop topics.

Human Resource Management hosts international labour academics

No less than seven visitors from different universities in Russia, the Netherlands, Hungary and Poland visited the Department of Human Resource Management on 14 September 2015.

These visitors, all academics in labour relations and labour law, were the guests of Dr Paul Smit, a senior lecturer in the Department.

The guests met in Pretoria for two days before flying to Cape Town to attend the 21st World Congress of the International Society of Labour and Social Security Law, held from 15 to 18 September 2015. In Pretoria, the visitors were treated to a UP campus tour, after which they visited the Department of Human Resource Management and met the Dean of the Faculty of Economic and Management Sciences, Prof Elsabé Loots. They then visited the Union Buildings before departing to Cape Town.



Visitors from the Moscow State University Law Academy and the Centre of Labour and Social Rights Moscow in Russia, the Vrije Universiteit, the University of Utrecht and the University of Amsterdam in the Netherlands, the University of Budapest in Hungary and the University of Warsaw in Poland join staff members at the Union Buildings in Pretoria.

Human Resource Management

Meta-analyst visits the Faculty of Economic and Management Sciences

Brenton Wiernik, a doctoral degree candidate in industrial and organisational psychology at the University of Minnesota, USA, visited the Department of Human Resource Management from 16 June to 3 July 2015. Mr Wiernik works with the Department on a number of projects, including the Green Project, which focuses on green behaviour in the workplace.

During his visit, he presented a comprehensive three-day meta-analysis workshop to various members of the Faculty of Economic and Management Sciences. Meta-analysis may be described as an objective and quantitative methodology for synthesising previous studies and research on a particular topic into an overall finding. Meta-analysis thus allows one to compare or combine results across a set of similar studies. It is a powerful tool to pool multiple studies and make sound conclusive statements about the relationships investigated by several authors.

Individuals who attended the workshop gained confidence in and valuable knowledge of how to conduct a meta-analysis. The workshop provided the attendees with a sound basic introduction to meta-analysis, with useful sources to build on this discipline in the future. Attendees received a thorough explanation of the statistics employed in meta-analysis, a skill many of them will now be able to explore. Even though time might have been limited during the workshop, many of the attendees now have a thorough framework of how meta-analysis is conducted.



Brenton Wiernik, a National Science Foundation graduate research fellow and doctoral student of industrial and organisational psychology at the University of Minnesota, USA, with Prof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies.

Human Resource Management

Research grant for African project awarded to EMS team

Prof Jenny Hoobler of the Department of Human Resource Management together with Courtney Masterson, doctoral degree candidate from the University of Illinois and Elsabé Buys, an MCom (Industrial Psychology) student at the Faculty were recently awarded the 2014/2015 Emerald African Management Research Fund Award. Prof Hoobler is the Head of the Department's PhD programme.

Emerald and the Africa Academy of Management (AFAM), in association with the International Network for the Availability of Scientific Publications and the International Academy of African Business and Development (IAABD), offer a research grant to an African project in the field of management research. Projects address the dissemination of knowledge for the social good, with a specific orientation towards benefit for Africa. At least one member of the research team must be based in Africa.

The research project submitted by Prof Hoobler's team is entitled "Crossover of work-family enrichment and work-family conflict: the case of domestic employment in Africa". Prof Hoobler explains that increasing employment rates for women, coupled with the demanding work hours and insufficient organisation-provided family-friendly resources. This has meant that there has been an explosion of an 'invisible workforce' of domestic employees worldwide in recent years. Numbers are estimated between 52.6 and 100 million workers.

"Official numbers for individual African nations are difficult to come by. Based on the 20 countries out of 53 for which databases exist, the International Labour Organisation reports that there are 5.2 million persons employed in

domestic work in Africa, 73% of whom are women, and 99% of whom are black," she says.

The research team argues that, when working women hire domestic employees to balance the conflicting demands of work and home life, domestic employees experience positive and negative trickle-down effects. These workers have their own home and family responsibilities. Work-family conflict is defined as role demands from the work domain being incompatible in various ways with role demands from the home and family.

The team paired Greenhaus and Beutell's three-dimensional framework of work-family conflict, namely time-, strain- and behaviour-based conflict, with Greenhaus and Powell's five bases of work-family enrichment. These bases are skills and perspectives, psychological and physical resources, social-capital resources, flexibility, and material resources. They then created their theory by complementing these work-family perspectives with broader psychological theories, namely interpersonal power and social learning. Finally, they presented possible contextual factors that shape the crossover process and discussed the complex ways in which social class, gender and racio-ethnicity are

embedded in this unique but ubiquitous employment relationship.

For the project, Prof Hoobler's team aims to quantitatively test their intersectional theory of work-family conflict and enrichment for the first time.



Prof Jenny Hoobler.

Human Resource Management

National professional HR body elects UP expert to its board

Prof Karel Stanz, Head of the Department of Human Resource Management, was elected as a board member of the South African Board for People Practice (SABPP) from 2016 to 2018.

An overwhelming national interest in the SABPP elections resulted in a new record of 49 nominations in 2015. Being elected out of this large pool of senior human resource professionals throughout the country is therefore a major achievement.

Mr Marius Meyer, CEO of the SABPP, says that the strategic insight that Prof Stanz can provide, coupled with his commitment to governance, could play a significant role in advancing the human resources (HR) profession nationally.

The SABPP is an autonomous and professional registration body for the HR profession. During the last 30 years since its inception, the SABPP has registered more than 8 000 HR professionals at the various registration levels.

Prof Karel Stanz, Head of the Department of Human Resource Management.



Department hosts top scholar and educator from renowned university

Prof Ashleigh Rosette, a scholar from the Fuqua School of Business at Duke University in the USA, spent a six-month sabbatical at the Department of Human Resource Management as a visiting scholar.

Prof Rosette is a Management and Organizations and Center of Leadership and Ethics scholar at the Fuqua School of Business at Duke University. The Fuqua School of Business, which was established in 1970, consistently ranks among the top business schools in the world. Prof Rosette has received numerous research awards and MBA rankings.net ranked her as one of the 50 most influential business professors in 2013. Her research focuses on leadership, diversity and negotiations in organisational settings, which align with one of the research focus areas of the department. She and Prof Nkomo are exploring research collaboration on women leaders' agencies. During her visit, she led one of the department's first-year doctoral degree student seminars, sharing her work on the female leadership advantage.



Prof Ashleigh Rosette from the Fuqua School of Business at Duke University in the USA.



EKONOMIESE EN BESTUURSWETENSCHAPPE
ECONOMIC AND MANAGEMENT SCIENCES

School of Public Management and Administration

**Transforming your world through
excellent public service**

School of Public Management and Administration



Front (from left): Dr Sam Koma, Prof Margaret Chitiga-Mabugu (Head of Department), Mapula Nkwana and Nelisa Kenene.

Back (from left): Prof Chris Thornhill, Sylvia Wessels, Richard Mthethwa, Prof Natasja Holtzhausen, Charmaine Galante, Thuli Molelekeng, Prof Lianne Malan, Dr Michel Tshiyoyo, Onkgopotse Madumo and Prof David Fourie.

School of Public Management and Administration

Inaugural address focuses on the application of quantitative policy analysis to understand social development

Prof Margaret Chitiga-Mabugu was appointed as Director and Head of the School of Public Management and Administration (SPMA) on 1 September 2014 and delivered her inaugural speech in October 2015. In her inaugural address, Prof Chitiga-Mabugu discussed the application of quantitative policy analysis to understand social development.

Over the past few decades, the pursuit of sustainable growth and development has been the focus of economic policy in Africa. The challenges confronting Africa range from poverty, unemployment, inequality, insufficient and sometimes, inefficient public service provision, through to environmental degradation. In attempting to solve these problems, African governments have traditionally used a variety of policies and it is upon the effectiveness and efficiency of such policies that people's livelihoods depend. However, the practical implementation of a policy may not only fail to achieve the desired outcomes, but may unfairly benefit one group or sphere over another.

In her presentation, Prof Chitiga-Mabugu argued that in order to fully understand the effects of the range of policies available to policy makers, as well as their interconnectivity and cohesiveness, a valuable framework to use is the general equilibrium analysis. Prof Chitiga-Mabugu explained such a framework and exposed some applied studies that have employed the framework in order to gain insights into policy analysis.

Prof Chitiga-Mabugu also discussed her vision for the SPMA. "Building on the concept of collaborative research, I believe that by working more closely together, the SPMA can achieve still greater ground-breaking results. It is because of the confidence that I have in the members of my staff that I have very high research ambitions across the SPMA," says Prof Chitiga-Mabugu. The SPMA will also strive to foster closer collaboration with government and increase collaboration with international institutions, especially fellow African centres.



From left: Prof Elsabé Loots (Dean), Prof Margaret Chitiga-Mabugu (Director: SPMA) and Prof Norman Duncan (Vice-Principal: Academic).

School of Public Management and Administration

SPMA hosts international conference

The School of Public Management and Administration (SPMA) hosted the 8th Annual SPMA International Conference on Public Administration and Management on 29 and 30 October 2015 at the University of Pretoria. The theme of the conference was: “Professionalising the public service: commitment, competence and cohesion”.



Prof Elsabé Loots, Dean of the Faculty, addresses the audience at the 8th Annual SPMA International Conference on Public Administration and Management.

The conference consisted of six sessions of which two were platforms for emerging researchers. These platforms gave young researchers the opportunity to showcase their work. First was a keynote address by Prof Daniel Plaatjies. The speech set the tone for the rest of the conference by contextualising the current state of South Africa’s public administration and management practices and training.

“Young researchers were given the opportunity to showcase their work.”

The first session presented various suggestions on building capacity for a developmental state and in instrumentalising capacity programmes. Session two had a strong local government focus and the presentations also addressed intergovernmental relations and co-operative government issues. The third session focused on food security among other basic needs. Food security is a multi-sector approach with clearly distinguished roles. The emerging researcher sessions covered alternatives to financing our cities, perspectives on local economic development, career management and gender issues. Strong arguments were made for ethics management that links to the protection of whistle blowers. The last session focused on issues relating to public financial management and leadership challenges facing the public sector.

The second keynote address was delivered by Prof Jaco Dagevos: Head of Sector Education, Minorities and Methodology at The Netherlands Institute for Social Research focused on methodologies and showed that there are many other possible ways of extracting sensitive research information from the community.

School of Public Management and Administration

UP expert serves on international commission for programme accreditation

Prof Jerry Kuye from the School of Public Management and Administration in was chosen to be part of the international expert commission tasked with affording international accreditation to public administration programmes. The commission convened at the Rutgers University-Newark's School of Public Affairs and Administration (SPAA) in the USA from 9 to 13 June 2015.

The International Association of Schools and Institutes of Administration (IASIA)'s expert commission, proposed by the Commission on International Accreditation of Public Administration Education and Training Programmes and coordinated by the SPAA at Rutgers University-Newark, visited the assessment institution and reviewed the self-assessment report for international programme accreditation of the master's and doctoral degrees in Public Administration.

The commission for the procedure on accreditation included Prof Allan Rosenbaum from Florida International University (Chairperson), Prof Jerry Kuye (UP), Prof Pan Suk Kim (Yonsei University in South Korea), Prof Polya Katsamunskia (University of National and World Economy in Bulgaria), and Rachel Emas (Executive Director of the Commission on International Accreditation of Public Administration Education and Training Programmes).

The SPAA occupies the 7th place among the American universities in the field of public management and administration education and the 5th place as innovative public service school at national level, according to the US News & World Report.



From left to right: Prof Jerry Kuye, Prof Marc Holzer, Dr Rachel Emas, Prof Allan Rosenbaum and Prof Pan Suk Kim.



EKONOMIESE EN BESTUURSWETENSKAPPE
ECONOMIC AND MANAGEMENT SCIENCES

**Understanding and promoting the
enhancement of wellbeing.**

Economics



Front row (from left): Prof Steven Koch (Head of Department), Dr Kaushal Kishore, Sixta Kilambo, Dr Matthew Clance Sindi Magwaza and Mpoifeng Molefinyane.
Second row (from left): Jan Janse van Rensburg, Louise Cromhout, Dr Annari de Waal, Marita Blom and Prof Jan van Heerden.
Third row (from left): Prof Manoel Bittencourt, Prof Ruthira Naraidoo, Prof André Jordaan, Prof Reneé van Eyden, Sonja Laing and Prof Martin Breitenbach.
Back row (from left): Prof Nicola Viegi, Dr Reyno Seymore and Dirk Scholtz.

Economics

Paper on the effect of global capital flows receives award

Prof Nicola Viegi of the Department of Economics and his PhD candidate, Haakon Kavli, received the award for best paper in macroeconomics at the Economic Society of South Africa Conference, which was held in September 2015.



Prof Nicola Viegi.

According to the authors, policy makers in emerging markets are increasingly preoccupied by the effect of global capital flows on the stability of their economy. The paper, which is entitled "Portfolio flows in a two-country dynamic stochastic general equilibrium modelling (DSGE) model with financial intermediaries", presents a model to illustrate the effect of global capital flows on a small emerging economy and to help identify the policy options that are available to an emerging market policy maker.

In this model, as it is argued in reality, portfolio flows are driven by global risk and they affect the real economy by expanding the bank balance sheet and the credit availability in the small emerging economy.

The results show that financial shocks can be absorbed by changes in the supply of risk-free assets, as the experience of quantitative easing in industrialised countries has shown. Real shocks on the other hand can be absorbed by keeping the supply of financial assets fixed and allowing the prices to adjust to demand instead.

The model also helps one to understand the role of macroprudential policies, change in reserve requirements and other financial regulations that central banks are increasingly adding to their armoury of instruments. It further shows that macroprudential regulation, which limits the total risk exposure of the financial sector, increases the volatility of portfolio flows, but reduces the volatility of consumption and labour and therefore increases welfare.

Economics students visit Fordham University

The annual exchange of students between the University of Pretoria and Fordham University in New York continued in 2015.

Eight of the best and brightest students of the Department of Economics completed two of the three modules in the Emerging Markets programme that is presented by Fordham University. During August 2015, the final module was presented at the University of Pretoria and students from Fordham University visited South Africa to complete the programme alongside our own students.



UP students during their visit to the New York offices of UBS. Prof J van Heerden from UP and Prof B Themeli from Fordham University accompanied the group, which also included some private sector participants from South Africa.

Economics

Economics student receives medal for research on renewable energy

Exceptionally relevant and important research regarding renewable energy in South Africa was recognised on a national level when Mr Jaco Weideman received the Economic Society of South Africa (ESSA) Founders Medal for Masters Research 2015 at ESSA's Biennial Conference, which was held in September 2015 at the University of Cape Town.

Mr Weideman completed his studies at the Department of Economics in 2014 under the supervision of Prof Roula Inglesi-Lotz and Prof Jan van Heerden. His research dissertation was entitled "Structural breaks in renewable energy in South Africa: a Bai and Perron break test application".

The aim of this study was to determine whether the policies pursued by the South African government in the period 1990 to 2010 have had any effect on the consumers and producers of renewable energies.

To do so, the Bai and Perron break test methodology was employed to examine the evolution of renewable energy production and consumption.

The study found that, while the government of South Africa has made considerable commitments to renewable energies during this period, these energies have not yet led to the manifestation of structural breaks within the market for renewable energies.

The Founders' Medals aim to encourage research in the field of economics in South Africa and to recognise outstanding economic research conducted at a South African university. Mr Weideman says that he felt shocked and humbled when he heard that the medal was awarded to him.

"So many times during my master's degree study I thought that I was simply not going to make the cut – a master's degree is a difficult thing to undertake after all – but in the end it all came together, somehow."

He hopes that the research will be of some value to policymakers and that it will aid their understanding of what drives renewable energy consumption and production in South Africa.

"I also hope that it enables future debate on the topic, particularly around what might make policy more successful, especially given the energy crisis that the country has been facing," he adds.

According to Prof Inglesi-Lotz, Mr Weideman was one of the Department's most inquisitive and academically oriented students. She says that his hard work, persistence and attention to detail showed in everything he did, from small assignments to his thesis and part-time involvement with teaching activities.

She adds that his master's degree thesis made a twofold contribution to the discipline. "Firstly, the extensive econometric method that was used can be adopted in studies that deal with energy policy impacts and can be done so with ease, because Mr Weideman managed to explain every step of it in detail. Secondly, the evaluation of policies and its success is crucial for the future of the energy sector. In his thesis, Mr Weidemann established that the policies have not yet yielded any benefits."

Mr Weideman is currently gaining some field experience, but would eventually like to return to his PhD studies, with a more econometric focus.

Economics

Dr Heinrich Bohlmann awarded the Ken Pearson Scholarship

During July 2015, Dr Heinrich Bohlmann attended the 18th Annual Conference on Global Economic Analysis that was presented by the Centre for Global Trade Analysis at Purdue University and hosted by the Centre of Policy Studies at Victoria University in Melbourne, Australia.

At the conference, Dr Bohlmann presented his research on the economy-wide impacts of the 2014 platinum mining strike in South Africa. He was also awarded the Ken Pearson Scholarship “in recognition of his status as a promising young researcher contributing to the use and development of analytical software for computable general equilibrium (CGE) modelling and to support his participation at the conference”.

“The losses suffered in 2014 can be recovered if investor confidence can be restored.”

The research developed an innovative way to model a labour strike within a general equilibrium framework and provided much-needed insight into the overall impact on the economy. Dr Bohlmann and his co-authors found that the immediate impact of the strike contributed to a loss in GDP of about R23 billion in the year of the strike, but that the long-term impact of the strike depends heavily on the reaction of investors. Should there be permanent damage to the reputation and status of South Africa’s mining sector as an investment destination – raising the required rate of return for investors to account for the increased risk – the loss in terms of jobs and production over the next five years will be substantial. However, should policy makers and key role players in the mining sector manage to restore investor confidence, nearly all the losses suffered in 2014 will be recovered by 2020.

Dr Heinrich Bohlmann presents his research on the economy-wide impacts of the 2014 platinum mining strike in South Africa the 18th Annual Conference on Global Economic Analysis.



Economics

Prof Roula Inglesi-Lotz takes part in the G200 Youth Forum 2015

The 10th annual G200 Youth Forum, which was held in Germany from 29 April to 3 May 2015, was the largest international event organised for young leaders from about 200 countries in 2015 and over 500 young leaders, students and academics, representatives of the business world and parliaments participated in it. The G200 Youth Forum 2015 had four main platforms that ran parallel to each other, namely the G20 Youth Summit, a conference, an international young parliamentarians' debate and joint sessions.

Prof Inglesi-Lotz participated in the joint session entitled "What lessons should G20 countries learn from developing countries?" alongside participants from Australia, China and Japan. She presented her paper entitled "Social rate of return to research and development investment in energy" as part of a round table session on ecology, the environment and energy. The focus was on innovations in the energy sector and their implementation.

During the four days of the G200 Youth Summit, Prof Inglesi-Lotz had the chance to interact with students, academics, researchers and policy makers from various countries, such as Australia, China, Japan, Ghana, Uganda, Cote d'Ivoire, UK, Lebanon and Spain. She also had fruitful interactions with the other participants from the University of Pretoria, other South African participants from the higher education sector and the South African Legislature.

"Young leaders from about 200 countries came together to participate in debates and joint sessions."

The results and recommendations from the G200 Youth Forum were sent to heads of state, leading companies and non-governmental organisations worldwide during the week following the event.



Prof Roula Inglesi-Lotz at the G200 Youth Forum in Germany.

Economics

UP economist ranked ninth among global young economists

Prof Rangan Gupta of the Department of Economics was recently ranked ninth globally among young economists who received their PhD degrees less than 15 years ago. The pool of eligible candidates included more than 28 500 economists.



The ranking is put together by Research Papers in Economics (RePEc), an organisation that keeps a decentralised online bibliographic database of research in economics, including working papers, journal articles, books and software. The site is entirely open and free, and it is run by hundreds of volunteers in 82 countries.

Currently, RePEc contains approximately 1.7 million items from 2 100 journals and 4 000 working paper series, including the University of Pretoria's Department of Economics Working Paper Series.

Prof Gupta's current research primarily focuses on forecasting, for the most part utilising dynamic stochastic general equilibrium models. These models, which were developed for the South African context, incorporate information from large data sets and allow for nonlinearities.

Along with these theoretical structures, he also makes use of time series models. However, he continues to examine nonlinearities in these settings, often in the context of nonparametric time series. In addition to his primary focus on forecasting, he develops dynamic general equilibrium monetary endogenous growth models.

Using these models, he examines the effects of various imperfections, such as tax evasion, socio-political instability and social status.

Prof Gupta completed his PhD at the University of Connecticut's Department of Economics and he was appointed as a senior lecturer in the Department of Economics at the University of Pretoria shortly afterwards. His dedication and hard work soon saw him promoted to associate professor in 2007.

Prof Rangan Gupta of the Department of Economics.



**Tax policy is good if it translates into efficient
and fair tax administration.**



From left: Lindelwa Ngwenya, Prof Riël Franszen (Director), Dr Marius van Oordt and Claudia Bittencourt.

African Tax Institute

African Tax Institute engages with reputable Austrian institution

The African Tax Institute (ATI) has engaged with the Global Tax Policy Center (GTPC) at the Institute for Austrian and International Tax Law at the Vienna University of Economics and Business (WU) in a research partnership through the launch of the Tax and Good Governance Project in April 2015. Together with WU GTPC, the ATI will play a key role in the fight against tax crimes and illicit financial flow activities in Africa.

The project will identify links between corruption, money laundering and tax crimes. The project will promote the concepts of good tax governance and the importance of a corruption-free and transparent tax system for economic development. The project will also investigate how law enforcement agencies and tax authorities can cooperate to counter corruption and bribery.

The objectives of the project include the identification and mobilization of stakeholders, setting out a research agenda, advising on improvements in coordination between stakeholders and building institutional capacity in Africa to address illicit flows of funds. Although research currently focuses primarily on Ghana, Nigeria and South Africa, other African countries, like Kenya and Zambia, are already involved with this initiative.

The project has three distinct timelines, namely development and research, implementation and transition. These will run from 2015 to 2017.

The team met for the first time in Vienna on 5 June 2015, where the ATI was represented by Bernd Schlenther, a second-year PhD student. Preliminary results and the way forward was discussed at an international conference on 1 and 2 October 2015 in Vienna. At this conference, the ATI was represented by Prof Riël Franzsen (ATI Director), Lindelwa Ngwenya (lecturer and master's degree student) and Mr Bernd Schlenther.

Further workshops and conferences are planned for 2016, 2017 and 2018.



From left: Alicja Majdanska, Maryte Somare, Bernd Schlenther, Rick McDonnell (project coordinator), Jude Amos (project manager), Jeffrey Owens (project coordinator), Romina Sol Mattassini de Hill and Jessica di Maria.



**“Man carries the world’s fortune in himself.”
– De Chardin**



Seated (from left): Abigail Alcock, Prof John Hall, Dr Elda du Toit, Moira Mabalane, Elize Kirsten, Elmarie Schoeman, Katlego Kekana and Lanise van Eck.
Standing (from left): Zack Enslin, Prof Hendrik Wolmarans, Jacomien Visagie, Elmarie Louw, Dr Michelle Reyers, Reon Matemane, Prof Henco van Schalkwyk (Head of Department), Ann van der Westhuizen, Elize Lambrechts, Fred de Hart and Gregory Plant.

Financial Management

Financial management experts attend international conference in the USA

Prof Frans Vermaak and Ms Elize Kirsten of the Department of Financial Management attended the International Academy of Business and Public Administration Disciplines (IABPAD) Conference in June 2015, where they presented a research report titled “Management of an Accounting Practice (MAP) Survey”. The conference was held in Texas in the USA.

The IABPAD has a global scope and aims to bring together researchers and professionals from all over the world. To reach its goal, the IABPAD has constructed a publication outlet and academic conferences for global scholars. The latest conference was widely attended by scholars from all over the world, including the USA, Canada, Europe, Asia and Africa.

Abstracts, as well as draft and complete papers on topics such as accounting, business communication, economics, education and entrepreneurship were invited for presentation. Many other topics were also covered during the conference sessions, including marketing and e-commerce, finance, international business, management, leadership, public administration, information technology, contemporary business issues, supply chain management and human resources.

Meanwhile, Prof Frans Vermaak and Elize Kirsten co-authored an article with Prof Hendrik Wolmarans, who is an associate professor in the Department of Financial Management, in April 2015. The article was published in the *Journal of Economic and Financial Sciences*.

The article discusses the professional accountants sector, which consists of a diverse community of small, medium and large firms.

Very little research and analysis have been performed on these accounting firms, especially on the small and medium practices. According to the research, this results in a very challenging environment for new entrants to the market, as they have no reference point as to what makes a successful practice. Existing firms also have no reference point as to how they can improve their service delivery to their clients.

As part of the research, a survey was conducted among South African firms ranging from sole practitioners to practices with more than 50 partners. It provided answers to some of the most vexing questions asked by practitioners. The answers to the key questions include the following: the best methods to attract new clients, the average fees charged for specific services, the services with the most significant contribution to the average firm's turnover, and the general ways of managing staff, clients and cash flow in an accounting practice.



Prof Frans Vermaak and Elize Kirsten at the IABPAD Conference in Dallas, Texas.

Financial Management

Honours student part of transformative leadership in Africa

Mr Goitse Boikanyo, a BComHons Financial Management student, recently attended the Third MasterCard Foundation Tertiary Scholars Programme Convening in California, USA.

The event brings together various scholars from different universities and backgrounds to meet and talk about critical issues. Two other scholars from UP also attended, namely David Mahlangu and Nonduduzo Ndlovu.

During this year's convening, transformative leadership was the core theme. Advances in innovation and technology were also explored to improve and solve some of the issues within Africa and its communities. According to Reeta Roy, the CEO of The MasterCard Foundation, these issues are original, interesting and untested ideas that require insight, revelation, persistence and a different way of thinking.

According to Mr Boikanyo, attendees were directed towards identifying and unpacking individual values as well as developing personal mission statements.

"Each individual at the event had a chance to share their thoughts during the different sessions. I had an opportunity to present a video interview, during which I shared my life journey from a village boy to an honours degree student at the University of Pretoria. Through that interview I realised that I have a story that can inspire many lives to strive to be great through dreaming big, like I have always done," he says.

Mr Boikanyo learned many valuable lessons at the convening, but the transformative leadership session stood out for him. He learned that, as a leader, you must create a sustainable change that will have a positive impact on those around you. "As a leader, your values and ethical behaviour are very important. As leaders, we can learn from each other and work together to create a sustainable change within our country."

He also had the chance to network with scholars from the different MasterCard Foundation partner universities, who shared with him how they overcome their limitations and how they are helping others.

"This event was the best thing that has ever happened to me and it gave me so much hope for Africa. I am still challenged daily by what I experienced," he admits.

The MasterCard Foundation Scholars Programme, a ten-year, \$500 million global education initiative, provides quality and relevant secondary and higher education to talented young people from economically disadvantaged communities, particularly in Africa, who are committed to giving back to their communities. It combines global interest in advancing the continent with South African excellence. The programme commenced at the University of Pretoria in 2014 and it has since been extended to other institutions in Africa.



Mr Goitse Boikanyo at the Third MasterCard Foundation Tertiary Scholars Programme Convening in California.

"Goitse had the opportunity to network with scholars from the different partner universities."

**“A fine is a tax for doing something wrong.
A tax is a fine for doing something right.”**

– Anon

Taxation



Front (from left): Lizette Lategan, Hanneke du Preez, Prof Gerhard Nienaber, Prof Theuns Steyn, Rudi Oosthuizen, Anculien Schoeman, Prof Madeleine Stiglingh (Head of Department), Theresa van Oordt, Saré Pienaar, Prof Elmar Venter, Hettie Terblanche and Keamo Molebalwa.

Back (from left): Juanita Venter, Tanya Hill, Mpumi Monageng, Thandi Tlamama, Evadne Bronkhorst, Liza Coetzee, Karen Stark and Anna-Retha Smit.

Taxation

Tax research brings global award to Africa for the first time

Prof Theuns Steyn, associate professor in the Department of Taxation, has been awarded the prestigious CCH/Australasian Tax Teachers Association (ATTA) Doctoral Series 2015 Award for his thesis entitled “A conceptual framework for evaluating the tax burden of individual taxpayers in South Africa.” His thesis will now be converted into an academic book that will be published internationally.

ATTA and CCH, a leading global provider of tax, accounting and audit software, introduced this award in 2010 to recognise and promote high-level research on taxation law and policy.

It is the first time that this significant award is awarded to a PhD thesis from outside Australasia. Prof Steyn’s doctoral degree study was also awarded the first prize in the Norton Rose South Africa Tax Thesis competition in 2012 and in 2013. The South African Institute of Tax Practitioners recognised Prof Steyn for academic excellence in recognition of the contribution his research has made to the taxation discipline.

There is an argument that all taxes are eventually paid by natural persons, effectively reducing their economic spending abilities. Prof Steyn explains that the tax burden is more often researched from the perspective of the government or the public as a whole, and rarely from the individual taxpayer’s perspective.

In his PhD study, he formulated and validated a conceptual framework that can be used for a consistent

evaluation of the tax burden of individual taxpayers – not only objectively, in terms of the legally imposed tax burden, but also subjectively, in terms of how the tax burden is perceived by these taxpayers.

“This study explores the individual taxpayer’s tax burden from a lived-world perspective, a phenomenon deemed essential to fiscal policy decisions.

It identifies the taxes and other government imposts, many of them not immediately visible, to which South African taxpayers are subjected, and suggests a matrix for valuing the impact all these imposts, real or perceived, have on the individual taxpayer’s ability to make a living.”

The research opens doors for future studies to build on and to refine the initial conceptual framework. The research also serves as a stepping stone for both local and international researchers who wish to pursue the lived-world tax burden phenomenon as a research topic.

Each of the constructs that emerged from the study presents an opportunity for future research.



Prof Theuns Steyn.

Taxation

Judge Bernard Ngoepe visits the University of Pretoria

Judge Bernard Ngoepe from the Office of the Tax Ombud visited the University of Pretoria on 13 October 2015 to talk about the impact of this office on taxpayers and to assess the first full annual report of this Office, which was lodged at Parliament on the same day.

The University's Vice-Chancellor and Principal, Prof Cheryl de la Rey, welcomed Judge Ngoepe, and stressed the importance of partnerships, such as the one between the University and the Office of the Tax Ombud that has resulted in the event, which is part of the EMS Talk Series.

Judge Ngoepe's keynote address was followed by a panel discussion in which various influential role players in the field of South African tax took part.

The Office of the Tax Ombud was founded in October 2013 to handle complaints from taxpayers regarding the South African Revenue Service (SARS). The annual report that was discussed was the first full annual report, which covered the year period that ended on 31 March 2015.

In his speech, Judge Ngoepe said the best way to improve the collection of tax, is to create a culture of co-operative compliance. He said that taxpayers should demand that tax money is used appropriately to alleviate the plight of the poor and not enrich politically connected individuals.

During the reporting period, the Office of the Tax Ombud received 1 277 complaints, but only 409 fell within the mandate of the Office. The rest had to be referred back to SARS because not all the channels and mechanisms at the revenue service were exhausted first.

According to the report, more than 75% of the complaints handled by the Office were found in favour of the taxpayer.

The panel discussion was led by Prof Madeleine Stiglingh, Head of the Department of Taxation at the Faculty of Economic and Management Sciences. The other participants were Judge Ngoepe, Dr Beric Croome from ENSafrica, Prof Riël Franzsen, Director of the African Tax Institute at the University, Adv Eric Mkhawane, CEO of the Office of the Tax Ombud and Mr Narcizio Makwakwa, Executive Indirect Taxes at SARS.

Adv Mkhawane thanked the University for hosting the event, and for providing specialist education in taxation through its curricula.



Prof Madeleine Stiglingh (Head of Department of Taxation, UP), Mr Narcizio Makwakwa (Executive, Indirect taxes, SARS), Adv Eric Mkhawane (CEO of the Office of the Tax Ombud), Prof Cheryl De La Rey (Vice Chancellor and Principal, UP), Judge Bernard Ngoepe (Tax Ombud), Dr Beric Chroome (ENSafrica), Prof Elsabé Loots, (Dean, UP) and Prof Riël Franzsen (Director, Tax Institute).

Taxation

Students from Washington and Lee University visit UP

Students from the Centre for International Education at the Washington and Lee University in the USA visited the University of Pretoria (UP) on a ten-day trip to South Africa in May 2015 as part of their Tax Service-Learning Course. While in South Africa, the group conducted training workshops on Securities and Exchange Commission (SEC) reporting requirements for financial statements related to the income taxes of multinational corporations in the USA.



UP students and students from Washington and Lee University in the USA.

At Washington and Lee University, the students have to develop the workshop training materials through a series of research projects and homework assignments. While in South Africa, the students conducted two workshops on the UP's campus on 12 May 2015. The specific topics included international tax planning strategies, SEC reporting requirements, attorney-client privilege, and tax social justice. The first workshop, which was entitled "FIN 48 roadmap to increased audit efficiency", was presented to South African Revenue Service (SARS) officials and it was led by Prof Raquel Alexander and Ms Pam Miller of Washington and Lee University. The second workshop, which was entitled "FIN 48 – accounting for uncertainty in income taxes", was facilitated by the Washington and Lee students for

students from the University of Pretoria. In addition, the Washington and Lee students participated in activities designed to foster a deeper understanding of South Africa's culture, history, ecology, and business environment.

The opportunity to interact with students from Washington and Lee University was a wonderful networking opportunity for the honours degree in Taxation students. A technical content assessment of the workshop and a pervasive skill assessment focusing on networking skills were incorporated into the curriculum of the BCom(Hons) Taxation degree at UP. The day was concluded by an informal social function, which was sponsored by Washington and Lee University and Ernst & Young South Africa.

Taxation

UP master's degree student wins tax thesis competition

The innovative thinking of leaders and up-and-coming talent in the tax field was celebrated and recognised at the national Tax Thesis Competition awards ceremony that was held at Norton Rose Fulbright's office in Sandton on 8 October 2015. Ms Lara Theron, a student in the Department of Taxation, won the master's degree category with her thesis titled "Electronic tolling in Gauteng: a study of the imposed and perceived tax burden". Congratulations to Ms Theron and her study leader, Anna-Retha Smit, who is a senior lecturer in the Department.

This year, guests at the awards function were honoured to have Judge Owen Rogers as the guest speaker. He shared insights on preservation applications following a recent groundbreaking Supreme Court of Appeals judgment.

Norton Rose is a leading commercial law firm that, together with its co-sponsor, the South African Institute of Professional Accountants (SAIPA), established the national Tax Thesis Competition.

This competition is now in its fifth year and aims to promote research on the subject of taxation, grow the database of tax knowledge, contribute to the debate and development of tax policy and highlight the role of tax in the South African economy.

Students in the Department of Taxation have done exceptionally well in this competition in the past. In 2009, Jan Bosman's dissertation won first place in the master's degree category and in 2010 and 2011 the Department delivered second place winners in the same category.

Prof Madeleine Stiglingh's thesis won first place in the doctoral degree category in 2010, Prof Theuns Steyn's won in 2012 and Sharon Smulders' won in 2013. These achievements confirm the University of Pretoria's position as a leader in tax research in the country.

The focus of the Department of Taxation is the training of students in becoming tax specialists and to make a contribution towards the training of chartered accountants, internal auditors and financial managers.

The Department also conducts research in various fields of taxation and related disciplines.



Lara Theron.

UP Internal Audit students shine globally: undergraduate students exchanged to Nanjing, China; one postgraduate alumnus received an international research award and another was nominated as the face of the next generation of internal auditors by IIA Global.



Front (from left): Carla Coetzee, Marina Kirstein, Lynne van Tonder, Yvonne Reilly, Prof Karin Barac (Head of Department), Joanne Seligmann, Rolien Kunz, Rudrik du Bruyn, Farida Omar and Karel Fouché.

Back (from left): Dr Annamart Nieman, Blanché Steyn, Corlia Steyn, Dr Kato Plant, Gerrit Penning, Bernice Beukes, Cobus Janse van Rensburg, Prof Herman de Jager, Tania Laubscher, Hannes Bezuidenhout and Naomi Wilkinson.

Auditing

MPhil in Internal Auditing breaks new ground

The University of Pretoria is proud to offer the first master's degree in Internal Auditing in South Africa, which is aimed at a global audience. To provide a quality learning experience to students, the two-year programme only accommodates a limited number of students.

The internal auditing programme at UP is accredited as a Centre of Excellence in the global Institute of Internal Auditors (IIA) Internal Auditing Educational Partnership (IAEP) Programme – one of only six in the world. This programme at UP is also supported by the South African branch of the IIA (IIA SA), which plays an active role in advocating the internal audit profession.

The MPhil (Internal Auditing) degree builds on the undergraduate and honours degree programmes. It offers a world-class postgraduate degree for senior internal auditors, which is coordinated by the Department of Auditing.

During July 2015, 36 part-time students commenced with their postgraduate studies in internal auditing in the University of Pretoria's Department of Auditing. These students are mostly senior internal audit practitioners who work in the private and public sectors locally and globally.

The MPhil (Internal Auditing) degree is presented over a two-year period with expert lectures by some of the best South African and international internal auditors, business executives and academics.

The final assessment for the programme consisted of a research article to be submitted to an accredited academic journal for consideration.

The postgraduate degree programme covers advanced internal audit topics, including information technology auditing, performance auditing and forensic auditing, as well as organisational governance, risk management, project management, strategic management, organisational behaviour, financial management and analysis, and business communication.

The programmes are also supported by the IIA SA, which plays an active role in advocating the internal auditing profession.

UP partnered with various institutions to present the MPhil (Internal Auditing) degree. These institutions are Absa Barclays, who supports the programme financially to ensure that the content is relevant, study material is updated and that expert lecturers and guest speakers are invited to participate; the Gordon Institute of Business Science (GIBS), an institution ranked high on the worldwide list of business schools; and the Erasmus School of Accounting and Assurance (ESAA), part of Erasmus University in Rotterdam, The Netherlands.



MPhil students who attended the first expert lectures in July 2015 at UP's Hatfield Campus.



MPhil students who graduated during April 2015.

Auditing

Recognition for Internal Auditing achievers

In June 2015, the Department of Auditing's Internal Auditing Education Partnership (IAEP) Programme hosted its annual prize-giving ceremony

The ceremony recognised the top-performing students in the Programme. It was hosted at the Pretoria Country Club and was sponsored by PricewaterhouseCoopers (PwC). Absa Barclays also contributed to the success of the evening. Nqaba "Q" Ndiweni, PwC's Deputy Leader for Auditing in Gauteng, was the keynote speaker. His address illustrated the increasing importance of internal auditing and captured the imagination of students and professionals alike.

The event recognised both undergraduate and postgraduate students and introduced a new award for the top-performing student in the new MPhil (Internal Auditing). Mr Eugene Whitehorn was recognised for his performance in this category. Lise-Marié Landman was the overall top academic performer in the BCom Internal Auditing subjects and Izaan Dippenaar received the prize for the top academic achievement in the BCom(Hons) Internal Auditing. The evening was a resounding success, and the students had the opportunity to network and connect with the Programme's valued stakeholders and partners in practice.

The Department contributes to various professional programmes in auditing, internal auditing and forensic accounting, as well as research and postgraduate studies.

Internal auditing students build their networks in the USA

Three honours students in Internal Auditing joined their lecturer, Mr Rudrik du Bruyn, to attend the 9th IAEP Programme Networking Retreat and Educator Forum in Florida, USA, in September 2015.

Luvuyo Hlatshaneni, Whelna Crous and Isme Swarts joined more than 70 students from all over the world actively seeking employment in internal auditing. Students were given the opportunity to showcase their presentation skills, as well as the depth of their knowledge in internal auditing.

The case study competition was the highlight of the event. Students were grouped into 11 randomly selected teams and had to analyse and present their case to the practitioners (prospective employers). The groups in which Hlatshaneni and Swarts participated received second and third prize respectively.



Rudrik du Bruyn, coordinator of the IAEP Centre of Excellence in Internal Auditing at UP (left), with Luvuyo Hlatshaneni, Whelna Crous and Isme Swarts.

**Shaping thought leaders in the fields of
accounting and finance.**

Accounting



Front (from left): Petri Ferreira, Tania Tomes, Sandra van den Berg, Sedzani Siaga, Stefan Bezuidenhout, Prof Jean Myburgh (Acting Head of Department), Prof Stephen Coetzee, Prof Johan Oberholster, Lehlogonolo Pududu, Jaco Bezuidenhout and Julia Batley.

Middle (from left): Anri Smit, Linda King, Astrid Schmulian, Sonnette Smith, Madelyn Cloete, Marchantia Pollock, Lehlogonolo Mogafe, Corlia Joynt, Karin Leith, Elna Verster, Roseline Smith, Johanna Malatji and Denice Pretorius.

Back (from left): Juliana Joubert, Rieka von Well, Dr Wessel Badenhorst, Kyle Lambourn, Leana du Plessis, Cecile Janse van Rensburg and Lizette Kotze.

Absent: Marna de Klerk, Gerda du Toit, Hantie Goodey and Mbalenhle Zulu.

Accounting

Accounting for a brighter future

The Faculty of Economic Management Sciences is responding to the country's need to transform the finance and accountancy sector.

Through funding from the Finance and Accounting Services Sector Education and Training Authority (FASSET), the Faculty has been able to establish the Financial and Accounting Sciences Support Programme (FASSP) to provide financial and academic support to 500 black South African students who are registered for either a BCom (Accounting Sciences) or a BCom (Financial Sciences) degree in 2016. The students in this support programme will receive educational interventions to assist them to pass and qualify and they will be provided with all textbooks, registration fees and a stipend for lunch and transport.

Pfumelani Mashimbye and Thabiso Katjedi are both in their second year of BCom (Accounting Sciences) and they were part of a similar programme in 2015, which was also funded by FASSET. They found that being part of a programme that supports them academically removed a burden from their shoulders. "Being a second-year student is a lot harder because the workload is much heavier and there are higher expectations from the University, parents and bursary providers," said Katjedi. The FASSP provides time-management skills that help students to wrestle with all these challenges. Mashimbye says, "The extra tutorials that we get from the FASSET classes afford us the opportunity to ask questions and gain a different perspective from other lecturers. In cases where the same lecturer both teaches and tutors, you can ask about a topic that they presented during class." Without such an intervention, accounting and financial sciences degrees would continue to be daunting to students and appear more difficult than they are. This would affect the throughput of such students whose skills are desperately needed by the finance industry and beyond. Students registered for accounting sciences (first, second or third year) or financial sciences (second and third year) in 2016 can make use of this opportunity by applying to take part in the FASSP.

UP accounting students receive top awards

UP students walked away with two of the three top prizes at the South African Institute of Chartered Accountants (SAICA) Student Leadership Summit, which was held at the Standard Bank Global Leadership Centre in Johannesburg from 1 to 3 October 2015.

Vincent Ndebele, a third-year BCom (Accounting Sciences) student (photograph below) was awarded second prize in the essay competition, while Paul Wombo, a second-year student, received the third prize.

SAICA invites chartered accountancy CA(SA) stream students at SAICA-accredited universities to participate in an annual essay competition. The best thought-leadership essays are selected through a thorough assessment process and these students are invited to attend the Student Leadership Summit (SLS).



On the first day, the students are put through a networking skills workshop. A networking event is held on the first evening of the Summit, where the students have the opportunity to interact with business leaders from a variety of fields who hold a CA(SA) designation, reiterating the flexibility and opportunities offered by the designation. On the second day, the students are put through an intensive soft skills workshop.

UP excels in the SAICA January 2015 Initial Test of Competence

The Chartered Accountancy students of the University of Pretoria have once again delivered an exceptional performance in the January 2015 Initial Test of Competence (ITC) of the South African Institute of Chartered Accountants (SAICA).

Two of the top ten candidates hailed from the University of Pretoria. Mr Byron Forsberg occupied the first position out of 2 480 candidates who attempted the examination and Katrin Erb occupied the fifth position – both brilliant achievements.

The University achieved a joint first position among the four residential universities that contributed more than 200 candidates to the examination, with an overall pass rate of 92%. UP also achieved a pass rate of 92% for first-time ITC writers, as 184 of our 201 first-time ITC candidates passed the examination. Our Thuthuka candidates achieved a brilliant 94% pass rate for first-time writers.

Congratulations to all our students and their dedicated lecturers.



Prof Johan Oberholster (CA-Programme Manager of the Chartered Accountancy Programme) with some of the January 2015 ITC candidates.

EKONOMIESE EN BESTUURSWETENSKAPPE
ECONOMIC AND MANAGEMENT SCIENCES



University of Pretoria

cnr Lynnwood Road and Roper Street

Hatfield

South Africa

Tel +27 (0)12 420 3111 Fax +27 (0)12 420 4555