

Communiqué

FAKULTEIT EKONOMIESE EN BESTUURSWETENSKAPPE
FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

2008



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UNIVERSITY OF PRETORIA
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Faculty of Economic and Management
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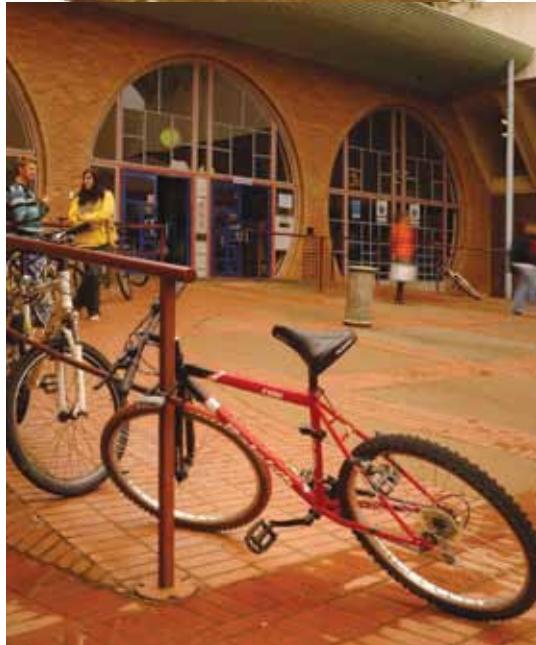
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F r o m t h e D e a n ' s D e s k

The University of Pretoria celebrated its centenary in 2008 with a host of functions, launches, conferences and open days that followed each other in quick succession. The Faculty of Economic and Management Sciences contributed its fair share to the celebrations.

One of the notable functions was a celebratory luncheon at which the *Centenary Communiqué* of the Faculty was launched. This publication provides an overview of the history of the Faculty since its founding in 1920 as the Faculty of Commerce and Public Administration. It is filled with numerous photographs as well as fond memories contributed by alumni and provides a wonderful opportunity for them to reminisce on their student days. Copies of the publication are still available at the University's centenary shop.

The Faculty also hosted the first memorial lecture in honour of Dr Anton Rupert with whom the Faculty had a longstanding and highly valued relationship. It was very appropriate that his son, Dr Johann Rupert, presented the first lecture of the series. He gave a thought-provoking

and honest account of his view on the many challenges facing the young South African democracy.

The celebrations were concluded with an Alumni Convention with the theme *100 years of excellence – Unlocking a new century of opportunity*, where well-known speakers such as Prof Mervin King, Mr Clem Sunter, Prof Nick Binedell, Dr Iraj Abedian and Prof Stella Nkomo gave their views on future trends. The convention was well attended by alumni of the Faculty.

On the academic front, the Faculty had another busy, yet successful year. I wish to extend a word of thanks to the students and staff who submitted their stories to *Communiqué*. A special word of thanks to the editorial staff who, once again, produced an excellent publication. Please enjoy reading about the many activities that our students and staff engaged in during 2008.

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





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

Former Head of the Department of Marketing and Communication Management returns to UP

Prof Gustav Puth was appointed as the new Head of the Department of Marketing and Communication Management in the Faculty of Economic and Management Sciences in November 2008.

Gustav Puth has a unique blend of 34 years of practical and academic experience in the fields and disciplines of communication management, organisational and business strategy and leadership development.

In addition to having been in executive positions in research management, advertising and marketing, as well as tertiary education, Gustav Puth is the founder and former Professor and Head of the Department of Marketing and Communication

Management at the University of Pretoria, where he also served as Extraordinary Professor for ten years.

Gustav provided strategic counselling, strategic research, and strategic leadership development services to a select portfolio of local and international clients in the period before he rejoined the University of Pretoria as Professor in 2008.

Throughout his academic career he taught as visiting professor and research fellow at some of the foremost universities in South Africa, the USA, Canada, Australia, Europe, and Singapore. He is also the author and co-author of numerous articles, eight books, and television texts. His two latest books, *The Communicating Leader* and *Corporate Communication Strategy*, the latter co-authored with Benita Steyn, are widely used both locally and internationally by communication practitioners, academics, and students.

While involved in the private sector, Gustav wrote a regular strategy column for *CEO Magazine* and was a contributor to *Finance Week* until recently. He regularly participated in *The Leadership Platform* on Classic FM and Summit TV and

designed modules on Leadership and Change Management for the Presidential Leadership Programme for Senior Public Service Officials, which was presented under the custodianship of former President Mbeki.

According to Prof Puth, his vision for the Department is for the two disciplines of marketing and communication to develop international leading minds as well as to improve the Department's postgraduate outputs and its number of scientific publications.

Opsomming:

Prof Gustav Puth is as nuwe Departementshoof van die Departement Bemarkings- en Kommunikasiebestuur van die Fakulteit Ekonomiese en Bestuurswetenskappe in November 2008 aangestel.

Volgens Prof Puth, is sy visie vir die Departement om die twee vakdisiplines van bemarking en kommunikasie te gebruik om internasionale denkleiers te ontwikkel en ook om die Departement se nagraadse uitsette en aantal wetenskaplike publikasies te verbeter.



New Head of Human Resource Management is a passionate servant leader

Professor Karel Stanz was appointed as Head of the Department of Human Resource Management at the University of Pretoria in June 2008.

Karel is a registered industrial psychologist and a master human resource management practitioner. He is known as a passionate servant leader and a proponent of corporate and academic partnerships. He serves on the Deloitte “Best company to work for” selection panel and is lead academic partner for the Tomorrow’s Leaders Convention. He is also Chair of the Human Capital Institute, Africa, which facilitates partnerships between top corporations and university researchers and students to explore cutting-edge human resource issues.

He was the former Chair of the Department of Human Resource Management at the University of Johannesburg and is a member of several professional boards and institutions. His current research focus is on organisational behaviour, leadership, e-learning and talent management.

His mission for the Department of Human Resource Management at the University of Pretoria is for the Department to be internationally reputable and to be the top provider of Industrial as well as Organisational Psychology and Human Resource Management scholars and practitioners.



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



Delegates of the Faculty of Economic and Management Sciences who attended the Faculty's strategic workshop in the Kruger National Park.

L e a d e r s s a t d o w n t o w o r k ...



As part of the activities commemorating the centenary of the University of Pretoria, the Faculty of Economic and Management Sciences hosted a Heads of Department Strategic Workshop in the Kruger National Park's Mopani Camp during May 2008. The workshop was held in the Safari Lounge, which is situated in the camp, and was attended by all ten Heads of Department of the Faculty or their representatives.

The workshop commenced on a Thursday and continued until the Sunday morning. The purpose of the workshop was to discuss the strategic future planning of the Faculty and to align the Faculty's structure with the new matrix management structure of the University of Pretoria.

Notwithstanding the full program, time was set aside for a game walk with field guides and even an evening game drive, while meals were served outdoors at the boma.

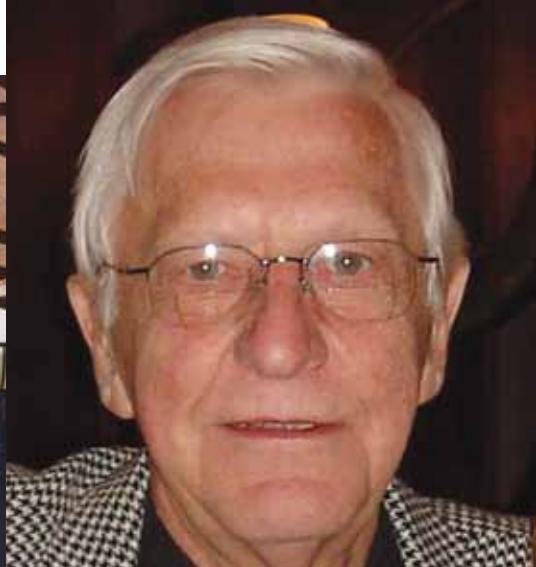
The workshop concluded on Sunday morning with a delightful picnic-style breakfast.

Opsomming:

Die Fakulteit Ekonomiese en Bestuurswetenskappe het as deel van die eeufeesviering van die Universiteit van Pretoria, 'n strategiese werkswinkel vir die Hoofde van Departemente in Mopani kamp in die Kruger Nasionale Park aangebied. Die werkswinkel is in die Safarikamer aangebied en is deur al die Departementshoofde van die Fakulteit of hul verteenwoordigers bygewoon.

Die werkswinkel het op 'n Donderdag 'n aanvang geneem tot die Sondagoggend. Die doel van die werkswinkel was om die strategiese toekoms van die Fakulteit te bespreek asook om die struktuur van die Fakulteit met die nuwe matriksbestuurstruktuur van die Universiteit van Pretoria te bely.





Prof Chris Thornhill of the School of Public Management and Administration.

A n a c a d e m i c o f s t a t u r e

Prof Chris Thornhill of the School of Public Management and Administration is truly an academic of stature. He was invited by the *Centre Africain de Formation et de Recherche Administratives pour le Developpement* (CAFRAD) to its 46th meeting in Tangier, Morocco. Prof Thornhill presented a paper entitled, *Alternative service delivery mechanisms: The South African experience*, at CAFRAD's Fourth Annual Forum on Reform and Modernisation of Public Administration and Governance.

In his paper, Prof Thornhill underlined that most contemporary states are experiencing increasing demands on their financial resources and that societies also require increasingly sophisticated infrastructural services. In some cases governments lack the financial and human resources and entrepreneurial organisational structures to provide all these services. Consequently, governments have to devise ways and means to cater for the diverse needs of society.

He further stated that in the case of South Africa, huge backlogs had developed in rendering services to disadvantaged communities due to the apartheid policy of the former government. Alternative service delivery mechanisms had to be introduced to improve service rendering, eradicate the injustices of the past and to meet the challenges of the new millennium. One

of the mechanisms that has gained momentum since the democratisation of the Republic of South Africa in 1994, was the introduction of public private partnerships (PPPs). His discussion was devoted to the motivation for the establishment of PPPs. The paper was highly acclaimed by the 100 delegates from 29 countries.

Prof Thornhill also received the Laudation for Life-long Service to the Discipline of Public Administration from the Association of Southern African Schools and Departments of Public Administration and Management (ASSADPAM). This award is bestowed on academics who have made a significant contribution to the theory and practice of the discipline. Prof Thornhill has had a distinguished career as both practitioner and academic. He is author, co-author and contributor to 18 books. He has published approximately 60 articles and delivered more than 180 papers at national and international conferences. He has travelled to numerous countries for study purposes including the United States of America, England, France, Belgium, Germany, Canada, the Ivory Coast, Kenya, Zimbabwe, Malta and Hungary. He is editor of the internationally accredited *Journal of Public Administration* and has also been appointed as Professor Emeritus in the School of Public Management and Administration.

Gené captures hearts

Gené van Heerden, lecturer in the Department of Marketing and Communication Management of the Faculty of Economic and Management Sciences, lectured for two years at the National University of Singapore from 2006 to 2008. These are her comments about her experience.

At which university were you employed and where is it situated?

I held a contract position as an instructor for the Communications and New Media Programme (CNM) in the Faculty of Arts and Social Sciences of the National University of Singapore (NUS) in Singapore, South East Asia.

Was it part of an exchange programme between the University of Pretoria and the National University of Singapore?

At the time I went to NUS there was no formal agreement between the University of Pretoria and NUS. In the interim we have built a strong partnership with NUS.

What subjects did you teach?

I was appointed as an instructor and the focus was mostly on teaching and liaising with industry. My assignments were about teaching and internship liaison, which I had to develop and supervise.

Did you present lectures to junior, senior or postgraduate students?

I lectured at undergraduate level.



Gené van Heerden of the Department of Marketing and Communication Management (back row, 6th from the left) with staff members of the National University of Singapore.



Gené van Heerden of the Department of Marketing and Communication Management (front row, 3rd from the right), with a group of students of the National University of Singapore.

Were you the only foreign staff member at the time or were there other lecturers from other institutions as well?

The Communications and New Media Programme is a young programme and consists of mostly expatriates. During the time that I was appointed at CNM, there were at least four visiting professors who came for a semester, either as research fellows or as teaching fellows.

What was the purpose of your visit?

Initially the aim was to start my doctorate but after spending my first semester there and realising that my contract was only a teaching contract requiring no research outputs, I decided that doctoral studies would not be possible. My time was divided between industry liaising and teaching. It was therefore more an international teaching and networking experience than a study opportunity.

The purpose was to experience a new academic culture, a new societal culture and to teaching within such a system. The interesting part is that they do not really allow members of faculty to study and teach at the same time. Staff members have to first do their PhD studies whereafter they will be appointed as a professor. I soon realised that working as part of a diverse and multicultural team was one of the greatest benefits of this experience.

Were there students from other countries in your class?

Most of my students were students from Singapore, however NUS, being the gateway to South East Asia, attracted a lot of regional students. The University also has a very strong emphasis on exchange programmes and therefore, especially in the Intercultural Communication class, there were students from other countries.

Is this a once-off event?

Yes, but hopefully the University of Pretoria can continue this relationship. I have been invited back and might explore this possibility.

Was it the first time that the University of Pretoria hosted a staff member at the NUS?

I was the first person from the University of Pretoria to be hosted at NUS.

Is there any possibility for further similar partnerships that might come about as a result of your visit?

At present the CNM programme does not have an opening but they are very keen to explore this possibility. The challenge though is that the programme is hosted in the Arts and Social Sciences. The emphasis is therefore different to our focus; however, there are many opportunities to explore.

What are your reflections on the importance of this partnership?

The experience I gained gave me a different perspective on various issues. Functioning in a society which is very different from my own, with students that come from a totally different educational system was an enriching challenge. Singapore is an innovation hub and the teaching methods that are used are very different. I engaged mostly online with students and students are very active on this platform. I was therefore challenged to think differently about teaching. I had to incorporate elements that the students feel most comfortable with. I am more comfortable with an interpersonal approach and was challenged at a very different level. Other than that, the fact that education has a very high societal value, cultivates a very serious and hard working student and again this challenged me on a different level.

Besides the fact that this opportunity enriched me on a personal level, the diversity of a faculty that creates so many opportunities to learn and grow probably represents my most valuable experience.

A truly significant achievement



Elbie Louw (right) and Johan de Beer (left), staff members of the Department of Financial Management, have been awarded the right to use the Chartered Financial Analyst (CFA) designation.

The CFA Institute Board of Governors has awarded the right to use the Chartered Financial Analyst (CFA) designation to three staff members of the Department of Financial Management, namely Elbie Louw, Johan de Beer and Michelle Reyers.

Earning this charter required dedicated effort over a minimum of three years which involved passing three six-hour examinations covering a globally relevant body of knowledge set by an international council of investment-industry leaders. A successful candidate must also meet the professional work experience requirements and adhere to the CFA Institute Code of Ethics and Standards of Professional Conduct.

The Chartered Financial Analyst designation is recognised around the globe. To ensure consistently high standards throughout the world, CFA Institute administers identical CFA examinations worldwide and then grades them centrally to ensure uniformity. By earning this qualification, one joins a dedicated group of CFA charterholders from 130 countries who have mastered the identical curriculum, passed the same rigorous examinations and who have been measured against a single uniform standard of excellence, no matter where in the world they practise. To remain a member in good standing, holders of the CFA qualification will sign an annual professional conduct statement, supporting the CFA Institute Board's mission to

lead the investment profession globally by setting the highest standards of ethics, education and professional excellence. Each charterholder, through membership of the CFA Institute, also gains access to a wealth of professional development opportunities. Becoming a CFA charterholder represents a truly significant achievement in one's development as an investment professional.

The University of Pretoria is also a CFA Programme Partner offering an undergraduate educational degree programme that covers at least 70 percent of the Level 1 CFA Programme Body of Knowledge, and meets the CFA Institute Ethical and Professional Standards, as well as other requirements. UP is the first CFA Programme Partner. Recognition as a CFA Programme Partner signals to potential students, employers, and the marketplace that the university curriculum is closely tied to professional practice and is well-suited to preparing students to sit for the three levels of CFA examinations. The CFA Programme sets a standard for developing the skills, standards, competence, and integrity of financial analysts, portfolio managers, investment advisers, and other investment professionals worldwide. Administered in English, the CFA curriculum and examinations are identical worldwide and it is widely regarded as the investment profession's most rigorous programme.



Michelle Reyers.



Prof Ronel Rensburg, nuut-aangestelde Vise-president van PRISA.

Suider-Afrikaanse Skakelinstituut kry 'n nuwe Vise-president

Prof Ronel Rensburg van die Departement Bemerkings- en Kommunikasiebestuur is verkies tot Vise-president van die Suider-Afrikaanse Skakelinstituut (Prisa) vir die termyn 2008-2010. Prof Rensburg het wye skakelondervinding op nasionale sowel as internasionale vlak wat optimaal benut gaan word met projekte en werksaamhede om Prisa se beeld en reputasie te bevorder. Die doelwit is ook om die Instituut meer relevant te maak vir lede deur die teorie en praktyk nader aan mekaar te bring, geld in te samel en om transformasie en mentorskap aktief te bevorder.



Mr Gauthier Kashalala, lecturer in the Department of Economics, who was awarded the Hewlett Ile Dissertation Fellowship.

Award of excellence for research

Mr Gauthier Kashalala, lecturer in Mathematical Economics and Economics in the Department of Economics, was awarded the Hewlett Ile Dissertation Fellowship in Population, Reproductive Health and Economic Development. The award includes funding for two years to conduct doctoral studies. The title of his thesis is *Reproductive health, labour outcomes, and pro-poor growth in South Africa*.

Mr Kashalala obtained a LScEcon from the University of Mbujimayi in the Democratic Republic of the Congo and an MPhil (Economics) from the University of Pretoria. He joined the Department of Economics in the Faculty of Economic and Management Sciences in 2008. He also gained professional experience at the Department of Economics of the University of Mbujimayi and Conningarth Economists in Pretoria.

Mr Kashalala has research interests in the fields of Applied Micro-econometrics; Health economics; Labour economics and Micro-simulation. He conducted research on tobacco substitution and the poor, as well as on fiscal policy sustainability in South Africa. He furthermore assisted the Water Research Council of Pretoria in doing research on modelling the economics of the South African water sector for policy analysis. He has also visited a number of local and international universities, such as the Universities of Maryland and Maastricht.

Gauthier Kashalala is the holder of a number of other awards of excellence, including the Accenture Prize for Outstanding Performance in Economics and the ERSA Prize for Outstanding Performance in Economics at Master's Level.



Melodi Botha of the Department of Business Management.



Cyril Francis of the Department of Tourism Management.



Elmar Venter of the Department of Accounting Sciences.

Simply the best ... lecturers



Jean Cooper of the Department of Human Resource Management.



Retha Strydom of the Department of Business Management.



Elbie Louw of the Department of Financial Management.

The Vice-Principal for Teaching and Learning at the University of Pretoria, Prof NA Ogude and the Department of Education Innovation hosted a gala dinner to present Education Innovation Awards to qualifying lecturers at the University of Pretoria.

The awards, which were presented by the Vice-Chancellor and Principal of the University, Prof Calie Pistorius, were divided into three categories, namely Laureate, Certificate and Recognition. The evaluation was rigorous and the distinguishing criteria between the categories are spelled out in a rubric used in the evaluation, which cover three areas: The intent of the submission, impact on student learning and impact on teaching practice. The Laureate is awarded to submissions which have a clear purpose and intent and show strong alignment; exhibit significant evidence of impact on student learning and sustainability; contribute to best practice in teaching and in the discipline; and demonstrate significant evidence of innovation that addresses the identified challenges. For the Certificate, an acceptable

level of alignment and anecdotal evidence of impact on student learning and teaching practice is required. The Recognition category is for those initiatives where the idea is deemed to be good and innovative.

Seven lecturers of the Faculty of Economic Sciences received awards. Retha Strydom of the Department of Business Management received a Laureate award, Elbie Louw and Caren Lombard of the Department of Financial Management and Jean Cooper of the Department of Human Resource Management received Certificate awards, while Melodi Botha of the Department of Business Management, Elmar Venter of the Department of Accounting and Cyril Francis of the Department of Tourism Management received Recognition awards.

The Education Innovation Awards gala dinner was hosted by the Department of Education Innovation.



Prof Ernie Heath, Head of the Department of Tourism Management.



South Africa's biggest tourism window of opportunity

According to an article in the *Southern African Conference, Exhibition & Events Guide*, written by Prof Ernie Heath, Head of the Department of Tourism Management, South Africa's tourism industry has certainly come a long way since the Eighties. South Africa is virtually months away from the window of opportunity that every tourism stakeholder and destination marketer dreams of – the hosting of Africa's first Soccer World Cup!

The key question is whether South Africa will embrace this opportunity optimally and deliver a World Cup like never before; a World Cup that will meet and exceed on all the expected legacies and more; a World Cup that will provide the foundations and building blocks to strengthen South Africa and Africa's tourism and events industry and a World Cup that can unite all South Africans around a shared vision and commitment to create a better tomorrow for all. On the eve of this great event, all the stakeholders

in the tourism industry are faced with many challenges and opportunities related to the event. The trap of indulging in the negative rhetoric related to the hosting of the event, which is currently so prevalent in the media, must be avoided at all costs. Too much energy can quite easily be spent on debating why the event won't be successful.

The real challenge is to individually and collectively embrace the opportunity, to add value and to actively contribute to making this event a reality. Now, more than ever, a shared vision is required to unite South Africans and enable the country to address all the current concerns in order to ensure the best World Cup ever!

In spite of the negative reporting on some issues related to the hosting of the event, there are currently many exciting initiatives being undertaken by committed stakeholders at different levels. A major

challenge is to communicate these initiatives in a pro-active and positive manner and, importantly, to co-ordinate such initiatives in a seamless and integrated manner. This is going to require strategic and visionary leadership, as well as the commitment and collaboration of all stakeholders at the national, provincial and local levels.

With the precursor to the 2010 event, namely the Confederations Cup, already in the past, the stakeholders in the tourism industry should possibly "stop and smell the roses". Wouldn't it be wonderful if the front page of *Time* magazine in November 2010 displays the following headlines: *SA 2010 – the best World Cup ever! Africa re-writing the rules for sports events; Business, tourism and employment booms; Africa's next target – the Olympics?* It's quite possible and South Africans can collectively make it happen!



Prof Jerry Kuye (left), Director of the School of Public Management and Administration and winner of the distinguished Academic Award for 2008, with Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences.



Mareli Kruger, new Executive Director of the SAAPAM.

New Executive Director for the SAAPAM

Mareli Kruger of the School of Public Management and Administration (SPMA), was appointed as Executive Director by the Board of the South African Association of Public Administration and Management (SAAPAM) during their Annual Conference in October 2008 in Bloemfontein, which was held at the University of the Free State. The criteria for the appointment were active involvement in the discipline of Public Administration and a service orientation towards the discipline itself and its practitioners.

The Executive Officer is responsible for the management of the SAAPAM office, supervising the administrative employees, assisting the Editor of the *Journal of Public Administration*, assisting the Board in the implementation of their mandate and for any other functions assigned to her by the Board.

Mareli succeeded Prof Gerda van Dijk, also a staff member of the SPMA, who stepped down from the position in 2008.

Academic and research outcomes awarded

The Distinguished Academic Award 2008 was awarded to Prof Jerry Kuye, Director of the School of Public Management and Administration, during a gala dinner of the South African Association of Public Administration and Management (SAAPAM).

The award was bestowed upon Prof Kuye for continuing academic and research contributions of a national and international standard. The criteria for the award entail teaching that focuses on the number of postgraduate students successfully supervised over the last five years; and on research, in particular the number of articles published in refereed or non-SAPSE Journals or chapters in books, as well as the number of papers presented at both local and international conferences over the last five years. The third criterion refers to community service or the implementation of expertise, for example the nature of assistance rendered to organisations, including the government, over the past five years.

Each chapter of SAAPAM nominates candidates for the award and these names are then submitted to the Board. The winner is elected during a board meeting which consists of all the provincial chairpersons. Prof Kuye was unanimously elected by the Board as winner of the award for 2008. The award is granted annually unless no nominations are received.



P o w e r f u l a c c e s s t o r e s e a r c h d a t a

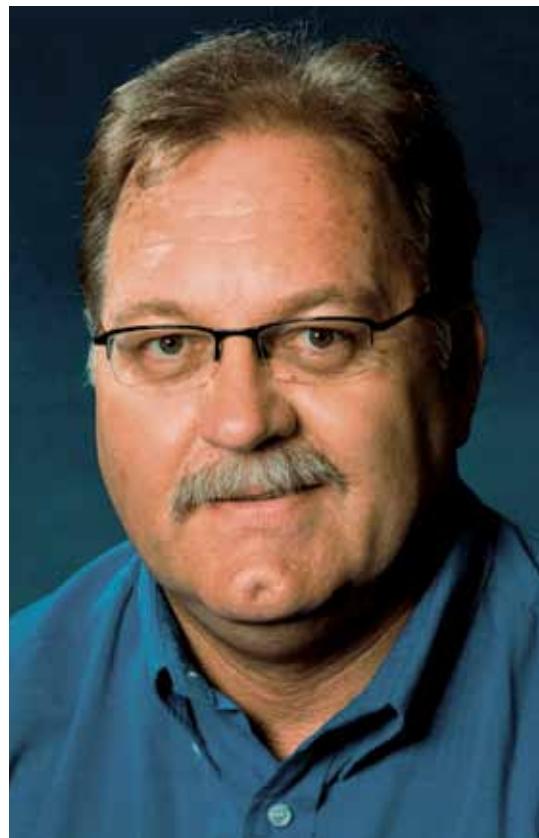
The *African Journal of Business Management* (AJBM), obtained the status of being included in the list of the ISI Social Sciences Citation Index (SSCI). Prof De la Rey van der Waldt of the Department of Marketing and Communication Management is the Editor-in-Chief of the *AJBM*.

The ISI Social Sciences Citation Index provides researchers, administrators, faculty staff and students with quick, powerful access to the bibliographic and citation information they need to find research data, analyse trends, journals and researchers, and to share their findings. It assists researchers in overcoming information overload and in focusing on essential data obtained from more than 1 950 of the world's leading social sciences journals across 50 disciplines, as well as from 3 500 of the world's leading scientific and technical journals.

Only articles of a high academic standard are published in the *African Journal of Business Management* and all articles are accredited by the ISI Web of Knowledge. Access to the articles that are published in the *AJBM* can be obtained via the internet, on CD-rom, online via Social SciSearch and SciSearch for Dialog.

The *African Journal of Business Management* publishes research analyses and inquiries into issues of importance to the business community. Articles in *AJBM* examine emerging trends and concerns in the areas of general management, business law, public responsibility and ethics, marketing theory and applications, business finance and investment, general business research, business and economics education, organisational behaviour and theory, social issues and public policy, statistics and econometrics, technology and innovation, as well as case studies and information on management information systems.

The goal of the *African Journal of Business Management* is to broaden the knowledge of business professionals and academics by promoting free access and providing valuable insights into business-related information, research and ideas. This electronic journal is published monthly and is part of Academic Journals in Victoria Island, Nigeria.



Prof De la Rey van der Waldt of the Department of Marketing and Communication Management and Editor-in-Chief of the *African Journal of Business Management*.



Delegates who attended the research symposium. From left to right: Mr Jean Cooper, Dr Erik Hofstee, Prof Anské Grobler, Ms Maphula Tlhagale, Dr Edwin Ijeoma and Prof Hendrik Wolmarans.

Faculty hosts research symposium

The Faculty of Economic and Management Sciences hosted a research symposium for the Faculty's academic personnel in September 2008.

The objective with the symposium was to enhance the skills of personnel regarding postgraduate supervision and specifically how to guide students through the process of capturing research results in a scientific way.

Dr Erik Hofstee presented the symposium. He is a well-known international speaker on this topic and the author of the highly acclaimed text, *Constructing a good dissertation*, a copy of which was presented to all delegates. Dr Hofstee specialises in addressing problems with dissertation writing by providing tools that can assist prospective writers of dissertations and academic articles. He holds a Master's (*cum*

laude) from the University of Gröningen, in the Netherlands (RUG), and was awarded a Fulbright Scholarship to Michigan State University (MSU), where he earned his second Master's degree as well as a PhD degree. He was elected to the Phi Beta Delta Honor Society for International Scholars and has taught a variety of programmes at MSU, the RUG and the University of Utrecht.

The symposium was originally introduced as a once-off event but the demand far exceeded the number of delegates that could be accommodated to such an extent that another similar symposium has been planned for 2009. "It was a highly informative workshop that has added much value. I would like to encourage anyone who has the opportunity to attend this event in future," reported one of the delegates.



Prof Rangan Gupta, Associate Professor in the Department of Economics recently conducted research on the relationship between inflation and welfare costs in South Africa.

An untimely reminder...

The pain experienced by South Africans with the inflation-fighting interest rate hikes may at times seem too much to bear. Now a new academic study conducted by Prof Rangan Gupta, Associate Professor in the Department of Economics also offers a reminder of the long-term welfare losses that result from inflation.

Under the auspices of the Cape Town-based Economic Research Southern Africa (ERSA) initiative, findings on the relationship between inflation and welfare costs in South Africa were published. This represented the first attempt to measure inflation-induced welfare costs to the economy.

In the academic study, *Measuring the welfare cost of inflation in South Africa*, the long-term equilibrium money demand function in South Africa was estimated. The empirical findings of the study assume that a higher inflation rate, such as the country was experiencing, implies higher welfare losses. For instance, inflation creates pricing distortions which ultimately lower the level and growth rate of economic output. Furthermore, government tax rates that are not adjusted in line with inflation, create further welfare losses.



Prof Anthony Melck (left), Executive Director: Institutional Planning, and the Dean of the Faculty of Economic and Management Sciences, Prof Carolina Koornhof, at the launch of the special edition of *Communiké*.

Faculty launches book to celebrate

A special edition of *Communiké*, “A celebration of 100 years”, compiled by the Faculty of Economic and Management Sciences, was launched in 2008 to mark the centenary of the University of Pretoria.

The purpose of the special edition was to remember the early years: The pioneers who laid the foundations and the people who built on those foundations. It also provided an opportunity to exchange stories about the past century and to reflect on the responsibility to develop not only the Faculty, but also the University of Pretoria as a leading, internationally recognised tertiary institution.

The book was launched during a centenary luncheon, which was held for all the staff members of the Faculty of Economic and Management Sciences. The Faculty of Economic and Management Sciences is, without a doubt, looking forward to the next hundred years and the new challenges facing it.

Communiké also celebrates its 20th birthday. The very first *Communiké* was published in 1988

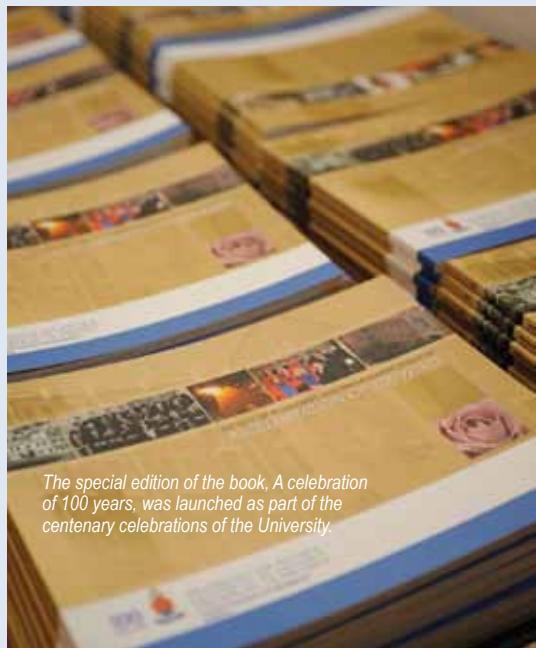
and has since been released annually. To view the previous publications of *Communiké*, please visit the web page of the Faculty of Economic and Management Sciences at www.up.ac.za.

Opsomming:

’n Spesiale uitgawe van *Communiké*, “A celebration of 100 years”, is in 2008 bekendgestel om deel te vorm van die eeufeesviering van die Universiteit van Pretoria. Die publikasie is saamgestel deur die Fakulteit Ekonomiese en Bestuurswetenskappe. Die doel van die publikasie was om die eerste bestaansjare van die Fakulteit te onthou.

The boek is bekendgestel tydens ’n eeupees middagete wat die Fakulteit Ekonomiese en Bestuurswetenskappe vir al die personeelle van die Fakulteit aangebied het. Die Fakulteit Ekonomiese en Bestuurswetenskappe sien sonder twyfel uit na die volgende honderd jaar en al die uitdagings wat daarmee gepaard gaan.

Communiké vier ook hierdie jaar sy 20ste verjaarsdag. Die heel eerste *Communiké* is in 1988 gepubliseer en het sedertdien jaarliks verskyn. Die vorige publikasies van *Communiké* kan besigtig word by www.up.ac.za.



The special edition of the book, *A celebration of 100 years*, was launched as part of the centenary celebrations of the University.



Prof Petrus Brynard of the School of Public Management and Administration.

NRF - rated researchers

Staff members of the Faculty of Economic and Management Sciences contributed significantly towards its development into a world-class research faculty. Prof Petrus Brynard was the first researcher in the School of Public Management and Administration to receive a National Research Foundation (NRF) rating, while Prof James Blignaut and Prof Steve Koch, both of the Department of Economics, had their NRF ratings renewed.



Prof James Blignaut of the Department of Economics



Prof Steve Koch of the Department of Economics.



From left to right: Dr Ben Sonneveld (Project leader), Prof André Jordaan and Dr Michiel Keyzer (Director).

New, innovative research in spatial data management

Prof André Jordaan was invited by the Centre for World Food Studies (SOW-VU) at the Vrije Universiteit in Amsterdam in the Netherlands to receive training and conduct research in spatial data management for a period of six months. The Centre supports capacity building projects by maintaining research partnerships and through the joint implementation of projects or training modules. The Centre also does quantitative modelling and is currently focusing on the development of new, innovative tools.

The training and research undertaken by Prof Jordaan included data analysis exercises using the Geographic Information System (GIS) as point of departure. GIS is a system for capturing, storing, analysing and managing data and the associated attributes are spatially referenced to earth. Statistical Analysis Software (SAS), was

also used to enable data transfer through the General Algebraic Modelling System (GAMS), which is a high-level modelling system for mathematical programming and optimisation. The final stage of the research consisted of gridding, which uses a priori-given algorithmic procedure to distribute real-valued data over grid cells. The data logistical procedures entailed the rule-based gridding procedures developed at SOW-VU. This process ensures that data can be extracted, analysed and transferred to provide a visual result.

The research culminated in a proposed project which focuses on the socio-economic improvement and economic growth of industries within the research area of the Incomati River Basin, comprising of parts of South Africa, Swaziland and Mozambique.



Liza Coetzee presenting an information session on costs incurred in respect of disabled children that can be claimed for on an income tax return.

I n c o m e T a x a n d d i s a b l e d c h i l d r e n

Liza Coetzee and Karen Stark of the Department of Taxation presented an information session on costs related to the care of disabled children which can be claimed on an income tax return. The lecture took place at the Maranatha Bana Centre (MBC) in Centurion, which is a centre for children with disabilities.

The purpose of the lecture was to inform the parents of special-needs children regarding which costs related to a child's disability or condition, qualify for such claims and to assisting these parents with completing their 2008 tax returns. In practice, it has been found that parents of special-needs children substantially understate their medical costs due to a lack of knowledge of the Income Tax Act.

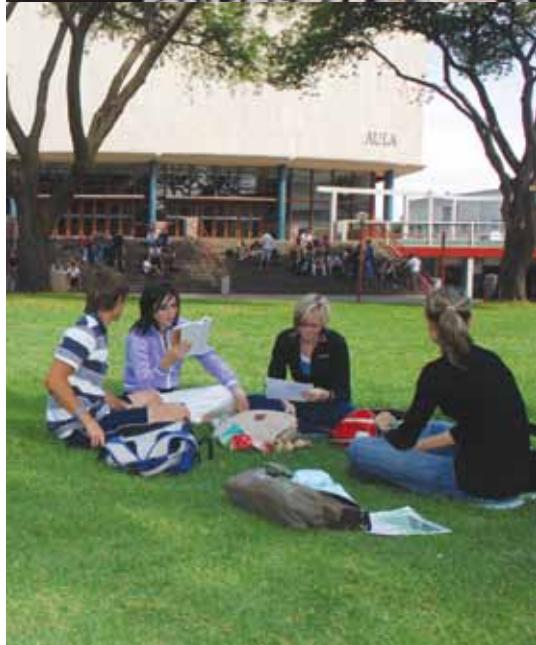
Raising a special-needs child involves a lot of expenses. During the session, parents of children with special needs were empowered by providing them with information on the requirements of the Income Tax Act and explaining section 18 of the Income Tax Act in detail.

Parents were then given guidelines on how to

keep record of medical and other costs incurred as a result of their child's disability. To this end a filing system was suggested. It was noted that some parents pay a tax consultant to complete their returns, but that the tax consultant is not always aware of exactly what the child's condition entails. The result is that a lot of costs are never claimed.

The main aim is that the parent should compile the list of costs qualifying for tax deduction which is then given to the tax consultant. The parent is the ideal person to do this, because as caretaker of a disabled child, only the parent knows exactly what costs are involved in looking after that specific special-needs child. Furthermore, every special-needs child is different. Cerebral Palsy (CP), for example, covers such a wide diagnostic field that a tax consultant would not know exactly what costs could be claimed for a child who suffers from a specific form of CP.

The information session was attended by the parents of the centre's disabled children. It is envisaged that the information session will be presented annually in order to empower more parents.





A r e s e a r c h m o d u l e t o s h a r e



From left to right: Dr Joop Hintzen of NHTV Breda University of Applied Sciences, Mr Theuns Kotzé of the Department of Marketing and Communication Management and Dr Wilco van Gool, also of NHTV Breda University of Applied Sciences.

Two lecturers from the NHTV Breda University of Applied Sciences in the Netherlands, Dr Wilco van Gool and Dr Joop Hintzen, visited the Department of Marketing and Communication Management in the Faculty of Economic and Management Sciences during 2008. The main purpose of their visit was to learn more about the teaching model developed by Mr Theuns Kotzé in the Research Methodology (EBW 01) course that is offered by the Faculty of Economic and Management Sciences.

The Research Methodology course is an online module that focuses on assisting students to prepare a research proposal for Master's or doctoral study. The students compile their proposals incrementally in three phases. One unique feature of the teaching module is that students do peer evaluation of their first and second draft proposals. Each student is required to evaluate the work of two of his or her fellow students based on a set of detailed evaluation

criteria. The feedback received from the peer evaluation process enables students to improve the quality of their exam projects, which are then formally evaluated by each student's study leader. The visit was initiated by NHTV Breda University's President of International Relations, Mr Koert de Jager. Mr De Jager was enrolled as a student for the Research Methodology course in 2008 as part of his doctoral studies in the Department of Tourism Management at the University of Pretoria. The NHTV Breda University has since implemented Mr Kotzé's teaching model as part of their Master's degree programme in Imagineering.

This was the first visit by the NHTV Breda University to the Department of Marketing and Communication Management, and the Faculty has now entered into a formal cooperation agreement with the NHTV Breda University of Applied Sciences. Master's students in Imagineering from Breda will visit the Department on an annual basis.

Second RBI International Business Conference on Entrepreneurship Development

The Ronald H Brown Institute for Sub-Saharan Africa (RBI) hosted its second annual RBI International Business Conference on Entrepreneurship Development in Addis Ababa, Ethiopia, during 2008.

Prof Ronel Rensburg of the Department of Marketing and Communication Management of the University of Pretoria opened the proceedings and welcomed the delegates from Botswana, Ethiopia, India, Lesotho, Nigeria, South Africa, Uganda, Zimbabwe and the United States. In her opening speech Prof Rensburg noted that Africa needed to build human capital and that this could be promoted through the regional linkages which were established via conferences.

One of the speakers was Holly Vineyard, the US Department of Commerce deputy assistant secretary for Africa, the Middle East and South Asia in Washington DC, who was a keynote speaker at the conference. Others included Rindai Jaravaza, managing partner of Turnaround Partners, who chaired the session that examined the environment for business and entrepreneurship in Africa, as well as Sebastian Mathews, Georgia State University alumnus and programme director at CIFAL Atlanta, the Atlanta-based affiliate of the United Nations, who chaired a session on human capital development and presented global best practices for enterprise development.

According to Joyce Nyandoro, director of the RBI, the conference underscores the important business benefits of educational linkages. The RBI's internship programme, for example, has already placed 102 interns with companies in seven countries in Africa and provided training to 130 business owners. The RBI, located at the University of Pretoria, expresses the vision of former US Commerce Secretary, Ronald H Brown,

of "creating opportunities for people of every race, social class and nation." Funded by the Georgia State University Foundation through a USAID endowment fund, the RBI contributes to human capital development and business creation, promotion and expansion efforts in Africa in partnership with Georgia State University and the University of Pretoria.



Seated left to right: Joyce Nyandoro, Becky Erkul, Futhi Umlaw.
Standing left to right: Dr Edwin Ijeoma, Prof Ronel Rensburg, Holly Vineyard, Dr Marta White.



A v i s i t t o r e m e m b e r



Prof Howard Sypher, Head of the Department and Dr Lorraine Kisselburgh, Assistant Professor in the Department of Communication, Purdue University (Indiana, USA), visited the Department of Marketing and Communication Management in the Faculty of Economic and Management Sciences in September 2008. The purpose of their visit was to attend both the SAIMS and SACOMM conferences, which were hosted by the Department of Marketing and Communication Management, and to meet academics in the fields of marketing and communication, not only from the University of Pretoria, but also from other South African universities.

Dr Kisselburg is a recent appointee in the Department of Communication at Purdue University and the visit represented her first international exposure, while Prof Sypher wished to expand his existing network through this visit.

At the conclusion of their first visit to the University of Pretoria, they indicated an interest in exploring an agreement for staff and student exchange.

Left to right: Prof Howard Sypher, Head of the Department of Communication, Purdue University (Indiana, USA), Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences and Dr Lorraine Kisselburgh, Assistant Professor in the Department of Communication, Purdue University (Indiana, USA).



Clem Sunter, speaker at the Faculty of Economic and Management Science's centenary convention.



From left to right: Prof Ernie Heath (Head of the Department of Tourism Management), Prof Calie Pistorius (Vice Chancellor and Principal of the University of Pretoria), Mr Clem Sunter, Dr Iraj Abedian (CEO of the Pan African Holdings), Prof Carolina Koomhof (Dean of the Faculty of Economic and Management Sciences) and Prof Karel Stanz (Head of the Department of Human Resource Management).

Faculty of Economic and Management Sciences of the University of Pretoria steps into the next century

The Faculty of Economic and Management Sciences at the University of Pretoria hosted a convention with the theme, *100 YEARS OF EXCELLENCE – UNLOCKING A NEW CENTURY*, which formed part of the 2008 centenary celebrations of the University of Pretoria, on 13 November 2008.

The goal of the convention was not only to reflect on knowledge gained from 100 years of excellence at the University of Pretoria, but also to explore national and international developments that will impact on the future of the economic, financial, business and public sector environments in South Africa. The themes under discussion during the convention also focused on the challenges and opportunities of a changing environmental landscape, as well as critical success factors and guidelines to ensure relevance and sustainable competitiveness.

High-profile speakers, futurist Mr Clem Sunter, co-author of the book *Mind of a Fox*; Judge Mervyn King, Chair of the King Commission; Prof Stella Nkomo of the Unisa Graduate School of Business Leadership; Prof Nick Binedell of GIBS (the Gordon Institute of Business Science) and Dr Iraj Abedian, CEO of the Pan African Holdings, talked on interesting topics such as competitiveness from a global perspective and future economic

trends. Mr Clem Sunter's presentation focused on building tomorrow and on creating future scenarios, while Mervyn King discussed the key drivers of governance.

Clem Sunter believes that South Africa could rise above the current economic problems and that the country has pockets of expertise that should be used to create a better economic situation. Iraj Abedian suggested that the global recession would be long and severe with huge social and political ramifications. He stated that all regions of the world were adversely affected, even if not to the same degree and that, consequently, no single country could deal with the problem alone.

The convention took place in the Sanlam Auditorium on the main campus of the University of Pretoria. The day's proceedings concluded with a cocktail function on the campus.

Opsomming:

Die Fakulteit Ekonomiese en Bestuurswetenskappe het op 13 November 2008 'n konvensie aangebied wat deel van die eeufeesviering van die Universiteit van Pretoria gevorm het. Die tema van die konvensie was *100 YEARS OF EXCELLENCE – UNLOCKING A NEW CENTURY*.

Die konvensie het nie net op inligting en kennis wat oor 'n tydperk van 100 jaar bekom is gefokus nie, maar daar is ook gekyk na nuwe tendense op nasionale sowel as internasionale gebiede wat 'n invloed kan hê op die ekonomiese, finansiële, besigheids asook publieke sektore in Suid-Afrika.

Bekende sprekers soos Mnr Clem Sunter, mede-outeur van die boek *Mind of a Fox*; Regter Mervyn King, Voorsitter van die King Kommissie, Prof Stella Nkomo van die Unisa Nagraadse Bestuurskool, Prof Nick Binedell van GIBS (die *Gordon Institute of Business Science*) en Dr Iraj Abedian, Hoof Uitvoerende Beampte van *Pan African Holdings*, het oor interessante onderwerpe soos kompetisie binne 'n globale konteks en toekomstige ekonomiese tendense gepraat. Mnr Clem Sunter se aanbieding het gefokus op die bou van 'n toekoms en die skep van senarios vir die toekoms, terwyl Mervyn King die sleutelaspreekte van korporatiewe bestuur bespreek het.

Die konvensie is in die Sanlam Auditorium op die hoofkampus van die Universiteit van Pretoria gehou en die verrigtinge is met 'n skemerkelkie afgesluit.



Gaste by die sekretarissesefunksie wat pryse gewen het vir hulle uitrustings na aanleiding van die tema: Modes van die afgelope 100 jaar.

Prof Niek Schoeman of the Department of Economics at the University of Pretoria.

Modes uit toeka se dae



Eunice du Toit (regs) van die Departement Rekeningkunde en Mariëtta van Rooyen van die Departement Toerismebeheer tydens die sekretarissesefunksie in uitrustings uit toeka se dae.

Die Fakulteit Ekonomiese en Bestuurswetenskappe het in 2008 die jaarlikse UP-sekretarissesefunksie aangebied. Dié funksie het by die Performer Teater in Menlopark, Pretoria plaasgevind. Nataniël het as gasheer opgetree en in sy praatjie tien wenke gegee oor hoe om 'n gesukkel in die lewe uit te skakel.

In hierdie gees het die Fakulteit Ekonomiese en Bestuurswetenskappe vervolgens besluit om die geleentheid te gebruik om uit te reik na die minderbevoorregtes. Fondse en speelgoed is ingesamel en aan Nataniël oorhandig as skenking aan die Suid-Afrikaanse Kinderfonds.

Die funksie het deel gevorm van die eeufoesviering van die Universiteit en gaste is die geleentheid gegun om volgens die modes van die afgelope honderd jaar aan te trek. 'n Modeparade en optrede deur Spaanse dansers het ook deel van die verrigtinge gevorm. Mnr Cyril Francis van die Departement Toerismebeheer was die seremoniemeester.

Researchers from all over

The Executive Board of the International Institute of Public Finance (IIPF), requested the University of Pretoria to host the 65th Conference in 2009 at the Cape Town International Convention Centre in Cape Town. The IIPF was founded in Paris in 1937 and has since become an important academic institution in the fields of Public Finance and Public Economics. Prof Niek Schoeman of the Department of Economics has been appointed as chair of the local organising committee. This is a great opportunity for the IIPF and the University of Pretoria to bring top researchers from around the world together to present papers on the topic *Public Policy and Development*. This is also the first time that the conference will be hosted in Africa. It is envisaged that the event will provide an opportunity to a great number of people from Africa to attend and to be exposed to research in the field of public economics.

It is expected that approximately 300 papers will be presented by renowned researchers in the field of public economics over a four-day period. The scientific committee will be chaired by Prof Ravi Kanbur of Cornell University in the United States of America.

Members of SACDA, seated left to right: Prof C Koornhof (University of Pretoria and founder of SACDA), Prof L Stainbank (University of Kwazulu Natal), Prof K Munro (University of Witwatersrand). Back left to right: Prof JI de Villiers (University of Stellenbosch), Prof T Eloff (University of North-West), Prof H Kroukamp (University of Free State), Prof MS Bayat (Cape Peninsula University of Technology), Prof MD Ayogu (University of Cape Town), Prof M Shahia (University of South Africa), Prof S Moodley (University of Zululand), Prof AC Webb (Rhodes University) and Prof R Khumalo (University of North-West).



A brand-new association for deans of commerce

The South African Commerce Deans Association (SACDA), was established at the University of Pretoria in October 2008. Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences, is the founder-member of SACDA.

SACDA was established to provide a voluntary association through which the needs, views and concerns of its members can be expressed. The secretariate of the association will facilitate and arrange regular meetings where matters of common interest regarding the management and implementation of teaching and learning, research and community engagement in commerce departments at South African universities can be discussed. Another purpose of SACDA is to express the views of its members on matters of concern or interest to commerce education at public universities in South Africa.

The Association wishes to establish and maintain good channels of communication and constructive relations amongst its members, while serving the interests of commerce education at South African public universities as well as promoting any related objectives that are relevant to the management of commerce education.

SACDA has 12 founding members who are current Deans of Faculties, Colleges or Schools of Commerce of South African public universities and members will meet at least twice a year.





Left to right: Prof Calie Pistorius, Vice-Chancellor and Principal of the University of Pretoria; Prof Brenda Gourley, received an Honorary Doctorate degree; Dr Anna Mokgogong, received the Chancellor's Medal; and Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences.

The Faculty honours academics and entrepreneurs



During the September 2008 graduation ceremony, an Honorary Doctorate degree was conferred upon Prof Brenda Gourley and the Chancellor's Medal awarded to Dr Anna Mokgokong. Both these recipients were nominated by the Faculty of Economic and Management Sciences.

Prof Brenda Gourley has been Vice-Chancellor of the Open University in the United Kingdom since 2002. She shares with the Open University a social justice agenda and a belief in education as a tool to tackle growing inequalities in global society. Prof Gourley, a frequent speaker on a broad range of platforms and issues, as well as a contributor to publications around the world, has also received honorary degrees from other universities and has been named as one of the Global Business Network's Remarkable People.

Prof Gourley is a previous Vice-Chancellor of the University of KwaZulu-Natal and is a qualified Chartered Accountant, who began her career in

the private sector. She is known for her valuable contribution to the South African and International Higher Education sector and the Accountancy Profession, in particular.

Dr Anna Mokgokong was born in Soweto and matriculated in Swaziland. She obtained a BSc from the University of Botswana and an MBChB from Medunsa. She practised as a medical doctor before joining the business world and becoming the Executive Chairperson of Community Investment Holdings. She also serves on the boards of a number of companies and is known both locally and abroad as a talented and dynamic business entrepreneur. She has received numerous awards, one being the Star Group Leading Woman Entrepreneur of the World award and another the South African Business Woman of the Year award. Dr Mokgokong has contributed substantially to the development of the South African business world and is truly an inspirational role model for women entrepreneurs in South Africa.



A hand that reaches out

Mr Danny Nortjé, lecturer in the Department of Accounting, and students of the Faculty of Economic and Management Sciences with the blankets and clothes that were donated by the staff and students of the Faculty to the Eleos Community.

Staff members and students of the Faculty visited the Eleos Community during May 2008 to hand over blankets and clothes. Eleos, meaning "Mercy in Action", is a registered, non-profit organisation that endeavours to make a difference in the lives of underprivileged children and their families. Eleos was founded by a group of women who were deeply touched by the desperate circumstances experienced by many children and their families. These people do not only struggle to obtain the bare essentials, but are also burdened with enormous financial, physical, emotional and mental pressures. A decision was therefore taken to establish a charity organisation with the aim of making a difference by **helping a community to help themselves**.

Every needy person who accepts help from Eleos is encouraged to participate in one of many development programmes. This creates the opportunity for them to uplift themselves and become self-sufficient and independent.

The blankets and clothes that were given to the Eleos Community by the Faculty of Economic and Management Sciences, were donated by the staff members and students of the Faculty and was one of the community outreach projects of the Faculty. This gesture made a marked difference in the lives of the less-privileged people of the the Eleos Community.



Prof Ernie Heath (first row, left) with the hosts and delegates at the 1st Commonwealth Conference on Sport Tourism in Sabah, Malaysia.

Contributing to the 1st Commonwealth Conference on sport tourism in Sabah, Malaysia

Prof Ernie Heath, Head of the Department of Tourism Management, presented a paper with an African focus, entitled *Promoting FIFA World Cup 2010 and South Africa* at the 1st Commonwealth Conference on Sport Tourism held in Sabah, Malaysia during 2008. The aim of the Conference was to provide a platform for international, national and regional policy makers, practitioners and academics to share experiences, exchange ideas and explore avenues to enhance the development of Sport Tourism across the Commonwealth. This was achieved through a critical examination of three core themes, namely sport tourism development; sport tourism issues, impacts and opportunities and case studies of sport tourism in practice.

At the conclusion of the conference, the following recommendations were advanced to progress sport tourism issues, impacts and opportunities in the Commonwealth:

- Commonwealth governments should be encouraged to support the initiatives to advance research into policy structures and strategic issues deemed necessary to maximize and enhance sport tourism development and research that underpin the closer integration of sport and tourism;
- A Sport Tourism Educational Programme should be developed that can be delivered, in partnership with academics and practitioners, to governments across the Commonwealth to raise the awareness and potential of sport tourism as an agent of change; and
- A Commonwealth country should be identified to host a second conference on Sport Tourism in 2010 to build on the excellent foundations and networks arising from the first conference held in Sabah in May 2008.

At the conclusion of the Conference, Prof Ernie Heath was nominated as a member of the Sport Tourism Advisory Group, who will, among others, be facilitating a Sport Tourism Research Conference in 2010 in South Africa.



The facilitators of the Creative Entrepreneurship Development Programme at the Ifa Lethu Foundation, Ms Retha Strydom (seated) and Ms Menisha Adams of the Department of Business Management.



The group of young aspiring visual artists who attended the Creative Entrepreneurship Development Programme organised by the Ifa Lethu Foundation in cooperation with the facilitators, Ms Retha Strydom and Ms Menisha Adams, of the Department of Business Management.

A s p i r i n g y o u n g e n t r e p r e n e u r s

Ms Retha Strydom and Ms Menisha Adams from the Department of Business Management facilitated a five-day workshop at the Ifa Lethu Foundation entitled, *Creative Entrepreneurship Development Programme*, during September 2008. The purpose of the project was to develop entrepreneurship skills in aspiring young visual artists from Mabopane.

Ifa Lethu, which means “Healing through heritage”, is a Tshwane-based non-profit foundation. In the spirit of the original aim of the foundation to repatriate African art and heritage, Ifa Lethu is now recognised as one of the largest heritage organisation in South Africa. There are currently more than 300 art works, including paintings, drawings, sculptures, wood carvings and prints, in the collection.

Since its inception, the work of Ifa Lethu has evolved into developing talent and creative skills in the arts and crafts sectors and the training and mentoring of young entrepreneurs to sustainable levels, in order to contribute to the economy of the country. The foundation also aims to develop fashion design and to support young designers. The foundation is funded by the Ministry of Arts and Culture and the private sector.

The aim of the entrepreneurship programme was to teach learners how to turn their skills into financially sustainable ventures through the employment and implementation of good business principles. One of the major outcomes of the programme was to register Close Corporations (CCs) for those learner-participants who displayed strong business potential.

The group consisted of 20-25 aspiring young visual art students from Mabopane. The programme commenced with a self-assessment session to help the participants determine which skills they need to develop and what training or assistance they would need to become entrepreneurs. Once this was determined, the participants were assured that even though they do not yet have the skills or all the necessary characteristics of successful entrepreneurs, these can be learnt, characteristics can be developed and situations improved. Weaknesses can indeed be turned into strengths.

The rest of the programme was structured according to the entrepreneurial process, which consists of four distinct phases, namely the identification and evaluation of an opportunity, how to develop a business plan, how to determine

the required resources and how to establish and manage an enterprise. Besides covering the content about entrepreneurship, the facilitators also focused on the individual’s development. A combination of learning reflection sessions, group work, lectures, debriefing and summary sessions, class activities and presentations were utilised to achieve the programme outcomes.

The participants were tasked with developing their business ideas in their communities. They had to “register” these ideas at Ifa Lethu, whereafter the facilitators would assist them in developing business plans. The final objective will be to register these businesses as Close Corporations (CCs). After-care will entail further business mentoring and providing advice up to the point where the businesses have been established and have become fully operational.

In conclusion, this could be the beginning of a partnership that could see the Department of Business Management participating in all Ifa Lethu’s business workshops for the youth and women. It would also provide the Department with the necessary platform for meaningful engagement with surrounding rural communities, as well as those in other provinces.



From left to right: Ms Phina Coetzee of the Department of Auditing, Marianze Roux, an honours student in the Department of Auditing and winner of the 2008 Esther Sawyer International Research Award and Prof Carolina Koornhof, Dean of the Faculty of Economic and Management Sciences.

Advocating the Internal Audit Profession

The Centre of Excellence in Internal Auditing at the University of Pretoria made international headlines when the 2008 Esther R Sawyer International Research Award was awarded to one of the honours students of the Department of Auditing in the Faculty of Economic and Management Sciences. It was the first time that the University of Pretoria participated in this competition, which made the award even more remarkable.

As one of only five Centres of Excellence nominated by the Institute for Internal Auditors (IIA) in the world, the Department of Auditing's Internal Auditing Education Partnership (IAEP) programme qualified to enter students for the 2008 competition. The research topic for the competition was the importance of advocating the internal audit profession.

The Esther R Sawyer award was named after a very special woman whose contribution to the profession of Internal Auditing has provided a benchmark for all future internal auditors to strive towards. Her dedication to the subject and the work she did to promote Internal Auditing as a viable career choice, even though she herself was not an internal auditor, has made her a role

model to all internal auditors. Consequently the IIA Research Foundation makes an annual international award in her memory to a student who excels in the study of Internal Auditing.

Winning the award was a great achievement for Marianze Roux, an honours student in the Department of Auditing. She won a cash prize and an all-expenses paid visit to the IIA's annual International Conference in San Francisco in the USA, where she received her prize and also was given the opportunity to present her research findings. Her manuscript will be published on the IIA Research Foundation's website in addition to being considered for publication. The Department of Auditing at the University of Pretoria also benefited by way of the prize money it received as part of the award.

Marianze has proven herself to be a worthy recipient of the award. She has succeeded in advocating the internal audit profession, not only through the content of her research project, but also in the way that she has conducted herself as an ambassador for the profession and for South Africa.



Department of Auditing reached another milestone



A graduate of the Faculty of Economic and Management Sciences during the first graduation ceremony held exclusively for Internal Auditing graduates.

As a growing program at the University of Pretoria, the Internal Audit programme in the Department of Auditing reached another milestone on Thursday 10 April 2008 when for the first time an entire graduation ceremony was dedicated to awarding degrees in Internal Auditing.

During the ceremony 142 students were awarded the degree of BCom (Internal Auditing) and 54 students the degree of BCom (Hons) (Internal Auditing). The award for best overall performance in the degree BCom(Internal Auditing) was awarded to Ms Y Venter, while Ms F de Wit received the award for best overall performance in the degree BCom(Hons)(Internal Auditing). Other subject specific awards were also presented to Ms DP Vermeulen, Ms AME Momberg, Ms L Ehlers, Ms S Rama and Mr TH Sherman.

The key note address during the ceremony was presented by Dr Claudelle van Eck, the Chief Operating Officer of the Institute of Internal Auditors in South Africa (IIA(SA)). In her address, Dr Van Eck congratulated the students on this fine achievement and encouraged them to make their mark on society and pursue their lifelong dreams.

She impressed upon the students the understanding that they have responsibilities that should act as guiding factors on their life journey to whatever it is that they defined as success. Responsibility to themselves, to become the best they can be, towards their loved ones, to reach their full potential and finally towards society and the country of their birth, were emphasized.

She made them aware of the ills that have entered society and warned them not to allow these to taint who they are and what they are destined to become. The ills, which she believes are amongst the most crippling in the times we live in are firstly, a trend amongst young professionals to pursue material rewards instead of ensuring their own competence. Secondly she noted a prevailing notion of believing that once you have graduated, you can stop studying and lastly the obvious lack of pride in their work that are often witnessed in our country. Dr van Eck's speech was well received by all who attended the ceremony.



Front (left to right): Dr Adri-Susan Grove, Dr Yvonne du Plessis (Supervisor) and Dr Ilze Swarts. Back (left to right): Prof Marius Pretorius (Supervisor) and Dr Robert Luke Martin.

Students receive PhDs

The Department of Human Resource Management in the Faculty of Economic and Management Sciences at UP awarded PhD degrees to two students in 2008. They are Dr Adri-Susan Grové and Dr Ilze Swarts. The supervisor was Dr Yvonne du Plessis, a lecturer of the Department. The title of Adri-Susan's thesis was *Teamwork in 21st century South African organisations: Understanding expectations at multiple levels*, while the title of Ilze's thesis was *Organizational practices enhancing positive job attitudes of expatriates on international assignments*.

The Faculty's Department of Business Management awarded the PhD degree to Dr Robert Luke Martin. The title of his thesis was *An investigation into the knowledge requirements for entrepreneur and small business support practitioners*. His supervisor was Prof Marius Pretorius.



Accounting Sciences students who wrote the QE1. Back (left to right): Fanie Walters, Gerbrand Alberts and Laetitia Seymore. Front (left to right): Chrystal Ströh, Janetta Aucamp, Landie Visser and Divan van der Merwe.

University of Pretoria achieves excellent results in challenging professional exam

The 2008 results of the first part of the qualifying exam (QE1) for Chartered Accountants had the University of Pretoria once again achieving excellent results in this very challenging professional exam, which was written by 3 902 candidates.

The overall pass rate (first-time writers and repeating candidates combined) of the exam in South Africa was 54% (75% for first-time writers only), while the University of Pretoria obtained an overall pass rate of 94%. UP's overall pass rate in respect of first-time writers was 95%.

The University of Pretoria contributed 11,9% of the 1 469 first-time writers who passed the exam and 15,4% of the 39 candidates who passed with distinction. The latter undoubtedly serves as proof of the caliber of the candidates completing their Certificate of Theory in Accounting (CTA) at the University of Pretoria. Included in this select group of distinction candidates, is Wessel Badenhorst, who achieved a joint fifth place under the Top Ten candidates. Two other alumni, Janetta Aucamp and Divan van der Merwe, also passed the exam with distinction.

Opsomming:

Die Universiteit van Pretoria het weereens uitstekende uitslae tydens die 2008 eerste deel van die kwalifiserende eksamen (QE1) vir Geoktrooierde Rekenmeesters wat deur 3 902 kandidate afgelê is, behaal.

Die algehele slaagsyfer in Suid-Afrika (van kandidate wat die eerste keer geskryf het, asook herhalers) was 54% (75% vir kandidate wat die eerste keer geskryf het), terwyl die Universiteit van Pretoria 'n algehele slaagsyfer van 94% behaal het. UP se slaagsyfer vir kandidate wat die eksamen vir die eerste keer geskryf het, is 95%.

Ingesluit in hierdie uitgesoekte groep kandidate was Wessel Badenhorst, wat 'n gesamentlike vyfde plek onder die top tien kandidate behaal het. Twee ander alumni van die Fakulteit, Janetta Aucamp and Divan van der Merwe, het die eksamen ook met lof geslaag.



Students relaxing at an exhibition that portrayed Frankfurt in Germany.

Chairperson of TTSA speaks from the heart ...

Lize Roodt, Chairperson of Tuks Tourism Student Association (TTSA), told us more about the TTSA and the role it plays in the lives of students studying tourism at the University of Pretoria.

What is TTSA and what does it stand for?

The Tuks Tourism Students Association (TTSA) is a society for the students of the Department of Tourism Management in the Faculty of Economic and Management Science at the University of Pretoria. The Society is comprised of dedicated and passionate tourism students, who wish to get the most out of their time at Tuks while also getting ahead in the tourism industry. The TTSA strives to promote and market tourism on campus and in our community, as well as to emphasise the increasing opportunities that exist within the ever-expanding South African tourism industry.

The Department of Tourism Management hosts a Tourism Day annually. Tell us more about Tourism Day.

The United Nations World Tourism Organisation (UNWTO), hosts World Tourism Day every year in September and this year their theme was "Tourism responding to the challenge of Climate Change". The TTSA, in collaboration with the Department of Tourism Management, took their lead and dedicated 9 September to this worthy cause. Tourism Day has been celebrated at Tuks for at least ten years.

What is the purpose of a Tourism Day?

The purpose of Tourism Day is to create awareness regarding the

opportunities available in the tourism industry by putting together a day where Tuks tourism students create such awareness by means of a joint effort and the organisation of activities. A number of the activities enable students to earn the practical credits that they require to complete their degree, such as the Third-year Potjiekos Competition, a photo competition called *Capture the Tourist within you*, and a Football competition that incorporates the ongoing theme of the 2010 World Cup Soccer in South Africa.

Can any registered student of the University of Pretoria take part in Tourism Day?

Definitely. Tourism Day is mainly aimed at tourism students, but we encourage anyone and everyone to become involved, because tourism is all around us. Plus, we are a very friendly bunch of people, so the more the merrier!

When and where does Tourism Day normally take place?

The TTSA allocates a day in September every year which suits the Department and the students. It usually falls within the first two weeks of the month. In the past it was held in the Piazza, but this year it was held at Tourism House on the Hatfield campus of the University of Pretoria.

Is Tourism Day always the same or do you change the activities?

The TTSA coordinates the activities to fit in with the theme UNWTO suggests annually, so each year brings new and creative ideas. A few years ago we

Students



Tourism Management students playing soccer during Tourism Day 2008.

hosted a *Pop Idols* competition in the Piazza, where students could sing their hearts out. We have even played 6-a-side soccer!

Do tourism students have other fun activities during the academic year?

Other fun activities include the TTSA annual first-year camp in January, which is definitely a highlight; as well as an annual semi-formal cocktail party in the first semester, which has a theme and is always fun. There is also involvement in charity work through the Tshwane Alliance for Street Children (TASC). The TTSA helps this organisation by dedicating time and effort into making the children feel special. The students also plan to paint their computer centre. Last but not least, there is the year-end function to look forward to.

The TTSA has many smaller social opportunities for the students to get to know one another. The

tourism industry is so dynamic and interdependent that the TTSA encourages students to start networking as soon as possible because the people they study with are the people they will be working with in the future!

Is it fun to be a Tourism Management student and would you recommend the Tourism Management Programme to prospective students?

Yes, a million times over! The Department of Tourism Management encourages you to become involved wherever you can and creates many opportunities to do this. It is as much hard work as it is fun! I would recommend this programme to anyone who loves working with people and is passionate about tourism. The programme covers all possible aspects of tourism and is very comprehensive.



Rag queen Suné Barnard enjoys university life to the fullest

Initially Suné Barnard strikes you as soft-spoken, even shy. But in no time, the 2009 UP rag queen blossoms into a spontaneous and vibrant young woman with a remarkable zest for life. "I'm crazy about Pretoria and Tuks. I honestly think it's the best university in the country. The diversity of students and people, the wonderful hostel life and the opportunity of meeting people through social events all contribute to a very special experience. It's great!" she enthuses.

Her crowning as rag queen came as a complete surprise. "I didn't even think I would make it to the second round!" As it basically concerns the debutantes' ability to raise money for charity, she managed to come up with a hefty amount, thanks to the proceeds of a game auction, the sale of Jenna Clifford jewellery and paintings, as well as a Persian carpet auction by Ravat. All of this took place in her home town Thabazimbi, where many friends and business people opened their hearts and wallets for the cause, which boosted her chances.

She aspires to be a worthy ambassador for UP during her reign by focusing on fundraising projects for physically disabled children. "Despite their blindness or deafness, they have no choice but to cope in an increasingly challenging and competitive world," she says. She also has to act as judge at events such as Mr and Miss Garsfontein and give guidance to the new debutantes. In addition, as rag queen she has the opportunity of initiating her own project, and plans are well underway for the launch of Mr Rag. "Every queen needs a king, doesn't she?" Suné

asks with a twinkle in the eye.

As she has always had a keen interest in advertising and marketing, she decided to enrol at UP for a BCom (Marketing Management) degree. "I think it is a good career choice because all companies and products need branding and marketing. You can do such a lot with a marketing degree." She takes her studies quite seriously and, in fact, enjoys studying: "I particularly enjoy the communication part of the course, which focuses, among other things, on the reputation management of companies in times of crises." Eventually she sees herself in event management or as a marketing manager of a big company. After obtaining her BCom (Marketing Management) degree at the end of the year, she intends doing an honours degree, followed by an MBA.

When at home in Thabazimbi for the holidays, there is no time for vacation work as she has to prepare for all the tests that will follow fast and furiously when varsity reopens for the next quarter. She does, however, take some time off to visit friends and catch up with her younger sisters, Nicole and Carolé. Born and bred in Brits, Suné completed grades 11 and 12 in Thabazimbi, where the family moved to at the end of 2004 and where her parents run a property agency. Focusing in equal measure on academics (she obtained four distinctions in matric), sport (target shooting and hockey) and her friends, Suné enjoyed – and still enjoys – life in this bustling Bushveld town. "It's always nice to come home and once again be in the company of my parents, sisters and friends."



Suné Barnard, the 2009 UP Rag Queen



Joy Mutaga (left) who won the first prize and Ms Anje De Clercq, business analyst at ChemCity.

Award winning plans for successful small business

ChemCity, Sasol's small business incubator, announced the winners of its Business Plan Competition 2007 at a prestigious awards function on 13 May 2008. The competition, a collaboration between ChemCity and the University of Pretoria, gives Masters' students in entrepreneurship the opportunity to develop business plans for one of ChemCity's socio-economic practitioners, called E-Hubs Africa. E-Hubs Africa combines a developmental approach with a commercial entrepreneurial approach in which mixed industries are established that provide incubation on many levels to its business tenants.

Ms Anje De Clercq, business analyst at ChemCity, explained that the competition seeks to assist ChemCity's entrepreneurs in overcoming one of the most challenging aspects of developing a sustainable business. "Having a well-developed and structured business plan is critical to the long-term success of all SMEs. ChemCity's business plan competition allows entrepreneurs who will set themselves up in the E-Hub, to benefit

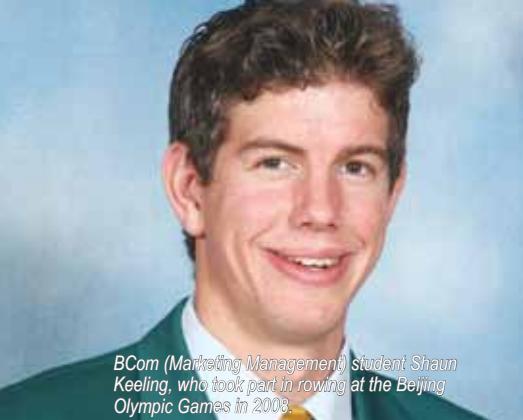
from the expertise of students, while giving the students the perfect opportunity to use their newly acquired skills in a project that is real, unique, and that is serious about creating an ethical business development." Fourteen students from the University of Pretoria participated in the competition for a coveted first prize of R10 000 and second prize of R5 000, respectively. The winner of the first prize was Joy Mutaga.

Dr Melodi Botha, senior lecturer in Entrepreneurship at the University of Pretoria, explains that students made use of a template to develop their business plans for the E-Hub and that the plans contributed significantly to their overall year mark. "Students worked with the entrepreneurs and staff from E-Hubs Africa to flesh out their business plan template. They were required to draw on both their theoretical knowledge, as well as conduct research into the marketplace to ensure they created a realistic and viable business plan that E-Hubs Africa and its entrepreneurs will make use of as the basis for their businesses" says Dr Botha.

Businesses included, amongst others, a cookie factory, a glass bottle recycling factory, a boutique shoe manufacturing concern, a bead factory, a bag and garment factory, and so forth.

All the business plans were judged according to a strict set of criteria to which both prudence and ingenuity contributed significantly. The judges, who included Dr Melodi Botha and Ms Anje de Clercq, were impressed by the high standard of the plans submitted by students. "Each of the candidates demonstrated a good understanding of both the challenges and opportunities available in this revolutionary E-Hubs Africa entrepreneurial park concept," said De Clercq. "UP students were also able to effectively translate theory into a practical business plan that is trendy and unique enough to be followed by the E Hub entrepreneurs."

The ChemCity Business Plan Competition has once again demonstrated the power of innovation and effective collaboration when it comes to empowering small businesses.



BCom (Marketing Management) student Shaun Keeling, who took part in rowing at the Beijing Olympic Games in 2008.



P r a c t i c e m a k e s p e r f e c t

At the Beijing Olympics in August 2008, rowing champion and BCom (Marketing Management) student, Shaun Keeling, and his pairs partner, Ramon Di Clemente, obtained a fifth place. According to Keeling, they aim to walk away with nothing less than gold in 2012, at the London Olympics: "I want to be the best, come what may, so I train very, very hard; first for the World Championships in Poland in August and then for the London Olympics in 2012. And after a gruelling work-out on the Roodeplaat Dam, he states the fundamental principle: "It's not that you can train one day, and take the next day off; you have to train consistently, session after session after session, even if you're sick, without missing anything."

Keeling describes Beijing as a truly amazing experience. He had still been competing at the under-23 level before he jumped to the senior level in 2008, and progressed from a C final (13th to 18th place) at the World Cup at Munich, to fifth in the A final in the Beijing Olympics. They had a very good race and made it to the semi-final just to be beaten for the fourth place by 0,2 of a second. Says Keeling, "For me it's a major achievement to be up there racing with the best in the world. I'm just disappointed that we never got a medal, for as much as they are the best in the world, we want to be better."

Prior to the Beijing Olympics, Keeling and Di Clemente won the pairs event at London's Henley Royal Regatta on the River Thames in July 2008, claiming the prestigious 175-year-old Silver Goblet that goes with the victory. They also snatched a bronze in Poland at the World Cup, among other achievements.

As a junior, Keeling raced at the Junior World Championships in 2004 and

2005, while at school at King Edward VII. His interest in rowing blossomed at King Edward, thanks to a rowing camp he attended before going to hostel where he fell in love with rowing. Since then he has progressed well and made it into the Senior National team, where he and Di Clemente are the regarded as the "heavyweight" pair.

As rowers normally peak in their late twenties and early thirties, Keeling is convinced there is still much room for improvement. The best thing about rowing is that he can push his body to the limit, says Keeling. "And I really enjoy the competition. As it is also very technical, rowing is very different to other sports."

He does his best to fit in his studies around his racing and hopes to graduate next year, after which he intends enrolling for an honours degree. He then wants to take off a year to prepare for the London Olympics. "I've always been interested in advertising and marketing, hence my decision to study BCom (Marketing Management). Who knows, I may just end up in a marketing position at one of my sponsors!" According to him, studying at UP is great as many top athletes from around the country also study here and this contributes to a nice vibe.

Besides rowing, Shaun loves watching all kinds of sport – from rugby and soccer to cricket – and "chilling" with his friends. Obviously leisure time is in short supply, as training takes a lot out of him and invariably demands that he gets a good night's sleep. "That", he assures us, "is very different to normal student life...".



Liesl-Lynn Gous during the helicopter flip that was part of the prize that she won for her project for Potatoes SA.

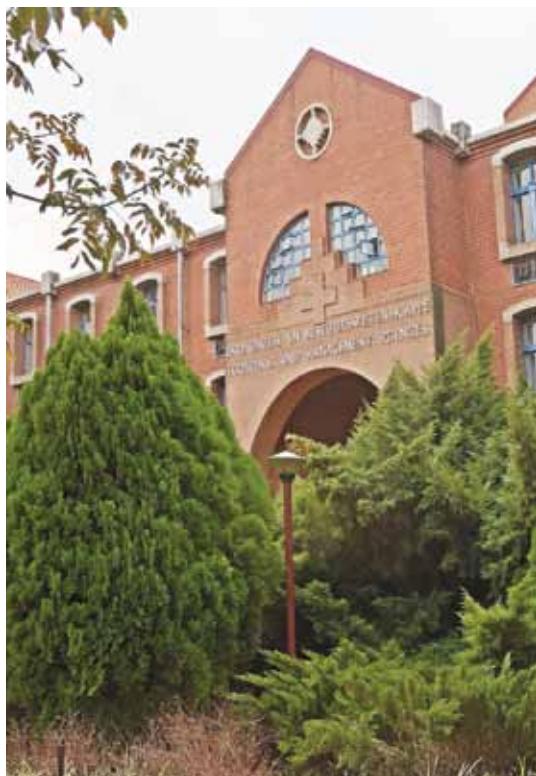
Tuks Marketing student wins competition

2008 was the third year Marketing Management students at the University of Pretoria were involved in a project for Potatoes SA. During this time, Potatoes SA launched the national Sporty Spud Challenge competition in conjunction with Simba in celebration of the International Year of the Potato. Prof Yolanda Jordaan, lecturer in the Department of Marketing and Communication Management, urged her students to enter the competition in which entrants were requested to develop a new sport involving the use of a potato and to submit photos with their entry on how to play the new potato sport. According to Potatoes SA they received many energetic, innovative and crazy spud-inspired sport entries.

For phase one of the competition one of the Marketing students, Liesl-Lynn Gous, a BCom (Honours) (Marketing Management) student, was selected as one of the Top 10 sport entries.

During phase two, the public voted online for their favourite spud sport and elected Liesl as the overall winner. This Tuks student won a four-day holiday for three adults in the Drakensberg to the value of R20 000. The accommodation included four-star housing at the Champagne Castle Sports Resort, while the activities included zip-lining, quad-biking, abseiling, helicopter flips, river rafting and horse riding. Liesl said that she and her friends were treated like royalty and admitted that they did not want to return home.

Liesl's sporty spud idea introduced a new spud-sport called "Watersport Badminton". This entailed that two people play a game (similar to badminton) in the swimming pool using a potato (as the ball) and a fishing net (as the racket). As long as one can scoop the potato with the net before it sinks, the game continues. Once the potato hits the bottom of the pool, the opponent gets the point.





Winners of the Gold Assegai Award for the Student Marketing Campaign of the year (based on the existing Cell C project). From left to right: Sylvanus Retief, Natalie Camara, Irene van der Merwe and Janine Nel.



Winners of the Silver Assegai Award for the Student Marketing Campaign of the year (based on the workshop campaign for Standard Bank). From left to right: Garreth Muller, Daniela Lolli, Alex Helling, Robert Muntz and Arthur Twigge.

The Assegai Awards: Students from Tuks excel

Honours students in the Direct Marketing programme at the University of Pretoria are being prepared for the marketing industry by means of practical projects that are related to real-life industry problems. As these projects were of an outstanding quality, they were also entered into the Assegai Awards. The Assegai Awards are regarded as the most respected measurable marketing indicators in the industry and the awards function is presented under the banner of the Direct Marketing Association.

Students had two opportunities to participate in the Assegai Awards. The first opportunity involved the submission of a completed direct marketing campaign, which was based on practical projects that the students had completed during the year. The projects required that marketing students from the University of Pretoria, worked with design students from The Open Window design school, on a project for Cell C, who were the sponsors of the project. The Tuks students had to develop a direct marketing strategy and

campaign for Cell C, whereafter the design students from The Open Window had to design the campaign – ready for implementation.

The second opportunity was related to a national student workshop, hosted by two of South Africa's top, most decorated direct marketing professionals. After the one-day workshop (and once the experts had shown the students the ropes on putting a campaign together), the student groups had two weeks to develop a direct marketing strategy and campaign for Standard Bank.

The Assegai Awards function was held at the Gallagher Convention Centre on 6 November 2008 where our students received the following awards: The Gold Assegai Award for the Student Marketing Campaign of the year (based on the existing Cell C project) as well as the Silver Assegai Award for the Student Marketing Campaign of the year (based on the workshop campaign for Standard Bank).



Students of House Internal Auditing, the student society of the Department of Auditing, during the Open Day which was held for companies and organisations.



Students attending the case study week.

Activities at the Centre of Excellence

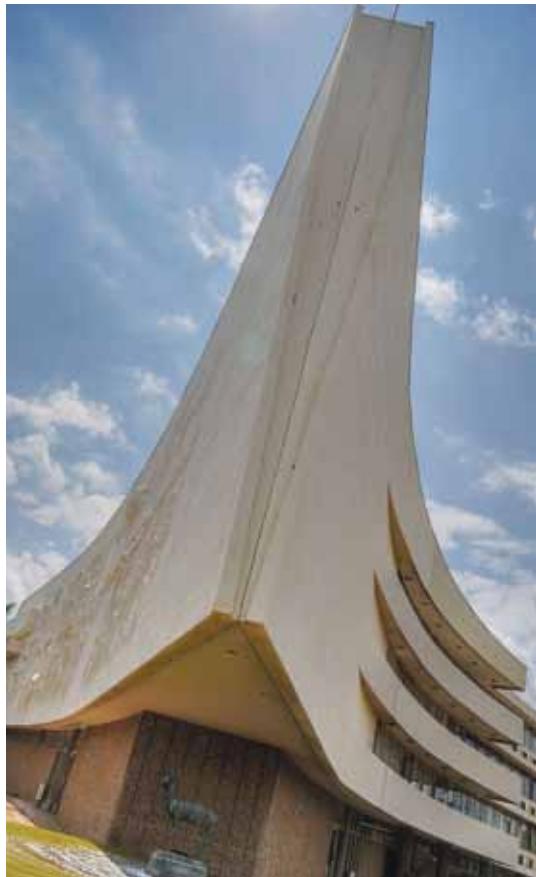
The Centre of Excellence of the Department of Auditing in the Faculty of Economic and Management Sciences has engaged in activities that aim to continuously keep it at the forefront of excellence within the internal audit field. Amongst others, an awards function, case study week and open day were organised to add value to the Internal Audit programme.

The purpose of the awards function was to reward the achievements of the best performers in a specific year and subject. Several companies sponsored the awards.

Honours students embarked on the case study week to improve their presentation and communication skills. It was the first time the case study week was held after two of the internal audit honours lecturers visited Louisiana State University and brought back the idea to improve soft skills. The case study week comprised a gruelling three-day period during which the communication and presentation skills of students were put to the test. The panel, consisting of academic staff of the University of Pretoria and other universities, as well as professionals from the business sector, provided valuable feedback to each student.

The Open Day was attended by numerous companies to promote their services. Representatives were given the opportunity to speak to students. The Internal Audit student society, House IA, co-ordinated an information session on compiling a CV at which students were given the opportunity to improve their CV's before submitting them to the companies at the open day.

The abovementioned and other activities presented by the Centre are extremely important as they contribute to the continuous improvement of a world-class internal audit programme.





Ms Claire Burge of Simply Learning showing students how learning can be easy and fun.



L e a r n i n g m a d e e a s y



At the beginning of a new academic year students usually arrive at class in a state of dazed weariness. They talk, laugh and dream about floats and rag and, yes, anything but work and studies. That will start next week. However, things change dramatically once they see what a few hours of training can do. At first they are hesitant to realise that studying can take up less than expected time and that it can actually be fun. Within the first half an hour of the training session their interest is captured as colours and objects and music and sweets and crayons and gumboots and whiteboards fill their world.

Simplify Learning, a story and picture-based training organisation, in conjunction with the Faculty of Economic and Management Sciences identified the need to assist those students who are executive committee members of the student societies of the Faculty. These students have added responsibilities to that of the average student and therefore their academic burden is much heavier due to increased time pressure.

The study method equips each student with the ability to create unique associations and through

these associations students are taught to create integrated pictures and stories that allow for effective retention, recall and application. Creative interventions are used throughout the process to ensure optimal learning that caters for all types of learners. The *Simplify Learning* philosophy is based on the learning function as it physiologically occurs within the brain of an individual. By means of this training method the students are, for example, taught to condense a six-hour session into a four-hour session.

Simplify Learning has decided to use the web and IT architecture to modernise the toolsets and training materials used in the training sessions. The overall vision of the training is to create a fully integrated learning environment that can benefit all types of learners.

The Faculty of Economic and Management Sciences plans to offer the *Simplify Learning* study method to all the members of the student societies of the Faculty at the beginning of each year. The students who did training agreed that it made life much easier for them.



Mr Piet Nel (left) and Adv Redge de Swardt (right) of the Department of Taxation.

Tax update workshops

Mr Piet Nel and Adv Redge de Swardt of the Department of Taxation presented a number of tax update workshops during 2008. The workshops covered recent amendments to the Income Tax Act the Value Added Tax Act and the Estate Duty Act. The workshops took place across the country in major centres such as Durban, Cape Town and Nelspruit.

The purpose with the workshops is to provide a technical update and to alert members of the professional body about changes in tax legislation. The workshops consisted of lectures and provided some practical examples to the attendees, which consisted of members of the South African Institute of Chartered Accountants (SAICA), their staff and other persons working with tax. The aim is to present the workshops annually.

Many aspects of tax are covered during the workshops, which include a revisit of the taxation of trusts, interest free loans, the new three-year rule relating to the disposal of equity shares, the new tax regime relating to lump sums from retirement funds, death benefits, divorce settlements and an update on the format for calculating the taxable income and tax payable by natural persons, with the emphasis on amendments relevant to the applicable year of assessment. The proposed administrative penalty in respect of non-compliance, as well as interest was also covered. In addition, amendments to the exemptions from normal tax, such as in the case of employment outside the Republic of South Africa, public benefit organisations, recreational clubs and body corporates (and other similar entities) as well as sporting bodies also formed part of the discussion.





The group of BCom Tourism Management (Hons) students in Mauritius.

Tourism education and industry collaboration: The Mauritius experience

As part of its ongoing commitment to expose BCom Tourism Management students to the practical realities, challenges and opportunities facing the tourism industry, the Department of Tourism Management in the Faculty of Economic and Management Sciences at the University of Pretoria facilitates numerous research initiatives and practical projects in collaboration with destination marketing organisations and tourism industry stakeholders.

One such initiative is the “Adding Value to the Destination Competitiveness of Mauritius” project, which was a collaborative initiative between the Department of Tourism Management of the University of Pretoria and the Mauritius Tourism Promotion Authority. Honours students in Tourism Management are required to undertake comprehensive practical projects that not only served as a learning experience, but also added

value to the Mauritius tourism industry.

As part of the “situation analysis” for the project, an electronic survey was undertaken among travel agents to determine their experience and expectations regarding Mauritius as a tourism destination. More than 300 travel agents responded to the survey. The projects undertaken by the students focused on strategic issues pertaining to destination marketing and events and attractions management. Specific themes that were addressed included:

- Evaluating and benchmarking the positioning and branding of Mauritius relative to key competitors and best practices;
- Developing and packaging ecotourism and cultural tourism experiences of Mauritius as key elements of the destination marketing strategy;
- Strategic perspectives on the broadening of the base of market-driven Mauritius hospitality

offerings, with the focus on SMME development;

- Identifying and evaluating strategic niche market segments, including sport, for which Mauritius has comparative and competitive advantages;
- Strategic guidelines to develop and market business tourism products and experiences of Mauritius; and
- Identifying and evaluating e-marketing and relevant social network marketing channels and tools to enhance the competitiveness of Mauritius.

An integral part of the project was a field visit to Mauritius to gain exposure to major attractions and facilities and to interface with key tourism stakeholders, including members of the Executive Management of the Mauritius Tourism Promotion Authority. The students presented their projects at a seminar held at the Graduate Centre of the University of Pretoria during November 2008.



Students who completed the leadership workshop with the certificates they received during a special function hosted by the Department of Human Resource Management.

Leading the future, today

The world is changing faster than ever before. Organisations therefore need to be able to adapt quickly in order to stay competitive. Teams become increasingly diverse and individuals often work in multiple teams, organisations and countries simultaneously. With regard to the latter the following questions often arise: How can leaders create a sense of focus and direction in situations that are apparently full of turmoil? What kind of leadership is required to navigate the uncharted territory of the future? Is it possible to be such a leader?

To address the above issues, the Department of Human Resource Management of the Faculty of Economic and Management Sciences offers a one-day interactive workshop to the students of the University of Pretoria, which provide them with the foundation for developing into future leaders. The workshop focuses on leadership development and a person's current context serves as point of departure for the process of discovering how the principles of leadership should be applied. During the workshop some age-old challenges are re-evaluated from a modern, highly dynamic perspective.

The aim on completion of the workshop is that participants will be able to create a sense of self and team focus and direction. They will be able to maintain momentum and motivation, and walk the tightrope between pressures and responsibilities. They will also be able to assign the right tasks and responsibilities to the right people, to embrace conflict, diversity and change and, in the final instance, leave a stable, yet flexible legacy.

Each participant who completed the workshop received a certificate awarded at a special function hosted by the Department of Human Resources Management.



