



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Communiqué 2016

Faculty of Economic and Management Sciences

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Communiqué

Faculty of Economic and Management Sciences

2016

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From the Dean's desk

The year 2016 was in many respects a very challenging year for the tertiary education sector in South Africa. I am extremely pleased that the Faculty of Economic and Management Sciences managed to complete the academic year successfully with a pass rate of 82% among all the challenges that we experienced during last year.

The Faculty could only achieve this with a pool of very dedicated and committed staff members. This publication celebrates the continuous hard work and dedication of our staff and students that contributed to the successes of the Faculty during the 2016 academic year.

Reflecting on all the activities and achievements of 2016, the Faculty continuously enhances its mark in the national and international arena. This is proved by several prestigious staff awards, including Prof Stella Nkomo's Continental Lifetime Achiever Award from CEO Global and her A-rating from the National Research Foundation (NRF), making her the first A-rated scientist in the Faculty.

During 2016, the Faculty's management team experienced a few changes. The Faculty Management team was strengthened by the appointment of a new Deputy Dean for Teaching and Learning, Prof Johan Oberholster and we had to

bid farewell to Prof Stella Nkomo who stepped down as Deputy Dean: Research and Postgraduate Studies at the end of 2016.

At departmental level, we welcomed Prof Madeleine Stiglingh, who was appointed as the new Head of the Department of Accounting in January 2016 and Prof Theuns Steyn, who was appointed as the new Head of the Department of Taxation in March 2016. Prof Jenny Hoobler was appointed Acting Head of the Department of Human Resource Management.

On the research front, six staff members received their NRF-ratings, which brings the total pool of NRF-rated researchers in the Faculty to 31, the highest number in the economic and management sciences field in the country. The Faculty also achieved the highest number of accredited journal outputs in its history in 2016 and our postgraduate numbers continue to grow.



On the teaching front, the Faculty successfully incorporated a new Hybrid Teaching Model to adapt to the current needs of the tertiary education environment and to the needs of our students.

I wish to thank all who contributed to the successes that we accomplished in 2016. These achievements are in most cases built on both individual commitments and team strengths.

I herewith invite you to enjoy this publication of activities and achievements in the Faculty.

Prof Elsabé Loots
Dean of the Faculty

From the desk of the Deputy Dean: Teaching and Learning

Teaching and learning has always been an important focal point of the Faculty, and we have always been very successful in this arena.

Teaching and learning has always been an important focal point of the Faculty, and we have always been very successful in this arena. This was again evident during the annual EMS Awards Function, where four EMS Teaching Excellence Awards were presented to a number of lecturers. Two lecturers were acknowledged as having received a joint Teaching Laureate Award and another two a joint Higher Education Learning and Teaching Association of South Africa (HELTASA) award for Team Teaching in respect of 2016.

The UP Strategic Plan 2025 emphasises the importance of research, higher throughput rates and also larger numbers of students completing their studies in the minimum time. In response to this, the Faculty will, in 2017, introduce a generic first semester for all BCom degrees to enable easier articulation between degrees. During 2016, it also further strengthened its Phafoga Early Warning System with the assistance of the Faculty Student Advisors.

The system focuses on first-year students and students who are at risk of failing certain modules. These students are informed of this risk at an early stage. Early sensitisation to the risk of failing enables the introduction of recovery strategies in good time to ensure that they pass such modules.

Strengthening of the system included alternating continuous electronic assessments in these modules on a weekly basis to ensure a more equal spread of workload, and advising students of risky performance levels just before the academic recesses to enable them to master the module content during such breaks. As part of the system's feedback, corrective actions are proposed to address the problems identified.

In addition, quite a number of exciting and innovative teaching and learning initiatives were launched during 2016 to improve the effectiveness and efficiency of teaching and learning in the Faculty.



Prof Johan Oberholster
Deputy Dean: Teaching and Learning

A concerted effort was again made to introduce more technology into the teaching environment and, in doing so, to more actively engage students in the learning process, facilitate peer learning and provide an enhanced learning experience.

To assist with this transition to more technologically enhanced teaching, a number of teaching and learning training sessions were presented to staff during 2016. This pre-emptive action was especially useful during the fourth quarter of 2016 when circumstances beyond our control forced the University to rely more heavily on an electronic mode of teaching.

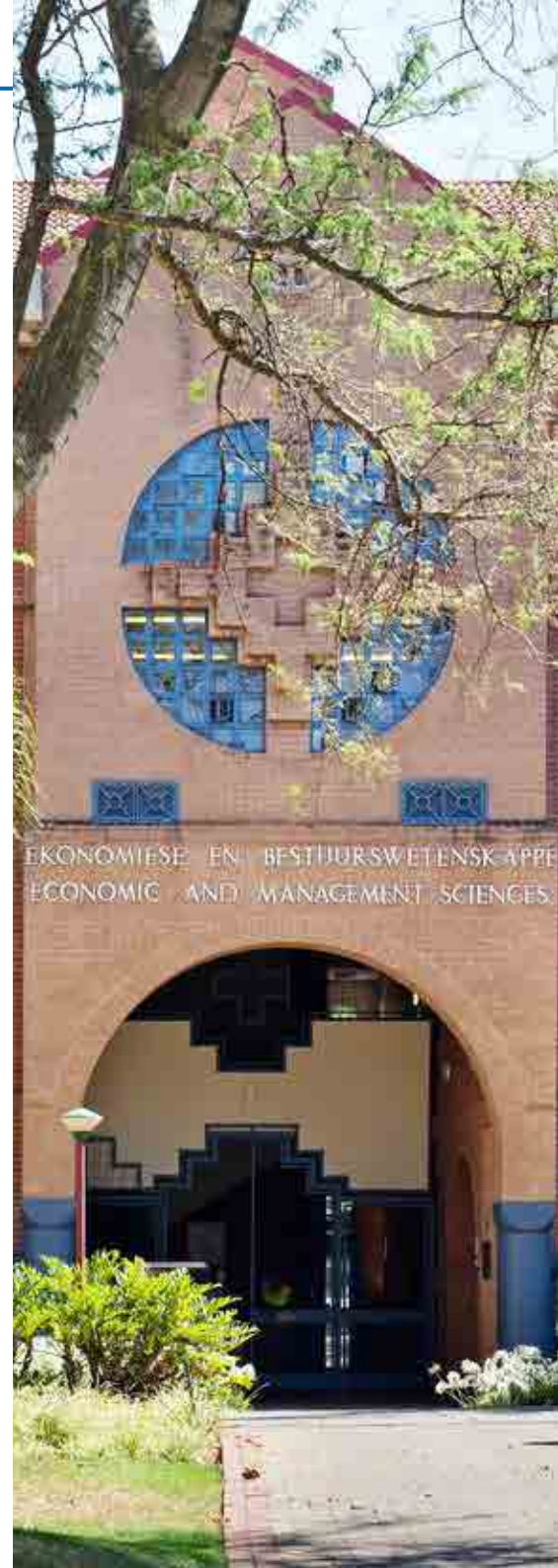
Furthermore, the soft skills training presented by the Faculty Student Advisors was digitalised to ensure that resources on time management, stress management, study skills and exam preparation are available to students on a continuous basis.

The content of the Academic Literacy modules in the Faculty was further customised to ensure that the reading, writing and reference skills, as well as broad knowledge of the business environment of our students are enhanced and aligned with the unique challenges and skills requirements associated with the commerce learning and research environment.

Bearing in mind the above, the overall throughput rate of modules in the Faculty was successfully raised once again, while maintaining the all-important high academic standards in the Faculty.

I would therefore like to convey my sincere appreciation and gratitude to all teaching and administrative staff for their tireless efforts to improve the teaching and learning experience and level of engagement of our students during 2016. Without you walking the extra proverbial mile (or ten), none of the above would have been possible.

“ A concerted effort was made to introduce more technology into the teaching environment.”

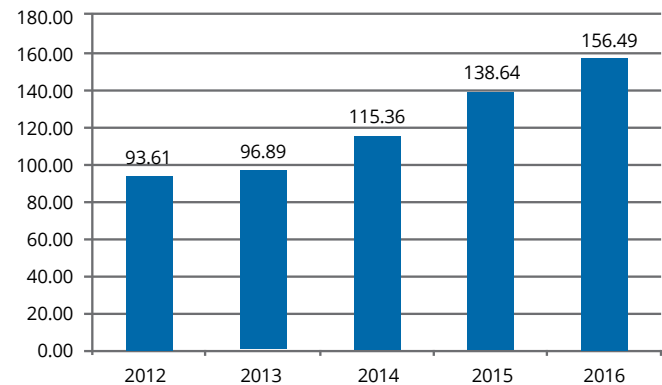


From the desk of the Deputy Dean: Research and Postgraduate Studies

The Faculty has a lot to be proud of in respect of its research and postgraduate studies achievements in 2016. Research output units increased to 156.49 units, which exceeded the 125 planned units, marking an historical record number of units.

The Faculty made significant progress in the improvement of staff qualifications. At the end of 2016, 85 out of 181 (47%) permanent academic staff members completed their PhDs and 87 out of 181 (48%) completed their master's degrees as the highest qualification. Only nine (5%) academics now remain without master's degrees, down from 43% in 2011. The Faculty exceeded its targets both for the number and percentage of NRF-rated researchers, with 31 rated researchers. With one A-rated (Prof Stella Nkomo), eight B-rated, 19 C-rated and three Y-rated researchers, The Faculty is still the national forerunner in terms of its number of researchers and it boasts some of the highest-rated researchers in the fields of business, economics and finance.

Graduates of the Faculty's master's and doctoral degree programmes continue to be recognised for producing outstanding theses and dissertations. The Economic Society of South Africa Founders' Medal was awarded to Jaco Weidemann for his master's degree thesis in economics titled "Structural breaks in renewable energy in South Africa: a Bai and Perron break test application". His thesis was completed under the supervision of Prof Roula Inglesi-Lotz and Prof Jan van Heerden in 2014. Dr Marius van Oordt won the Best Doctoral Degree Tax Thesis category in the Annual Competition of the Global Law Firm Norton Rose Fulbright, the South African Institute of Professional Accountants (SAIPA) and Sanlam for his thesis titled "A quantitative measurement of policy options to inform value-added tax (VAT) reform in South Africa. His supervisors were Prof Riël Franzsen and Prof Niek Schoeman.



Prof Stella Nkomo
Deputy Dean:
Research and Postgraduate Studies

General

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General

EMS celebrates excellence at annual awards function

The Faculty's annual awards function took place on 8 June 2016. At this event, the Faculty celebrated its staff members' exceptional research, and teaching and learning achievements.

Teaching and Learning Awards

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 again highlighted when four lecturers received University of Pretoria Teaching and Learning Awards for exceptional innovative initiatives and dedication to its students.

The purpose of these awards is to recognise a consistent record of outstanding teaching and learning activities for lecturers who clearly demonstrate that they make a significant contribution to enhance the students' learning experience.

Four teams in the Faculty received awards in this category: two from the Department of Accounting, one from the Department of Auditing and one from the School of Public Management and Administration.

Jaco Bezuidenhout, Marchantia Pollock and Elna Verster from the Department of Accounting implemented change in the curricula of two modules in Financial Accounting: FRK 311 and FRK 321. Their aim was to change the attributes of their students by creating lifelong learners,

and implementing technologically enhanced learning. This was done by recording 120 YouTube videos in 2015, in which, among other things, theory was addressed. This allowed more time for efficient engagement during class. The changes to the teaching method empowered students to become lifelong learners and critical thinkers.



Jaco Bezuidenhout, Marchantia Pollock and Elna Verster from the Department of Accounting.

General

In the innovations of the team of Prof Stephen Coetzee, Astrid Schmulian and Cecile Janse van Rensburg in the Department of Accounting, they focused on changing their teaching pedagogy in Financial Accounting (FRK 201) from the traditional lecturer-centred approach to a new teaching paradigm that focuses on a student-centred approach. Not only did they incorporate the flipped classroom model in their teaching, but they also successfully introduced other aspects of blended learning, including boot camps and reading comprehension interventions.



Prof Stephen Coetzee, Astrid Schmulian and Cecile Janse van Rensburg from the Department of Accounting.

Marina Kirstein of the Department of Auditing received an award for the Under the Buddy M Project. This project involved allocating each of the 670 ODT 300 students to an ODT 200 student for the 2015 academic year, as their “buddy”. The main task for the ODT 300 student was to support the ODT 200 student through his or her second year. This approach promoted the development of mentorship and interpersonal skills.



Mapula Nkwana from the School of Public Management and Administration.

Mapula Nkwana of the School of Public Management and Administration used innovative teaching strategies in terms of online quizzes, storyboards and MP3 recordings as part of the pre- and post-class assessments in the implementation of the flipped classroom model for PAD 222 in Public Administration. The aim of the intervention was to encourage undergraduate student attendance in classes, create enthusiasm among students, and promote student-centred learning, as opposed to educator-centred learning.



Marina Kirstein from the Department of Auditing.

General

Research Awards

The purpose of these awards is to recognise annual contributions to the research vision of the Faculty: "to be an internationally recognised and locally relevant centre of excellence in the economic, management and financial sciences." To attain this vision, the Faculty focuses on increasing both the quality and quantity of its research output, as well as the number of active research staff. Awards are presented in four categories: First Journal Article Publication, Best Researcher in a Discipline (senior and junior), Researcher of the Year and Most-improved Research Outputs by a Department.



Mr Michael Humbani.

Michael Humbani of the Department of Marketing Management received an award in the category of First Journal Article Publication in Management Science. Michael was not just recognised for one first article but two.



Dr Michel Tshiyoyo with Prof Elsabe Loots, (Dr Paul Smit was absent).

The co-winners in the Best Junior Researcher of the Year in Management Sciences category were Dr Paul Smit (Department of Human Resource Management) and Dr Michel Tshiyoyo (School of Public Management and Administration). Both were recognised for their 2015 publications in international journals.



Dr Yoseph Getachew (Department of Economics) received the award for Best Junior Researcher of the Year in Economic Sciences.

Dr Yoseph Getachew.

General

The co-winners of the award in the Best Junior Researcher of the Year in Financial Sciences category are Dr Michelle Reyers (Department of Financial Sciences) and Wessel Badenhorst (Department of Accounting). Both are recognised for their publications in highly ranked international journals in their fields.



Dr Michelle Reyers.

Prof Stella Nkomo (Department of Human Resource Management and Deputy Dean: Research and Postgraduate Studies) received the award in the Best Senior Researcher of the Year in Management Sciences category. She co-authored two articles, of which one was in an A+-ranked international management journal.



**Prof Stella Nkomo and Dean of the Faculty,
Prof Elsabe Loots**

Prof Karin Barac (Department of Auditing) was named the Best Senior Researcher of the Year in Financial Sciences. She authored and co-authored six articles and served as editor for a special issue of the *Southern African Journal of Accountability and Auditing Research*.



**Prof Karin Barac and Prof Elsabe
Loots.**

Prof Reneé van Eyden (Department of Economics) received the award for the Best Senior Researcher of the Year in Economic Sciences. She authored or co-authored six articles, all of which were published in A- or B-ranked journals.



Prof Reneé van Eyden

General

Prof Rangan Gupta (Department of Economics) was named Researcher of the Year. Prof Gupta continues his excellent contributions to knowledge. He published a total of 53 articles, six in A+-ranked journals, 21 in A-ranked journals and 15 in B-ranked journals.

Prof Rangan Gupta and Dean of the Faculty,
Prof Elsabe Loots



The Department of Financial Management received the award for the Most improved Research Outputs by a Department. The Department had the best improvement in terms of both the quantity and the quality of its departmental outputs.

Front (from left): Moira Mabalane, Dr Michelle Reyers, Prof Henco van Schalwyk (Head of Department), Elize Lambrechts and Lanise van Eck. Back (from left): Prof Hendrik Wolmarans, Jacomien Visagie and Gregory Plant

General

Visiting researcher discusses women's career paths to executive leadership

Dr Bobbi Thomason from the University of Pennsylvania's Wharton School shared her research findings on women's career paths to executive leadership during a visit to the University of Pretoria on 1 September 2016.

She presented some of her data at the Brown Bag lunch and research series hosted by the Faculty. This is an interactive forum for all research-related matters. Some of the sessions are presented by the Faculty's academic staff and others by local or international visitors.

Her presentation, titled "Women's paths to executive leadership: enacting career scripts by shaping and selecting organisational and familial settings", shared insights from her research of women's career advancement in Amman (Jordan), Tunis (Tunisia) and Cairo (Egypt).

Explaining her motivation for undertaking this research, she said: "There is a general lack of women in the highest echelons of management, even if women enter organisations at approximate parity to men." This is a topic she is familiar with, having

worked as the international researcher for Sheryl Sandberg's bestseller *Lean in: women, work and the will to lead*.

She explained that the under-representation of women in positions of power is not unique to Standard & Poor (S&P) 500 companies. It is, however, particularly evident in the countries in which she collected data, because "women's participation in the Middle East and North Africa labour force remains one of the lowest in the world".

The data collection involved interviewing women across a range of industries in three categories of career progression: executive, "on the rise" (those with the intention and ambition to reach executive leadership, but were not there yet) and those whose careers had plateaued. From this, Dr Thomason was able to identify the various behaviours the women

used to navigate the career path to executive leadership by shaping and selecting their settings. She plans to publish a research paper detailing her findings.

"Gender equality will happen over time," she said, stating that more research was necessary to answer questions about where individual level changes need to start and at what point the small changes gain enough traction to change the structure.



Dr Bobbi Thomason

General

Outgoing Commercii Committee passes on the baton to new leadership

The Economic and Management Sciences Faculty House, Commercii, welcomed its incoming Executive Committee on 16 September 2016. The inauguration ceremony was symbolic of the passing on of the baton from the previous Executive Committee, overseen by the Dean of the Faculty, Prof Elsabé Loots, who commended all the students for their active involvement in the Faculty House.

Commercii is a society that caters for the needs of BCom students and enriches their student life experience while at university. Its focus areas include assisting students with academic development skills and involving them in community outreach initiatives.

Some of the notable successes of the outgoing Executive Committee are outreach initiatives that have benefited Pure Hope Kids, an educational institution for underprivileged children, and the Angels Without Wings non-profit organisation, which assists families of children with terminal and life-altering conditions. The outgoing committee wished the new incumbents well and encouraged them to work as a team to achieve their goals.

“We are looking forward to a year of excellence,” said the new Chairperson, Refentse Mompei, who thanked the outgoing committee for its support and conveyed the new Committee’s enthusiasm to tackle the challenges that lie ahead. The new Committee will be supported by the Faculty through its appointed guardian, Dr Ingrid le Roux, who recently received the award for Best Guardian of a Faculty

House at the annual Faculty and Day House Awards function. She thanked the outgoing Committee for its service during its tenure and stated that she looks forward to working with the new Committee to build on the positives of the previous year and take Commercii to new heights.



Back: Remofilwe Dikoma, Tasneem Goolam, Ithiel Egambaram, Bandile Sindane, Bianca Henriksen, Johan Els, Karabo Madibana, Vinolia Fuse, Ruan du Toit and Tumelo Mogase. **Front:** Kganyogo Motsileng, Dr Ingrid le Roux, Refentse Mompei, Bothu Mamarara and Nicola Wilson.

General

EMS spring graduation ceremony

The beginning of September marked a time of celebration when the Faculty of Economic and Management Sciences held its spring graduation ceremony in the Rembrandt Hall at the LC de Villiers Sports Campus.

On 2 September 2016, a total of eight doctoral degrees, 42 master's degrees, 19 honours degrees, 77 bachelor's degrees and three postgraduate diplomas were conferred.

Doctoral degrees were awarded to the following graduates:

- Dr Norman Nhede, DAdmin (Public Administration) for a thesis titled "The social security policy of the Government of Zimbabwe: a policy analysis overview"
- Dr Andrew Dittberner, PhD (Financial Management Sciences) for a thesis titled "Fundamental momentum: a new approach to investment analysis"
- Dr Hanneke du Preez, a PhD (Taxation) for a thesis titled "A construction of the fundamental principles of taxation"
- Dr Jacobus du Preez, PhD (Informatics) for a thesis titled "Understanding the architect in enterprise architecture: the Daedulus Instrument for architects"
- Dr Uapirama Kavari, PhD (Entrepreneurship) for a thesis titled "Modelling an agricultural-entrepreneurial development resolution"
- Dr Elbie Louw, PhD (Financial Management Sciences) for a thesis titled "Optimal retirement savings: a South African perspective"
- Dr Matshankutu Maake, PhD (Public Administration) for a thesis titled "An analysis of Integrated Development Planning: a case study of Mopani District Municipality"

- Dr Nichola Nicholis, PhD (Economics) for a thesis titled "Essays on probability perceptions, decision making and aging"

Three of the graduates at the ceremony were staff members of the Faculty of Economic and Management Sciences, including Dr Nhede from the School of Public Management and Administration, Dr du Preez from the Department of Taxation and Ms Tumi Dzivhani from the Faculty's Human Resource Office, who obtained her MCom (Industrial Psychology). The University piloted livestreaming of the graduations via YouTube in 2016, to enable family and friends who could not attend the event to also be a part of the students' big moment.



The Faculty's doctoral degree graduates.

General

Prof Nkomo recognised for outstanding achievements

In addition to being recognised as an A-rated researcher by the National Research Foundation (NRF), Prof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies, received a Continental Lifetime Achiever at CEO Global's Africa's Most Influential Women in Business and Government Awards.

These awards formed part of an annual programme that celebrates the achievements of women across the African continent.

CEO Global is a business and professional services company that has focused on identifying Africa's leading talent and sharing their success stories over the last 16 years. Annelize Wepener, Chief Executive of CEO Global, explains that the recognition programme dispels the notion that Africa has a paucity of innovative and progressive leadership talent.

Earlier in the year, Prof Nkomo was one of two winners from South Africa to receive the 2016 CEO Lifetime Country Achievement Award in recognition of her leadership excellence in the Southern African Development Community (SADC)

region. The award is conferred on women who make an impact through business or a profession over the course of their careers and who have turned their success and prowess into society's success.

She was recognised for her extraordinary leadership contributions to higher education in the country, particularly her special talent for developing young academics and training postgraduate students. Her reach extended beyond South Africa's borders to the rest of the continent through her presidency of the Africa Academy of Management.

According to CEO Global, just under 5 000 nominations across the various sectors were received from across the continent during the course of 2015 for the 2016 awards.

Nominees undergo a rigorous multi-tiered judging process, overseen by a judging panel that comprises leading figures from the business and public sector who have excelled in their own right and understand the demands made upon contemporary leaders.



Prof Stella Nkomo.

General

NRF-rated researchers

The Faculty has 31 researchers who have been rated by the National Research Foundation (NRF). This is the highest number of NRF-rated researchers in the economic and management sciences fields in South Africa. It also has the highest number of B-rated researchers, as well as the only A-rated researcher in the field of economics, management and financial sciences in the country.

Prof Stella Nkomo: A2

Department of Human Resource Management



Prof Nkomo is the only A-rated scientist in the Faculty of Economic and Management Sciences. This rating is only given to a researcher who is recognised by the overriding majority of reviewers as a leading scholar in his or her field internationally for the high quality and impact (either wide or confined) of his or her recent research outputs.

Prof Nkomo holds a strategic appointment as professor in the Department of Human Resource Management. Her internationally recognised research on gender and diversity in organisations has been published in numerous journals and books. She is listed in the international Who's Who in the Management Sciences and serves on the editorial boards of top journals in the field. In 2009, her research earned her the Academy of Management's prestigious Gender and Diversity in Organisations Award for scholarly contributions. She received the Distinguished Women in Science: Social Sciences and Humanities Award from the South African Department of Science and Technology in 2010 and a lifetime special recognition award from the NRF in 2014 for capacity building among postgraduate students and young academics. She is a founding member and president of The Africa Academy of Management.

General



Prof Chris Evans: B1
Department of Taxation

Prof Evans is a part-time extraordinary professor in the Department of Taxation. He also holds a part-time position as professor in the School of Taxation and Business Law at the University of New South Wales (UNSW), Sydney, and visiting positions at Oxford, Exeter and Monash universities. His principal areas of research are tax administration, tax legislative analysis and tax policy/reform. These three connected strands enable him to work on the design and development

of tax systems throughout the world that can operate efficiently, equitably and simply in their key task of raising revenue for the provision of appropriate services and – in the context of developing countries – can contribute to the critical task of state and capacity building.

In the period 2013 to 2016, Prof Evans received a major research grant from the Australian Research Council, which enabled him to lead and conduct a research project titled “Assessing and addressing tax system complexity”. The project led to numerous articles in international refereed journals and the publication of a major book on tax simplification (2015). He recently completed projects on the relationship between tax and corruption, the burden of tax compliance, and the impact of corporate tax aggressiveness on firm value. He has published separate books on capital gains taxation (2016) and Australian Taxation Law (2017) and is working on a book on comparative taxation scheduled for publication later this year.



Prof Augustin Fosu: B2
African Tax Institute

Prof Fosu is an extraordinary professor in the African Tax Institute and the Department of Economics. His present areas of interest include the growth, inequality and poverty nexus, institutions, growth and development, and economic implications of external debt constraints. He holds an honorary appointment as research associate of the Centre for the Study of African Economies (CSAE), University of Oxford, UK. He is a member of the International Panel on Social Progress (IPSP).

General

Prof Fosu is a managing editor of the *Journal of African Economies* (Oxford), and editor-in-chief of the *Journal of African Trade* (Elsevier). His further service on editorial boards, currently or recently, involves many other journals, including *Journal of Development Studies*, *Oxford Development Studies*, *World Bank Economic Review* and *World Development*. He has published widely, and is listed among the 7% of “top authors” globally and the top 1% in Africa.



**Prof Margaret Chitiga-Mabugu: C1
School of Public Management and
Administration**

Prof Chitiga-Mabugu joined the University as Director and Head of the School of Public Management and Administration in September 2014. She was the Executive Director

of Economic Performance and Development at the Human Sciences Research Council prior to rejoining the University. She had previously been professor in the Department of Economics at UP, where she taught microeconomics, public sector economics, development economics, economic modelling and mathematics for economists.

Prof Chitiga-Mabugu obtained her PhD in Economics at the University of Gothenburg in Sweden with the research focus on the economy-wide impacts of public policies on income distribution. Her research interests are the tracing and analysis of the effects of government policies on households and the broader economy. She has applied various modelling approaches to answering questions on, among others, environmental, trade and socio-economic policies, and has conducted research on a wide variety of development issues.

Prof Chitiga-Mabugu has published both locally and internationally, and

has co-authored more than 20 client research reports. In addition, she has supervised more than a dozen PhD and master's students.



**Prof Pierre Mostert: C3
Department of Marketing
Management**

Prof Mostert is a professor in the Department of Marketing Management. His research focuses on services marketing, relationship marketing and relationship intention.

General

Research on organisation-customer relationships established that organisations want to build long-term relationships with customers because it leads to higher profits, a better competitive position, and a greater chance of success. Prof Mostert's research contributes to the current debate by considering organisation-customer relationships from the customer's perspective. Specifically, his research found that it is possible to identify groups of customers who want to reciprocate the relationship-building efforts of organisations by displaying higher levels of relationship intention. Based on these findings, his research also considered the influence of customer relationship intention on their relationships with organisations following service failures in the service delivery process as well as following organisations' service recovery efforts to restore customer satisfaction.

Prof Mostert's current research focuses on a new field in relationship marketing, namely service brand avoidance. His future research will include determining the influence of organisations' service recovery efforts following service failures on customers' brand avoidance behaviour.

Prof Roula Inglesi-Lotz: Y1 Department of Economics



Prof Inglesi-Lotz is an associate professor in the Department of Economics.

Her research interests focus on the broader relationship between economics and the energy and the natural environments. She investigates energy topics from

a macroeconomic perspective to establish robust theoretical frameworks for energy-related questions, while adopting rigorous econometric techniques used in various economic fields, but which she brings to bear on energy- and environment-focused questions.

In recognition of her research output, the University of Pretoria awarded her the Exceptional Young Researcher award in 2014. The Department of Economics acknowledged her as Junior Researcher of the Year in 2011, 2013 and 2014.

Auditing

“XXXXXXXXXXXXXXXXXXXXX”

Auditing

UP student named international body's face for March

Whelna Crous, a UP alumna who completed her honours degree in Internal Auditing at the end of 2016, was chosen as The Next Generation of Internal Audit's face for March 2016.

The Next Generation of Internal Audit is a monthly segment on the Institute of Internal Auditors (IIA) website, which features young, recently qualified internal auditors who are part of the Institute's Internal Auditing Education Partnership (IAEP) Programme. The IIA is an international professional association with global headquarters in Altamonte Springs, Florida, USA. Crous is the first candidate from outside North America to be featured in this section.

In 2001, the Department of Auditing's internal auditing programme became the first of its kind in the southern hemisphere to be awarded Endorsed Internal Auditing Programme (EIAP) status by the IIA. Nowadays, the Department is one of only six tertiary institutions in the world to be accredited as a Centre of Excellence in the Institute's IAEP Programme.

Crous works at KPMG and hopes to remain there as long as possible in order to gain as much experience as she can, while gaining more knowledge about the profession that she is so passionate about. She describes herself as a perfectionist and says that internal auditing not only suits her personality perfectly, but she also feels that she can make a difference in the profession.

When asked how participating in the IAEP Programme at UP has given her an advantage over others who are looking for internal audit jobs, Crous replied that South African companies explicitly source students from UP because of the institution's IAEP Programme. She explained that the knowledge that she had gained while studying enabled her to complete internships at various companies, and that the feedback she received

during the course of these internships emphasised the level of her theoretical knowledge.

Crous says that she would like to play a part in getting the message of the internal auditing profession out there, as she firmly believes that while students cherish the experience and insights of people with a lot of experience, they also appreciate those of someone who is passionate about the profession.

Her advice to anyone who might be considering a career in internal auditing is: "Go all out! Internal auditing is an exciting and interesting career and it will never be boring. There is so much to do and there are so many opportunities."



Ms Whelna Crous

Auditing

Exchange programme to China – a student's perspective

A group of students from the Department of Auditing represented UP as exchange students at the Nanjing Audit University in China. Here is a glimpse into their experience.

The students boarded the plane bound for China on 1 September 2016. They had the privilege of representing UP, specifically the Department of Auditing, at the Nanjing Audit University. At first the unknown frightened them. Among other challenges, they had to change from knives and forks to chopsticks and attempt advanced Chinese pronunciation. They quickly found themselves outside their comfort zones. Even though China was very crowded, they did not mind being in the midst of such kind, warm-hearted people, who often went completely out of their way to help the students.

Their dormitories housed various other foreigners from Hong Kong, Indonesia, Italy, Mauritius, Mongolia, Taiwan and Turkey. The Chinese students were very welcoming and considered it a privilege to be in their guests' company. They enjoyed photographing the UP students.



caption

Auditing



caption

There was much enjoyment in the lectures and the lecturers were highly educated and qualified individuals, who went the extra mile to make the lessons informative and interesting. The South African students could demonstrate their extensive knowledge in internal auditing. They were true ambassadors to UP's internal audit programme. The countless enjoyable activities the students were exposed to included participating in the annual

athletic competition, singing at the official renaming ceremony, recording a combination of Chinese and English songs in a recording studio, performing in the various concerts held by the host university and participating in badminton competitions. These activities proved that future internal auditors are prolific in various activities.

This was truly an unforgettable experience. The internal audit

programme at UP provides its students with the most exciting and educational opportunities, which challenges them as individuals. This chapter of their Chinese experience is definitely far from closed and they look forward to returning to China to continue exploring the possibilities of the unknown.

Do not fear the unknown, instead board the plane with the mindset of "challenge accepted!"

Auditing

Department of Auditing shines globally

Drikus Oberholster, an internal auditing honours degree student in the Department of Auditing at UP, won second prize in the annual Esther R Sawyer Research Award Competition.

The competition requires students to submit an original manuscript of 3 000 to 5 000 words on a topic related to internal auditing, as selected by the Institute of Internal Auditors (IIA). Selection is based on the focus of the selected topic, originality, quality of writing and the value it adds to the internal audit profession. All Internal Auditing Educational Partnership (IAEP) universities globally participate in this prestigious research competition.

The Department of Auditing is the only IAEP entity accredited as a Centre of Excellence in Africa. In addition, the Department's internal auditing programme is currently the largest programme globally.

The Department is committed to providing students with an in-depth understanding of key aspects in internal auditing and always strives for high-quality education and research. The Department congratulates Oberholster for his achievement in this prestigious competition.



Mr Drikus Oberholster

“ All IAEP universities globally participate in this prestigious research competition”

Auditing

Dr Kato Plant wins Educator of the Year Award

The Institute of Internal Auditors South Africa (IIA SA) named Dr Kato Plant, a senior lecturer in the Department of Auditing, as the Educator of the Year during an award function held on 16 August 2016.



Dr Kato Plant

I am passionate about educating internal audit professionals at the University of Pretoria and I look forward to adding value to the internal audit education landscape,” she said. She was honoured to have won. Her passion paid off in the form of the coveted award, which is bestowed on a nominee who has made a noteworthy contribution that has improved the educational standing of the internal auditing profession in South Africa. The award also recognises the individual’s contribution to the IIA SA.

Dr Plant is a certified internal auditor and she started lecturing internal auditing to undergraduate and postgraduate students at UP at 2003. She was acknowledged for her ongoing involvement in educating internal audit professionals and, particularly, for the valuable contribution made by her PhD study, titled “A workplace learning framework for developing entry-level internal audit professionals”, which is already informing the profession’s training practices.

Prof Karin Barac, Head of the Department of Auditing and Dr Plant’s PhD supervisor, conveyed how proud she was of her: “We wish her all the best for her future research and to continue being relevant by doing research with scholarly impact, which also makes a difference in practice.”

Auditing

UP flag flown high at the 10th IAEP Leadership and Networking Conference

The Department of Auditing was once again represented at the annual Internal Auditing Education Partnership (IAEP) Leadership and Networking Conference held in Orlando, Florida, in the USA from 16 to 18 September 2016.

This was the Conference's 10th anniversary, and as always, it was attended by most of the IAEP schools from around the world. The main purpose of the conference was to facilitate leadership, networking and recruitment opportunities for internal audit students, as well as an educators' forum for internal audit lecturers.

Countries such as China, Lebanon, South Africa, Thailand, The Netherlands, the UK and the USA were represented at the conference. Cobus Janse van Rensburg, a senior lecturer in the Department of Auditing, attended the conference, along with three students: Piet-Frik Liebenberg, Lebohang Modiga and Celestia Naidoo.

The students were exposed to several networking opportunities, including a group presentation competition. The UP students performed very well

in their presentations and several fellow attendees commented on how presentable they were.

Modiga's group won the competition and Naidoo's group received third place. The Department of Auditing is very proud of all three students.



Orlando Florida USA 2016 UP representative team: (from left: Piet-Frik Liebenberg, Lebohang Modiga, Mr Cobus Janse van Rensburg and Celestia Naidoo).

Auditing

Some feedback from the three students:

"The age of student participants varied from 20 to 73, which kept me thinking that no matter what age you are, or what your circumstances might be, it is never too late to set another goal in life – even if it is to become the ultimate professional internal auditor."

– Piet-Frik Liebenberg

"It was an amazing networking opportunity that made me appreciate the profession I chose even more. Internal auditing is literally a global language, it was eye opening to see just how big internal auditing is. I am thankful to UP and everyone who made the trip possible. It was a great opportunity that really expanded my career dreams."

– Lebohang Modiga

"I was honoured to be selected among my peers for such a prestigious event. My visit to the USA to attend the conference expanded my knowledge and made an impact on my life to such a degree that the information obtained will now give me insight to form a global vision. This visit also equipped me with the tools to be proactive, effect global change and analyse risk across the global spectrum. I now realise that the world is my oyster."

– Celestia Naidoo



Auditing

Staff member recognised as IIA student of the month

“Perform with excellence and be original in everything you do,” is a piece of advice that Luvuyo Hlatshaneni, an academic trainee in the Department of Auditing received at the beginning of her academic career, and she is already reaping the benefits of applying this wisdom consistently. She was selected as the Institute of Internal Auditors (IIA) Global’s student of the month for October 2016.

Hlatshaneni left her hometown of Mthatha in the Eastern Cape with dreams of studying towards becoming an accountant, until she discovered the world of auditing while she was enrolled for a BCom (Financial Sciences) degree at UP. “I am passionate about internal auditing, because it enables me to apply logic and challenge myself,” says Hlatshaneni. This is why she pursued a BCom (Hons) Internal Auditing degree upon completion of her undergraduate studies.

The IIA feature aims to profile future leaders in the internal audit profession from across the globe, an opportunity about which Hlatshaneni is excited. She explains: “I am always happy when I can promote the internal audit profession among

people who may be unaware of it and students who are still trying to figure out which direction of study to pursue.”

Her passion for supporting students who are following the path she was on is evident. Her current role entails helping students “behind the scenes” by preparing lectures and setting question papers that build on her experience as a former tutor. “I enjoy it when I can assist students who struggle with difficult concepts, and I am also learning a lot from my colleagues in the Department, while gaining invaluable experience,” she adds.

Hlatshaneni states that being a participant of the IIA’s Internal Auditing Education Partnership (IAEP) Programme at UP has given

her a competitive advantage for her future career ambitions. She took part in a learnership programme with PricewaterhouseCoopers (PwC) in January 2017. She also plans to obtain a master’s degree.



Luvuyo Hlatshaneni

Accounting

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Accounting

Thuthuka student shines

Azile Nkabinde, an academic trainee and recent student on the Chartered Accountant Programme in the Department of Accounting, is the first Thuthuka Programme student ever to pass the South African Institute of Chartered Accountants (SAICA) Initial Test of Competence (ITC) examination with honours and to be included in the top 10.

Nkabinde's fourth position out of 2 561 students who wrote the national ITC examination bears testimony to her diligence, hard work and inquiring mind. She obtained both in her BCom and BCom honours in Accounting Sciences degrees with distinction and received subject prizes for Best Performance in Financial Accounting and Auditing at honours degree level in 2015. Nkabinde is also the first Thuthuka student at UP to graduate cum laude in both her undergraduate and honours degrees.

Nkabinde admits that her progress was not always easy and that challenges and failures were unavoidable, but says that it is through failure that one learns the most.

"I also failed tests and it was perfectly okay, as each failure was another opportunity to learn," she said, and added that if you want to succeed, you have to apply yourself and believe that you can achieve great things.

She is determined to excel, and appreciates the support she receives from her family and friends, and from her mentor, Gottfried Rautenbach, who have all played a vital role in her success to date.



Azile Nkabinde receives her degree at the Faculty of Economic and Management Sciences' Autumn Graduation ceremony

Accounting

Her advice to other students who would like to pursue a career in accounting, or in any other field, is to be curious and bold enough to dream and set goals, and to develop plans and strategies to achieve them.

The Thuthuka Programme was established by the Department of Accounting to better serve the knowledge and skills needs of South African businesses by recognising the need to transform the accountancy profession's demographics.

The Department is extremely proud that it could contribute to the achievement of a student of Nkabinde's calibre.



Azile Nkabinde (third from the left) with representatives from Thuthuka and the University of Pretoria.



Accounting

UP excels in the SAICA January 2016 ITC

The Department of Accounting's chartered accountancy (CA) students once again delivered an exceptional performance in the January 2016 Initial Test of Competence (ITC) of the South African Institute of Chartered Accountants (SAICA).

Two of the top 10 candidates who were identified after completion of the ITC hailed from UP. Azile Nkabinde was placed fourth out of the 2 561 candidates who attempted the examination and is one of only six candidates who passed the examination with honours.

Maryna Roesch occupied the overall ninth position in the ITC. Both these young ladies performed brilliantly.

UP achieved the first position among the four universities that contributed more than 200 candidates to this ITC examination, with an overall and first-

time ITC writer pass rate of 92%.

The Thuthuka candidates achieved a brilliant 89% pass rate for first-time writers.

Congratulations to all the students and their dedicated lecturers.



The CA academic trainees from the University of Pretoria.

Accounting

Accounting team recognised for excellence

The exceptional academic achievement of Prof Steven Coetzee and Ms Astrid Schmulian of the Department of Accounting was recognised when they were announced as team winners of the Teaching Excellence and Innovation Laureate Award at the annual UP Academic Achiever Award function, held on 5 April 2016. They also received a 2016 National Teaching Excellence Award from the Council on Higher Education (CHE) and the Higher Education Learning and Teaching Association of Southern Africa (HELTASA).

Inspired by an International Financial Reporting Standards (IFRS) teachers' workshop in London and research by Stanford's Prof Mary Barth, Prof Coetzee and Ms Schmulian introduced framework-based teaching.

They believe that students learn actively by observing their lecturers interacting and through their own interaction with the lecturers, with each other and with the material. Some of the exciting innovations they have introduced include team-teaching, where they use their combined strengths to cater for the different learning styles of students, as well as the flipped classroom model. This model encourages students to access lecture content



Prof Steven Coetzee and Ms Astrid Schmulian of the Department of Accounting.

Accounting

in the form of videos beforehand in order to free up class time for practical exercises, role plays and in-depth discussions.

They also embraced the opportunities presented by technology, offering their students support through webinars, which have aided the continuation of studies in the current conditions faced by the higher education sector across the country. The dynamic pair states that, by attending conferences and workshops, they have developed a wide global network of academics with which they can exchange ideas.

Research informs Prof Coetzee and Ms Schmulian's teaching and they received funding from the International Association of Accounting Education and Research (IAAER) to support their research. They were the first South African authors to publish in *Issues in Accounting Education*, an A-rated journal in terms of the ranking list of the Australian Business Deans Council (ABDC), and have published in other leading international journals on accounting education.

"Our teaching methods and innovations are informed by research," says Schmulian, who revealed that they already plan to introduce new concepts in future.

UP lecturer receives G200 Silver Angel Award

Sedzani Siaga, a senior lecturer in the Department of Accounting, was awarded a Silver Angel Award at the annual G200 Youth Forum, which was held in Germany in April 2016.

The Swiss-based G200 Association organised the 2016 G200 Youth Forum. The Association annually selects between 150 and 200 of the best students and young experts in the field of international relations, economics, finance and law, who are eligible to become young heads of state or ministers in the national youth delegations to the G200 Youth Summit. The selected young leaders, students and academics, along with representatives of the business world and governments from across the globe participated in this year's Forum, which was one of the largest international events organised by the Association to date.

The G200 Association, of which Siaga is an executive member, is an international non-governmental organisation that brings its alumni together to foster professional

development by organising international alumni meetings, G200 Youth Forums and other events. Through these events, the Association endeavours to create a platform for interaction and facilitate cooperation on a wide range of day-to-day issues. The overall aim is to represent the independent views of a new generation of young leaders in resolving the most pressing economic and social problems in the world. The Association counts young leaders from around 200 countries, who are successfully building their careers in various organisations in both the public and private sectors, among its members.

Each year, the Association recognises distinguished achievements in various societal spheres, including finance, family, health and community matters and the arts, with its prestigious

Accounting



MSedzani Siaga receiving the Silver Angel Award from representatives from the G200 Association.

Silver Angel Awards. Nominees must have made a difference by inspiring positive action in a local community, society or the world. This year's awards were presented at the opening ceremony of the 2016 Youth Forum, which took the form of an elegant gala event in Garmisch-Partenkirchen, Germany, where Siaga also acted as the master of ceremonies.

Siaga says that receiving the award came as a great surprise, as she is

involved with the activities of the Association on an executive level and in this capacity usually has access to all the information regarding the nominees. "I still wonder how an entire executive committee and a staff complement of 10 people managed to keep this away from me, considering I had access to everything," she laughs.

Siaga received the award for her contribution to the development of global young leaders. This award

attests to her dedication to living a life of service, as illustrated by her role as full-time lecturer and the hours spent organising and managing a conference of such magnitude all the way from Africa. In addition, Siaga is involved in various local initiatives, such as volunteering at the South African Institute of Chartered Accountants (SAICA) and the South African Institute of Professional Accountants (SAIPA).

Accounting

Thuthuka graduates celebrate their achievements

Sometimes it falls upon a generation to be great. You can be that generation.” – Nelson Mandela

Thuthuka students at the Department of Accounting honoured these words of former President Nelson Mandela through their achievements during their chartered accountant (CA) studies.

On 21 April 2016, 39 Thuthuka students received the BCom (Accounting Sciences) degree and 46 students received the BCom Honours (Accounting Sciences) degree and the Certificate in the Theory of Accountancy (CTA).

The CTA graduates achieved the highest pass rate of any Thuthuka CTA group at UP since the programme's inception. The Thuthuka students celebrated with their families and friends at a special function held after the 2016 Autumn Graduation Ceremony. It was a time of excitement and rejoicing. Godfrey Mongatane, a Thuthuka alumnus and senior manager at the Auditor-General of South Africa, encouraged

the graduates to honour the sacrifices of their parents and families, and to use the opportunities given to them to build South Africa into a truly great country.

A new generation of South African students is graduating from UP. They are leading as role models for the new generation of chartered accountants in South Africa.



Godfrey Mongatane, Auditor-General South Africa Senior Manager: Graduate Development and guest speaker for the evening, Azile Nkabinde, top CTA Thuthuka graduate, and Sonnette Smith, UP Thuthuka Programme Manager, with other CTA graduates.

Taxation

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New Head of Department for Taxation

Prof Theuns Steyn was appointed as Head of the Department of Taxation as of 1 March 2016.

Prof Steyn is a Chartered Accountant of South Africa CA(SA) with a PhD degree in taxation. Before his career started at UP, Prof Steyn gained valuable experience in practice through his internship at KPMG, and was appointed a senior audit manager at Ernst & Young. During his career, he was a tax manager at Telkom SA, and acted as financial director for the Ampath Group of pathologists. He was also a senior partner in a medium-size auditing and accounting practice and a director at a major short-term insurance brokerage firm.

Prof Steyn joined UP in 2004 and has lectured undergraduate and postgraduate taxation students. He has acted as supervisor for master's and honours degree students and has been the programme leader for the master's degree in Taxation since 2004. Prof Steyn's experience at UP includes a stint as Acting Head of the Department of Taxation for more than three years. He has also acted as an external examiner on master's and doctoral degree level for other universities.

His research interests include the tax burden of individual taxpayers and the perceptions of these taxpayers related to their tax burden. He has presented papers at both local and international conferences, and has published in international journals. He received the Commerce Clearing House (CCH)/Australasian Tax Teachers Association (ATTA) Doctoral Series Award in 2015 with his thesis, titled "A conceptual framework for evaluating the tax burden of individual taxpayers". He became the first scholar from outside Australasia to receive this prestigious award. ATTA and CCH, a leading global provider of tax, accounting and audit software, introduced this award in 2010 to recognise high-level research in taxation law and policy. This doctoral degree study was also awarded the first prize in the Norton Rose South Africa Tax Thesis Competition in 2012. In

2013, Prof Steyn received an academic excellence award from the South African Institute of Tax Practitioners in recognition of the contribution his research made to the taxation discipline.

Prof Theuns Steyn,
Head of the
Department of
Taxation.



Taxation

Top tax debate learners visit UP as prospective students

The top three learners of this year's Lesotho High Schools Debate Competition visited UP in June 2016 to get a clear perspective on the alternative career routes on offer, as well as the facilities available at UP.

The Lesotho Revenue Authority, through its Taxpayer Education Office, annually hosts the Lesotho High Schools Debate Competition, which is focused on tax issues. The aim of the competition is to cultivate the culture of comprehension in tax affairs from a tender age, ultimately leading to increased compliance in the future.

UP staff members Tanya Hill, Theresa van Oordt, Prof Theuns Steyn, Prof Gerhard Nienaber and Mpumi Monageng met with the students to discuss the different options of tax studies in the Faculty, as well as the opportunities available to graduate students. After the information session, the visitors, who were accompanied by representatives of the Lesotho Revenue Authority, enjoyed lunch at Kya Rosa.



The Lesotho delegation.

Taxation

Ernst & Young names UP student as the 2016 Young Tax Professional of the Year

Karl Frenzel, who is studying towards an honours degree in Taxation in the Department of Taxation, was named as the Young Tax Professional of the Year 2016 in South Africa.

The Young Tax Professional of the Year is an international competition run by the multinational professional services firm Ernst & Young (EY), in which successful, young tax students from different countries are encouraged to demonstrate a range of skills by completing a tax questionnaire.

The first round of the South African leg of the competition took place on 21 October 2016, when 12 shortlisted candidates were tested for tax knowledge and professional skills. A panel of judges comprising tax academics, representatives of the South African Institute of Tax Professionals, and directors from EY judged the candidates' presentations.

Frenzel was named Young Tax Professional of the Year at the global final held in Amsterdam, The Netherlands, in November 2016.

He completed his BCom (Accounting Science) honours degree in 2016 and is now working as a first-year articled clerk in EY's Assurance Department.

"UP's lectures and the programme itself are simply a step above the rest. The way they teach us to think and apply ourselves has helped greatly in preparing me for the real world, where you need to think on your feet and be able to substantiate why and how you reached the decision you are making," says Frenzel.



Karl Frenzel.

Taxation

UP partners with UNSW and SAICA for an international VAT symposium

The Department of Taxation held a two-day symposium on 19 and 20 October 2016. The School of Business at the University of New South Wales (UNSW) in Australia co-hosted the event.



UP staff with representatives from 13 different countries at the 2016 Value-added Taxation Symposium.

The main theme of the symposium was “Value-added taxation (VAT) in developing countries: policy, law and practice”. The symposium was an invitation-only event with 32 participants from 13 different

countries. The participants comprised leading global VAT scholars, policy makers, practitioners and emerging academics from developing economies. The main aim of the symposium was to expose

the emerging academics to the established international VAT role players through the presentation of a paper co-authored with an established VAT scholar. The topics from the papers presented and

Taxation

discussed at the symposium were extremely relevant to African developing countries, especially South Africa and member countries of the Southern African Development Community (SADC).

The topics presented and discussed at the symposium were the following:

- Learning from experience: good and bad VAT
- Supranational and subnational issues: regional VAT cooperation between groups of countries
- Evaluating VAT efficiency
- Legal architecture: the legal design of VAT legislation
- Getting the design right on specific VAT-related problem areas
- Intermediaries, compliance and compliance costs

This symposium made an important contribution towards the development of tax academics and researchers on the African continent. In addition, the papers presented at the symposium were peer-reviewed for a special edition of the *Australian Tax Forum*, an A-rated journal on the ranking list of the Australian Business Deans Council (ABDC) .

The South African Institute of Chartered Accounts (SAICA) sponsored the event, together with contributions by the Dean of the Faculty, Prof Elsabé Loots, the UNSW School of Business, LexisNexis and Prof Rick Krever, Prof Chris Evans and Prof Binh Tran-Nam.

“The main aim of the symposium was to expose emerging academics to established international VAT role players”



Financial Management

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Financial Management

Financial Management students compete in international competition

Two teams from the Department of Financial Management advanced to the second round of the Chief Financial Officer (CFO) Case Study Competition.

The CFO case study competition is an annual international multi-round business management case study competition organised by the CharterQuest Institute. It challenges young people who aspire to be top CFOs and/or global business leaders to demonstrate

their potential by competing to solve a set of complex real-life financial, managerial and strategic problems that beset a hypothetical African company.

The objective is to prepare the next generation of CFOs and global business leaders by advocating a deeper



Left to right: Andrie Scholtz, Denel Olivier and Louis Janneke

Andrie Scholtz, Denel Olivier and Louis Janneke.

Financial Management

incorporation of the integrated case study methodology into the curriculum, highlighting the centrality of good leadership, teamwork, creativity, presentation skills and business acumen, as well as the value of taking a holistic and strategic approach to enterprise management.

Out of the 320 teams representing 1 278 aspirants from 53 universities in 25 countries across five continents, the Project Board of the CFO Case Study Competition announced the top 12 teams on 31 May 2016.

Two of these teams were students from the Department of Financial Management at the University of Pretoria.

These outstanding teams were invited to submit a video link to their real Microsoft Office PowerPoint stage presentation, from which the six best teams were announced on 30 June 2016.

Mr Valentine Nti, the CFO Case Study Competition project executive director, said: "Besides the overwhelming uptake and response rate, we were blown away by the



Jenevieve Badenhorst, Caitlyn O'Donoghue and Kristin Williams.

degree of knowledge and skill the aspirants displayed to tackle the case study."

The six final teams were invited to an all-expenses-paid trip to Johannesburg, South Africa, to compete for the CharterQuest Future CFOs and Business Leaders crown at the Finance Indaba Africa Expo at the Sandton Convention Centre in October 2016.

Team Athena from Zambia were announced as the winners.

Financial Management

Stock exchange CEO discusses recent trends in financial markets

Ms Nicky Newton-King, CEO of the Johannesburg Stock Exchange (JSE), addressed students and staff of the Faculty on 4 August 2016, as part of the EMS Talk series.

A variety of topics were covered during the engaging talk, ranging from the rationale behind insider trading regulations to trends in listings on both the JSE Main Board as well as AltX, an alternative public equity exchange for small and medium-sized companies in South Africa. Prof Henco van Schalkwyk, Head of the Department of Financial Management, co-chaired the interactive question-and-answer session with senior lecturer, Dr Michelle Reyers.

Newton-King, who also serves on the Board of the World Federation of Exchanges, explained the local impact of global issues on market developments during discussions concerning the Brexit vote and the 2016 presidential election in the USA.

She also gave advice to beginner investors looking to invest in the South African financial markets, recommending that they look into signing up for a tax-free savings account or consulting with an online broker. "You need to have a clear idea of what you are trying to achieve, because there is never a sure bet from an investment perspective and you therefore need to carefully investigate each opportunity," she cautioned.

She also highlighted the JSE's world-leading capabilities, such as the pioneering work in developing and introducing a sustainability index. She provided insights on job

opportunities for graduates at the JSE. "We look for people who understand that the financial markets are the centre of the economy and are passionate about finding efficient and creative ways to run operations", she pointed out.

An exceptional workforce, she concluded, is what enables the JSE to maintain its status as one of the best-regulated exchanges in the world.



Ms Nicky Newton-King.

Financial Management

UP represented at CIMA Qualitative Management Accounting Research Workshop

Dr Elda du Toit, a senior lecturer in the Department of Financial Management, attended the Chartered Institute for Management Accountants (CIMA) Qualitative Management Accounting Research Workshop at the beginning of October 2016 in Kuala Lumpur, Malaysia.



All the participants, together with Prof Wai Fong Chua and CIMA personnel.

The aim of the event was to train academic researchers in qualitative research practices for the management accounting field, thereby enhancing the profile and quality of management accounting research. The workshop was facilitated by renowned accounting researcher Prof Wai Fong Chua from the University of Sydney. It attracted participants from Malaysia, South Africa Thailand and Vietnam.

Dr Du Toit reports that it was a highly informative event and recommends it to any researcher who is interested in qualitative management accounting research.

"It was inspiring to learn from an esteemed researcher and to learn from other researchers who experience the same difficulties we do in South Africa," she concludes.

Economics

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Economics

ESSA Founders' medal awarded to economics student

Jaco Weidemann was awarded the Economic Society of South Africa (ESSA) Founders' Medal for his master's degree thesis titled "Structural breaks in renewable energy in South Africa: a Bai & Perron break test application". It was completed under the supervision of Prof Roula Inglesi-Lotz and Prof Jan van Heerden in 2014.

The Founders' Medal was instituted to commemorate the work of Prof Henry Fremantle, Prof Robert Lehfeldt and CW Pearsall, through whose efforts ESSA was founded in 1925.

The purpose of the awards is to encourage research in the field of economics in South Africa and to recognise economic research of outstanding quality conducted at a South African university.

All areas of economics were eligible for this award.



From left: Prof Roula Inglesi-Lotz, Jaco Weidemann and Prof Steve Koch.

"This award aims to encourage research in the field of economics in South Africa and to recognise economic research of an outstanding quality at a South African university"

Economics

Time to face the music

Since 2008, the South African economy has shown a gradual and consistent decline. In 2015, the accumulation of bad government policies, weak political leadership, an oversized and inefficient government and a hint of foreign pressures finally reached a climax and it all came tumbling down. Following the 2016 budget speech of the former Minister of Finance, Pravin Gordhan, at the end of February 2016, expectations for the year ahead were bleak, and inflation was set to get out of hand.

On Wednesday, 3 March 2016, the Department of Library Services hosted the Efficient Group economist Francois Stoffberg, who gave a lecture titled “The South African economy – time to face the music”. During his lively and engaging presentation, he discussed Minister Gordhan’s plan with the economy, whether there is still a way to turn it all around, and how government’s and individuals’ finances play a role.

Stoffberg works under the mentorship of the well-known South African economist Dawie Roodt. Before joining the Efficient Group in 2014, he worked as an independent economist and later as a financial manager at a green consulting firm. He is currently pursuing a PhD in Financial Economic Modelling at the University of Pretoria. He holds a BCom Hons degree in Econometrics from UP and an Advanced Certificate in International Politics and Economic Development from Fordham University, New York. Stoffberg has published in the *European Journal of Comparative Economics* and has been a member of the Golden Key Honour Society since 2009.



Efficient Group economist Francois Stoffberg.

Economics

Research on water tax featured on UNESCO forum

An article written by three staff members the Department of Economics was featured as the Editor's Pick on the Global Water Forum (GWF), an online resource that publishes concise, open-access articles from leading researchers on water governance, policy and science.

The article, which is titled "Water taxation and the double dividend hypothesis", was co-authored by Dr Nicholas Kilimani, Prof Jan van Heerden and Dr Heinrich Bohlmann. It investigates the possibility of designing a tax policy that is capable of minimising the costs of environmental regulation, while achieving economic objectives such as raising tax revenue. A specially developed water computable general equilibrium (CGE) model was used to investigate the economic impact of a water tax on the economy.

A policy of Uganda's Ministry of Finance, Planning and Economic Development to levy value-added tax (VAT) on commercially distributed water motivated the research. Investigating this policy, the authors contended that a well-designed tax could induce efficient water use and harness resources for financing the development and expansion of an efficient water supply infrastructure.

The research employed different taxation and revenue plough-back scenarios in order to answer questions that were central to the double dividend hypothesis regarding the impact of the policy on the key macroeconomic variables, the environmental impacts of a water tax, and the effect on employment. The study's findings can be extended to other developing economies whose

use of environmental tax instruments is still limited, and stand to suffer from the adverse effects that may arise from the mismanagement of environmental resources.

The GWF was established in 2010 as an initiative of the United Nations Educational, Scientific and Cultural Organisation (UNESCO) at the Australian National University.



caption

Economics

21st century challenges discussed at Elsevier's Energy Systems Conference 2016

Prof Roula Inglesi-Lotz of the Department of Economics presented her research paper at the Energy Systems Conference 2016. The theme of the conference was "21st century challenges" and it was held at Westminster, London, on 14 and 15 June 2016.

The conference, which was organised by Elsevier in association with the Energy Institute, brings together researchers, academia, industry, investors and policy makers to explore the most suitable and efficient ways to design, finance and build better and more sustainable energy systems.

In her presentation titled "Social rate of return to research and development (R&D) on various energy technologies: impact on total factor productivity (TFP)", Prof Inglesi-Lotz argued the severity of the proper allocation of investment in R&D in the energy sector, considering the benefits of new technologies to sustainability, security and environmental protection. However, the nature and potential of various energy technologies that are

capable of improving the energy and environmental conditions globally is a challenging task for governments and policy makers who have to make decisions on the allocation of funds in R&D.

Her work aims to specify the social rate of return of R&D investment on various energy applications and technologies, such as energy efficiency, fossil fuels, as well as renewable and nuclear energy sources, by estimating the impact of its R&D investment on the G7 countries' TFP. The results show that R&D investment in energy efficiency technologies and nuclear energy are primarily the ones that yield high social benefits for all G7 countries, while exactly the opposite holds true for fossil fuels.



Prof Roula Inglesi-Lotz on stage before her presentation.

Economics

Department of Economics hosts Econometric Society

The Department of Economics organised and hosted the Econometric Society Africa Regional Meeting at the Protea Hotel Kruger Gate in the Kruger National Park from 25 to 29 July 2016.



Prof Stephen Turnovsky, Prof Reneé van Eyden, Prof Eddie Dekel, Prof Steven Koch and Sir Richard Blundell.

Researchers from over 60 institutions in 28 countries representing six continents attended the meeting. Some 80 papers were delivered and Prof Eddie Dekel, Sir Richard Blundell and Prof Stephen Turnovsky addressed the audience.

Prof Dekel is the William R Kenan Jr Professor of Economics at Northwestern University, the Grace and Daniel Ross Professor of Economics at Tel Aviv University, and the President of the Econometric Society. Sir Richard Blundell is the Ricardo Professor of Political Economy at University College London and the Director of the Economic and Social Research Council (ESRC) Centre for the Microeconomic Analysis of Public Policy in the

Institute of Fiscal Studies. Prof Stephen Turnovsky is the Ford and Louisa Van Voorhis Professor of Economics at the University of Washington and Honorary Professor of Economics at Victoria University.

The Econometric Society, originally founded in 1930 through the joint efforts of the American Economic Association, the American Statistical Association and the American Mathematical Society, has become an international association, with branches on all the continents. Africa joined the Econometric Society in 2015, following the incorporation of the African Econometric Society. The African Econometric Society was founded in 2002 by the Department of Economics at UP. Prof Reneé van Eyden was one of the founding members.

Economics

UP academic considers cost of hosting the Olympics on African soil

Dr Heinrich Bohlmann, a senior lecturer in the Department of Economics, was recently interviewed on the BBC's "Focus on Africa" segment regarding the possibility of Africa hosting the Olympic Games and what the associated costs would be.

He noted that, despite the excitement such events bring to hosting countries or cities, it becomes too great a cost to justify for a developing nation once the cost of building event-specific infrastructure is translated into roads, schools and hospitals, for example.

"Instead of acting as a catalyst for growth and investment, hosting the Olympics may well become a distraction to the development process of poorer communities, as scarce resources are diverted."

He further stated that strong institutions and investment in education and productivity-enhancing infrastructure are the proven drivers of economic growth and prosperity, and should not require the hosting

of an Olympics, or any other mega-event, to be prioritised.

South Africa has successfully hosted large sporting events in the past, including the 2010 FIFA World Cup, and would undoubtedly be able to host a successful Olympics if needed, he said.

"The decision not to bid for the 2024 Olympic Games and instead focus on hosting the 2022 Commonwealth Games – an important, yet much smaller event – was a wise decision."

Africa's time will come; patience and commitment to building institutions that promote sustainable growth and development now will enable a future in which hosting an Olympic Games can be enjoyed by all," he concluded.



Dr Heinrich Bohlmann

African Tax Institute

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African Tax Institute

ATI awards first PhD degree to staff member

The PhD study programme offered at the African Tax Institute (ATI) commenced in 2012 with its first uptake of students. Dr Marius van Oordt obtained the first PhD in Tax Policy during the April 2016 graduation ceremony. His supervisors were Prof Riël Franzsen and Prof Niek Schoeman. He was also announced as the 2016 winner in the doctoral category of a national tax thesis competition.

In his thesis titled “A quantitative measurement of policy options to inform value-added tax (VAT) reform in South Africa”, Dr van Oordt provides policy recommendations based on empirical evidence of a number of *ex ante* policy changes.

This interdisciplinary study of law and economics represents the first formal study that considers the microeconomic impact of VAT and government expenditure policy changes on households in South Africa.

His thesis was chosen as the best doctoral degree tax thesis in the annual competition of the global law firm Norton Rose Fulbright, the South African Institute of Professional Accountants (SAIPA) and Sanlam. The competition aims to recognise innovative thinking by up-and-coming talent in the tax field.



From left (seated): Dr Kato Plant, Prof Elsabé Loots and Dr Marius van Oordt. From left (standing): Prof Herman de Jager, Prof Karen Barac, Prof Anton Ströh, Prof Johan Oberholster and Prof Riël Franzsen.

African Tax Institute

"I think it is great that the sponsors of the competition give recognition to young tax researchers and the work that went into my thesis," said Dr Van Oordt, who is also the first South African Research Chairs Initiative (SARChI) Tax Policy and Governance doctoral student to graduate from UP's Faculty of Economic and Management Sciences.

Dr Van Oordt is very appreciative of winning. "I hope the award can draw additional attention to the research conducted in my thesis, so that it

can further contribute to the South African VAT policy debate."

Dr Van Oordt joins a growing list of UP graduates who have taken top honours in this competition over the years. The others are the following:

2010 – Prof Madeleine Stiglingh
 2011 – Dr Elzette Muller
 2012 – Prof Theuns Steyn
 2013 – Dr Sharon Smulders
 2014 – Dr Benjamin Kujinga

The ATI congratulates Dr Van Oordt on this significant achievement.



Dr Marius van Oordt.

High-level tax conference held at UP

On 14 and 15 July 2016, a high-level conference held at UP brought together more than 150 delegates from an estimated 25 countries and international organisations to discuss measures that African countries could adopt to more effectively counter money laundering, tax evasion, bribery and other financial crimes.

The conference, which was co-hosted by the Vienna University of Economics and Business's Global Tax Policy Centre (GTPC) and the African Tax Institute (ATI), was the first of its kind to be attended by all the main role players. The discussions were opened by Mr Pravin Gordhan, the former South African Minister of

Finance, who pointed out that tax-related crimes, money laundering and illicit flows undermine good governance, ethical politics and governmental and civil society programmes aimed at promoting inclusive growth and reducing inequality, while also improving the standard of living of the poor and

middle classes across the continent and the globe. He stated that he was pleased that illicit financial flows were being looked at from the perspective of the African continent, as "our continent is one where illicit flows from and among African countries pose a significant threat to our developmental agendas".

African Tax Institute

Senior officials from tax authorities and customs departments, financial intelligence units (FIUs) and justice departments, as well as representatives from international and regional organisations, such as the United Nations Office on Drugs and Crime (UNODC), the International Monetary Fund (IMF), the African Tax Administration Forum (ATAF), business and civil

society, were among those who attended the conference.

Discussions were focused on how illicit financial flows are undermining the ability of African governments to make the investment required to achieve sustainable growth, which is one of the major challenges facing Africa today.



Mr Pravin Gordhan speaking at the conference.



Human Resource Management

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Human Resource Management

Human Resource Management lecturer invited to Armenia

Dr Paul Smit from the Department of Human Resource Management visited the Republic of Armenia from 7 to 11 April 2016 on invitation of Dr Ruben Elamiryan of the Public Administration Academy of Armenia.

Dr Smit delivered a paper at the 34th International Labour Process Conference in Berlin, Germany, from 4 to 6 April 2016, after which he presented a lecture to the master's degree students of the Public Administration Academy of Armenia on 8 April. His lecture, titled "The impact of globalisation and transnationalism on labour", was very well received and led to a lively question-and-answer session after the lecture.

During this lecture, Dr Smit argued that business and employers move over national borders due to economic globalisation and that this has altered the balance of power between employers or capital and employees to the disadvantage of labour.

"If employers can circulate and operate freely across national borders by means of multinational companies, trade unions can no

longer just operate or function in their own national jurisdiction. There must be a new collective interest to create a transnational role for trade unions," he said.

The students of the Academy were especially interested in the role of the trade union movement in South Africa.



Master's degree students from the Public Administration Academy of Armenia. Dr Ruben Elamiryan is sixth from the left and Dr Paul Smit is seventh from the left.

Human Resource Management

Human Resource Management lecturer represents South Africa at BRICS conference

Dr Paul Smit of the Department of Human Resource Management attended an international Brazil, Russia, India, China and South Africa (BRICS) Conference in Moscow, Russia, from 24 to 26 May 2016.

The conference was themed “Pressing issues in global studies”. During the plenary session of the conference, Dr Smit delivered a paper titled “The establishment of a scientific and educational research centre on labour relations in BRICS countries”. The paper was very well received and at the end of the conference.

Dr Smit was asked as a BRICS representative of South Africa to sign a Memorandum of Agreement on the establishment of scientific and educational research centres in BRICS countries. Some of the aims of the proposed centres include collaborative research on a wide variety of topics, staff and student exchange programmes, and mutual support between universities in BRICS countries in terms of improving international rankings. A copy of the signed memorandum was handed over to UP management.



Dr Smit, BRICS representative of South Africa, signing a Memorandum of Agreement on the establishment of scientific and educational research centres in BRICS countries.

Human Resource Management

Prof Hoobler invited to serve on prestigious editorial board

Prof Jenny Hoobler, Acting Head of the Department of Human Resource Management, was invited to join the editorial review board of the *Academy of Management Journal (AMJ)*, the top empirical journal in the field of management internationally.

According to Jason Shaw, AMJ's Incoming Editor, Prof Hoobler has earned this honour based on his evaluations of her reviewing history and her research excellence. "I believe that my team will benefit greatly from her insights and service," he noted.

Prof Hoobler's term on the editorial review board is three years, from July 2016 to June 2019. As a member of the Board, she will receive eight to ten review requests per year.

Prof Hoobler's research interests include gender and diversity in organisations, work and family intersections and abusive supervision.

Prof Elsabé Loots, Dean of the Faculty, says that this invitation is a feather in Prof Hoobler's research cap.



Prof Jenny Hoobler

Human Resource Management

CCMA and bargaining council enlighten labour relations class

On 12 September 2016, the BCom Hons (Human Resource Management) students engaged with a Commissioner from the Commission for Conciliation, Mediation and Arbitration (CCMA) and the Chief Administrative Officer of a bargaining council. These guest speakers enlightened the students about dispute resolution and collective bargaining.



Mr Renaldo Naudé and Ms Eunice Mwabi (students), Ms Monica Basilio (Chief Administrative Officer of the Bargaining Council for the Food Retail, Restaurant, Catering and Allied Trades), Dr Paul Smit (senior lecturer), Ms Elsabé Maré (CCMA Commissioner), and Ms Ciska Marx and Mr Jerome de Sousa (students).

Ms Elsabé Maré (CCMA Commissioner) gave a talk on the CCMA structure and objectives, as well as its statutory dispute

resolution functions. She also gave examples of common mistakes made by parties when they approach the CCMA, as well as some background

on fascinating and sometimes hilarious disputes the CCMA has had to deal with. Monica Basilio, Chief Administrative Officer of the

Bargaining Council for the Food Retail, Restaurant, Catering and Allied Trades (BCFRCAT), addressed the students on bargaining councils in general with specific reference to the BCFRCAT.

She explained the concept of centralised bargaining and the benefits for the employer and employee parties to the council.

Even though the CCMA and bargaining councils have similar roles with regard to dispute resolution, it was made clear to the students that bargaining councils play a major role in establishing conditions of service in a specific industry. This culminates in the signing of a main agreement for that industry by the parties to the council.

The students participated actively in the question-and-answer sessions after the lectures, and it was clear that the theory now has a practical application.



Marketing Management

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Marketing Management

Marketing Management students benefit from strong industry ties

The strong ties that exist between the Department of Marketing Management and some leading brands in the industry have benefited honours students who are getting exposure to real-life case studies.

Zinto Marketing Group

Two guest lecturers visited the Marketing Management students on 2 August 2016 to give them insight into the practical application of the theoretical concepts they read about in textbooks.

“Community engagement is encouraged in the BCom Honours in Marketing Management programme by involving students in a fundraising initiative for a non-profit organisation (NPO),” says Dr Liezl-Marié Kruger, senior lecturer in the Department of Marketing Management.

Students are tasked with planning and implementing a fundraising strategy, which is often associated with an event. For this reason, the Zinto Marketing Group shared its experience with students.

Clover Mama Afrika

Clover Mama Afrika is synonymous with community engagement and making sure that things go “way better” for the mothers and their communities. Prof Elaine Vlok, Manager of Clover’s Corporate Services and founder of Clover Mama Afrika, delivered a guest lecture to the



Prof Elaine Vlok, Manager of Clover’s Corporate Services and founder of Clover Mama Afrika, with the honours group and Dr Liezl-Marié Kruger.

honours students on 16 August 2016. During this lecture some key success factors of Clover Mama Afrika were highlighted.

Cerebra

On 24 May 2016, the Department of Marketing Management’s BEM 356 Practical Project students were excited to meet the extraordinary Mbali Zondo. She

Marketing Management



Ms Zondo (front left) with the BEM 356 marketing class.

stood before the class, not only as an account manager at Cerebra (a social media agency), but also as a proud alumna. “A new era of marketing” is what comes to mind when one hears the words “digital marketing”. She pointed out that brands should first be successful offline before they can be successful online, and stressed the importance of influence in digital marketing.

Before this lecture, many students thought of social media, and not of digital marketing, as an entire world. They now realise that digital marketing has evolved from being “the new kid on the block” to a whole branch of marketing in a relatively short space of time. That is the beauty and the daunting nature of technology.

Bridgestone South Africa

On, 6 May 2016, the third-year Marketing Management BEM 356 Practical Project team leaders were taken to the Bridgestone South Africa manufacturing plant in

Brits to give them some insight into the Bridgestone tyre manufacturing process.

The students found the experience to be both interesting and enlightening. This tour was a real eye-opener, as the students could see all the planning, detail and quality checks that products – and specifically tyres in this case – go through before being sold to the public.



Front row: Mokgadi Ramohoebo, Dimpho Matli, Révan Luüs, Michelle van der Merwe, Laureane du Plessis, Rachelle Theron and Jacques Maree. Back row: Charl Kruger, Thabo Baloyi, Jacques Durandt, David Barnard, Bianca Meiring, Lauren de Wet, Tony Burns, Geena van der Vyver, Calvin da Silva, Tyron Lafferty, Annalize van den Berg, Tineke Steenkamp, Mapule Boroko and Nontokozo Biyam.

L'oreal Brandstorm Competition finalists

Three third-year students from the Department of Marketing Management, James Tozer, Charlene Hsu and Lungile Shiburi, were selected as national finalists in the

Marketing Management



Team Ubuhle Bendalo: Michelle Hsu, James Tozer and Lungile Shiburi.

prestigious L’Oreal Brandstorm competition of 2016. L’Oreal presents this annual competition, during which students from across the globe compete for a spot in the international finals in France.

The competition requires student teams to use the knowledge and the skills they have acquired through their years of undergraduate studies to develop innovative communication strategies to market a new L’Oreal brand.

The team made the national finals with their innovative ideas for the challenge. They were one of only seven teams to compete nationally for a spot in the international finals and they represented the Department and the University well at the national finals on 6 May 2016. Although they did not make it into the international finals, the Department is very proud of their achievement.

Momentum Multiply

In the first semester of 2016, the BCom (Hons) (Marketing Management) group was offered the opportunity to work with Momentum Multiply on a client challenge. The challenge posed to the group was to present ideas on a mobile application for one of Momentum’s product offerings. The main goal of the application was to help users manage and track their overall wellness.

Five staff members from Momentum Multiply formed part of the panel of judges, as each of the nine teams presented their work. Some of the sentiments shared by the panel were that the students had very impressive presentations, presented well and professionally, and were certainly employable in the job market. Three teams were identified as the winning teams and each received Edcon vouchers. Team 6 won the challenge.



Members of Team 6 (front row from left): Kate Ngobeni, Sumaiya Battey, Sarah Cox and Marchelle Laubcher (students). Back (from left): Dr Gené van Heerden (lecturer), Jenna de Bruin, Reba Moleki, David McLaren and Kyron Sales (Momentum Multiply representatives), Werner Pienaar (student) and Michael Sharp (representative of Momentum).

Marketing Management

Marketing Management student participates in Obama Young African Leaders Initiative

Mahlodi Kgatle, a BCom Honours in Marketing Management student, participated in an initiative launched by former President Barack Obama of the USA as a signature effort to invest in the next generation of African leaders. The Young African Leaders Initiative (YALI) took place from 15 August to 15 September 2016.

Kgatle admits that she has always been conflicted about her career aspirations. "Having a two-year academic background in Psychology fuelled my need to pursue social justice, but having graduated with a Marketing Management degree from the University of Pretoria, I developed strong business acumen," she says.

A turning point in her life was when she served as Chapter President of the Golden Key International Honour Society. Kgatle adds that this is where her character and leadership ability were tested and refined: "It is in this role that I had the confidence to explore and appreciate the value of social capital. It also showed me that coming from a financially disenfranchised background does not stop you from dreaming. In fact, your background becomes the breeding ground for creativity and sustainable

solutions towards improving the livelihoods of Africans."

She ascribes her successful application to participate in YALI to her earlier participation in the Auwal Socio-economic Research Institute Future Leaders Programme from February to July 2016, which was geared towards fostering civic engagement among young South Africans. She is also the founder of an non-profit organisation (NPO), Present Day Leaders, which lends itself to the plight of young men and women in townships with the aim of inculcating a culture of active citizenship instead of just speaking about problems.

As a participant in the YALI Regional Leadership Centre Southern Africa, she expects to gain knowledge on topics that include governance,

civil society and entrepreneurship, while enhancing her professional development and networking with other participants from around the African continent, American professionals and experts from across the region to obtain internships and foster mentorship relations.



Mahlodi Kgatle.

Marketing Management

Student ad agencies impress Gautrain

The Marketing Management honours students partnered with the Gautrain Management Agency (GMA) during the first semester of 2016 for their practical marketing project. The students were challenged to create brand awareness by means of an integrated marketing communication campaign for the Gautrain and several of its partners, namely Freedom Park, *Mail & Guardian*, Pink Drive and Discovery Insure.

The students started the project by forming their own advertising agencies, and creating brand names and logos for their teams. Crealive, Brandit and Boundless Marketing were just some of the creative names. The second phase of the project included completing an amazing race to solve various marketing challenges as part of a team-building activity, but also to gain a better understanding of the Gautrain. After several guest lectures by various industry experts and a lot of behind-the-scenes work, the students pitched their final ideas to an expert industry panel of 10 people on 21 June 2016.

Team Ingenium suggested a pop-up business lounge on selected stations where business people could enjoy a quick cup of coffee and free Wi-Fi, or have a short meeting before catching the next train.

The students of Crealive proposed a superhero transformer theme that was evident not only in their ideas, but also in their presentation. This superhero idea impressed the representatives of GMA and Discovery Insure and ultimately resulted in them winning the second prize.



Team Ingenium with its 'I have arrived' campaign promoting the Gautrain and the Times Media Group partnership. Front: Tayla Clipstone and Sarah Cox; Back: Wendy McFarlane, Robyn Schermann and Hanri de Boer.

Marketing Management



Groups members of the '99 problems but the Gautrain isn't one of them' campaign with their lecturer and external panel. Front (from left): Barbara Jensen, Ingrid Jensen and Aleta Moloi (all from GMA). Back: Melanie Wiese (UP lecturer), Jacqui Swart (Discovery Insure), Rwimbo Mumondo, Meagan Mushungwa, Nandi Gama, Brigitte Thwait, Andrea Kriek, Ashleigh Keyser (Discovery Insure) and Ashton Bodrick (GMA).

The members of the winning team, March1Marketing, each received R2 500 from the GMA for their innovative #itjustmakesense campaign, promoting the Gautrain as part of an integrated transport system. Some of their marketing ideas included a billboard and a social media competition.



Front: Ladene Havenga, Mohladi Kgatle, Lerato Dlamini and Thando Cele. Back: Ashton Bodrick (GMA), Jacqui Swart (Discovery Insure), Ashleigh Keyser (Discovery Insure), Werner Pienaar, Barbara Jensen (GMA), Aleta Moloi (GMA), Melanie Wiese (UP) and Ingrid Jensen (GMA).

The day ended on a high note when Dr Barbara Jensen, Head of Marketing and Communication at GMA, said: "We were completely bowled over by the creativity of the students and the high standard of their presentations."



Marketing Management

Premier management training programmes launched for the local taxi industry

Enterprises University of Pretoria (Enterprises UP), together with Toyota South Africa and the Department of Marketing Management at UP, launched two premier management training programmes geared towards upskilling the local taxi industry on 3 July 2016 at the Faircity Roodevallei Conference Centre outside Pretoria.

The launch was attended by delegates from the taxi industry who were attending the programmes, members from the National Taxi Association, the Transport Education and Training Authority (TETA), course presenters and lecturers from the University of Pretoria, as well as key role players from Toyota South Africa and Enterprises UP.

“The purpose of this training initiative is to develop the different role players in the industry. In this regard, taxi associations and their members need to be empowered so that they, in turn, can operate efficiently and provide improved services to the communities they serve,” explained Dr Casper Kruger, Vice President: Toyota South Africa (Sales and Dealer Network).

Toyota South Africa and Enterprises UP identified a need to develop training

programmes that would help enhance operations in the local taxi industry. They also recognised that by equipping taxi associations with basic business and management skills, the multibillion rand industry could do more than just contribute to the workforce, but could assume a meaningful role in the country's economic development.

The taxi industry in South Africa is a crucial component of economic activity. It comprises several stakeholders, from employer-taxi owners, drivers, patrollers, queue marshals and administrators to customers in the streets, all which make up different communities.

“For us launch this programme ... is a combination of years of hard work and perseverance, but most importantly, a process that was

inspired by the taxi industry. [We] started to work on this two years ago as we were looking at ways to introduce a taxi management foundation programme,” said Dr Kruger. He explained that an administratively sound taxi industry, which is led by well-informed and progressive leaders, is a taxi industry that benefits all – especially the commuters who use the taxi services. It is something that can have a deep and lasting impact on the lives of many people on a daily basis.

Prof Yolanda Jordaan, Head of the Department of Marketing Management, also stated, “Together with Toyota South Africa, we embarked on this very exciting journey to develop two very special programmes. For the past year we have been customising these courses with a lot of input from

Marketing Management

representatives from the taxi industry and the partnership we have through Enterprises UP.”

The Ses’fikile Programme on Management Principles and Practices was designed to equip delegates with business, financial and people management skills, while the Ses’fikile Office Management Programme focuses on mastering administrative tasks such as business communication, report writing and project management.

The two programmes were rolled out over three years across Gauteng, KwaZulu-Natal, the Free State and the Western Cape. With the aim of training 120 delegates per year per programme. The programmes will focus on integrating and synergising organisational activities in delegates’ work environments and communities on the basis of a profound understanding of the value chain perspective. The first intake of delegates started with their formal training early in April 2016 in Gauteng and KwaZulu-Natal. Toyota South Africa sponsored 20 delegates per programme each year with six intakes per programme in the four provinces.

Deon Herbst, CEO of Enterprises UP, explained, “Our training programmes draw from the strengths and

expertise of experienced academic personnel and industry specialists, which form part of the collaboration, as well as previous experience in the administrative and logistical support for the development of such training interventions.”

The initiative has also been met with great excitement and support from the taxi industry. Alpheus Mlalazi, General Secretary of the National Taxi Association, acknowledged the

industry’s acceptance of the much-needed implementation of the programmes.

Enterprises UP and Toyota South Africa look forward to building a lasting relationship with all the delegates, their employers and communities, and developing a standing practice for the improvement of our transport and commuting value chain.



From left: Dr Casper Kruger (Vice President: Toyota South Africa – Sales and Dealer Network), Sizwe Mahlangu (National Taxi Operations Manager: Toyota South Africa), Alpheus Mlalazi (General Secretary: National Taxi Industry), Prof Yolanda Jordaan (Head of Department of Marketing Management, UP), Ramodise Phillip Tsolo (CEO: Taxi Chamber – TETA) and Prof Melanie Wiese (course leader and Associate Professor: Department of Marketing Management).

Marketing Management

Dream it. Plan it. Produce it. Repeat.

Mark Schefermann, co-founder and strategic director at Lucky Beard, a transactional interface design agency, presented a guest lecture to the third-year Marketing Management students.

He spoke passionately about Lucky Beard, an agency that has experienced great success in doing things differently, challenging the status quo and focusing extensively on customer insights, while using innovative technologies to engage with consumers in a more memorable way. The agency's slogan is aptly: Dream it. Plan it. Produce it. Repeat.

Schefermann completed his BCom (Hons) Marketing Management degree at UP cum laude and has since worked with leading brands such as First National Bank, Jaguar, Barclays and Telkom.

He gave a captivating and insightful presentation about the complex world of digital marketing. "The advertising

and marketing game is changing at a rapid rate and there is no "next big thing". There is something new every day and consumers' ease and rate of adaption has never been higher," he said. He also discussed the effectiveness of various digital marketing strategies, the use of social media and the importance of a customer orientation in the world of marketing.

His vast experience in website analytics, mobile web and application development, digital media and social media was incorporated into the valuable guidelines and case studies he offered. The presentation equipped students to create customer-driven strategies when developing a digital marketing campaign for Bridgestone South Africa.



The third-year Marketing Management class with their lecturer, Dr Michelle van der Merwe (left), the guest speaker, Mr Mark Schefermann (centre), and the Bridgestone South Africa Public Relations Officer, Ms Kelly Fester (right).

Marketing Management

Traditional integrated marketing communication lives on

The third-year Marketing Management students at UP enjoyed a guest lecture by Johan Kleynhans in July 2016. The lecture focused on corporate strategy and some of the traditional elements of integrated marketing communication.

Mr Kleynhans has nearly 40 years' experience in the automotive industry and has worked for a number of vehicle manufacturers, including Nissan and Renault. He runs his own business, Automotive Marketing and Franchise Assignments, which specialises in marketing, sales, aftersales, dealer network development and captive sales finance.

During the lecture, he explained that traditional integrated marketing communication tools such as advertising, personal selling, sales promotion and public relations remain important, even in this era of digital marketing. This is evident in the enormous amount of money that major vehicle manufacturers still spend on television and radio advertising. When asked which integrated marketing communication elements he found to be the most effective tools to use in today's

automotive industry, Kleynhans answered that incentives for salespersons remain important, irrespective of the amount of marketing that is done for a product or service. He also pointed out that when sponsoring a sports team, organisations should carefully select a team that people can relate to as a way of strengthening the association between the organisation sponsoring the team and the team itself.

With his first-hand experience in the automotive and tyre industries, Kleynhans gave the class many insights into how to appropriately combine various integrated marketing communication tools. He also gave facts and statistics about the automotive and tyre industries to assist students to prepare for their final assignment, in which they developed a traditional marketing communication campaign for Bridgestone South Africa.



One of the students, Thabo Baloyi (right), thanks Mr Kleynhans for his presentation at the end of the class.

Tourism Management

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BCom Tourism Management student to take part in Future Leaders Forum Africa final

Maryna Enslin, a final-year BCom Tourism Management student from the Tourism Management Division, was selected as one of three finalists from across African tertiary institutions to present an event bid in front of a jury of industry professionals at the IMEX-MPI-MCI Future Leaders Forum Africa in Sandton on 22 February 2016.

This forum is one of six selected Future Leaders Forums around the world that make up the annual International University Challenge. The regional winners were invited to present their bid at the finals, held at IMEX in Frankfurt in 2016, and compete against the other universities for the grand prize sponsored by the Meeting Professionals International (MPI) Foundation.

The Future Leaders Forum was developed to encourage students to start a successful career in the meetings and events industry. The joint initiative by IMEX, Meeting Professionals International) MPI and MCI has taken place globally since 2003 with more than 7 000 students participating in the forums to date.



Maryna Enslin, a final-year BCom Tourism Management student from the University of Pretoria.

“The Future Leaders Forum encourages students to start a successful career in the meetings and events industry”

Tourism Management

UP hosts symposium to celebrate Tourism Month

The Tourism Management Division hosted a Tourism Symposium on 9 September 2016, with the Minister of Tourism, Derek Hanekom, as guest speaker. This was in celebration of Tourism Month, which is observed across the country annually in September to highlight the economic significance of tourism and to encourage South Africans to participate in domestic travel.

The symposium was themed “South Africa’s tourism destination accessibility” and was inspired by the United Nations World Tourism Organisation’s theme for this year’s World Tourism Day (27 September), “Tourism for all – promoting universal accessibility”.

In his opening address, Minister Hanekom congratulated the University for arranging the symposium. “Knowledge guides evidence-based decision making in the tourism sector, which has huge potential for the economy if the right decisions are made,” he said. Hanekom further emphasised the need for more opportunities for engagement between various role players in the tourism sector, as this can lead to more targeted approaches for promoting universal

accessibility, including marginalised members of society.

Prof Dimitrios Buhalis from Bournemouth University in the UK elaborated on the concept of accessibility by discussing how various types of disabilities influence people’s participation in tourism. He further stressed the importance of informational accessibility to ensure that travellers could make informed decisions about the suitability of tourist attractions and facilities. According to Prof Buhalis, the spending power of this market is estimated at £80 million per annum in the UK and \$200 billion in the USA, where \$13.6 billion is spent annually on travel alone.

Chris Patton from South African National Parks (SANParks) discussed

how the principles of universal accessibility can be practically implemented. He gave examples of policies and practices in SANParks that ensure that people of varying physical abilities were able to enjoy the organisation’s facilities.

Gerhardt Bouwer from Statistics South Africa shared facts and figures related to tourism in South Africa. He gave the audience a glimpse into the current state of tourism in the country, based on the number of travellers who have visited in the past year. Tourism in South Africa is a growing industry and is responsible for one in 25 jobs.

Various UP academics also expanded on the concept of accessibility. The Head of the Tourism Management Division, Prof Berendien Lubbe,

Tourism Management

discussed factors that affect air accessibility in and around South Africa. Dr Christiano d'Orsi from UP's Centre for Human Rights gave a presentation on entry accessibility by analysing the current requirements and challenges facing the South African tourism industry with its current visa regulations. Prof Karen Harris of the Department of Historical and Heritage Studies discussed the accessibility of Southern Africa as a local and international tourist destination.

The symposium concluded with a business panel discussion featuring

Chris Zweigenthal, CEO of the Airlines Association of Southern Africa, David Frost, CEO of the Southern Africa Tourism Services Association, Judi Nwokedi, COO of Tourvest, and Rob Collins, COO of Sun International.

The symposium was well attended. Prof Lubbe noted that the interest shown by government, academia and the tourism industry indicates that all role players are aware of the current challenges and are collaborating to find solutions to make South Africa more accessible.



Prof Berendien Lubbe with Minister Derek Hanekom, Prof Dimitrios Buhalis and Prof Johann Oberholser.



Tourism Management

How rhino poaching affects South African tourism

Rhino poaching in two of South Africa's most famous game reserves is starting to have an impact on tourism and could affect future visitor numbers if the situation does not improve, according to a new study by UP.

Workers attempt to bring a tranquillised rhino to the ground before dehorning in an effort to deter the poaching of one of the world's endangered species at a farm outside Klerksdorp.



Prof Berendien Lubbe, Head of the Tourism Management Division, said that, while the precise impacts on tourism numbers remained largely unmeasured, a 2016 survey of local and foreign tourists showed evidence that rhino poaching was a matter of increasing concern to many visitors.

While most foreign visitors still felt safe and were quite happy to have their vehicles searched as they entered or left a park, some domestic visitors expressed irritation about having to wait in queues to be searched at the gates.

Speaking at a conservation symposium near Howick on 2 November 2016, Prof Lubbe said a large section of visitors was concerned and “suspicious” about the lack of information about rhino poaching when visiting parks.

A surprising result was that almost 70% of visitors surveyed indicated that the sound of anti-poaching helicopter patrols ruined the experience of visiting a game reserve to reconnect with nature and that this could deter them from coming back.

Tourism Management

The survey involved 173 visitors to the Kruger National Park and the Hilltop and Mpila camps in the Hluhluwe-Imfolozi Park in KwaZulu-Natal. Just over 40% were foreign visitors and the remainder were domestic visitors.

She said an estimated 56 million visitors came to Africa in 2013 mainly to see wildlife, bringing in an income of about \$34 billion.

South Africa and Kenya were the top destinations for wildlife watching. She said wildlife remained by far the main attraction for tourists who visited South Africa.

While seeing rhinos was an important factor, it was not the primary motivation for visiting parks. More than 60% of the respondents said they were regular visitors to wildlife reserves and 77% felt that not enough was being done to halt rhino poaching.

More than 30% said they had direct or indirect experience of rhino poaching, either from seeing dead rhinos, hearing gun shots or seeing and hearing anti-poaching helicopters on patrol.

Rhino poaching is emerging as an issue of increasing concern, with most visitors anxious that the situation might not be under control.

"Most hold government accountable for anti-poaching measures, yet SANParks and Ezemvelo KZN Wildlife are still held in high regard by most tourists," she said.

This article was adapted from an article published on IOL. Read the original article at <http://www.iol.co.za/travel/travel-news/how-rhino-poaching-is-affecting-sa-tourism-2086328>.



School of Public Management and Administration

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SPMA

SANRAL concludes research on the behaviour of road users

Enterprises University of Pretoria (Pty) Ltd (Enterprises UP) recently concluded a three-year study of road user behaviour for the South African National Roads Agency Limited (SANRAL). The study explored various aspects of road user behaviour, including how South African road use compares with international best practice. It ties in with the United Nations (UN) road safety goals.

Enterprises UP, through the School of Public Management and Administration (SPMA), was tasked with researching and drafting a curriculum for the Department of Education to use in primary school road safety education. The curriculum was designed in consultation with stakeholders to ensure that the material was relevant.

The Chek iCoast – Save a Life campaign was developed from the results of the project. Targeting school learners, it promotes enhanced road user awareness, with the aid of technology and other basic mechanisms to improve road safety.

The study's results were presented at a colloquium that was hosted at UP. Nazir Alli, CEO of SANRAL, urged all road users to adhere to all the rules

of the road in order to ensure road safety. "Road safety is everyone's responsibility," he said. SANRAL has begun to roll out the educational initiatives on various social media platforms and in school classrooms.

For more information on Enterprises UP's Research Solutions, visit <http://www.enterprises.up.ac.za/research-solutions/>



Elna Fourie, Manager of Road Safety Education and Awareness – SANRAL, shares the results of the research project with the audience.

SPMA

Students put knowledge to practice in the disability sector

As part of their Public Practices module, the third-year BAdmin Public Administration students were given the opportunity to make a difference in the disability sector by applying their skills to pre-identified organisations that do not receive government subsidies, lack a variety of skills and have a multitude of needs.

Prof Natasja Holtzhausen, lecturer in the School of Public Management and Administration (SPMA), changed the Public Practices module (PBP 320) from a work-integrated learning module to a fully-fledged service-learning module. The students were given the opportunity to run a project that includes the identification of needs, and then to satisfy these needs according to their capabilities – acquired over the three years of study.

Students had to provide a project plan, host a workshop, create a YouTube video showcasing the various projects, develop a portfolio, write a self-reflection journal and present the completed projects. The organisations gained a vast number of skills, ranging from organisational and financial skills to project management skills. A number of UP staff members are enrolled for this degree.



Public Practices (PBP 320) students with Mr Isaac Motaung (Ikageng). With them is Lein Smuts (Employment Solutions) and the lecturer, Prof Natasja Holtzhausen.

Business Management

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Business Management

Business Management celebrates its top achievers

Friday the 13th is usually surrounded by superstition and bad luck. However, for the Department of Business Management, Friday 13 May was a day of celebration and appreciation. The annual top achievers function was held at the exquisite Chez Charlene venue, which hosted the families and friends of the top achievers of the Department's various undergraduate and postgraduate programmes.

The sponsors of the various awards attended the ceremony, as well as distinguished guest speaker, Dr Clive Flynn, who spoke about the importance of optimism and hard work in building a better future for South Africa. Dr Flynn completed his PhD in Entrepreneurship at UP. He has held several senior management and executive positions, and serves on numerous advisory and supervisory boards for international companies. He is an external examiner and supervisor of PhD students studying in the UK and USA. He is also the Managing Director and Senior Vice President of the global alliances of Clive Flynn IT (CFIT).

It was an honour to have him address the guests at the function and the Department is proud to have him as an alumnus.



Guest speaker, Dr Clive Flynn.

Business Management



Deserving winners at the Department of Business Management's annual top achievers function.

The top first-, second- and third-year students specialising in BCom Entrepreneurship, Supply Chain Management or Business Management were recognised for their consistent hard work and determination to succeed. The final-year students were awarded for their overall success in their degrees over the three years of undergraduate studies. These students were Ruan Pienaar (top student in BCom Supply Chain Management), Gabby Fine (top student in BCom

Business Management), and Rupert Vermaak (top student in BCom Entrepreneurship).

Natasha Ashley received three awards for achieving the highest results in the BCom Honours in Business Management degree programme. Emma Webber completed her MCom Business Management degree cum laude and was rewarded for her hard work. Kamohelo Mphshane was the top achiever in the MPhil Supply Chain Management degree.

Rynhardt Mostert excelled in the Postgraduate Diploma in Entrepreneurship and received the award for the top student in this field, while Jan-Michael de Beer and Francis Letuka achieved the highest results in the fields of MPhil Entrepreneurship and MPhil Responsible Leadership, respectively. The top overall DCom student was Magdalena Meusburger.

The Department also offers short courses in supply chain management and these certificates were also awarded at the ceremony. The Section for Supply Chain Management strives to keep the South African industry at the cutting edge of new developments in logistics through access to local and international knowledge.

The Department of Business Management is proud to be the second oldest business management department in the country and encourages all its students to strive to do their best in all that they do. The Department strives to impart knowledge to its students with the latest and most innovative techniques. It is dedicated to developing its students to being effective, efficient and influential business leaders and active citizens in their broader communities.

Business Management

Optimising the relationship between businesses and SMMEs

In the South African context, it is expected that organisations work together with, and play a role in the development of entrepreneurs and small businesses.

This symbiotic relationship is required to generate socio-economic growth. Through socioeconomic development programmes, many companies are able to make positive contributions to society. The challenge, however, lies in ensuring that such contributions yield sustainable results.

Enterprises University of Pretoria (Enterprises UP) recently hosted a business breakfast, presented by Prof Alex Antonites, Associate Professor in the UP Chair for Entrepreneurship. The presentation focused on Enterprises UP's total value chain service offering to support small, medium and micro-sized enterprises (SMMEs) throughout their entire life cycle.

Drawing on his extensive experience, Prof Antonites explored the importance of the relationship between business and SMMEs by addressing organisational best practices that are conducive to

entrepreneurship, the pitfalls and benefits of innovation and the building blocks embedded in the entrepreneur-SMME value chain. He also indicated how organisations can use Enterprises UP to assist the development of their own SMMEs and to utilise their enterprise development and corporate social investment budgets for SMME development.

National and international role players, such as the Frankfurt School of Finance and Management, the European Investment Bank, The Intervention Group, Automotive Training Academy (ATA) and the Local Government Sector Education and Training Authority (LGSETA) attended the event.



From left: Prof Alex Antonites (UP Chair for Entrepreneurship), Akhona Bashe (Research Institute of Innovation and Sustainability), Nokwazi Mzobe (Matoyana), Deon Herbst (Enterprises UP, CEO), Phumzile Nkosi (Enterprises UP, Executive Manager: Human Resources).

Business Management

GEM selects UP professor as national expert

Prof Alex Antonites of the Department of Business Management was selected to participate as one of the national experts in the Global Entrepreneurship Monitor (GEM) South Africa Report 2016.

The Global Entrepreneurship Monitor (GEM) is a non-profit academic research consortium that aims to contribute to global economic development through entrepreneurship. To achieve this, GEM seeks to increase worldwide knowledge about entrepreneurship by conducting and disseminating world-class research that uncovers and measures factors impacting on the level of entrepreneurial activity among countries. It also identifies policies that may enhance entrepreneurial activity, and increases the influence of education in supporting successful entrepreneurship. GEM is the largest single study of entrepreneurial activity in the world.

Started as a partnership between the London Business School and Babson College, it was initiated in 1999 with 10 countries, and expanded to include over 100 economies by 2014. South Africa has been involved with GEM since 2001.



Prof Alex Antonites.

“The GEM seeks to increase worldwide knowledge about entrepreneurship by conducting world-class research”

Business Management

Business Management PhD students become SASIE fellows

Hajo Morallane and Oluwafemi Joshua Dele-Ijagbulu, two PhD candidates in the Department of Business Management, received bursaries from the South African PhD Partnering Network for Inclusive Growth through Social Innovation and Entrepreneurship (SASIE Network).

The SASIE Programme, funded by the National Research Foundation (NRF) and the Economic and Social Research Council (ESRC), encourages knowledge exchange, networking and collaboration among its partners, including the Wits Business School, the University of Cape Town (UCT) and the University of Essex in the UK.

Dele-Ijagbulu's research career began with his master's degree in Business Administration (MBA) dissertation, which investigated the financial constraints among small and medium enterprises (SMEs) in South-West Nigeria. His doctoral degree study focuses on entrepreneurial orientation as a competitive strategy in the employment growth of SMEs, a study which seeks to shed light on the job creation trend and potential of SMEs in South Africa.

He has a passion for entrepreneurship education, small business development and poverty alleviation in Africa through new venture and job creation.

Morallane's goal with her PhD study is to help find solutions to Africa's socioeconomic problems. "Statistics reveal that 80% of start-ups in South Africa fail within the first three years of operation, meaning that only 20% of entrepreneurs in South Africa survive. My study focuses on established entrepreneurs and how the relationship between their personality traits and cognitive adaptability can shed light on why they are surviving," she says.

The network's activities involve free workshops, talks, colloquiums and training activities in South Africa.



Ms Hajo Morallane.



Mr Oluwafemi Joshua Dele-Ijagbulu.

Business Management

Students excel in Supply Chain Management practical assignment

BCom Supply Chain Management students from the Department of Business Management were congratulated at a recent awards ceremony hosted by the Department and the Bramhope Group. Bramhope is one of the Department's partners in student development and is dedicated to transferring skills to the workplace through its student development programme.

Bramhope, together with the Department, developed and facilitated a practical assignment that third-year Supply Chain Management students had to complete in a given time frame and within certain parameters relevant to current best practice in supply chain management. Students worked in small groups and the three best teams were announced during an award ceremony on 10 November 2016.

"We are all aware of the serious challenges that higher education in South Africa faces. However, at Bramhope, we remain positive and focused on our goal to form successful partnerships with tertiary institutions in order to assist with student development through practical skills development programmes.



UP students during a site visit to Bramhope Group's brand new warehousing facilities in Jet Park, Ekurhuleni.

Business Management



UP students during a site visit to Bramhope Group's brand new warehousing facilities in Jet Park, Ekurhuleni.

We invest a lot of time and money in our development programmes because we have seen the positive impact our involvement has made in the lives of young and upcoming professionals," says Isak Marais, Chief Executive Officer of Bramhope.

Bramhope was recently announced as one of the three most innovative companies in South Africa, as rated by the annual Accenture Innovation Index. "Innovation is part of our culture. We incorporate it into everything we do. Thus, innovation also plays a big part in our student development programme and we believe it to be of utmost importance to expose students to innovative thinking. Tomorrow's innovations

will come from today's young minds," says Marais.

"This is not only a win-win partnership for both UP and Bramhope, but also for our students," says Fani Jojozi, Supply Chain Management lecturer in the Department. "The value they gain from practical industry-related experience, contact with real businesses and their leaders who operate successfully in their future industries of employment, are invaluable."

Bramhope's student development programme does not stop at this level. The company also runs an internship programme that provides students with the opportunity to complete an

internship at Bramhope, where they will gain further practical experience, confidence, life skills, and long-term career-building opportunities.

"Working with companies such as Bramhope Group, our students have a far better chance of securing a 'dream job'. It also helps us as a university to better understand exactly what industry requires of its future workforce. We then apply this knowledge to ensure our courses are in line with what industry expects and demands from its workforce," adds Jojozi. "We are proud of our students and confident that their future as successful young business management professionals will be bright."

Communication Management

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Communication Management

Leveraging public relations and strategic communication in a digital world

Prof Ronél Rensburg was invited to be a guest speaker at the International Public Relations Summit (IPRS) from 10 to 13 May 2016 in Jakarta, Indonesia. The summit's theme was "Positioning Asia in a digital world: leveraging collaborative leadership and strategic communication".

The Summit's objectives are to explore global networking opportunities, share novel ideas and experiences from different country perspectives, and distribute academic and professional standards of performance in public relations.

Prof Rensburg's presentation dealt with the measurement and evaluation of social behaviour through social media, the impact of social media content on business and societies, as well as the accountability of social media in general.

Other speakers included Prof Elizabeth Goenawan Ananto (Indonesia), Dr Roger Hayes (Senior Counsellor of APCO Worldwide, UK), Robert Grupp (President of Grupp Global Partners, USA), Dr Timothy Coombs (Texas A&M University, USA), David Donahue (Managing Director, Queensland Corporate Communication Network, Australia), Jean Valin (Canada), Dr Kiranjit Kaur (Malaysia) and Prof Don Stacks (Professor and Director, Public Relations Graduate Studies, University of Miami, USA).



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Communication Management

Engaging people in a disengaged world

Over the past 22 years, like-minded public relations and communication management scholars have gathered in Lake Bled, Slovenia, to examine and debate pressing issues in the discipline.

The 23rd BledCom International Public Relations Research Symposium, held from 1 to 2 July 2016 placed the current “disengaged world” under scrutiny. A number of staff and students of the Communication Management Division contributed to the symposium. Dr Estelle de Beer and a PhD candidate, Annerie Reyneke, compiled a paper on “A positive communication climate – more than just another job resource to improve employee engagement”.

Prof Ronél Rensburg and Olebogeng Selebi investigated communication in the turbulent environment of institutions of higher learning in a paper titled “Mobilising and engaging South African students: the #FeesMustFall campaign”. Selebi delivered the paper. Prof Rensburg also presented a paper titled “Self-censorship in an engaged world: when the digital environment abjures self-expression”.

The 2016 BledCom welcomed more than 100 delegates from universities in Australia, Austria, Brazil, Canada, Colombia, Croatia, Egypt, Finland, Germany, Hong Kong, India, Italy, Israel, New Zealand, Poland, Serbia, Singapore, Slovenia, South Africa, Spain, The Netherlands, Turkey, the UK and the USA. The conference presented a great programme that focused particularly on engagement, corporate social responsibility and social purpose. Many national and international speakers took the stage, with Stephen Waddington, Partner and Chief Engagement Officer at Ketchum (UK), as keynote speaker.



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Albert Luthuli Centre for Responsible Leadership

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Albert Luthuli Centre for Responsible Leadership

Values as a blueprint for value creation

The Albert Luthuli Centre for Responsible Leadership (ALCRL) was involved in a series with the theme of “values as a blueprint for value creation”, which took place at the offices of the Institute for Chartered Accountants in England and Wales (ICAEW) in London. The final round-table discussion took place on 1 February 2016.

The purpose of these events was to critically interrogate the concept of value, and more specifically how the internal culture of organisations, determined by individual and organisational values, impact thinking about value creation.



Pieter Conradie, Programme Director of Integrated Reporting in UP's Albert Luthuli Centre for Responsible Leadership.

Part 1 of the event investigated the concept of organisational culture, and how this culture can be measured through the Barrett Values Assessment tool. During Part 2, the Old Mutual case study and how Old Mutual has made use of the Barrett Values Survey to drive a culture of transformation in the organisation was discussed.

Part 3 of the event was presented by Pieter Conradie, Programme Director of Integrated Reporting at the ALCRL. He presented a case study on Unilever, and based on this case, posed the question of whether Unilever has succeeded in redefining the concept of value creation through its vision to double its revenue, to half its environmental impact, and to have a positive social impact.

These discussions were designed to be interactive and explore participants' views on value creation. The discussions at the tables were very stimulating with diverging

opinions. The general sentiment was that this approach to value creation creates a good potential platform for organisations to have constructive conversations about what value creation really means to the organisation, and how culture supports or inhibits it.

Prof Carol Adams from Durham University described the event in London as “innovative and excellent”. When asked to summarise the theme of the event, Prof Adams wrote: “An organisation's culture informs its view of what value means and how you create value. So, not only is an organisation's value creation story influenced by its culture, but also by requiring organisations to tell that story. Integrated reporting underscores the importance of culture to success”.

The views of both the UK and South African audiences were captured and

Albert Luthuli Centre for Responsible Leadership



Attending the launch (from left): Peter Boxer, Melony Campbell, René Swart, Pieter Conradie and Derick de Jongh

analysed. A research report analysing and interpreting both these events was launched at UP on 17 March 2016.

The four overarching outcomes of this 11 month project was to grow qualifications in integrated reporting, promote integrated reporting to international stakeholders, advance rigorous academic research in integrated reporting, and unlock the potential of collaboration between the UK and SA.

The launch event was opened by Prof Elsabé Loots, Dean of the Faculty of

Economic and Management Sciences. The opening was followed by a short address by Peter Boxer, the Deputy High Commissioner of the British High Commission in Pretoria.

Conradie then discussed the most important findings that emerged from the research. According to him, the research was an explorative study into understanding the relevance of organisational value systems and how organisations view value creation. This research is important to the growing field of integrated reporting, as value creation is a central theme in this field.



Albert Luthuli Centre for Responsible Leadership

ALCRL collaborates with Copenhagen Business School

The Albert Luthuli Centre for Responsible Leadership (ALCRL) entered into an agreement with the Copenhagen Business School (CBS) in Denmark, funded by the Danish Ministry of Science, Innovation and Higher Education

The broader purpose of this collaboration is to inform and promote responsible leadership and transformational change in business and society via the production of new research and new theory on the leadership dynamics of sustainable change in a development context. The intermediate step towards this goal consists of a set of activities designed to explore how these two culturally, intellectually and geographically diverse research institutions can leverage their resources and talents in tandem to develop new perspectives on the relationship between leadership and transformational change in a development context.

Outlining the plan of action between the CBS and ALCRL for 2016, Prof Derick de Jongh, ALCRL Director, said the first step was to organise an international network of scholars in leadership, including a jointly authored theoretical research paper on the

connections between responsible leadership, sustainability and transformational change. The paper would draw on the diverse strengths and disciplinary perspectives of the two institutions and it was submitted for publication at the end of 2016.

This collaboration was effective for a period of one year and was divided into phases. Prof Eric Guthey, Associate Professor at the CBS visited UP and ALCRL staff, Prof De Jongh and Dr Willem Fourie, visited the CBS in return. During his visit, Prof Guthey had meetings with ALCRL staff to exchange knowledge and ideas. He also engaged with PhD candidates and presented a Brown Bag lunch seminar and a public lecture. During his public lecture, Prof Guthey focused on what he calls “leadership land” and emphasised the importance of following a critical leadership theory approach, with the emphasis on collective leadership rather than

individual leadership. ALCRL staff also attended a research seminar hosted by the CBS Leadership Initiative.

The final phase of the collaboration saw CBS staff and a PhD candidate participating in the Fourth International Conference on Responsible Leadership, hosted by the ALCRL. The jointly authored research paper that the CBS and the ALCRL worked on during 2016 was presented at this conference.



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Albert Luthuli Centre for Responsible Leadership

Africa Science Leadership Programme: second round of success

As the challenges we face in the world, and especially in Africa, become more complex, a different style of science leadership is required.

The Africa Science Leadership Programme (ASLP) was launched in June 2015 to address this, and recently concluded its second round of interactions with fellows from across Africa. The programme is part of the Future Africa initiative of UP. It is conducted in partnership with the Global Young Academy, KnowInnovation and the Robert Bosch Stiftung. It serves early-career researchers in basic and applied science, engineering, social sciences, arts and the humanities, and uses a highly interactive approach to training, the application of skills to leadership projects, peer support and mentorship.

Prof Bernard Slippers, who leads the Future Africa and the ASLP initiatives at UP, said that, "It is a feather in UP's cap. It has successfully supported the establishment of this programme in collaboration with leading global institutions. The programme addresses a key need for African science, but also has global relevance.

We are extremely excited about the fellows we have already been able to engage with through the ASLP, and the potential that this network of science leaders holds."

The eight-day ASLP workshop commenced on 11 April and focused on the new group of 22 fellows for the first six days of the intensive

programme. The process involved an approach that cycled between theory, application and reflection. Participants were challenged to work collaboratively to design initiatives that advance a new paradigm for their field. On the sixth day, the inaugural cohort of fellows from 2015 returned and there was a brief meeting of the two groups before



From left: Prof Eric Guthey, Carto Swarts, Prof Derick de Jongh, Ben van der Merwe, Siyaphiwa Maphanga, Prof Elsabé Loots and René Swart.

Albert Luthuli Centre for Responsible Leadership

they attended a gala event in the evening. The gala event showcased the fellows and their visions for African science development, as inspired by the programme. The remainder of the programme was spent following up on the progress of the inaugural cohort's projects and reflecting on the year of learning.

Prof Derick de Jongh, Director of the Albert Luthuli Centre for Responsible Leadership (ALCRL) at UP, joined the workshop on the first day as a provocateur. On the second day, Prof Robin Crewe, Director of the Centre for the Advancement of Scholarship, Dr Willem Fourie, Ethicist at the ALCRL, and Prof Tinyiko Maluleke, professor of African Spirituality and Culture in the Faculty of Theology, delivered presentations. They shared their experiences and thoughts on the different facets of leadership, and then answered questions and had discussions with the fellows. Anina Mumm of ScienceLink joined both cohorts and facilitated learning on science communication. Prof Stella Nkomo, who joined the 2015 cohort of fellows on the second day of their programme, shared her view on the characteristics of a true scholar. She challenged the fellows to find their authentic scholarly voice as an essential part of their development as research leaders.

The programme identifies early-career academics who have demonstrated leadership potential and an interest in developing their skills. It supports them in applying the skills they acquire to projects that are relevant to the development of their academic career. It also creates a network of early-career academic leaders that spans disciplinary boundaries and advances a curriculum for the development of academic leaderships.

The workshop covered elements of collective leadership, creative and systems thinking, the development of effective networks, stakeholder engagement for change, maximising the efficiency and impact of collaborative efforts, advanced dialogue and communication skills, effective problem solving and decision making, and much more.

The programme aims at continuing the formation of a community of like-minded researchers in Africa, who possess qualities that will contribute towards solving the complex challenges that face this continent.

Everyone involved – from the organisers to the facilitators, provocateurs and fellows – was inspired by the programme.

As one of the fellows said in their anonymous feedback: “The ASLP initiative gave me an unexpected new vision of what leadership is, and of our collective role in the development of African science. It also connected me to excellent young scientists from various disciplines and from across Africa, with whom I can work towards these goals. Much can be achieved from this!”



Some of the participants at the second round of interactions with fellows from across Africa.

Albert Luthuli Centre for Responsible Leadership

ALCRL appoints extraordinary professor

The Albert Luthuli Centre for Responsible Leadership (ALCRL) is proud to announce the appointment of Prof Carol Adams as extraordinary professor in the Department of Accounting from 1 July 2016 to 30 June 2019.

The ALCRL invited Prof Adams to spend a month presenting lectures to students enrolled for the Postgraduate Diploma in Integrated Reporting. She is a renowned author in integrated reporting, sustainability reporting, change management and performance management. She holds a part-time professorship at Monash University, is a visiting professor at the University of Glasgow's Adam Smith Business School, and a Research Fellow at the Centre for Sustainability Management, Leuphana.

During her appointment at the ALCRL, she will have virtual interactions with colleagues throughout the academic year, be a guest lecturer in the Postgraduate Diploma in Integrated Reporting, and act as advisor to PhD candidates and supervisors. She will also work on research projects, mentor and co-author articles with academic staff at the ALCRL and the Department of Accounting, participate in research proposal defences for master's and doctoral degree students, and assist with supervision where appropriate.

Prof Adams has held senior management positions at several universities. She was involved with the International Integrated Reporting Council (IIRC) project team that developed the Capitals Background Paper for Integrated Reporting and has written over 100 articles, many of which were published in top global accounting journals.

She also consults for multinational corporations and other organisations on corporate reporting and integrating sustainability into business practices. Recent assignments have included work with the Royal Bank of Scotland and Dairy Australia on sustainability reporting, and the Cbus Superannuation Fund on integrated reporting. She has also led the development of award-winning sustainability reports, management and governance processes. Her expertise and immense knowledge will greatly enrich the ALCRL's Postgraduate Diploma in Integrated Reporting.



Prof Carol Adams.



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