

# Communiqué

Faculty of Economic and Management Sciences



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

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

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EDITORS

Prof Elsabé Loots  
Doret van der Westhuizen  
Sonja van der Waldt

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Janine Smit Editorial Services

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## From the Dean's desk

# Looking back at all the activities and achievements of 2013, it was a very successful year for the Faculty.

The achievements, progress and growth on numerous levels demonstrate that the Faculty is making its mark in the national and international arena.

During 2013, the Faculty's management structure was strengthened by the appointment of the Deputy Dean for Research and Postgraduate Studies, Prof Stella Nkomo, and an Acting Deputy Dean for Teaching and Learning, Prof Niek Schoeman. These two appointments have added a wealth of knowledge and experience to the executive team. Furthermore, Prof Yolanda Jordaan, Head of the Department of Marketing Management, and Prof Anske Grobler, Head of the Department of Business Management, have joined the management team. Prof Steve Koch was reappointed as the Head of the Department of Economics for a second term. Prof Ronel Rensburg was appointed as the Head of the Communication Management Division and Prof Berendien Lubbe as Head of the Tourism Management Division. Prof Johan Oberholster was appointed in the new position of Chartered Accountancy Programme Coordinator. Prof Jerry Kuye stepped down as Director of the School of Public Management and Administration (SPMA).

We are very proud of the staff who completed their master's and doctoral degrees and those who have been promoted, adding further depth and seniority to the pool of academics. On the research front, three staff members received NRF-ratings, which brings the total pool of NRF-rated researchers in the Faculty to 19, the highest number in the Economic and Management Sciences field in the country. The Faculty has also launched the SARCHI Research Chair in Tax Policy and Governance, with Prof Riël Franszen as its incumbent. The number of accredited journal publications in 2013 is the highest in the history of the Faculty. The same extraordinary achievement applies to the 192 master's and 23 doctoral degrees awarded.

On the teaching front, the Faculty added two new master's degrees, one in Internal Auditing and one in Taxation, as well as a new Post-graduate Diploma in Integrated Reporting. These new programme offerings were well received by the market.

Once again, our students performed exceptionally well in the Initial Test of Competence (ITC) of the South African



**Prof Elsabé Loots, Dean of the Faculty of Economic and Management Sciences**

Institute of Chartered Accountants (SAICA) and achieved a 95% pass rate.

The Faculty values the contribution of the members of the Faculty Advisory Board and all other advisory boards in departments and centres for their various contributions in terms of time, input and expertise. Thank you to all who contributed to the successes that we accomplished in 2013. These achievements are built on both individual commitments and team strengths.

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

**Prof Elsabé Loots**  
**Dean: Faculty of Economic and Management Sciences**

## Leadership

“ Global business trends that impact on business education for tomorrow’s business owners, entrepreneurs, responsible leaders and professionals **require continuous assessment and reassessment of programme offerings and problem-based research.**”

## Leadership

# Deputy Dean of Research and Postgraduate Studies

Prof Stella Nkomo has been appointed in the position of Deputy Dean: Research and Postgraduate Studies in the Faculty of Economic and Management Sciences for a four-year term commencing in January 2013.

This is a new position in the Faculty and has been established to support the aspiration of the Faculty and the University to become a leading international research institution. Prof Nkomo's responsibilities include ensuring the development and implementation of a strategic research plan in the Faculty that is aligned with the University's strategic plan, as well as promoting and coordinating research and knowledge production in the Faculty. The research vision of the Faculty is "to be an internationally recognised and locally relevant centre of research excellence in the economic, management and financial sciences". In addition to her focus on increasing the Faculty's research publications, she is also responsible for ensuring high-quality postgraduate education and supervision.

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**Prof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies in the Faculty of Economic and Management Sciences from January 2013.**

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## Leadership

Prof Nkomo is a professor in the Department of Human Resource Management and an NRF B1-rated scientist. Prior to joining the University of Pretoria, she was the Bateman Distinguished Professor of Business Leadership at the Graduate School of Business Leadership of the University of South Africa. She holds a PhD in Business Administration from the University of Massachusetts in the USA, is a former scholar-in-residence at Harvard University and visiting scholar at the Tuck Business School of Dartmouth College in the USA.

Her internationally recognised work on race and gender, leadership, human resource management and managing diversity appears in numerous journals and books. She is co-author of the critically acclaimed Harvard Business School Press book, *Our separate ways: Black and white women and the struggle for professional identity: Applications in human resource management*, and the recently published *Courageous conversations: A collection*

*of interviews and reflections on responsible leadership by South African captains of industry*. Furthermore, Prof Nkomo is an Associate Editor of the *British Journal of Management*, and serves on the editorial boards of several other journals.

In 2008, Prof Nkomo was selected as one of 100 distinguished global thought leaders from business, education and government to participate in the Society for Human Resource Management's Leadership Summit on Diversity and Inclusion held in Washington, DC. She was elected President of the Africa Academy of Management in 2010. In the same year, she received the Distinguished Woman Scholar in the Social Sciences Award from South Africa's Department of Science and Technology. Prof Nkomo is listed in the International Who's Who in the Management Sciences and received a Lifetime Achievement Award from the South African Board of People Practice for her contributions to human resource management.

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**“...The research vision of the Faculty is “to be an internationally recognised and locally relevant centre of research excellence in the economic, management and financial sciences...”**



## Leadership

# Acting Deputy Dean: Teaching and Learning

Prof Niek Schoeman, a former staff member of the Department of Economics, acted as Deputy Dean: Teaching and Learning from 1 July 2013.

Prof Schoeman obtained his DCom in Economics from the University of Pretoria in 1981. He started his career at the Department of Trade and Industry in 1971 before he joined the Department of Education in 1973. His academic career started with his appointment at the erstwhile Rand Afrikaans University in 1981. In 1987, he joined the University of Pretoria as professor in the Department of Economics and Director of the Bureau for Economic Policy and Analysis. Presently, he also serves as Director of Finance of the African Tax Institute (ATI). In 2012, he acted as Dean of the Faculty of Economic and Management Sciences for a period of six months.

His teaching and research interests focus mainly on issues in public finance and, more specifically, revenue forecasting, debt management and fiscal stabilisation.

He has acted as supervisor of many postgraduate students, and a fair number completed their doctorates under his supervision. Prof Schoeman has professional affiliations with institutions such as the International Institute for Public Finance (IIPF), the Economic Society of South Africa (ESSA) and the International Network for Economic Research (INFER). He is one of the co-founders of the ATI's predecessor, the Southern African Tax Institute (SATI).

He has served on various boards, such as the South African Economic Society and the International Institute for Public Finance (IIPF). In 2009, he acted as host in South Africa for a major international conference of the IIPF that was attended by many of the most prominent economists in the world.

Prof Schoeman has participated in numerous research projects, including projects for National Treasury and the South African Revenue Service (SARS), and has published widely in the field of public economics, for which he obtained an NRF rating. Furthermore, he serves on the review panels of the *South African Journal of Economic and Management Sciences*, *Southern African Business Review*, and he is a member




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**Prof Niek Schoeman, Acting Deputy Dean: Teaching and Learning in the Faculty of Economic and Management Sciences.**

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## Leadership

of the editorial board of the electronic journal, *Public Finance and Management*.

As Acting Deputy Dean: Teaching and Learning, Prof Schoeman's strategy has been to streamline the teaching model in order to make it more efficient and cost-effective. This strategy includes reducing the number of undergraduate module and programme offerings, implementing an inquiry-led curriculum, and adjusting the teaching and learning model, in particular, with more

online student activity, taking cognisance of the diversity of learning styles and experiences within the student body. His experience over many years of teaching has convinced him that student progress has to be monitored regularly in order to identify students at risk of failure in time, and to expose these students to various intervention programmes. In this regard, the use of ClickUp – with continuous evaluation of and feedback to students – is extremely important, especially at the undergraduate level.

## Dynamic academic appointed as Head of the Department of Marketing Management

Prof Yolanda Jordaan has been appointed as Head of the Department of Marketing Management with effect from 1 January 2013.

Prof Jordaan is a full professor and NRF C2-rated researcher in the Department of Marketing Management. Apart from her leadership qualities, she is also an outstanding academic, has excellent research qualities and has valuable connections, both nationally and internationally.

She was the first (and to date the only) academic to receive a reward from the direct marketing industry for her contribution to marketing education in South Africa. In 2012, she was nominated to represent the marketing industry at the European Marketing Confederation's Academic Group.

**Prof Yolanda Jordaan, Head of the Department of Marketing Management.**



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## Leadership

She is also one of the founding members of the South African Consumer Satisfaction Index (SACSI), which was launched for the first time in South Africa in September 2012.

As researcher, she received the Mellon Foundation Award for research excellence. The University of Pretoria has also honoured her with an Exceptional Young Researcher Award and a Laureate Award for Education Innovation. She is an active researcher who held a research fellowship at the University of Wollongong in Australia. Furthermore, she recently established a research partnership and bursary programme with the University of Angers in France.

The University of Pretoria was the pioneer of marketing management when the first BCom Marketing degrees in South Africa were offered in 1973. Prof Jordaan's vision for the Department is to remain committed to delivering top marketing graduates. The Department aims to offer cutting-edge marketing education that stimulates academic intellectual growth, and that is relevant to industry due to its reputation for academic excellence, industry partnerships and research focus. Besides her academic career, Prof Jordaan is also Head of the Magrietjie residence, where she and her husband are responsible for the wellbeing of 330 young female UP students.

## A new Head for the Tourism Management Division

Many changes have taken place with regard to the Tourism Management Division in the Faculty of Economic and Management Sciences. It is now a division of the Department of Marketing Management, and Prof Berendien Lubbe has been appointed as the new Head of the Division. The main aim of the move is to prepare potential leaders for the tourism industry and to strengthen the Division's research focus on the numerous developments within the dynamic industry of tourism. Prof Lubbe is an active researcher and received a C-rating from the NRF in

2013 for research done in the emerging field of corporate travel management. Her work on air transport in tourism has been published in internationally accredited journals and her involvement with the International Federation for Information Technologies in Travel and Tourism has seen the introduction of the eTourism module, which is compiled by leading academics in this field.

"The Tourism Management Division strives to be the first choice for students who wish to become future leaders in the tourism industry. It aims

to produce cutting-edge research in the most dynamic of all industries and to strengthen the industry collaboration of the Division to the benefit of all the students," says Prof Lubbe.



**Prof Berendien Lubbe, Head of the Tourism Management Division.**

## Leadership

# Seasoned professional is now Head of the Department of Business Management

Prof Anské Grobler has been appointed as Head of the Department of Business Management in 2013.

Prof Grobler has been actively involved in teaching and research at tertiary education institutions since 1980, and also lectured at the University of Miami in 2010.

Her first NRF rating was awarded to her in 2006, and she is currently a C2-rated researcher. She has published numerous articles in accredited journals on communication, marketing and related areas, and contributed to various textbooks. Furthermore, six doctoral students and 16 students completing full master's degree dissertations passed through her hands.

According to Prof Grobler, the four programme offerings, the research opportunities, the Department's focus on social entrepreneurship ventures (the UPBI and the Mamelodi

Business Clinic) and short courses at Continuing Education at University of Pretoria (CE at UP) align well with the University's strategic plan.

Global business trends that impact on business education for tomorrow's business owners,

entrepreneurs, responsible leaders and professionals require continuous assessment and reassessment of programme offerings and problem-based research. "And in this lies both the challenges and the opportunities," says Prof Grobler.



**Prof Anské Grobler, Head of the Department of Business Management.**

## Leadership

# Head of Department of Economics reappointed

The Head of the Department of Economics, Prof Steve Koch, has been reappointed for a second term until 2017.

Prof Koch, is a prolific researcher, and has been an NRF-rated academic since 2002. His specialisation research fields are health economics, household welfare, environmental economics, competition policy and labour economics. He has delivered papers on these topics at international conferences.

Prof Koch's vision for the Department is to be one of the leading academic economics departments on the African continent and to be highly respected worldwide, as well as to provide students with the

opportunity to develop a successful future workforce. In support of this vision, the Department undertakes policy-specific research projects for various local and national governments, local and international businesses, as well as local, national and international institutions that provide academic leadership in monetary and fiscal policy, economic growth and development, health policy and trade policy. Another goal of the Department is to work towards building capacity in support of teaching and research objectives related to financial markets and the political economy.



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**Prof Steve Koch, Head of the Department of Economics, has been reappointed as Head of the Department until 2017.**

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## Leadership

# New leader for the Communication Management Division

Prof Ronél Rensburg was appointed as programme coordinator and Head of the Communication Management Division in 2013.

Prof Rensburg is an NRF B-rated researcher, with research interests in strategic communication management, religious communication, development and health communication, corporate citizenship, reputation management, and speech and government communication.

Apart from her academic career, Prof Rensburg is, among others, a chartered public relations practitioner (CPRP) and has served as President of the Public Relations Institute of Southern Africa (PRISA).

According to Prof Rensburg, the Communication Management Division is unique in the South African tertiary landscape because of its positioning within the Faculty of Economic and Management Sciences.

The Division is regarded as a global thought leader, and is locally and internationally known as the Pretoria School of Thought. It specialises in strategic communication and reputation management and their manifestations in governing stakeholder relationships in the world of work.

"I believe that communication management is pivotal across the entire spectrum of strategic management. Our role is to facilitate the academic proficiency of our students and, importantly, to help them develop as business-ready practitioners when they start their careers," says Prof Rensburg.



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**Prof Ronél Rensburg, Head of the Communication Management Division.**

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## Leadership

# CA Programme Coordinator appointed

Prof Johan Oberholster was appointed as Chartered Accountant (CA) Programme Coordinator in January 2013, when the positions of CA Programme Coordinator and Head of the Department of Accounting were separated for the first time.

From 2009 to 2012, he functioned as CA Programme Coordinator and Head of the Department of Accounting. Under Prof Oberholster's leadership, the CA programme has set a proud results record in the professional examinations of the South African Institute of Chartered Accountants (SAICA).

Prof Oberholster's research interests are interim financial reporting and accounting education. He has many years of teaching experience in financial accounting on both undergraduate and postgraduate

level. Other teaching contributions include being a member of the Initial Professional Development Committee of SAICA from 2006 until 2013.

According to Prof Oberholster, the secret of UP's success lies in attracting high-calibre students, preparing students for the CA profession rather than coaching them for the professional examinations, and the committed teaching staff who are prepared to walk the extra mile for their students.



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**Prof Johan Oberholster, CA Programme Coordinator**

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## Leadership

# Director of SPMA steps down

Prof Jerry Kuye, Director of the School of Public Management and Administration (SPMA), stepped down as Director in 2013, after being in the position since 2000.



**Prof Jerry Kuye, former Director of the School of Public Management and Administration.**

Prof Kuye received his bachelor's degree from the University of Manitoba in Canada. After that, he attained a master's degree in Public Affairs at the University of Winnipeg, also in Canada, followed by a PhD at the University of Manitoba. The distinguished Besarbovitch Fellowship Award was bestowed on him for his doctoral studies.

Apart from his academic career as Director of the SPMA, Prof Kuye was also a member of the academic staff at the University of Manitoba's Department of Educational Administration and Foundations, as well as a visiting Canadian scholar and faculty member at the University of Zimbabwe. He then moved to the University of Cape Town, where he was

instrumental in the establishment of the Parliamentary Internship Programme for graduate students. He was the convenor and team leader for the Ford Foundation Partnership Programme, known as the National Centre for Urban Partnerships in South Africa.

Prof Kuye is a member of several editorial boards in the field of public administration, leadership and governance studies. His membership of several international professional associations in the field of public administration and management, including the Institute of Public Administration of Canada (IPAC), the Commonwealth Association of Public Administration and Management (CAPAM), the International Institute of Administrative Sciences (IIAS) and the International Association of Schools and Institutes of Administration (IASIA), attests to his status as an internationally recognised scholar. Furthermore, he is a member of the Executive Board of Directors of IASIA in Brussels, and is responsible for curricular adjudication

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## Leadership

and accreditation on this international panel. He was invited to present the process and findings of the SPMA's recent international review at the IASIA congress, which took place in Rio de Janeiro (Brazil) and Bali (Indonesia) respectively.

Prof Kuye has received several awards and citations, which includes the Gauteng Premier's Excellence Award for a panel judge and adjudicator. The Canada 125 Confederation Medal from Her Majesty, Queen Elizabeth II for his contribution to public affairs,

national service to Canada, the commonwealth and compatriots, and service to the public was conferred on him.

His extensive research covers South Africa, the African continent, Canada and other countries. He is currently reviewing the regulatory policy framework for e-government and intellectual cooperation, the New Partnership for Africa's Development (NEPAD) and the African Union (AU). Under his leadership, the SPMA has transformed itself into an entity that

does more than just provide students with a tertiary qualification. Over the past 13 years, the SPMA has assumed a strategic and significant role in the epistemic and knowledge-bearing community, as well as in scholarship, teaching and community engagement on national and international level.

Prof Kuye is currently on sabbatical in North America, West and East Africa to study new interventions in the domain of public administration, public policy, public sector leadership and good governance.

## 2013 Leadership team



**Front from left:** Prof Yolanda Jordaan, Prof Karen Barac, Prof Stella Nkomo, Prof Elsabé Loots, Prof Niek Schoeman, Prof Jean Myburgh, Prof Anske Grobler.

**Back from left:** Ms Tersea Dalporto, Ms Yolanda Malaza, Prof Carina de Villiers, Prof Andriette Bekker, Ms Jeovitah Chimhamhiwa, Prof Pieter Schaap, Prof Johann Kirsten, Prof Johan Oberholster, Prof Ronel Rensburg, Prof Madeleine Stiglingh, Prof Henco van Schalkwyk, Prof Berendien Lubbe, Ms Doret van der Westhuizen, Prof Stefan van Eck, Prof Steve Koch.

## Staff

“During 2013, hard work and dedication paid off when a total of 15 degrees were conferred on staff members of **the Faculty of Economic and Management Sciences.**”

## Staff

# Two heads of department inaugurated in the Faculty

Two heads of department in the Faculty gave their inaugural addresses during 2013.

Prof Henco van Schalkwyk, Head of the Department of Financial Management, gave his inaugural address during September. The theme of Prof Van Schalkwyk's address was "Life cycle retirement decisions of behaviourally biased beings". It focused on the number of decisions individuals make in preparation for retirement.

According to Prof Van Schalkwyk, savings towards retirement can take many forms, which include membership to a pension or provident fund, retirement annuity and private investments. Each form has advantages or disadvantages that make it more or less appropriate for individuals to save for retirement. He further argues that if all individuals were rational beings that make utility-maximising decisions, the issue of whether individuals will save sufficiently for retirement will not

have to be debated. "Research shows that individuals lack the financial knowledge to make optimal decisions and are influenced by behavioural biases when making decisions," he said.

During the address, the potential effects of suboptimal decisions on retirement savings were illustrated, together with possible behavioural aspects that influence those decisions.

In November 2013, Prof Karin Barac, Head of the Department of Auditing, gave her inaugural address entitled "A reflection on accounting within South Africa's higher education landscape". Her address considered the state of accounting as an academic discipline in South Africa's higher education landscape and focused on the responsibility of delivering graduates who can function effectively in the corporate world.



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**Prof Henco van Schalkwyk,  
Head of the Department of  
Financial Management.**

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## Staff



Prof Barac argued that university activities focus more on societal demands. Thus, nationally recognised professional accounting bodies influence academic accounting, which manifests as tension between the need for training and education. As a result, accounting departments in South Africa became teaching-intensive institutions instead of places where knowledge is created, which is the core characteristic of a research-focused university. She raised the question whether South African universities that offer professional accounting programmes should meet their constituents' transformational expectations and simultaneously the demands of society, and whether universities should develop human and institutional capacity to alleviate pressures associated with scarce and critical skills.

"Are the needs that society has currently identified and voiced for itself in its long-term best interests?" Prof Barac asked.

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**Prof Karin Barac, Head of the Department of Auditing.**

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## Professor receives prestigious scholarship

Deloitte and the International Association for Accounting Education and Research (IAAER) announced the Deloitte IAAER Scholarship Programme and named five associate professors from Brazil, Indonesia, Poland, Romania and South Africa as the programme's inaugural scholars. Prof Elmar Venter, Associate Professor of Accounting in the Department of Taxation, was selected as one of the five scholars for this programme.

Prof Venter teaches taxation and financial accounting at both undergraduate and postgraduate levels and supervises master's and doctoral degree candidates. His research focuses on the pricing, value, relevance and regulation of earnings measures that do not conform to the Generally Accepted Accounting Principles (GAAP).

The announcement was made during the Accounting Research: Diversity within Unity Conference,

which was co-sponsored by the IAAER. During the announcement of the programme, Charles P Heeter, Managing Director of the Deloitte Public Policy Group, said: "This programme aims to bring a broader perspective to local accounting education, which will benefit future accounting professionals that go on to become auditors, preparers of financial statements, budget holders or financial controllers, just to name a few. It provides the link between local and global accounting

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## Staff

developments, reflecting the global progression of the profession and business in general. In the long term, it will help raise the quality of accounting, auditing and financial reporting in markets around the world.” Deloitte has a long-standing global commitment to education and skills development.

When asked how he feels about the programme, Prof Venter said: “In the past, for various reasons, accounting academics in South Africa have not been able to contribute to the academic research literature to the same degree as their colleagues from more developed countries. The Deloitte IAAER Scholarship Programme brings new hope. It will enable me to participate in elite conferences, share research ideas with emerging scholars in positions similar to my own and be mentored by well-respected leaders in the field.”

According to Prof Venter, in the past, South African accounting academics tended to focus on teaching, rather than on research. He said to create a contagious movement towards accounting research in South Africa, many small movements are required first. “I believe that I have a responsibility to plough back all the knowledge and experience I gain through the Deloitte IAAER Scholarship Programme to promote a movement towards advancing accounting research in my country. Inevitably, improving the quality of our research will also help improve the standard of future accounting professionals who will one day hold leading positions in our capital market,” says Prof Venter.



**Prof Elmar Venter (far right), receiver of the Deloitte IAAER Scholarship Programme, with other recipients of the scholarship. From left, Prof Nadia Albu (Department of Accounting, Auditing and Business Analysis, Bucharest University of Economic Studies), Prof Supriyadi (Department of Accounting, Gadjah Mada University, Indonesia) Prof Fernando Dal-Ri Murcia (Department of Accounting and Actuarial Sciences, University of São Paulo, Brazil) and Prof Konrad Grabinski (Department of Financial Accounting, Cracow University of Economics, Poland).**

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**“The Deloitte IAAER Scholarship Programme brings new hope.”**



## Staff

# A scholarship to attend international summer school

Ms Annari de Waal, a lecturer in the Department of Economics, received a partial scholarship from the Institute for Studies on Economics and Employment (ISEO) to attend the ISEO Summer School in Italy during June 2013.



**Ms Annari de Waal (middle) receiving her certificate from Nobel Laureates George Akerlof (left) and the late Dale Mortensen (right) for the successful completion of the course.**

As part of the Summer School's 10th anniversary celebrations, five Nobel Laureates in Economics presented lectures during the week. These Nobel Laureates were George Akerlof (2001), Eric Maskin (2007), the late Dale Mortensen (2010), William Sharpe (1990) and Michael Spence (2001). In addition, Robert Wescott, a former economic advisor to former US President Mr Bill Clinton, presented a lecture on the energy revolution.

The topic of the 2013 ISEO Summer School was "Redrawing the map of global economy", which is very relevant to the topic of Ms De Waal's PhD thesis entitled "The impact of global economic shocks on South Africa amid time-varying trade linkages". The lectures and discussions on "How the global economy is changing and what it means" by

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## Staff

Michael Spence and “The real crisis: global unemployment” by the late Dale Mortensen, provided Ms De Waal with valuable and topical information about the changing global economy. Some 103 students from all over the world attended the Summer School.

The knowledge she gained at the Summer School helped Ms De Waal to complete her PhD thesis. It was also beneficial for her to discuss similar research interests with other PhD students for possible future research collaborations. It was a privilege for

Ms De Waal to meet several Nobel Laureates in Economics and she feels especially privileged to have met Prof Dale Mortensen before he passed away early in 2014.

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## Academic makes waves in entrepreneurship

Dr Alex Antonites of the Chair in Entrepreneurship facilitates an undergraduate entrepreneurship course in Creativity and Innovation, the Postgraduate Diploma in Entrepreneurship and the MPhil in Entrepreneurship and is involved in a postgraduate MBA through the Gordon Institute of Business Science (GIBS).

In an article for *Entrepreneur*, Dr Antonites busts the “no funding available to entrepreneurs” myth by providing an extensive list of financiers available to entrepreneurs and small business owners. Potential financiers include private, corporate and public funding entities. He provided helpful tips and advice for obtaining the necessary start-up capital for emerging businesses.

He stated that young entrepreneurs are highly creative and have wonderful ideas, but often lack realism and experience. However, these qualities can be acquired through the various entrepreneurship programmes offered at the University of Pretoria. He further suggested implementing one-stop offices in



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**Dr Alex Antonites.**

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## Staff

every town, inviting entrepreneurs to start opportunity-orientated business ventures that would link them to relevant enablers. He emphasised the fact that young people are creative and willing to take risks. The University of Pretoria Business Incubator (UPBI) provides students with the necessary business acumen through practical training and experience. In his research

capacity, he is currently analysing the Intellectual Property regulatory environment pertaining to the small, medium and micro enterprises (SMME) sector on behalf of the World Intellectual Property Office (WIPO).

After sharing his knowledge and experience at the Centre for Innovation Management and Enterprise at the London

Royal Docks Business School, he was invited to become an Entrepreneurship Research Associate at the Centre. The focus would be on developing a peer-to-peer enterprise development model (Consensio) in the hopes of starting a similar Consensio group in South Africa.

## Marketing expert appointed

The Department of Marketing Management is proud to welcome a new staff member, Prof Pierre Mostert.

Prof Mostert obtained his academic qualifications from the University of Pretoria. He has been active in the marketing industry, which includes positions at Telkom SA. After completing his doctoral degree, he pursued an academic career, which he started at the North-West University before joining the University of Pretoria.

His research interests are marketing management, relationship marketing and consumer behaviour. His recent publications focused on the cell phone industry and complaints, specifically the banking, airline and restaurant

industries. Prof Mostert has also delivered numerous papers at national and international conferences. The most recent paper he delivered was entitled "Variety versus price, payment method and spending when buying casual wear: An exploratory study among Soweto residents". It was delivered at the 7th International Business Conference in the Seychelles during 2013.



**Prof Yolanda Jordaan (Head of the Department of Marketing Management) presents Prof Mostert with his marketing team T-shirt on his first day at the office.**

## Staff

# Top young economist gets ranking

Prof Rangan Gupta, a professor in of the Department of Economics, has been ranked 16th on the list of top 200 young economists of Research Papers in Economics (RePEc).

Prof Gupta completed a PhD at the University of Connecticut in 2005. In the same year, he joined the Department of Economics



**Prof Rangan Gupta has been ranked 16th on the list of top 200 young economists of RePEc.**

at the University of Pretoria as a senior lecturer and was promoted to associate professor in 2007. He obtained a BScHons (Economics) from the RKMR College in Narendrapur and a master's degree from the University of Calcutta.

Prof Gupta has an impressive research repertoire, which includes an academic study on the relationship between inflation and welfare costs in South Africa. His academic interests are monetary theory and policy, business cycles and time series econometrics. His work has appeared in many publications, including the *International Economics and Finance Journal*, the *International Economic Journal*, the *Journal of Economics and Business*, the *International Journal of Economic Research*, the *South African Journal of Economics*, as well as the *South African Journal of Economic and Management Sciences*. Prof Gupta is a member of the Economic Association of South Africa (ESSA), the African Econometric Society

(AES), the African Institute for Economic Modelling (AFRINEM) and Economic Research Southern Africa (ERSA).

The RePEc rankings, on which he was ranked 16th, are based on data about authors who have registered with the RePEc author service, which includes institutions listed on Economics Departments, Institutes and Research Centers in the World (EDIRC) bibliographic data collected by RePEc, and a citation analysis performed by RePEc's citation analysis website, CitEc. Popularity data is compiled by LogEc, which collects statistics from several services that use the RePEc dataset. These rankings consider only the youngest economists registered with RePEc. Young is defined by the year of the first publication in any form in the categories of 5 years or less, 10 years or less, 15 years or less and 20 years or less. Prof Gupta received the ranking in the category of 10 years or less.

## Staff

# Staff members become graduates

During 2013, hard work and dedication paid off when a total of 15 degrees were conferred on staff members of the Faculty of Economic and Management Sciences.



**Front row (from left): Prof J Hall, Prof C de Villiers, Prof E Loots, Prof W Nkuhl, Dr J van Zyl, Prof J Kuye, Prof R Franzsen.**

**Middle row (from left): Dr M Mokhethi, Dr S Roodt, Dr G Nienaber, Dr J Cedras, Dr B Lowies, Dr M Modise, Dr B Simo-Kengne, Dr G Price, Dr V Moyo.**

**Back row (from left): Prof R Gupta, Dr J Vogel, Prof H Wolmarans, Dr P Radikonyana, Dr S Jibao, Dr B Wiese, Dr J Breytenbach, Dr M Tshiyoyo, Prof M Stinlingh, Prof J Verster, Dr F Fairer-Wessels, Prof R Naraidoo.**



## Staff

The following staff members graduated during 2013.

### Bachelors degree

- Ms Sindi Magwasa (Department of Economics) received a BAdmin degree (cum laude).

### Honours degrees

- Ms Managa Devar (Department of Marketing Management) received a BAdminHons degree.
- Ms Tersea Dalporto (Dean's office) received a BComHons (Industrial and Organisational Psychology) degree from Unisa.
- Ms Elma Carelsen (Student Administration) received a BAHons (Translation and Professional Writing) degree (cum laude).

### Master's degrees

- Ms Lizette Kotze (Department of Accounting) received an MCom (Accounting Sciences) degree.
- Ms Alta Erasmus (Student Administration) received an MA (Augmentative and Alternative Communication) degree.
- Mr Marius van Oordt (Department of Taxation) received an MCom (Taxation) degree.
- Mr Rudrik de Bruin (Department of Auditing) received a master's degree from the University of Texas.
- Prof Riël Franzsen (Director of the African Tax Institute) received an MA (Creative Writing) degree.

### Doctoral degrees

- Prof Henco van Schalkwyk, Head of the Department of Financial Management, received a PhD in Financial Management from the University of Johannesburg.  
Title of thesis: "Member choice in a defined-contribution pension plan: Decision-making factors"

**Summary:** The majority of private pension plans offered by employers are defined-contribution plans and members carry the risk. In a member-directed pension plan, the individuals need to make decisions regarding their contributions' investment. The board of trustees usually provides a number of options to choose from. The study contributes to the field of retirement finance by determining the impact of, among other things, financial risk tolerance (FRT), demographics and behavioural factors on the investment decisions of members of a member-directed defined-contribution pension plan. The study's results inform a number of role-players in the pension value chain to aid the pension plan member to make better investment choices.

- Prof Theuns Steyn of the Department of Taxation received a PhD in Taxation.  
Title of thesis: "A conceptual framework for evaluating the tax burden of individual taxpayers in South Africa"  
Summary: The study developed a conceptual framework based on a literature review, the construct of the imposed tax burden and the construct of the perceived tax burden. A conceptual framework for evaluating individual taxpayers' tax burden in South Africa, both objectively in terms of the imposed tax burden and subjectively in terms of the perceived tax burden, was proposed.
- Dr Elda du Toit of the Department of Financial Management received a PhD in Financial Management.  
Title of thesis: "Using financial analysis and interpretation as a foundation to comprehend financial health"



## Research

**Summary:** The study examines the characteristics of companies that commit accounting irregularities on their financial statements. It provides proof that auditors and any interested person can use financial analysis and interpretation to detect accounting irregularities.

- **Dr Samuel Jibau of the Department of Economics obtained a PhD in Economics.**  
**Title of thesis:** "Enhancing sustainable fiscal policy in South Africa"  
**Summary:** This study suggests that enhancing long-term fiscal sustainability requires a continuous adjustment of policies, including the speed of policy adjustment and stabilisation of the tax burden. A redirection from direct to indirect taxes to protect the revenue base is required. It is important to take another look at possible tax evasion practices and expenditure priorities.
- **Dr Gerhard Nienaber of the Department of Taxation received a PhD in Taxation.**  
**Title of thesis:** "The expectation gap between taxpayers and tax practitioners in a South African context"  
**Summary:** The study culminated in the development of a conceptual framework of associations to describe the expectation gap's interactive nature. Propositions based on these associations were

generated and a model for mitigating the expectation gap was proposed.

- **Dr Michel Tshiyoyo of the School of Public Management and Administration received a PhD in Public Affairs.**

**Title of thesis:** "Leadership and governance imperatives for development in the Democratic Republic of the Congo"

**Summary:** The study suggests that economic development is possible because an effective and purposeful leadership can provide a clear policy guideline that might bring change in the functioning of the country's institutions. Recommendations regarding future research in this field of study are also addressed.

## Research

“The research outputs in respect of journal publications have increased significantly over the past three years, **with record highs reached in 2012 and 2013.**”

## Research

# SARChI Research Chair in Tax Policy and Governance

The National Research Foundation (NRF) has approved Prof Riël Franzsen's appointment as head of a Tier 1 Chair in Tax Policy and Governance at the University of Pretoria. Prof Franzsen is also the Director of the African Tax Institute (ATI), which is housed in the Faculty.

The South African Research Chairs Initiative (SARChI) is managed by the NRF under the auspices of South Africa's Department of Science and Technology. It is a strategic intervention of the South African government designed to attract and retain excellence in research and innovation at South African universities. Its primary goal is to increase scientific research capacity through the development of human capacity and stimulating the generation of new knowledge. This aligns well with the University of Pretoria's ambition of becoming the leading research-intensive university on the African continent.

Chairs are awarded in two tiers. Tier 1 chairs are for established researchers

who are recognised internationally as leaders in their respective fields and/or have received substantial international recognition for their research contributions.

Prof Franzsen's primary task will be to undertake, facilitate and manage tax-related research. As incumbent of the SARChI Chair in Tax Policy and Governance, he must deliver on the research activity plan that formed part of the peer-reviewed proposal as accepted by the NRF. In this plan, he has identified various research focus areas and indicated expected research outcomes. At the end of each financial year, Prof Franzsen must submit an annual progress report that



**Prof Franzsen has been appointed to head a Tier 1 Chair in Tax Policy and Governance.**

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## Research

addresses milestones and expected outcomes presented in the research activity plan to the NRF. The focus is on the supervision of postgraduate students. Research chairs are expected to dedicate at least 95% of their time conducting research and supervising master's and doctoral degree students.

"As taxation is by its very nature multidisciplinary, I will be collaborating with colleagues from various departments in the Faculty of Economic and Management Sciences, but also in other faculties, for example the faculties of Law, Humanities, Education, Natural and Agricultural Sciences, as well as Engineering, Built Environment and Information Technology," says Prof Franzsen. Research assistants with undergraduate qualifications in law, economics and taxation will also be employed, and suitably qualified postdoctoral fellows will be sourced to undertake and facilitate research and to assist with the mentoring of postgraduate students.

A SARCHI chair is granted for a five-year period. Tier 1 Research Chairs will be tenable for five years and can be renewed for two further five-year periods, giving a total lifespan of 15 years. However, eligibility for

renewal after each five-year period is linked to performance.

"Given the ATI's focus on the public sector and the SARCHI Chair's focus on South African postgraduate students, I hope to collaborate closely with National Treasury, the South African Revenue Service, the Financial and Fiscal Commission, the Department of Cooperative Governance and Traditional Affairs, as well as other South African universities. These entities will be requested to identify possible master's and doctoral degree students from their ranks and, once enrolled, will provide them with the necessary support and space they will need to complete their studies.

Collaboration with at least these government departments, entities and universities will assist in identifying relevant research areas for contract research, working papers, journal articles and other research outputs, such as conference presentations, in respect of the research themes of the Chair's Research Activity Plan. Obviously, the Chair will also utilise the extensive international network of the ATI to source postdoctoral fellows and collaborative research opportunities," says Prof Franzsen. According to Prof Franzsen, presently, and quite appropriately, tax research

at South African universities revolves predominantly around the two most important national taxes, income tax and value-added tax (VAT), with some universities also attending to international taxation. Rather than duplicating these research efforts by also focusing on these three areas, the Chair in Tax Policy and Governance will primarily focus on fiscal decentralisation, subnational taxation, property taxation, natural resource taxation, tax policy and rural development, and information technology (IT) and geographic information systems (GIS) in the tax environment.

The Chair hopes that postdoctoral fellows from various disciplines and young researchers from various tax-related disciplines, for example, economics, law, taxation and public administration, as well as University of Pretoria researchers from other disciplines, will also participate in these research initiatives. Inter- and trans-disciplinary research initiatives like natural resource taxation, IT and tax administration, GIS and tax analysis, taxation for rural development, green taxes and sustainable development, to mention a few, are likely to develop from these collaborations.

## Research

# Research outputs increase

The research outputs in respect of journal publications have increased significantly over the past three years, with record highs reached in 2012 and 2013.

There has also been a steady trend towards a greater percentage of publication units in International

Science Index (ISI) and International Bibliography of the Social Sciences (IBSS) international journals with the

percentage growing from 53% in 2011 to 75% in 2013. This is a dramatic improvement from 11% in 2006.

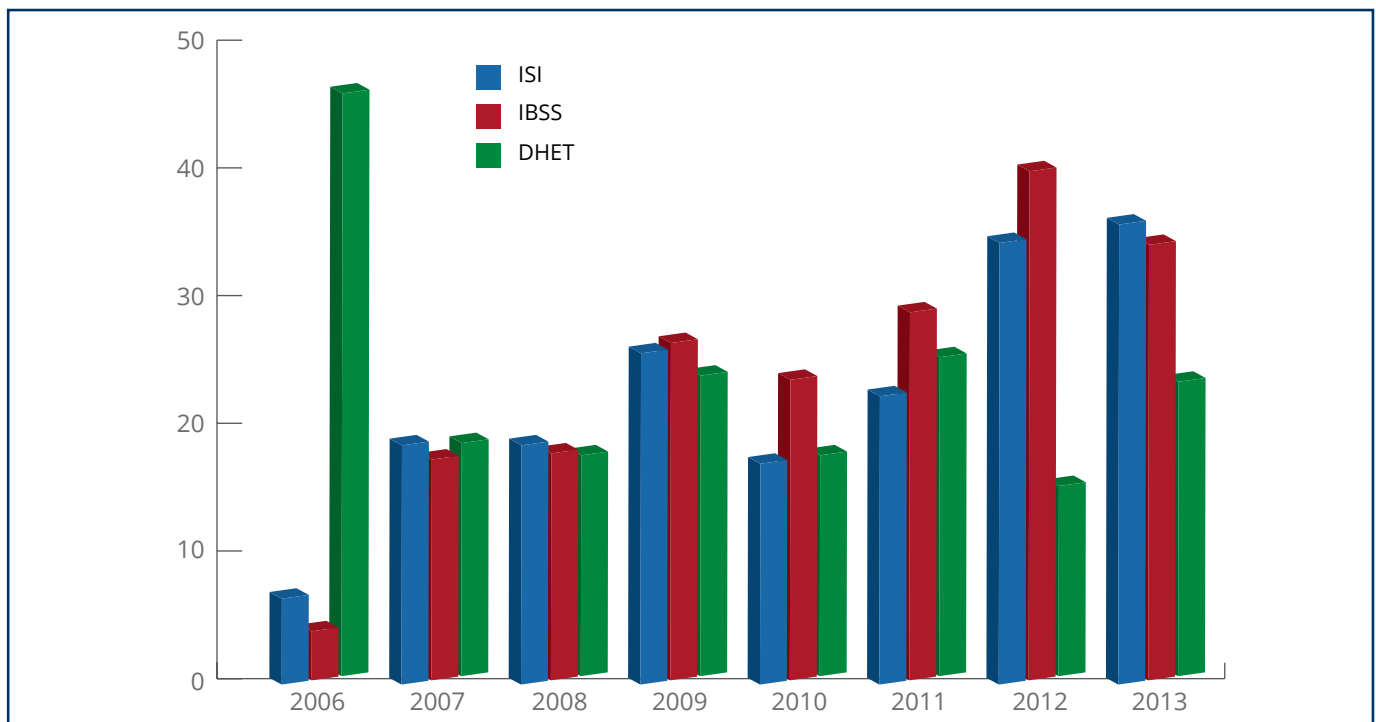


Figure 1: Publication units in local (Department of Higher Education and Training) versus international journals (ISI and IBSS)

*continued on page 30*

Research



**“The number of master’s and doctoral degrees awarded has increased substantially over the past three years.”**



Prof Manoel Bittencourt



Prof Ruthira Naraidoo



Prof Deon Meiring

Table 1: Faculty’s journal unit outputs from 2011 to 2013

Year	Units
2011	78.93
2012	93.61
2013	96.89

The number of master’s and doctoral degrees awarded has increased substantially over the past three years. In 2013, 195 master’s and 23 doctoral degrees were awarded.

Table 2: Number of master’s and doctoral degrees awarded from 2011 to 2013

Degree	2011	2012	2013
Master’s	155	175	195
Doctoral	19	22	23
Total	174	197	225

The Faculty hosted 16 NRF rated researchers in 2013. These included four B-rated researchers, nine C-rated researchers and three Y-rated researchers. In 2013, Prof Manoel Bittencourt and Prof Ruthira Naraidoo of the Department of Economics, and Prof Deon Meiring of the Department of Human Resource Management received NRF ratings, bringing the total to 19.



## Research

# Research that pulls the rug from under our feet

**P**rof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies in the Faculty of Economic and Management Sciences, and Prof Jenny Hoobler, Associate Professor of Management in the Department of Managerial Studies at the University of Illinois in Chicago, won the Best Paper in Track Award for the Diversity and Performance track at the international Equality, Diversity and Inclusion Conference in Athens during 2013.

The paper's title was "Pulling the rug from under our feet? A critical evaluation of the scholarly pursuit of the value-in-diversity argument for women's representation in leadership positions". It focused on the value-in-diversity argument. Many researchers in organisation studies advocate for the representation of women and other minorities in business leadership positions by linking a higher representation of women and/or minorities and firm performance. Prof Nkomo and Prof Hoobler raise the question of whether adherence to the value-in-diversity argument may actually "pull the rug from under researchers' feet", as their research revealed weak empirical evidence for



**Prof Stella Nkomo (Deputy Dean: Research and Postgraduate Education of the Faculty of Economic and Management Sciences) (left) with Prof Jenny Hoobler (Associate Professor of Management in the Department of Managerial Studies at the University of Illinois in Chicago).**

such a link. Further, the argument overlooks many other good reasons for having more women in leadership positions and on boards of directors.

Their paper revealed certain methodological and ideological flaws in the value-in-diversity argument, which is solely based on firm performance.

They highlighted the abandonment of the moral argument for gender diversity and that providing women with opportunities for leadership positions may be the "right" thing to do. It might be a way of leveraging all of the available talent in a society. The paper concluded with a call for researchers to rethink the value-in-diversity argument.

## Research

# Academics are behind the Nedbank National Small Business Index

Limited information exists on the status quo, progress and performance of the critical importance of the small, medium and micro enterprise (SMME) sector as a convincing contributor to South Africa's gross domestic product and one of the only sectors that positively provides much-needed job creation.

The SMME sector is a pertinent socioeconomic role-player and, because of the limited information,



**The academic architects behind the Index, Prof Niek Schoeman (the Faculty's former Acting Deputy Dean: Teaching and Learning) and Dr Alex Antonites (a staff member in the Department of Business Management).**

Nedbank proposed that a National Small Business Index should commence in February 2014. Under the project management of Business Enterprises at University of Pretoria (BE at UP) and in collaboration with Consulta as the research partner, Prof Niek Schoeman, the Faculty's former Acting Deputy Dean: Teaching and Learning, and Dr Alex Antonites, a senior lecturer in the Department of Business Management, developed the Index.

The Index is compiled on a quarterly basis with the inclusion of the following high-level indicators:

- Financial situation of the SMME
- Cash flow
- Operational costs
- Support from government and the private sector
- Growth potential

The research sample covers a comprehensive industry distribution, which includes agriculture, community (social and personal), electricity, gas and water, hospitality, mining, retail, motor, transport, financial, construction, manufacturing and wholesale.

## Research

Recent results showed significant implications for SMME policy-makers, as 72% of the sampled businesses indicated that they do not get adequate support from government. However, on a positive note, a large number

of SMMEs indicated that they were expanding their businesses in terms of capacity in the following year, with obvious job creation to follow.

## Research findings on corporate governance released

The Albert Luthuli Centre for Responsible Leadership (ALCRL) released its research findings on the state of corporate governance in South Africa during 2013.

The research initiative was undertaken in partnership with the Institute of Directors in South Africa (IoDSA) and

Media Tenor, and was supported by Ernst & Young and the South African Institute of Chartered Accountants (SAICA). The initiative looked at the King Codes of Governance Principles' development since the early 1990s to the recent adoption of King III in companies.



The results show that the King Codes have stood South Africa and South African companies in good stead, but that there is still work to be done for companies to internalise the progressive principles embodied by the King Codes, especially as it relates to embedding an ethical mindset within firms. However, the engagement and dialogue on these issues are encouraging and speak to the strong active corporate citizenry that led to the release of the first King Report in 1994.

**From left: Mr Jeremy Grist (Ernst & Young), Graham Terry (SAICA), Prof Anske Grobler (Head of Business Management), Ms Thandi Luthuli Gcabashe (Chief Albert Luthuli Foundation), Prof Cheryl de la Rey (Vice-Chancellor and Principal of the University of Pretoria), Prof Derick de Jongh (Director: Albert Luthuli Centre for Responsible Leadership) and Prof Elsabé Loots (Dean of the Faculty of Economic and Management Sciences).**

## Research

# Research project on skills development framework for sports tourism

Dr Felicité Fairer-Wessels and Ms Elizabeth Kruger of the Tourism Management Division, as well as Prof Anneliese Goslin of the Department of Sport and Leisure Studies in the Faculty of Humanities, worked on a joint research project on a skills development framework for the sports tourism industry in South Africa with Thebe Exhibitions Project Group.

The project, which was commissioned by the Culture, Art, Tourism, Hospitality and Sport Education and Training Authority (Cathsseta), aims to identify the skills development needs to be prioritised within the new National Sports Tourism Strategy. As the debate around sustaining government's investment in the infrastructure and facilities developed to host international events grows, so does the need to undertake actions that will enable the country to be globally competitive as a sports tourism destination.

South Africa has been recognised for its friendly people and high levels of service for major events such as the 2010 FIFA World Cup and other international events. However, there is concern about the lack of a long-term strategy to retain the skills of people trained for specific major events. From there, the need for a skills



**Dr Felicité Fairer-Wessels**



**Ms Elizabeth Kruger**

development strategy that will provide a pool of skilled individuals for all major events that are hosted in the country arises. The recommendations emanating from the project were presented to industry stakeholders for discussion at the annual Sport and Events Tourism Exchange, which took place in Durban in October 2013.

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**The project aims to identify the skills development needs to be prioritised within the new National Sports Tourism Strategy.**

## Research

# Customer satisfaction index – a first for South Africa

Prof Yolanda Jordaan, Head of the Department of Marketing Management and co-founder of the South African Customer Satisfaction Index (SAcsi), was most excited about the release of the first full-year national customer satisfaction index in November 2013.

The SAcsi is a national economic indicator of how satisfied customers are with the quality of products and services available to household consumers in South Africa. The national customer satisfaction score is calculated using the American Customer Satisfaction Index (ACSI) methodology, allowing the SAcsi to rank South African consumers' satisfaction with products and services provided by South African companies with those of other countries that use the same ACSI methodology. The research results indicate that South African consumers are generally very satisfied with the goods and services in a number of industries. The results also indicate that South Africa has scored a customer satisfaction score of 77.6 out of 100. This score is the second-

highest national customer satisfaction score when compared to other countries.

"It is a credit to South African brands and companies that the country has done so well in the international ranking and we are proud to be announcing the first national customer satisfaction index in South Africa



**The SAcsi founders (from left): Prof Adré Schreuder (Extraordinary Professor in the Department of Marketing Management and Chair of SAcsi) and Prof Yolanda Jordaan (Head of the Department of Marketing Management).**

## Research

with international benchmarking ability,” said Prof Adré Schreuder, who is an Extraordinary Professor in the Department of Marketing Management, as well as co-founder and chair of the SAcSi.

The SAcSi is seen as a valuable tool for businesses and consumers. Since customer satisfaction results are now being published, service providers will be under pressure

to improve customer satisfaction, which is good news for consumers. On the other hand, the fact that over 102 brands or companies have subscribed to SAcSi shows how much confidence these providers have in the index and their willingness to be measured in terms of their customer satisfaction.

Measured companies are nominated for inclusion in an industry measure

by SAcSi’s independent economic factor. Each brand or company was measured through telephonic and/or web-survey methods. Customer satisfaction is measured by an advanced statistical model that has been rigorously evaluated in line with the ACSI methodology. The SAcSi gives companies detailed information to assist them with improving customer satisfaction.

## Working paper launched

In 2013, the Albert Luthuli Centre for Responsible Leadership (ALCRL) launched a working paper entitled “The business and biodiversity leadership landscape: Conceptual foundations, challenges, opportunities and pathways for the future”.

The author of the paper was Dr Claudious Chikozho, who is the Director of the Exxaro-UP Programme in Business and Biodiversity Leadership and an NRF-rated researcher of the Faculty. The programme seeks to generate the required evidence and knowledge on leadership challenges in the nexus between

business and biodiversity in South Africa and how best to address them.

The working paper serves to preliminarily identify some of the key challenges in the nexus and potential options for addressing them. “It is becoming increasingly clear that most of the leadership

challenges in the nexus between business and biodiversity are complex. By extension, the solutions we seek are also not simple and straightforward,” said Dr Chikozho at the launch of the paper. This perspective is also well-articulated in the paper.



## Research

According to Dr Chikozho, the main challenges include the traditional dilemma of “profit-motive versus costs” in corporate biodiversity conservation efforts, funding limitations for biodiversity conservation programmes, a general scarcity of knowledge and specific technical guidelines, as well as tools for addressing these challenges.

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**Dr Claudious Chikozho, Director of the Exxaro-UP Programme in Business and Biodiversity Leadership.**

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**“The working paper serves to preliminarily identify some of the key challenges in the nexus and potential options for addressing them.”**



## Research

# Postdoctoral fellowships in the Faculty

Dr Velichko Valchev, who is a postdoctoral fellow in the Department of Human Resource Management, joined the Faculty in 2013 after receiving the Vice-Chancellor's Postdoctoral Fellowship Award.

In his postdoctoral research at the University of Pretoria, Dr Valchev will be conducting a study that examines traits and behaviour prediction in different cultural groups in South Africa. He will be working on this project with Prof Deon Meiring of the Department of Human Resource Management, Prof Fons van de Vijver of the Tilburg University in The Netherlands and several colleagues from the South African Personality Inventory (SAPI) research team.

The SAPI project has developed a common personality model for the 11 official languages of South Africa from an indigenous perspective and is now aiming at the validation of an assessment instrument for that model.

Originally from Bulgaria, Dr Valchev completed his undergraduate studies in Psychology at the

University of Athens in Greece, and his graduate studies at the Tilburg University in The Netherlands. For the past several years, he has been studying personality in the multicultural South African context.

Dr Svetlana Surovitskikh has been appointed as a postdoctoral fellow in the Tourism Management Division. Her research focuses on aviation policy and covers the link between air passenger traffic flows and aviation policy, the state of African air transport and air services liberalisation.



**Prof Deon Meiring and Dr Velichko Valchev, who received the Vice-Chancellor's Postdoctoral Fellowship Award for research in the Department of Human Resource Management.**

Dr Surovitskikh hails from Russia, but she completed her undergraduate and postgraduate degrees in Tourism Management at the University of Pretoria.

## Research

Her appointment strengthens the Division's new focus on air transport as a core component of the tourism industry. Her ongoing research in the field of air transport policy has generated much interest from industry and academia alike. The expected outcome is publishing the research in international journals and collaborations with partners to expand on the research.

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**Dr Svetlana Surovitskikh has been appointed as a postdoctoral fellow in the Tourism Management Division.**

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## Another winning thesis

Dr Sharon Smulders of the Department of Taxation has built on the Department's winning tradition for yet another year by winning the doctoral category of the 2013 Norton Rose South Africa Tax Thesis Competition.

The title of her winning thesis is "An evaluation of tax compliance costs and concessions for small business in South Africa: Establishing a baseline". Prof Madeleine Stiglingh, Head of the Department of Taxation, was the supervisor of the study and Prof Riël Franzsen, Director of the African Tax Institute, was the co-supervisor.

This study contributes to the body of knowledge on tax compliance costs for small businesses by pioneering research in South Africa on four fronts. Firstly, the study is the first to comprehensively quantify small business tax compliance costs – establishing a baseline against which future research can be benchmarked.

Secondly, the study established that small businesses believe that tax compliance benefits exist, but found that the respondents were generally unable to quantify them. Thirdly, the study evaluated the perceived impact of the major small business tax concessions on the level of tax compliance costs incurred by small businesses. Lastly, the study used

*continued on page 40*

## Research



**Dr Sharon Smulders,  
winner of the 2013  
Norton Rose South Africa  
Tax Thesis Competition.**

regression analyses to evaluate the drivers or determinants of internal and external tax compliance costs.

Norton Rose is a leading commercial law firm which, together with the South African Institute of Professional Accountants (SAIPA), has established the national Tax Thesis Competition.

This competition is now in its sixth year. The competition's objectives are to promote research in the subject of taxation, grow the database of

tax knowledge, contribute to the debate and develop tax policy, as well as highlight the role of tax in the economy in South Africa.

Students of the Department of Taxation have done exceptionally well in this competition in the past. Dr Smulders joins previous winners of the doctoral category from the University of Pretoria, namely Prof Theuns Steyn (2012), Elzette Muller (2011) and Prof Madeleine Stiglingh (2010), in promoting the University as a leader in tax research in the country. UP students also won the master's category in 2009 and placed second in the same category in 2010 and 2011.

The Department of Taxation is a fairly young department, having celebrated its 10th anniversary in 2012. The recent research success of the Department shows taxation is fast maturing into a credible academic discipline in South Africa, with its focus stretching beyond the conventional emphasis on professional education.

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**“Thirdly, the study evaluated the perceived impact of the major small business tax concessions on the level of tax compliance costs incurred by small businesses.”**

## Research

# Conferencing the globe

The vision of the Faculty of Economic and Management Sciences is to be an internationally recognised and locally relevant centre of research excellence in the economic, management and financial sciences.

The list of some Faculty staff who not only attended, but also delivered papers at national and international conferences is proof of the Faculty's commitment to be at

the cutting edge of recent research. International visitors to the Faculty and research publications by researchers in the Faculty also contribute to the pursuit of this goal.

## Conferences attended

### Department of Accounting

#### The 2013 European Accounting Association Annual Conference

Ms Cecile Janse van Rensburg (left back) presented a paper entitled "Students' reading comprehension of the IASB Conceptual Framework" and Ms Lizette Kotze (right front) presented a paper entitled "Communication apprehension of accounting students: A cross-cultural study" at the 2013 European Accounting Association Annual Conference in May 2013. Prof Stephen Coetzee (right back) and Ms Astrid Schmulian (left front) also attended the conference.



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## Research



### Department of Auditing

#### The 2013 South African Accounting Association Biennial Conference

Two lecturers, Ms Rolien Kunz (right) and Ms Marina Kirstein, delivered a paper entitled "Killing two birds with one stone: Blending teaching and research in accounting education through the use of action research" at the 2013 South African Accounting Association (SAAA) Biennial Conference in June 2013. The paper demonstrated that action research can be used to enhance scholarship.



### Department of Financial Management

#### The 23rd annual Southern African Finance Association Conference

Ms Michelle Reyers presented a paper entitled "The rationality of retirement preservation decisions: A conceptual model" at the 23rd annual Southern African Finance Association (SAFA) Conference in January 2013. The paper received a special mention for promising research in the abovementioned area of research.



### Department of Human Resource Management

#### 1st World Conference on Personality

Prof Deon Meiring (left) and Itumeleng Dzivhani led a presentation at the 1st World Conference on Personality in May 2013 in Stellenbosch. The presentation was about how the personality measurement scale, the South African Personality Inventory, was developed for the South African population.



## Research



### 11th International Conference in Commemoration of Prof Marco Biagi

Dr Paul Smith (second from right) delivered a paper entitled "Transnational Labour Relations: A dream or possibility in the Southern African Development Community (SADC)" at the 11th International Conference in Commemoration of Prof Marco Biagi in Italy in March 2013. The research focused on the establishment of regional labour standards for SADC that can lead to the improvement of the quality of life and work for workers in the SADC region.



### The 16th Congress of the European Association of Work and Organisational Psychology

Dr Nasima Carrim presented a poster entitled "Career advancement of Indian males in corporate South Africa" at the 16th Congress of the European Association of Work and Organisational Psychology (EAWOP). The poster reviewed research that shows that the phenomenon of Indian males entering management positions has gained momentum in post-apartheid South Africa.



### Tourism Management Division

#### The International Travel and Tourism Research Association Annual Conference

Prof Berendien Lubbe (second from right), Head of the Tourism Management Division, presented a paper on the development of a model for matching tourism supply and demand in South Africa at the International Travel and Tourism Research Association (TTTRA) Annual Conference in June 2013. The research culminated in the development of the so-called "Match Model", which drew a lot of attention from delegates at the conference. Prof Lubbe also presented the model to the Parliamentary Committee on Tourism in Cape Town.

## Research



### The Sports and Events Tourism Exchange Conference

Ms Elizabeth Kruger (right) of the Tourism Management Division attended the Sports and Events Tourism Exchange Conference in October. She participated in a panel discussion about supporting the sports tourism industry through skills development. Prof Ernie Heath (left) presented a paper entitled “How can local government assist in supporting events: Some international perspectives” and facilitated a panel discussion around this theme. Also photographed above is Prof Tom Hinch of the University of Alberta (centre).



### Department of Marketing Management

#### 15th Annual International Global Business and Technology Association Conference

Dr Melanie Wiese (left), senior lecturer in the Department of Marketing Management, presented a paper on shoppers’ perceptions of mall attributes, shopping satisfaction and mall commitment at the 15th Annual International Global Business and Technology Association (GBATA) Conference in July 2013.



### Southern African Institute for Management Scientists Conference

No less than seven staff members of the Department of Marketing Management attended the Southern African Institute for Management Scientists (SAIMS) Conference. Prof Yolanda Jordaan, Ms Nontu Mashaba, Dr Melanie Wiese, Ms Sisa Mhlanga, Ms Danita Potgieter and Dr Gené van Heerden (photographed above from left) presented papers. Topics ranged from online information privacy and social networking to shopping-related behaviour.

## Research

### Communication Management Division



#### Southern African Institute for Management Scientists Conference

Dr Lizelle van der Walt of the Division of Communication Management delivered a paper entitled "The role of Neuro-Linguistic Programming (NLP) in improving organisational leadership through intrapersonal communication development towards organisational success

combined with the disciplines of human resources, corporate communication and industrial psychology" at the Southern African Institute for Management Scientists (SAIMS) Conference. The paper was perceived to be the first of its kind in the communication sciences and discussed the role of NLP in intrapersonal leadership communication as strategic antecedent of organisational success.

### Department of Economics



#### The 51st Meeting of the Euro Working Group on Financial Modelling and 1st Conference of the Research Centre for Energy Management

Dr Roula Inglesi-Lotz, a senior lecturer in the Department of Economics, presented her current research on the economics of renewable energy. The title

of the paper was "The impact of renewable energy consumption on economic welfare: A panel data application". It estimated the impact of renewable energy consumption on economic welfare by employing panel data techniques.



### School of Public Management and Administration

#### The International Association of Schools and Institutes of Administration (IASIA) and the International Institute of Administrative Sciences (IIAS) annual congress

Ten academics of the School of Public Management and Administration (SPMA), namely Prof Jerry Kuye, Prof Chris Thornhill, Prof Natasja Holtzhausen, Mr Michel Tshiyoyo, Ms Mareli Kruger, Mr Sam Koma, Mr Richard Mthethwa, Mr Onkgopotse Madumo, Mr Norman Nhede and Ms Mapula Nkwana attended the congress and presented their research.

(Photographed from left: Mareli Kruger, Norman Nhede, Onkgopotse Madumo and Richard Mthethwa.)

## Research

### The Albert Luthuli Centre for Responsible Leadership



#### The 1st Africa Food Security Conference

Ms Anesu Makina, a research officer in the Albert Luthuli Centre for Responsible

Leadership, presented a paper entitled “The role of the private sector: Challenges and opportunities” at the 1st Africa Food Security Conference in Nairobi. The paper highlighted the importance of farmers’ collaboration to enable them to meet the private sector’s demand for large quantities of products that met certain criteria. Ms Makina was also a panellist at the conference.



#### 14th Annual Waternet/WARFSA/GWP-SA Symposium

Dr Claudious Chikozho presented a paper entitled “Revisiting the leadership

and management capacity-building imperatives for effective transboundary water governance in Africa”. Dr Chikozho was also one of the main participants (hydro-sociologist) in the planning of the new science plan of the International Association of Hydrological Sciences (IAHS). The plan is entitled “Panta Rhei – Everything flows: change in hydrology and society – The IAHS scientific decade 2013–2022” and is expected to result in closer collaboration between natural scientists and social scientists in terms of water resources management research and development in Eastern and Southern Africa.



#### European Foundation for Management Development (EFMD) Deans and Directors-General Conference

Prof Derick de Jongh (left), Director of Albert Luthuli Centre for Responsible Leadership (ALCRL), was invited to give a presentation at the European Foundation for Management Development (EFMD) Deans and Directors-General Conference in Turkey on the new vision for management education, namely Agenda 50+20. During his presentation, he outlined the vision, background, implementation strategies and emerging benchmarks as envisaged in Agenda 50+20 and certain key points, such as educating and developing globally responsible leaders, engaging in the transformation of business and the economy, and enabling business organisations to serve the common good.

**“Dr Van der Walt’s paper was perceived to be the first of its kind in the communication sciences.”**



## Research

### Department of Taxation



**South African Tax Educators Association Tax Cases Conference**

Prof Madeleine Stiglingh, Head of the Department

of Taxation, co-authored an article entitled "CIR v Niko: A question of economic reality" with Prof Alta Koekemoer of the University of the Free State, and Prof Lila Stack of Rhodes University at the South African Tax Educators Association (SATEA) Tax Cases Conference.

### Best paper awards

#### Department of Business Management



**Annual Southern African Institute for Management Scientists (SAIMS) Conference 2013**

A study

about the competencies required by business rescue practitioners awarded Prof Marius Pretorius the Best Qualitative Paper Award. The paper, entitled "A competency framework for the business rescue practitioner profession", presented research that investigated the competencies required by business

rescue practitioners in order to guide the development of a competency framework to inform future qualification guidelines for their accreditation.

#### Department of Financial Management

**The 23rd annual Southern African Finance Association (SAFA) conference**

Prof Henco van Schalkwyk won the Alexander Forbes Prize for the best research presented relating to investment management or behavioural research on retirement fund members' decision-making at the SAFA Conference in January 2013. The title of his paper was "Member investment choice in a retirement fund: The influence of financial risk tolerance and behavioural factors".

## Research publications

### Department of Accounting

Prof Stephen Coetzee and Ms Astrid Schmulian published an article entitled "The effect of IFRS adoption on financial reporting pedagogy in South Africa" in *Issues in Accounting Education*.

### Department of Taxation

Academics from the Department of Taxation attended the South African Tax Educators Association (SATEA) workshop to embark on a collaborative effort to participate in a research project that is a first in South Africa. The project entails creating a collaborative research

publication named *Tax stories*. This special edition will be accessible to all students across South Africa. It aims to provide a benchmark among various universities to ensure that all the students are on par.

## Research

### International visits and visitors

#### Tourism Management Division

- A leading academic in the field of national tourism destination competitiveness, Prof Geoffrey Crouch of La Trobe University in Australia, visited the Division to consult on a research project. The project was awarded to the Division by the National Department of Tourism and requires research on South Africa's tourism destination competitiveness.
- Dr Keith Mason, Head of the Air Transport Management Group and Director of the Business Travel Research Centre at Cranfield University in the UK visited the Tourism Management Division and led a presentation at the Faculty's Brown Bag Lunch series. The presentation was about how to collaborate with industry on research. He highlighted the importance of academics' involvement in topical research that can drive industry decisions and lead to academic publications at the same time.



**From left: Phetsile Fani, Dr Anneli Douglas, Prof Geoffrey Crouch, Ms Elizabeth Kruger, Prof Berendien Lubbe and Dr Felicité Fairer-Wessels.**



**Dr Keith Mason (right), Head of the Air Transport Management Group and Director of the Business Travel Research Centre at Cranfield University in the UK during his presentation at the Brown Bag Lunch series, which was hosted by the Faculty of Economic and Management Sciences. With him are Prof Stella Nkomo (left) (Deputy Dean: Research and Postgraduate Studies) and Prof Berendien Lubbe (Head of the Tourism Management Division).**



## Research

- Prof Dr Jafar Jafarov, Rector of the Azerbaijan Tourism Institute, the first tourism-focused university in Azerbaijan, visited the Tourism Management Division to discuss the foundation of strong reciprocal links between the two universities for an exchange of academic staff and students up to doctorate level, as well as collaborative tourism-related research projects.



**From left: Mr Gerhard Hugo (Deputy Director: International Tourism – Eastern Europe), Prof Elsabé Loots (Dean of the Faculty of Economic and Management Sciences), Ms Bridget Murovhi (Director: International Tourism – Eastern Europe and Mediterranean), Prof Berendien Lubbe (Head of the Tourism Management Division), Prof Dr Jafar Jafarov (Rector of the Azerbaijan Tourism Institute) and Mr Elbay Aliyev (Attaché of the Embassy of the Republic of Azerbaijan).**

## Department of Economics



The Department of Economics hosts a series of research presentations every semester where people from other national and international universities are invited to present their research. Prof David Lam from the University of Michigan gave a presentation entitled “Credit constraints and the racial gap in post-secondary education in South Africa” to staff members and postgraduate students.

The Development Economics course forms part of the Emerging Markets and Risk Analysis Programme and is offered by the Department of Economics. It is presented to selected graduate students from both Fordham University in New York and the University of Pretoria. Two distinguished international visitors, Prof Schwanbenberg (second from left) and Prof Themeli from Fordham University (second from right), were the guest lecturers of the course.

## Department of Taxation

Extraordinary Professor Chris Evans, former Head of the Australian School of Taxation (Atax) at the University of New South Wales (UNSW), and Dr Kate Collier visited the Department where they gave a lunchtime presentation on

## Research

how to use the Delphi Technique in conducting research in taxation. One of Delphi's key research strategy strengths is its ability to motivate and engage participants in problem-solving or predicting future events.

### Department of Business Management



Anne Staal (back right) and Marius van der Woude (front left) of the Hanze University Groningen in The Netherlands visited the Department of Business Management. They presented a three-day module on Procurement and Supply Management as part of the Master Certificate Programme in Supply Chain Management.

### Department of Marketing Management

Prof Yolanda Jordaan (third from left), Head of the Department of Marketing Management, visited the Hochschule für Technik und Wirtschaft (HTW) in Berlin to establish international relations with its Marketing Department. The visit also aimed to build on a current agreement between the University of Pretoria and HTW, as established by the German Academic Exchange Service (DAAD), which is a publicly-funded independent organisation of higher education institutions in Germany.



## Research



### School of Public Management and Administration

Prof Chris Thornhill, Professor Emeritus of the School of Public Management and Administration (SPMA), has been invited to present a paper entitled "Sustainable service delivery in democratic local government: Critical African challenges and prospects at the interrogating urban crisis governance contestation and critique" at De Montfort University in Leicester, England. He also presented a lecture on recent South African public administrative developments at the University of Applied Sciences for Public Administration in Kehl, Germany.

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**The vast number of staff members who not only attended, but also delivered papers at national and international conferences is proof of the Faculty's commitment to be at the cutting edge of research both locally and internationally.**

## Students

“The Faculty allows students many opportunities to **make the best of what the University provides.**”



## Students

# The Department of Taxation delivers South African Ernst & Young tax professional

Johan Small, a master's degree student in Taxation, represented South Africa at the Ernst & Young Young Tax Professional of the Year competition and was placed second overall.

The competition took place in Copenhagen during August 2013. Johan earned this privilege after winning the local competition earlier in 2013, when he competed against young tax professionals from other universities. In total, 28 countries were represented at the competition and he competed against contestants who had completed their studies at some of the world's top universities.

After a gruelling first round, Johan was selected as one of the six finalists and was eventually placed second. This is a remarkable achievement in its own right. What makes it even more remarkable is that Johan was one of the youngest contestants and he achieved the second position without much practical experience in international tax. Johan's only tax exposure was his training at the University of Pretoria where he did a year of academic articles at the Department of Taxation.



### Johan Small, winner of the Ernst & Young Young Tax Professional of the Year competition.

This achievement not only speaks of Johan's abilities to solve problems under pressure, but it is also evidence of the high quality and practical relevance of the tax training that students receive through studies at the University of Pretoria.

## Students

# Doctoral student wins prestigious international award

A study on how managers in IT companies in South Africa perceive and manage virtual workers earned Dr Karen Luyt the prestigious Emerald Best International Dissertation Award.

Dr Karen Luyt received a PhD in Organisational Behaviour in April 2013 and was one of four finalists for the award. The award is presented annually by the International Theme Committee of the Academy of Management for the best doctoral dissertation or thesis with an international topic. This prestigious award is adjudicated by a panel of international scholars in the field. Prof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies in the Faculty of Economic and Management Sciences, and Prof Karel Stanz, Head of the Department of Human Resource Management, supervised Dr Luyt's studies.

Dr Luyt's thesis, entitled "A managerial framework for the enablement of the performance of virtual knowledge workers" examined how managers in South



**From left: Prof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies, Dr Karen Luyt, winner of the prestigious Emerald Best International Dissertation Award, and Prof Karel Stanz, Head of the Department of Human Resource Management.**



## Students

African IT companies perceive and manage virtual workers. Five cases relating to companies' use of information and communication technology (ICT) in their daily business or in implementing such solutions and employing knowledge workers to do so were included. Fully owned South African companies and companies with international parents in the USA and Eurozone were included. Data for the study included interviews and questionnaires after which within-case and cross-case analyses were performed to extract themes and to propose a conceptual framework for enabling the performance of virtual knowledge workers.

The research uncovered four key findings. The first finding was that the concept of "virtual" in the term "virtual worker" is often misunderstood. The definition should ideally be applied on a continuum of virtuality, leading to the concept of perceived and true virtuality. The second finding was that true virtuality influences how performance is perceived and how deliverables and metrics contribute to perceived, actual and true performance. The third finding was that parameters affecting virtual performance include organisational, contextual and customer factors, as well as the managerial approach itself. The manager needs to become

the mediator for these parameters, thereby fulfilling the role of enabler of virtual performance. The fourth finding was that the visual or face-to-face element remains important when managing the performance of virtual knowledge workers.

The recommendations of the study have been grouped under the different levels included in the research, namely the organisational, managerial and individual levels. One recommendation that applies to all levels is to make sure that the degree of virtuality of all individuals is understood, so that the relevant supporting and enabling activities can be put in place.

## Students of the Faculty take part in the G20 Youth Forum 2013

Six students from the University of Pretoria were selected to attend the G20 Forum as representatives of the South African youth contingent.

Two of these students, Vincent Dadam Kosga Djaowe, an MCom (Economics) student and research assistant in the Department of

Economics, and Erik Meyer, an MCom (Financial Sciences) student, were from the Faculty of Economic and Management Sciences.

The G20 Youth Forum, which was held in St Petersburg, Russia, in April 2013, is the largest international civil society event for young leaders.

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## Students

More than 1 500 young leaders, students, academics, representatives of the business world and governments participated.

The G20 Youth Forum is an international non-governmental, non-profit organisation that aims to create a platform to interact and cooperate in terms of a wide variety of issues on a daily basis. The intention is that this will one day lead to a common global community that works together to solve current world problems.

The Forum consisted of different discussion tables, which included world politics, international relations, international law and legislation, world economy and finance, youth issues, education and gender, as well as innovation, technology and science. Vincent delivered a paper at the World Economy and Finance roundtable on Monetary Policy and Unemployment. The paper was included in the international conference journal, which was circulated to the relevant international bodies.



**From left: Ismaeel Samaai, Louis Botha Bradley, Sithembile Mbete, Vincent Dadam Kosga Djaowe, Martie Bradley and Erik Meyer.**

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**“The G20 Youth Forum is the largest international civil society event for young leaders.”**

## Students

# My student career at Tuks

Commercii, the Faculty House in the Faculty of Economic and Management Sciences, contributes to a vibrant student life.

Providing a quality student life is extremely important to the Faculty, as it forms an integral part of students' development. Student representatives act as mentors to first-year students and general problems encountered by new students are efficiently addressed by senior students.

Tammy McAulay, Chairperson of Commercii for the 2013/14 term, said: "To be a student in the Faculty of Economic and Management Sciences at the University of Pretoria is to have the ultimate university experience that South African universities have to hold for commerce students." She also said that students in this Faculty have the privilege of being taught by first-class lecturers who come from departments that support their students academically and personally. The University does its best to ensure that its students

enjoy campus life and the Faculty allows students many opportunities to make the most of what the University provides.

The University offers students the opportunity to get involved with social, academic, religious or community engagement student organisations. Commercii allows all BCom students to participate in these activities throughout the year, while providing excellent leadership training for the students who lead the Faculty House.

As the Chairperson of Commercii, Tammy had the opportunity to engage with many influential South Africans, whether students or industry leaders. In her involvement in student leadership organisations, she had an incredible education beside that of the university curriculum, which has equipped her with necessary practical skills. She



**Tammy McAulay**

gained skills such as teamwork and public speaking, which she will use in her life beyond university.

The Faculty of Economic and Management Sciences exceeded Tammy's expectations in her career as a student at the University and has provided her with an excellent tertiary education, inside the classroom and out.

## Students

# BCom student part of team that won prestigious title

Each year, the Faculty of Economic and Management Sciences, together with all the other faculties of the University of Pretoria, nominates students to participate in the Enactus South Africa initiative.

Mr Kevin Yoo, a second-year BCom (Economics) student, was part of the team that won the prestigious Enactus South Africa title. Enactus stands for “entrepreneurship, action” (the willingness to do something and the commitment to see it through)



**From left: Dr Rina Wilken (Head: Student Development, Department of Student Affairs), Mrs Sonnette Smith (UP Thuthuka Programme Manager), Nondumiso Mbatha (Enactus UP), Mr Nthato Selebi (Project Director: Thuthuka Bursary Fund), Molebogeng Makgaka (Enactus UP) and Nthabiseng Mokgotlha (Enactus UP). Absent: Snegugu Ngobese.**

and “us” (students, academics, advisors and business people).

Over the years, Enactus UP has worked with various communities in South Africa and equipped them with the skills needed to create a flourishing business. The Mamelodi Business Clinic in the Department of Business Management has provided extensive assistance in this regard by training entrepreneurs. The Clinic has further offered its services by joining the mentorship programme where each entrepreneur is paired up with a third-year BCom (Entrepreneurship) student with the aim of learning more about the business world.

From yet another angle, the Thuthuka Bursary Fund,



**Mr Kevin Yoo, a second-year BCom (Economics) student and member of the team that won the prestigious Enactus South Africa title.**

together with the South African Institute of Chartered Accountants (SAICA), has generously sponsored four BCom (Accounting Sciences) second-year Thuthuka students to join the Enactus UP team in Mexico.

## Students

# Tourism Management Division's memorandums of understanding open doors for postgraduate students

**Tanya Reynders, a postgraduate Tourism Management student experienced the Aurora in Lapland. Tanya forms part of the North-South-South Student Mobility Programme between the Tourism Management Division and the University of Oulu in Finland.**



**M**emorandums of understanding signed between the Tourism Management Division and the University of Finland, and between the Division and the National Department of Tourism (NDT) respectively, are benefiting the Division's postgraduate students.

As part of the Division's mission to globally position itself, students participated in a North-South-South Student Mobility Programme and signed a memorandum of understanding with the University of Oulu in Finland. The memorandum of understanding

focuses on collaboration in the fields of Tourism Management and Environmental Studies. The collaboration has resulted in research publications, co-edited books and postgraduate student exchange programmes that enable ecotourism students to participate in this programme on a biennial basis.

A few postgraduate Tourism Management students have benefited from this programme. Marnus Botha completed an MCom (Tourism Management) during 2011/12. The title of his dissertation is "The role of

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## Students

biodiversity in national parks on visitor experiences: A case study of Oulanka National Park in Finland and Golden Gate Highlands National Park in South Africa". The research was done on a sample population that represented day and overnight visitors at both parks using non-probability convenience sampling. Results indicate a strong relationship between the level of biodiversity and visitor experience, illustrating the importance of nature management regulations for national parks. The study contributed to the development of a Biodiversity Tourism Management Guideline (BTMG) framework for national parks. Tanya Reynders is currently registered in Finland for an MCom (Tourism Management). The draft title of her dissertation is "Personality traits of volunteer tourists" although the focus of the study has yet to be finalised.

Another memorandum of understanding was signed between the NDT and the University of Pretoria in 2012. The memorandum of understanding establishes a formal basis of cooperation in support of tourism research and skills development activities between the NDT and the University of Pretoria. The NDT has made funds available to provide



### The first National Department of Tourism research project team.

financial assistance to a number of postgraduate students at honours, master's and doctoral degree level in pursuing tourism-related research studies commissioned by the NDT. These studies can form part of the Tourism Management Division's broader research projects where students work on a specific

project's subtopics or it can be independent projects required by the NDT in which a student is particularly interested.

The bursaries present exceptional funding and work-related opportunities to students who wish to further their studies in Tourism



## Students

Management. The NDT also provides an internship programme, experiential learning for qualification purposes (students need to obtain credits for work-related activities while they study) and short-term career-oriented exposure to activities at the NDT. These activities help students to ease into careers.

The memorandum of understanding with the NDT also provides the Tourism Management Division's staff with research opportunities to continue researching issues, such as domestic tourism in South Africa and South Africa's competitiveness as an international tourist destination, that drive tourism in South Africa today.

The first NDT research project, where a research team in the Tourism Management Division developed a unique methodology to analyse the supply of tourism products for the five key domestic market segments identified by South African Tourism, has already been completed and presented to the NDT. The research team consisted of Prof Berendien Lubbe, Dr Felicité Fairer-Wessels, Dr Anneli Douglas, Mr Cyril Francis, Ms Elizabeth Kruger and Mrs Eileen Geldenhuys. The aim of the study was to determine the particular

experience needs of these markets with specific reference to accommodation facilities, food and beverage services, packages and tours, attractions and events as key product categories. Four tourism nodes were selected in different provinces, and information and data were collected through interviews with key industry stakeholders in the Central Karoo, West Coast, Bushbuckridge and OR Tambo regions or nodes. The results show that the current product offering's ability to meet the needs of the five segments differs in each of the four nodes. Suggestions specific to each market and node were made to address this.

Not only does this research have implications for industry and tourism professionals in South Africa, but the value of the methodology and model developed for this project could potentially have far-reaching scientific implications for analysing how supply meets demand in tourism regions. Staff members of the Tourism Management Division also disseminated the findings on a nationwide platform at a research colloquium.

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**Research conducted in the Tourism Management Division not only has implications for industry and tourism professionals in South Africa, but could have far-reaching implications for meeting the demand for tourism destinations in the country.**

## Students

# The prestigious Dean's List

Top academic students have been awarded for being on the Dean's List in 2013.

The prestigious Dean's List of the Faculty of Economic and Management Sciences was implemented in 2008. In order to be one of the selected students on the Dean's List, a student must have an outstanding academic record. Undergraduate students must have achieved an average of 85% or above in their first year, 85% or above in their second year and 85% or above in their third year. No module should have been repeated and all modules must be registered in the same year for a specific year. Honours students must have achieved an average of 80% or above. The degree must have been completed in one year for full-time students and two years for part-time students. No modules should have been repeated. Master's students must have achieved an average of 75% or above and the degree must be completed in the minimum prescribed time.

The Faculty takes pride in its top academic achievers.

### DEAN'S LIST 2013

FIRST-YEAR STUDENTS	
BCom: Accounting	Leanie Nell
BCom: Accounting	Leon Kwadwo Ohene-Adu
BCom: Accounting	Hendrik Jacobus Eksteen
BCom: Accounting	Maryna Roesch
BCom: Accounting	Lerusha Naidoo

BCom: Accounting	Tristam Callum Scott
BCom: Accounting	Daniel Langley Swanepoel
BCom: Economics	Keunyoung Yoo
BCom: Business Management	Stephanie Hulsman
BCom: Investment Management	Nataneya Lala
SECOND-YEAR STUDENTS	
BCom: Economics	Koketso Pearl Mano
BCom: Business Management	Heather-Ann Klements
BCom: Entrepreneurship	Rochelle Ras
BCom: Entrepreneurship	Kelvinne Mocke
BCom: Law	Bernadette Lötter
BCom: Marketing Management	Selwyn Gardiner
BCom: Investment Management	Björn Samuels
BCom: Investment Management	Dylan Ross-Watt
BCom: Communication Management	Nadja de Loor
FINALISTS	
BCom: Business Management	Jacqueline van Lelyveld
BCom: Investment Management	Alicia Pieterse

## Students



### Dean's list 2013 candidates.

BCOM HONOURS	
BCom: Econometrics	Thabo Mboweni
BCom: Econometrics	Amy Bo Trembling
BCom: Econometrics	Elias Muchineripi Mashayamombe
BCom: Statistics	Paul Winckler Claassen
BCom: Human Resource Management	Suzanne Lillian Gericke
BCom: Human Resource Management	Carla Costa Dos Santos

BCom: Human Resource Management	Shannin Lumley
BCom: Human Resource Management	Helgardt Wels
BCom: Informatics	Eunice Steyn
BCom: Financial Management	Elize Kirsten
BCom: Financial Management	Danielle Elizabeth Aston

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## Students

MASTER'S STUDENTS	
MCom: Econometrics	Anthony Paraskevas George Spyron
MCom: Econometrics	Vittorio Peretti
MCom: Econometrics	Justine Suzanne Barnard
MCom: Marketing Management	Fathima Kharwa
MCom: Accounting	Kyriacoulla Papageorgiou
MCom: Economics	Hayley Anne Reynolds
MCom: Economics	Sherwin Narciso Mendoza Gabriel
MCom: Economics	Vincent Dadam Kosga Djaowe
MCom: Economics	Riané de Bruyn
MCom: Statistics	Naomi Helene van Staden
MCom: Business Management	Catherine Anne le Roux
MCom: Business Management	Karen Stander
MCom: Agribusiness Management	Jacobus Johannes Schoeman
MCom: Industrial Psychology	Marisa Fraser
MCom: Industrial Psychology	Natasha Sage
MCom: Industrial Psychology	Kezia Ebony Moalusi
MCom: Industrial Psychology	Dawid Christiaan Jooste
MCom: Industrial Psychology	Elnette Cilliers
MCom: Industrial Psychology	Elizma Els

MCom: Industrial Psychology	Estée Roodt
MCom: Industrial Psychology	Nadia Jannet Davel
MCom: Informatics	Emile Sander Silvis
MCom: Informatics	Brenda Babalwa Stacia Didi-Quvane
MCom: Informatics	Johannes Petrus Rossouw
MCom: Taxation	Raeesa Mahomed
MCom: Taxation	Louis Joachim Fouche
MCom: Taxation	Marna Louw
MCom: Taxation	Sybrand Johannes Struwig
MCom: Taxation	Natasha Kelly Smale
MCom: Taxation	Palesa Katleho Makoti
MCom: Taxation	Shabana Aboo Baker Ebrahim
MCom: Financial Management	Ayalenesh Tafesse
MCom: Financial Management	Quentin Meintjes
MCom: Communication Management	Leány Erasmus
MPhil: Taxation	Diana Bunting
MPhil: Entrepreneurship	Claire Leanne Robertson
MPhil: Communication Management	Jenni van der Merwe
MPhil: Accounting	Catherine Mary Cullen

## Students

# Staff and students join hands in the Winter Warmer blanket drive

The staff and students of the Faculty of Economic and Management Sciences once again joined the Winter Warmer blanket drive in 2013.

Staff members and the student societies challenged one another to collect the most blankets. A total of 370 blankets were collected and handed over to TuksFM for distribution to retirement care facilities and orphanages. The blanket donation formed part of the the Faculty's Mandela Day community project.

**"Staff members and the student societies challenged one another to collect the most blankets."**



Students of the Faculty of Economic and Management Sciences handing the donated blankets over to TuksFM.



## Students

# Alumna of the Faculty strikes gold

The 2013 Gold PRISM Award for the Best Up-and-Coming Public Relations Professional was awarded to Brittany Preece, an alumna of the Faculty of Economic and Management Sciences.



**B**rittany, a former BComHons (Communication Management) student, is currently an Account Manager at Cerebra. Her love for public relations stems from its ability to change perceptions and build brands, personas and reputations. These passions have seen her hold positions at two leading communication agencies and successfully manage big brands like Absa, Nike, BMW, Mini and Amadeus.

"I believe completing my BComHons (Communication Management) at the University of Pretoria provided me with an exceptional foundation for my career in integrated communication management," says Brittany

The 16th annual PRISM Awards are described as Africa's most sought-after awards in the public relations industry.

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**Brittany Preece**

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## Teaching and learning

“The Faculty achieved a first-time pass rate of **95% in the SAICA Initial Test of Competence for the fourth time in five years.**”

## Teaching and learning

# New MPhil in Internal Auditing exceeds expectations

The Department of Auditing, one of only five tertiary institutions in the world to be accredited at Centre of Excellence level in the Institute of Internal Auditors Incorporated's Internal Audit Education Partnership (IAEP) programme, launched an MPhil (Internal Auditing) degree in association with Absa.

Nearly 200 students applied for the first intake in 2013. With 60 enrolled students, it is one of the largest master's degree programmes at the University of Pretoria.

The programme is structured to ensure that students, who are all senior internal auditors, will be able to meet the programme's requirements and expectations with minimal interruptions to their workplace responsibilities. Students attend two block sessions during the first semester. The first session at the University of Pretoria focuses on internal auditing and industry knowledge, and the second session at the Gordon Institute of Business Science (GIBS) focuses on corporate governance and risk management. Various local and international guest



**Staff members of the Department of Auditing with the first MPhil (Internal Auditing) class of 2013.**

## Teaching and learning

speakers and lecturers from industry address the students. It is clear from these addresses that internal auditing needs to get involved in the strategic decisions and performance of the organisation.

So far, students said that the programme sets high standards, but they enjoyed the sessions, interaction with peers and the fact that critical thinking is stimulated in the process. One of the students made the following remarks: "Based on the first seminar lectures, my view of the MPhil (Internal Auditing) degree is that it helps one gain practical and theoretical knowledge in governance, strategy and risk management. So far, the exposure has encouraged

me to engage more deeply with my organisation, as I see myself as more than just a Chief Audit Executive, but also someone who sits at the boardroom table with other board members. The curriculum covers contemporary management topics and issues, providing one with a unique opportunity to develop research and critical thinking skills through disciplined self-reflection. One also gets a valuable opportunity to network with fellow audit executives from across the country and beyond."

The practical and theoretical knowledge gained will be tested by means of research and practical assignments. The rest of the programme will address topics such

as IT auditing, financial management, strategic and project management, forensic and performance auditing, business communication, organisational behaviour and research methodology.

Another success of this programme is that the Institute of Internal Auditors South Africa (IIA SA) recognises some of South Africa's leading internal audit professionals for their contributions to the internal audit profession in South Africa. The IIA recognised the efforts of Prof Philna Coetzee, a staff member of the Department of Auditing, and her team to position the University of Pretoria's internal audit programme internationally.

## Tuks does it again in SAICA's Initial Test of Competence

The Faculty of Economic and Management Sciences achieved a first-time pass rate of 95% in the South African Institute of Chartered Accountants (SAICA) Initial Test of Competence (ITC) for the fourth time in five years. The Faculty also posted a 19% growth in the number of candidates who have written the examination since 2012.

Since 2010, when 121 candidates were eligible to write the ITC (then QE1), the University experienced a growth of 68% in the number of ITC candidates. A total of 3 117 candidates throughout the country wrote the ITC in January 2013 and 2 272 (73%) passed. Some interesting facts about the 2013 ITC are as follows:

- This is the first time the ITC assessed the new SAICA Competency Framework.
- Only 21 (0.7%) of the 3 117 candidates passed with honours.
- Two candidates from UP, Tanita Buck and Stefan Nothnagel, passed the ITC with honours.
- The national pass rate among all first-time writers in 2013 was 86%.

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## Teaching and learning

- Some 193 out of UP's 203 first-time candidates passed.
- All 13 academic trainees at UP passed the ITC.

Considering UP's first-time and other candidates, 203 out of 213 (95%) passed the 2013 ITC. This is the second-highest pass rate in South Africa in 2013, which shows that the departments of Auditing, Financial Accounting, Financial Management and Taxation proudly contribute to UP's education of chartered accountants.

**Students celebrating the results of the SAICA ITC (formerly known as QE 1).**



## A new master's degree in Taxation

An innovative new-generation master's degree in Taxation has been launched by the Department of Taxation.

The study programme's main objective is to produce skilled and inquisitive scholars who can become the thought leaders of the next generation of tax professionals. Apart from using the best practices of the existing and highly successful master's degree in Taxation, the new study programme will adopt an innovative approach to transferring tax knowledge to students. For instance, prospective students can look forward to active

participation in discussion classes, practical case studies and exposure to field specialists.

The study programme covers areas such as the general principles of tax, interpretation of tax legislation, dispute resolution procedures, drafting of legal documents, current issues regarding income, wealth and consumption taxes, as well as methodologies for researching tax problems and issues.



## Teaching and learning



**Mr Morné Bester (middle), General Manager of the City Lodge Lynnwood, with the BComHons in Tourism Management students during their visit to the hotel.**

## Students develop strategic and operational plan for hotel

The Tourism Management Division asked City Lodge Lynnwood to act as the case study institution for the modules Strategic Tourism Management and Key Aspects of Hospitality Management, which are part of the BComHons in Tourism Management degree's curriculum.

The students visited the hotel where they had a tour through the premises and spent time with each unit manager. The objective of the visit was to enable the students to develop a strategic and operational plan for the hotel based on increased customer service and guest satisfaction. Reports of their findings and recommendations were presented

to the hotel's General Manager and the Assistant Manager. The reports were well received and the panel was very impressed with the students' hard work. It was a challenging experience that the students will not easily forget and a valuable exercise that will prepare them for the working environment.

## Teaching and learning

# Auditing students excel at an international student conference

Two BComHons (Internal Auditing) students had the privilege to attend and take part in the 7th Annual Internal Auditing Education Partnership (IAEP) Leadership and Networking Student Conference in the USA.

Prof Philna Coetzee, a staff member in the Department of Internal Auditing, accompanied Linda Harris and Lisé du Preez to Orlando, Florida, for the three-day conference.

The main objective of this event was to give 72 students, representing 25 universities from across the globe, the opportunity to network, as well as interact with qualified internal auditors from various international companies. KPMG, Deloitte, JC Penney and Vanguard were among those that attended this exciting event. Their goal was to recruit students for internships as candidate internal auditors and accountants.

Those attending the conference included practitioners who presented interesting topics such as “branding yourself” and “What makes internal auditing a great career choice?”

As part of the competition, delegates were divided into 10 integrated groups and given a case study to analyse and discuss in the form of a group presentation at the conference. Linda and Lisé formed part of the two winning teams and their contributions were of the highest standard. Both realised the privilege of studying the University of Pretoria’s internationally recognised internal auditing programme of excellence. During the case study, Linda and Lisé did not hold back, which allowed other participants to realise that South African internal auditors can compete on an international scale. A major benefit of this conference was that it afforded delegates the opportunity to build new relationships with like-minded students, educators and professionals from various countries. In doing so, a number of valuable contacts, with possible

future networking opportunities, were established. This enhanced students’ personal and professional interactions on an international level.



**Linda Harris (left) and Lisé du Preez (right) at the 7th Annual IAEP Leadership and Networking Student Conference.**

## Teaching and learning

# First intake of candidates

In 2013, the Albert Luthuli Centre for Responsible Leadership (ALCRL) welcomed the first intake of candidates who enrolled for the Postgraduate Diploma in Integrated Reporting.

The diploma was the first of its kind and was sponsored by PricewaterhouseCoopers (PwC). Following the formal launch of the study programme in 2012, the ALCRL conducted interviews with applicants. The candidates who were selected for the programme come from a wide range of academic backgrounds, ranging from chartered accountants, legal professionals, engineers, professional

management consultants and linguistic specialists. Integrated reporting demands the participation of a multidisciplinary team of professionals. The applicants who enrolled for the diploma will enable the type of debate that is needed to advance the field of integrated reporting.

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**Guests at the welcoming event for candidates who enrolled for the Postgraduate Diploma in Integrated Reporting. From left: Ian Jameson (Eskom), Prof Derick de Jongh (Director of the Albert Luthuli Centre for Responsible Leadership), Justice Mavhungu (Eskom), Pieter Conradie (Director of the Integrated Reporting Programme), Michiel Engelbrecht (PricewaterhouseCoopers) and Prof Elsabé Loots (Dean of the Faculty of Economic and Management Sciences).**

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## Teaching and learning

# Students provide valuable insights into niche tourism markets for Gauteng

Travelling to Johannesburg to present your key research findings and strategic proposals to experienced industry stakeholders would be a daunting task for most students.



**BComHons (Tourism Management) students with Prof Ernie Heath (Department of Business Management) and staff of the Gauteng Tourism Authority. Second from right is Mr Khumbu Sithole, who championed the project on behalf of the Gauteng Tourism Authority.**

As part of their Destination Marketing module, BComHons (Tourism Management) students embraced the opportunity and very successfully presented their respective projects to the management and staff of the Gauteng Tourism Authority.

The students' presentations were based on research into niche tourism markets in which Gauteng could have competitive and comparative advantages. These markets include culinary tourism, wellness tourism, cycling tourism, volunteer tourism and shopping tourism. Students were also required to consider international best practice case studies and provide strategic and implementation guidelines for consideration by the Gauteng Tourism Authority.

"We thank you for having enriched the body of knowledge in the Gauteng tourism landscape and we look forward to many more such projects," said Mr Khumbu Sithole, Senior Manager: Research and Strategy of the Gauteng Tourism Authority. This valuable educational experience contributed to bridging the gap between theory and practice.

## Teaching and learning

# A career in Supply Chain Management

The Chair in Logistics in the Department of Business Management hosted an annual career day for the under- and postgraduate Supply Chain Management students.

The purpose of the career day was for students to gain information about career opportunities in supply chain management and what a career in this profession entails. "The career day is an ideal platform for students to make personal contact with industry and possible career opportunities," says Mr Wesley Niemann, Programme Manager of the Supply Chain Management and Logistics study programme.

The 2013 career day, which took place on the University of Pretoria's Hatfield Campus, boasted with exhibitors and speakers from local and international companies like DHL Supply Chain, Accenture, Shoprite, Vector Logistics, Aspen Pharmacare and UTi, to name a few.

Liezl Smith, a speaker from the South African Production and Inventory Control Society (SAPICS), highlighted the importance of networking in the supply chain community. Accenture introduced the students to the world of supply chain consulting. DHL Supply Chain gave insight into everyday activities and the management of duties and responsibilities

in the network. Imperial Logistics introduced its respected graduate programme, which is very practical. Rainbow Chicken taught the students about the logistics system through a quiz game and the winners received prizes. Siyasiza Human Capital ended the day with an interactive session on curriculum vitae (CV) writing, preparing for an interview and what the industry expects from a graduate.



**Under- and postgraduate Supply Chain Management students at the supply chain management and logistics career day.**

**The purpose of the career day was to provide students with information about career opportunities in supply chain management and what a career in this profession entails.**



## Teaching and learning

# Department of Marketing Management practices what it preaches

The Department of Marketing Management is committed to delivering top marketing graduates. To show that it is serious about academic excellence, the Department offers innovative marketing education that stimulates academic growth relevant to industry.



**Mr Juergen Lauer from Bosch with the winning group holding their prizes for delivering the best integrated proposal.**

## A digital marketing campaign design

The Department arranges industry experts to expose the students to the practical side of marketing. That is why marketing management students get the opportunity to liaise with companies during their studies by doing projects during their academic careers.

Bosch challenged BComHons (Marketing Management) students in the Strategic Marketing class to design a digital marketing campaign for Bosch's Do-It-Yourself (DIY) power tools. The winning group transformed the obstacles of marketing into innovations that could change the way people see the Bosch DIY brand. The group came up with digital ideas ranging from quick response (QR) codes to augmented reality. Their main tagline was "The power is in your hands".

**"The Department of Marketing Management arranges industry experts to expose the students to the practical side of marketing."**

## Teaching and learning

### The practical side of marketing

As part of the BCom (Marketing Management) third-year practical project, students had to develop digital and direct marketing strategies. Renowned experts in the industry assisted the students by presenting lectures. Quirk Marketing Agency, the largest digital marketing agency in Africa, presented a series of digital

and direct marketing lectures, focusing purely on digital marketing, while Ms Lauretta Ngakane, a marketing and communications specialist with hands-on experience in southern Africa, presented an overview of spam and hacking, and how it negatively affects marketers. Ms Ngakane is the Managing Director of myMOBworld.



**Third-year BCom (Marketing Management) students (far right) thanking Ms Ngakane and Mr Tempest (Chief Operating Officer of the Direct Marketing Association of South Africa) after the lecture.**

### It's a mind thing

Neuromarketing is a new field of marketing research that focuses on consumers' responses to marketing stimuli. Companies such as Google and Frito-Lay have used neuromarketing to measure consumer thoughts on their advertisements or products.

Werner van Zyl, a BComHons (Marketing Management) graduate from the Department of Marketing Management, talked to the third-year BCom (Marketing Management) students.

Werner's field of expertise is neuromarketing, which combines neuroscience and psychology to understand consumer behaviour better.

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## Teaching and learning

**Two third-year BCom (Marketing Management) students from the Strategic Marketing class and Werner van Zyl from Neuromind (right).**

### Keep calm and write your CV

As part of the BComHons (Marketing Management) degree, focus was placed on getting the honours students equipped for the working environment. This exercise involved getting professional assistance in developing a curriculum vitae (CV), creating a professional online profile, as well as obtaining interview tips.

During the lecture, emphasis was placed on helping the students discover their values, their own personal brand and their goals. Given the growth and importance of the internet, the session also paid attention to issues related to online profiles and social media. A practical session with the students, where the online session was put to practice in one of the computer laboratories on campus, was also included.



**The 2013 BComHons (Marketing Management) class with Roné Groenewald and Johanita Malan (middle front) from TouchStone Recruitment.**

## Partnerships

“Responsible leadership, what the world needs, **is really about stewardship of not just the present, but more importantly, the future.**”

## Partnerships

# Meet the Faculty's Advisory Board

The Advisory Board of the Faculty of Economic and Management Sciences was established in 2005 with the purpose of advising the Faculty on issues regarding educational, research and community engagement programmes.

The Advisory Board mainly aims to strategically position the Faculty locally and globally. It also aims to ensure that the Faculty's academic standards and its departments meet the quality and relevant expectations of the private and public sectors.

The Advisory Board currently consists of at least 10 nominated members from the public and private sectors. The Faculty makes the nominations.

### The Advisory Board members are:



**Head of the Research  
Department of the South  
African Reserve Bank**

Dr Rashad Cassim



**Director of various  
companies**

Dr Namane Magau



**Johannesburg Stock  
Exchange (JSE) Limited**

Mr Russel Loubser



**Chairperson of Community  
Investment Holdings**

Dr Anna Mokgokong



## Partnerships



### **CEO of Toyota**

Dr Johan van Zyl



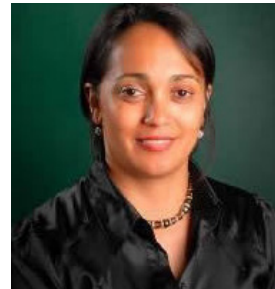
### **CEO of the Insurance Accounting and Systems Association (IASA)**

Dr Claudelle von Eck



### **Accountant-General**

Mr Freeman Nomvalo



### **CEO of Shirley Zinn Consulting and Non-Executive Director and Trustee of Boards and Trusts**

Prof Shirley Zinn



### **CEO of Uranus**

Mr Jeff van Rooyen

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**The Advisory Board meets at least twice a year with the Faculty's Dean, Prof Elsabé Loots, and the heads of department.**

## Partnerships

# Sharing knowledge in East Africa

Prof Ernie Heath of the Department of Business Management was invited by the Fédération Internationale de l'Automobile (FIA) and the African Council for Touring and Automobile Clubs (ACTA) to facilitate a two-day learnership programme in Dar es Salaam, Tanzania.

The event's key focus was to strategically explore practical and innovative ways of developing and promoting drive tourism in Eastern and Southern Africa. Represented countries included Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda and Zimbabwe.

During the constructive and action-orientated workshop, various key challenges and opportunities that are posed by the changing environment and that could influence drive tourism in Africa were addressed. These include the changing tourism marketplace, which is increasingly experience-orientated, the exponential growth in the use of the internet and social media, economic pressures affecting both supply and demand, environmental and sustainability challenges, increasing health and safety concerns, unnecessary red tape, and barriers to travel.

During the event, three critical success factors that optimally develop and promote drive tourism were identified. These factors are education, training and capacity-building, relevant research and

knowledge management, and the facilitation of an enabling environment for entrepreneurial advancement. These are all areas where the University of Pretoria can add long-term value.



**Prof Ernie Heath (right) with Mr Nizar Jivani (middle), President of the Automobile Association (AA) of Tanzania, and Mr Geoff Elske (left) from AA South Africa.**

## Partnerships

# Continental leadership transformation programme established

The African Union's New Partnership for Africa's Development (NEPAD), the United Nations Development Programme (UNDP) and the Albert Luthuli Centre for Responsible Leadership (ALCRL) recently co-hosted a roundtable aimed at establishing a continental leadership transformation programme.

Leadership is central to realising Africa's potential. This is why NEPAD, with the support of the UNDP, has identified leadership transformation as a cornerstone of the continent's renewal and transformation. In order to develop leaders that transform the continent, a number of needs should be addressed.

Firstly, African evidence of the disablers and enablers of leadership should be documented in a scientifically responsible manner. Secondly, this evidence should be applied in ways that truly have an impact on both the development of new leaders and the strengthening of existing leaders. Thirdly, this should be done in a collaborative manner,



**From left: Mr Dennis Rweyemamu (Uongozi Institute), Ms Florence Nazare (NEPAD), Prof Derick de Jongh (Director: ALCRL), Ms Elaine Venter (UNDP), Mr Fliss Liwaadine (African Union), Mr Jacob Gyamfi-Aidoo (UNDP) and Dr Willem Fourie (ALCRL).**

## Partnerships

bringing together researchers and practitioners in a way that strengthens existing networks.

In order to address these needs – and ultimately make a tangible and grounded contribution to the continent's transformation – NEPAD and the UNDP invited the ALCRL to co-host a high-level roundtable aimed at designing a continental leadership transformation programme in May 2013. Prof Derick de Jongh, Director of the ALCRL, Dr Willem Fourie,

associate at the ALCRL, and Ms René Swart, staff member of the ALCRL, attended the roundtable. Dr Fourie represents the University of Pretoria on the core three-person team that drives this process.

The regional roundtable brought together national governments, regional economic communities, academia and research institutions, the private sector, civil society, as well as development partners. It offered a key platform towards the formulation

of a collective, African-owned leadership programme that is geared to respond effectively to the demands and challenges of attaining the African Union's transformation goals.

The roundtable concluded with the acceptance of six principles that will form the basis of a continental leadership transformation programme and a roadmap for the eventual implementation of a programme that could make a major contribution to Africa's transformation.

## Contributing to Tourism Month celebrations in the Eastern Cape



**From left: Prof Niekie Dorfling (Executive Dean of the Faculty of Business and Economic Sciences at NMMU), Prof Ernie Heath (Department of Business Management) and Prof Paul Poisat (NMMU Business School).**

Various projects that can add value to the Eastern Cape's future sustainable tourism competitiveness have already been undertaken at the University of Pretoria, including projects on Scientific, Academic, Volunteer and Education (SAVE) tourism and the strategic role of e-marketing to enhance rural tourism competitiveness.

## Partnerships

Prof Ernie Heath of the Department of Business Management was the guest speaker at the Nelson Mandela Metropolitan University (NMMU) Business School's Strategic Conversations Anthology, which formed part of the Tourism Month celebrations in September 2013. The theme of his talk, "The changing global and local tourism environment: Is the Eastern Cape capitalising on the opportunities?", was very relevant and timely, particularly in light of the Eastern Cape's abundance of largely untapped natural and cultural tourism resources. Although these resources are untapped, they correspond to key global market trends.

During the debate that followed, the importance of an inspiring shared vision and agreed-upon strategic framework to guide tourism in the province into the future was reinforced. Global tourism trends that provide opportunities for the Eastern Cape were highlighted. These opportunities include significant growth in experience-seeker special interest markets, to whom the Eastern Cape could have considerable appeal, and the exponential growth in the use of the internet and social media as marketing platforms for destinations such as the Eastern Cape and the increasing demand for "green" destinations.

Some of the key critical success factors highlighted for the Eastern Cape's future sustainable tourism competitiveness centred around tourism education, training and capacity-building, relevant research and knowledge management, and the facilitation of an enabling environment for community engagement and entrepreneurial advancement.

Further collaborative projects are currently being explored in consultation with NMMU colleagues.

## Visiting scholar reflects on responsible leadership in South Africa

In 2013, Prof Sandra Waddock from the Boston College in the USA spent a month visiting the Albert Luthuli Centre for Responsible Leadership (ALCRL) on the invitation of Prof Derick De Jongh, Director of the ALCRL.

During her stay, she spoke with the ALCRL's staff, as well as the master's and doctoral degree students about their fields of

research, while helping them shape researchable topics. "I found the students and staff to have great ideas for their studies –

ideas that ranged from looking at the meaning of "responsibility" through a philosophical lens, assessing community reactions,

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## Partnerships



**Prof Sandra Waddock of the Galligan Chair of Strategy, Carroll School Scholar of Corporate Responsibility, and Professor of Management at Boston College's Carroll School of Management, Chestnut Hill, USA. She was a visiting scholar at the ALCRL during October 2013.**

and mines over the course of their life cycles to various aspects of integrated reporting," said Prof Waddock.

Among the most interesting conversations Prof Waddock had, were the ones with three of the ALCRL's staff members, Ben van der Merwe, Pieter Conradie and Dr Claud Chikozho. They are working on three of the ALCRL's major initiatives: defining and developing the concept of responsible leadership (Mr Van der Merwe), developing the concept and programmatic initiatives associated with integrated reporting, which is required in the South African context for companies listed on the Johannesburg Stock Exchange (Mr Conradie) and looking at the role of companies in helping to achieve and sustain biodiversity (Dr Chikozho). Together with a programme, Leadership for Africa, these initiatives span crucial arenas associated with defining responsible leadership, measuring company initiatives associated with responsible leadership and issues associated with sustainability.

According to Prof Waddock, the concept of responsible leadership is new. Getting greater clarity about what responsible leadership actually is, what characteristics and skills are associated with it, and what responsible leaders are actually responsible for is a central element, along with defining the concept of responsible leadership, integrated reporting, business and biodiversity, and leadership for Africa.

From her visit to South Africa, Prof Waddock reflected that South Africa seems to be, in many ways, a land of contrasts, which made her come to think differently about the meaning of responsible leadership. "Responsible leadership, what the world needs, is really about stewardship of not just the present, but more importantly, the future," says Prof Waddock.

## Partnerships

# Students contribute towards saving the rhino

Students of the Tourism Management Division hosted two Save the Rhino events. The first was an exhibition at the University of Pretoria's Merensky Library in October 2013, where ceramic rhinos, which were painted by students and lecturers, were showcased. The second event was a silent auction of these rhino artworks.

Students, Nicole Grant and Nosi Mhlangu, organised both events and the proceeds were donated to the Olienhout Save the Rhino Fund. Olienhout is a men's residence at the University. The idea behind this initiative came from Dr Felicité Fairer-Wessels, a staff member of the Division. She once visited an elephant rehabilitation centre in Thailand where painted ceramic elephants were sold to raise funds for the centre. She decided to do the same for the rhinos of South Africa.

After the exhibition, the students organised a silent auction at the Bravo Pizzeria in Hatfield. People could bid by writing an offer on a piece of paper and putting it in a closed container. The person with the highest bid became the owner of the item. The purpose of this event



**Rhino artworks, which were painted by staff and students of the Tourism Management Division, were sold to raise funds for Olienhout's Save the Rhino Fund.**

was to create awareness of rhino poaching among students and to

contribute to rhino conservation in South Africa.

## Partnerships

# Departments celebrate Mandela Day

To celebrate former President Nelson Mandela's birthday and to help those less fortunate than themselves, staff members and students of the Department of Marketing Management visited children at ABBA House to donate necessary items.

ABBA House, which is a division of SA Cares for Life, provides care for toddlers from one to three years old during their transition to become eligible for adoption. Between six and twelve toddlers live within the safety and love of ABBA House and the staff and volunteers rely heavily on the community for donations. Staff members of the Department of Marketing Management collected groceries, nappies, wet wipes and clothes to ease this burden. Some of the staff members also spent time with the children.

The Albert Luthuli Centre for Responsible Leadership (ALCRL) joined forces with Exxaro to celebrate Mandela Day.

Activities included packing food parcels for the disadvantaged people of Mooiplaas and listening to guest speakers. Speaker after speaker spoke reverently about the late former president and emphasised the

importance of education in society to take this country forward. It was

a fun-filled day and a fitting birthday present to Mandela.



**Staff members and students of the Department of Marketing Management visited ABBA House in celebration of Mandela Day. From left: Nontu Mashaba, Kelsey van der Merwe, Kelly Summerfield and Juanne Lauer.**



