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Faculty of Economic and Management Sciences

Communiqué

2014



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Communiqué

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2014

Contents

	From the Dean's desk	3
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LEADERSHIP	Deputy Dean steps down	5
	New leader for teaching and learning	6
	Expert appointed as Director	7
	Another term of leadership	8
	Inaugural address focuses on the changing role of marketing management	10
	Meet the Faculty's leaders	11
	New HR business partner in the Faculty	13
	A new perspective on tax	14
<hr/>		
RESEARCH	Research outputs and postgraduate degrees continue to increase	16
	Researcher receives special recognition award from the NRF	17
	Valuable research in management acknowledged	18
	International collaboration in online marketing research	19
	Prof Thornhill breaks academic visibility records	20
	Another winner in the Norton Rose Fulbright Tax Thesis Competition	21
	Communication expert joins the NRF Specialist Committee	22
	Examining the use of mobile devices in the South African tourism industry	23
	Top international researcher visits the Faculty of Economic and Management Sciences	24
	Research on South Africa as a tourism destination	25
	Researchers ranked on Brigham Young University Accounting Research Rankings	26
	A toast to good health for South African brands	27
	Senior lecturer appointed as research fellow in Chicago	28
	New research on knowledge management in visitor information centres	29
	Leadership for Africa research discussion	30
	More NRF-ratings for the Faculty	31
	Hosting ingenuity	33
	Conference participation in 2014	36
	Best paper awards	42
	International visitors	43
<hr/>		
TEACHING AND LEARNING	Integrated marketing communication in practice	47
	UP students win national 2014 CIMA Global Business Challenge	48
	Using innovation to teach big classes	49
	First ERSA Dynamic CGE Modelling course	51
	StartUP facilitates service-learning for entrepreneurship students	52
	Tuks CA results – good, better, best!	53
	Top academic achievers recognised	54
	Ernst & Young supports Project Platinum	56

Contents

PARTNER-SHIPS	Country partner in global study	59
	UP professors invited as visiting professors to international universities	60
	Investment in 21st-century “knowledge” currency to produce world-class graduates	61
	Integrated reporting expert explores collaboration between universities	62
	Supply chain management is a very smart career choice	63
	UP postgraduate students learn unique lessons through the Fordham Emerging Markets Programme	65
	UP can make a valuable contribution to African knowledge generation and skills development	66
<hr/>		
STAFF	Best Professor in Human Resource Management	68
	Alumnus returns home	69
	Staff recognised for achievements in research, and teaching and learning	70
	Distinguished academic becomes part of a leading team	72
	Staff celebrates graduation	74
	Tribute: Prof Koos Stadler	77
	In memoriam	78
	Staff promotions	79
<hr/>		
STUDENTS	UP alumnus receives prestigious international award	82
	A great generation of accountants	83
	A first in South Africa	84
	Another milestone for Department of Economics	85
	Young Tuks alumnus receives prestigious award	86
	Allan Gray honours top academic achievers	87
	CTA alumni excel in professional examination	88
	HR students powering possibility in the South African workplace	89
	Passionate about leadership and development	90
	Alumnus with a reputation	91
	On their way to the Student Leadership Summit	92
	UP alumnus appointed as Deputy Minister of Trade and Industry	93
	Graduates prepared for successful professional careers	94
	South African Tax Institute results	95

From the Dean's desk

This issue of *Communiqué* provides you with an overview of the wide range of activities of the Faculty of Economic and Management Sciences during 2014. The Faculty celebrates a very successful year on various fronts and appreciates the contribution of the numerous role-players.

The leadership team has been strengthened with the appointment of Prof Johan Oberholster, Deputy Dean for Teaching and Learning, and Prof Margaret Chitiga-Mabugu, newly appointed Director of the School for Public Management and Administration (SPMA). In the Dean's office, we welcome a new human resources business partner, Ms Pramesh Mooloo.

Prof Steve Koch (Economics) and Prof Henco van Schalkwyk (Financial Management) were reappointed for a second term as heads of their departments. In addition, Prof Madeleine Stiglingh and Prof Yolanda Jordaan delivered their inaugural addresses as Head of Department in 2014.

The Faculty had its best year in research with outputs exceeding the magical 100 unit mark for the first time in its history. The 213 master's degrees and 25 doctorates awarded demonstrate the increasing postgraduate focus and UP's national leadership in these fields.

The Teaching and Learning portfolio has been strengthened with the implementation of the First Six Weeks Programme, where new first-year students are monitored and supported during their first six weeks on campus. Various innovative lecturing initiatives also provide evidence of our lecturers being at the forefront of addressing the learning challenges of a new generation. Our students' successes in various external professional examinations reflect a combination of the relevance of the curricula, our students' dedication and the commitment of our staff.

We are pleased that staff have been acknowledged for outstanding performance as recipients of various excellence awards, in completion of higher degrees, receiving National Research Foundation (NRF) ratings and re-ratings, and in their promotion to higher positions. These forms of recognition are encouraging and support the Faculty's vision to build an even stronger, more experienced team and a talented pool of academics.



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

Our student successes are evidence of a wide range of accomplishments, and demonstrate that they are well rounded and talented, and can succeed at different levels.

We have been saddened by the untimely passing of two colleagues: Mr Danny Nortje-Rossouw (Accounting) and Mr Gauthier Tshiswaka-Kashalala (Economics). The passing of Prof Koos Stadler, a former Dean of this Faculty and Vice-Principal, also reminded us of the important role that he played in the history of the discipline of economics, as well as in leadership positions held in the Faculty and the University.

I invite you to enjoy this publication of our achievements for 2014.

Leadership

“ During the past year,
the Faculty has seen a few
changes in leadership,
**strengthening the focus
of providing quality
education and conducting
dynamic research.”**

Leadership

Deputy Dean steps down

Prof Niek Schoeman, who served as Deputy Dean: Teaching and Learning from July 2013, retired after 27 years of service to the University of Pretoria on 11 June 2014.

Prof Schoeman joined the University in 1987 and served as professor until the end of 2012. In 2012, he acted as Dean of the Faculty for six months and on 1 July 2013 he was appointed as Acting Deputy Dean: Teaching and Learning, a position he held after his formal retirement. He also acted as the Director of the Bureau for Economic Policy and Analysis and Finance Director of the African Tax Institute.

During his academic career, his teaching and research interests focused on public finance and specifically revenue forecasting, debt management and fiscal stabilisation. He supervised many postgraduate students and several 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 has served on various boards, such as those of ESSA and the IIPF.

Prof Schoeman made a significant contribution as the first Deputy Dean: Teaching and Learning in the Faculty of Economic and Management Sciences. He gave structure and stature to the position and implemented a number of new initiatives. The implementation of the First Six Weeks Programme for first-year students is perhaps his biggest contribution, one that has already attracted interest within the University and nationally.

The Faculty will certainly miss Prof Schoeman's vast experience, institutional knowledge and the gentle way in which he interacted with his colleagues and students.



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

Leadership

New leader for teaching and learning

Prof Johan Oberholster, Chartered Accountant (CA) Programme Manager in the Faculty of Economic and Management Sciences, has been appointed as the new Deputy Dean: Teaching and Learning in the Faculty from 1 October 2014 to 31 December 2016. He will continue in his position as CA Programme Manager during this period.

Prof Oberholster obtained his BCompt degree from the University of the Orange Free State in 1983, as well as an honours degree in Accounting Sciences and a Certificate in Theory of Accounting (CTA) from Unisa in 1985.

After completing the South African Institute of Chartered Accountants (SAICA) examinations and his traineeship at KPMG, he registered as a Chartered Accountant of South Africa (CA(SA)). He obtained a master's degree in Financial Management from the erstwhile Rand Afrikaans University (RAU) (now the University of Johannesburg (UJ)), in 1995 and completed his doctoral degree at the University of Pretoria at the end of 2013.

Prof Oberholster joined the University in 1990 as a senior lecturer in accounting at the former School of Accountancy (SOA). In 2009, he

became the Head of the Department of Accounting, which included the management of the CA Programme.

In 2012, the two positions were separated and he accepted the position as CA Programme Manager in January 2013, a position he still holds today.

During his time as a lecturer, Prof Oberholster served on several SAICA committees and published more than 15 articles. He has been the co-writer of seven accounting textbooks during this time and served as the editor of two of these for a number of years.

Prof Oberholster's vision for teaching and learning in the Faculty is two-pronged. Firstly, teaching and learning should facilitate the research vision of UP by ensuring that, by utilising technology where possible, it is as effective and efficient as possible.

Secondly, student graduate attributes should be consciously entrenched over time to ensure that students are better equipped for the workplace when they complete their studies.



Prof Johan Oberholster, newly appointed Deputy Dean: Teaching and Learning of the Faculty of Economic and Management Sciences.

Leadership

Expert appointed as Director

Prof Margaret Chitiga-Mabugu has been appointed as Director and Head of the School of Public Management and Administration (SPMA) as of 1 September 2014.



**Prof Margaret Chitiga-Mabugu,
Director and Head of the SPMA.**

Prof Chitiga-Mabugu obtained her PhD in Economics at the University of Gothenburg in Sweden with the research focus on the economy-wide impact of public policies on income distribution. Her research interest is tracing and analysing the effects of government policies on households and the economy. She has applied various modelling

approaches to answering questions on environmental, trade and socio-economic policies, among other things. She has also conducted research for various government departments and other organisations, such as the Department of Trade and Industry (the dti), the Department of Transport, the Department of Social Development, the Development Bank of Southern Africa, the National Development Agency (NDA) and the United Nations Children's Fund (UNICEF).

She has published both locally and internationally in journals such as *Environment and Development Economics*, *Economic Modelling*, and *Journal of Development Studies*, among others. She has also contributed to several book chapters, and has co-authored and co-edited a number of books. She has a C-rating from the National Research Foundation (NRF). She has also co-authored more than 20 reports for clients such as the City of Johannesburg, UNICEF, the Financial and Fiscal Commission,

the NDA, the Department of Home Affairs, KwaZulu-Natal's Department of Transport and the Department of Science and Technology.

Prof Chitiga-Mabugu was previously a professor of economics in the Department of Economics where she taught microeconomics, public sector economics, development economics, economic modelling and mathematics for economists. She has supervised over a dozen master's and doctoral degree students. She has also been involved in intensive teaching at the Joint Facility for Electives at the African Economic Research Consortium (AERC), where she teaches public finance, and in the collaborative master's degree in Agricultural and Applied Economics, where she teaches economic modelling.

She was previously the Executive Director of the Economic Performance and Development Research Unit at the Human Sciences Research Council (HSRC).

Leadership

Prof Chitiga-Mabugu's vision for the SPMA is to raise its research profile, both nationally and internationally.

This will be achieved by increasing the SPMA's visibility at local and international conferences, as well as increasing publications in highly cited international journals. Teaching will also be a major focal point.

This includes incorporating innovative teaching methodologies that are in line with the changing teaching and learning practices and models worldwide, in order to respond to students' needs and be in line with international standards.

In the end, the SPMA would like to see public service being a career of

choice. As such, she would like to see the SPMA intensify its efforts to develop highly educated and competent public sector employees by using many blended methods of teaching and learning, as well as various forms of collaboration.

Another term of leadership

Prof Henco van Schalkwyk of the Department of Financial Management and Prof Madeleine Stiglingh of the Department of Taxation have been reappointed as heads of their respective departments.

Prof Stiglingh, who has been the Head of the Department of Taxation since 2004, has been reappointed as Head of the Department until the end of 2017. Under her visionary leadership, the Department has excelled to become one of the leading academic departments of taxation in South Africa.

Prof Stiglingh is a well-known expert on South African tax law and editor of the leading taxation reference work, *Silke on South African Income Tax*, which is used

by both practitioners and students. Her research interests include all tax-related aspects contributing to the increase or decrease of the tax burden and tax compliance activities of taxpayers.

Prof Stiglingh is a qualified Chartered Accountant of South Africa (CA(SA)) and a Master Tax Practitioner (MTP). Her formal academic qualifications include BCom (Accounting Sciences) and BCom Hons (Accounting Sciences) degrees. She has also obtained MCom and DCom degrees, both specialising in taxation.

Apart from her academic achievements, she has received the Deney's Reitz Award for the best national doctoral thesis in taxation in 2010. She also supervised the doctoral degrees of Theuns Steyn and Sharon Smulders, consecutive winners of the Norton Rose National Tax Thesis Competition in 2012 and 2013.

Prof Stiglingh's vision for the Department of Taxation is to develop inspired thought leaders in taxation who generate quality knowledge that is recognised locally and internationally for its impact.

Leadership

Prof Van Schalkwyk has been reappointed as Head of the Department of Financial Management for a second term until 2018. He joined the Department in September 2010 as Head of Department, and devoted much attention during his first term to raising the Department's standing and profile.

Prof van Schalkwyk holds the chartered financial analyst (CFA) designation, and earned a PhD in Finance with a thesis entitled "Member choice in a defined contribution pension plan: decision-making factors".

His research interests include consumer financial decision-making with a specific focus on financial risk profiling, behavioural finance and retirement finance.

His vision for the Department of Financial Management is for it to be the national leader in financial knowledge creation and transfer, and to be internationally recognised for academic excellence. He would like to see the Department increase its research outputs, both in quantity and quality, while maintaining the current high standard of its teaching. More attention also needs to be devoted to improving the Department's international profile.



Prof Henco van Schalkwyk was reappointed Head of the Department of Financial Management until 2018.

The Department of Financial Management should be the academic department of choice for students, staff, employers and those requiring research solutions in the fields of management accounting, finance and investment management by doing the following:

- Providing research opportunities and innovative teaching that encourage interaction and cultivate critical thinking



Prof Madeleine Stiglingh has been reappointed as Head of the Department of Taxation for another term.

- Creating a stimulus for research, teaching and learning in a supportive environment
- Delivering academically well-equipped graduates with skills that are relevant to the marketplace
- Aligning itself with the requirements and standards of applicable professional bodies
- Integrating social and environmental awareness into the Department's teaching and research initiatives

Leadership

A new perspective on tax

In her inaugural address, Prof Madeleine Stiglingh, who was reappointed Head of the Department of Taxation, asked whether all South Africans should contribute to society irrespective of their income. South Africa has an official unemployment rate of approximately 25% and Prof Stiglingh suggests that many of these job seekers can perform community service in order to contribute to society.

Everyone who pays tax should have a right to vote and everyone who has a right to vote has an obligation to pay tax. The social compact between citizens and the government holds that citizens pay tax in exchange for efficient and reliable services provided by the government.

All citizens are entitled to the benefits they receive in the social compact, but Prof Stiglingh is of the opinion that taxation's narrow definition causes some citizens in the social compact to receive benefits from the government without any obligation to pay tax.

Prof Stiglingh suggests that people should be mobilised in community projects if they cannot pay tax. It has been established that 5% of university graduates are unemployed, as are 16% of those who have a non-degree tertiary education and 29% of matric graduates. She quoted Dr Azar Jammie, Director and Chief Economist of Econometrix, who says unemployed graduates have been deployed in teaching mathematics and science. However, he says it will need a "mind-set change" for people to contribute their labour by being willing to do community service in exchange for benefits from the government.



From left: Prof Norman Duncan (Vice-Principal: Academic), Prof Madeleine Stiglingh (Head of the Department of Taxation) and Prof Elsabé Loots (Dean of the Faculty of Economic and Management Sciences).

Prof Stiglingh states that she is aware that statutory labour proposals would require the buy-in of experts in law, economics, politics and human rights, but it could change the way we think about tax.

Leadership

Inaugural address focuses on the changing role of marketing management

Prof Yolanda Jordaan, Head of the Department of Marketing Management, explored the changing role of marketing management during her inaugural address.

The topic was “The changing role of marketing management in a new paradigm”. During her address, Prof Jordaan stated that exchange has been the foundational construct in marketing and stems from the early neoclassical economic theory where the concept of exchange occurred in person-to-goods transactions. “Since then, marketing has developed to occupy a wider domain that, although it still involves transactions, focuses more on relationships,” says Prof Jordaan.

According to Prof Jordaan, the marketing discipline has witnessed an evolution, if not a revolution, in marketing thought and action since the early 1990s, and marketing’s philosophical foundations are no longer centred on the potentially narrow concept of exchange. In her address, she examined the evolution of marketing by considering the different scientific paradigms and



From left: Prof Elsabé Loots (Dean of the Faculty of Economic and Management Sciences), Prof Yolanda Jordaan (Head of the Department of Marketing Management) and Prof Cheryl de la Rey (Vice-Chancellor and Principal of the University of Pretoria).

projecting the future direction of the dynamic field of marketing management.

Prof Jordaan also considered the relational exchange paradigm, specifically the use of customer

Leadership

databases for supporting marketing activity to facilitate the customer relationship management process. This paradigm was discussed within the landscape of consumer information privacy, including the latest developments in information privacy protection.

Lastly, Prof Jordaan's inaugural address took a futuristic look at the emerging shifts in the phenomenology of marketing based on changes in consumption experiences and of customers' co-creation of value, marketing networks and sustainable marketing.

Meet the Faculty's leaders

During the past year, the Faculty has seen a few changes in leadership, strengthening the focus of providing quality education and conducting dynamic research.

The executive management team of the Faculty of Economic and Management Sciences consists of the Dean, Prof Elsabé Loots, two deputy deans, Prof Stella Nkomo (Deputy Dean: Research and Postgraduate Studies) and Prof Johan Oberholster (Deputy Dean: Teaching and Learning), as well as the Faculty Manager, Doret van der Westhuizen. The heads of departments, the Director of the School of Public Management and Administration (SPMA) and the heads of the Tourism Management and Communication Management divisions manage the academic departments in the Faculty.

The Head of Student Administration, Yolanda Malaza, and the Human Resource business partner, Pramesh Mooloo, operate alongside the executive management team and heads of departments.

The Faculty of Economic and Management Sciences focuses on four disciplines: financial sciences, economic sciences, management sciences and public administration. As part of the Faculty's vision, it aims to position itself at the cutting edge of economic, financial and management education and research, both nationally and globally. It also aims to align itself with the UP 2025 vision and the corresponding five-year implementation plan.

Leadership



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

Leadership

New HR business partner in the Faculty

The Faculty of Economic and Management Sciences appointed a new human resources (HR) business partner, Ms Pramesh Mooloo, in 2014. She has a background in education and obtained a Higher Diploma in Education at the Transvaal College of Education. She obtained a master's degree in learning support, guidance and counselling from the University of Pretoria.

As the Faculty's HR business partner, she is supported by an experienced and competent HR team. Ms Mooloo strives to support the University's strategic objectives by providing effective HR direction, support and services to all employees in the Faculty. The team is committed to working with the Faculty's leadership to recruit and retain a highly qualified, diverse staff complement that contributes to a productive work environment.

She is also a registered psychometrist and completed an internship at the Auditor-General of South Africa. Ms Mooloo was previously appointed in the Division of Learning and Development in the University's Department of Human Resources.

HR business partner of the Faculty of Economic and Management Sciences, Ms Pramesh Mooloo.



Research

“The Faculty of Economic and Management Sciences continuously strengthens its position as the **leading institution in the fields of economic, financial and management sciences through its research excellence.**”

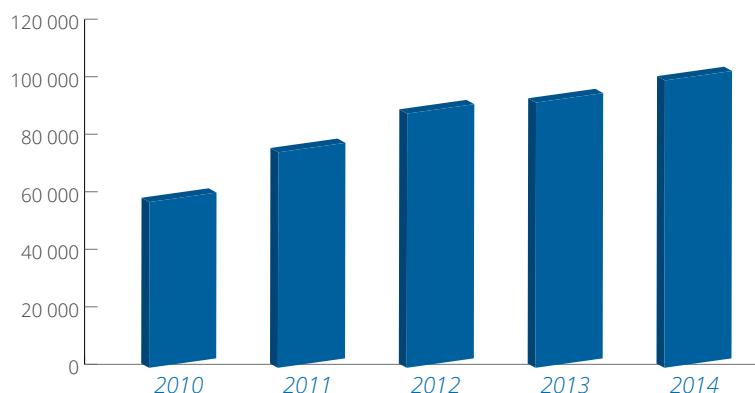
Research

Research outputs and postgraduate degrees continue to increase

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

The research output in respect of journal publications continues to show a steady growth. Journal outputs have grown by 71% since 2010 and reached a record high of 103,7 units in 2014. The Faculty is increasingly publishing its research in journals listed on the International Science Index (ISI) and the International Bibliography of Social Sciences (IBSS). In 2014, 77% of total output units were from journals on these lists.

Figure 1: Journal article output from 2010 to 2014



The number of master's and doctoral degrees awarded annually continues to grow. The growth for master's degrees was 52%, while doctoral degrees increased by 54% over the last five years.

Number of master's and doctoral degrees awarded from 2010 to 2014					
Degree	2010	2011	2012	2013	2014
Master's degrees	140	155	175	192	213
Doctoral degrees	14	19	22	23	25
Total	154	174	197	215	238

Research

Researcher receives special recognition award from the NRF

Prof Stella Nkomo, Deputy Dean: Research and Postgraduate Studies in the Faculty of Economic and Management Sciences, has received the prestigious National Research Foundation (NRF) Champion of Research Capacity Development at South African Higher Education Institutions Award.

The award is granted for an individual's ability to discover research talent and potential in people from designated groups, nurture that talent and potential, and create opportunities to support and develop that talent and potential. Such a person has a special ability to mould non-established researchers into world-class researchers.

Prof Nkomo is grateful for the NRF's recognition of her efforts. She says that she has supervised many postgraduate students who have completed their degrees over the years and it has given her the greatest satisfaction. "My role is to provide support and intellectual stimulation to students, but most importantly to help them find their scholarly voices. Once that happens, I know they will soar in their careers," she says.

Prof Nkomo has a B-rating from the NRF. She completed her doctoral degree at the University of Massachusetts in the USA. She has held teaching positions at the University of North Carolina, the University of Massachusetts, the University of South Africa and the University of Rhode Island. She has also been a visiting scholar at Dartmouth College and Harvard University.

Her internationally recognised work on race, gender and managing diversity and inequality has appeared in numerous journals and she has been widely acclaimed by her peers for her brave and novel approaches to these risky topics.



Prof Stella Nkomo (Deputy Dean: Research and Postgraduate Studies) in the Faculty of Economic and Management Sciences, has received a prestigious NRF award.

Research

Valuable research in management acknowledged

Dr Nasima Carrim of the Department of Human Resource Management has been commended for her unique research perspective in the field of management in the South African corporate environment. She received the 2013 Emerald African Management Research Fund Award for her research project, “Pathway to management: South African Indian male managers’ identity struggle”.

The project focuses on the challenges that Indian male managers face in the process of reaching senior and top managerial positions in the South African corporate environment. Although some work has been conducted on black male managers in the South African corporate environment, the focus is not specifically on Indian males in these instances. In these studies, Indian males are regarded as a subset of black male managers. This perception identified a gap for Dr Carrim’s study to focus on the challenges faced by Indian males specifically and to consider how the people in this group negotiate their professional and racio-ethnic identities in the process.

Not only will the study’s expected outcome enrich the general understanding of this under-researched group, but also provide managers with a better understanding of the professional and racio-ethnic identities of Indian males. This, in turn, could fuel informed decisions regarding minority males in the workplace.

The Emerald African Management Research Fund Award was bestowed upon Dr Carrim by Emerald and the Africa

Academy of Management (AFAM), in association with the International Network for the Availability of Scientific Publications (INASP) and the International Academy of African Business and Development (IAABD), which support the dissemination of knowledge for social good in Africa.



Dr Nasima Carrim of the Department of Human Resource Management is awarded the 2013 Emerald African Management Research Fund Award for her research project.

Research

International collaboration in online marketing research

Three staff members of the Department of Marketing Management visited the Hochschule für Technik und Wirtschaft (HTW) in Berlin, Germany, during 2014. Dr Tania Maree, Dr Gené van Heerden and Dr Melanie Wiese shared research ideas and initiated collaborative research efforts with Prof Holger Lütters, an international expert in online market research.

The aim of the visit was threefold: firstly, to explore opportunities for collaborative research, secondly, to expand current research projects, and thirdly, to present a guest lecture to master's degree students in the international marketing class.

Dr Maree and Dr Van Heerden secured a staff exchange bursary from the University of Pretoria to initiate international collaborative research projects with Prof Lütters after he had shared his expertise in innovative research techniques with the team and joint research projects were explored.

Currently, Dr Van Heerden and Prof Lütters are pursuing a research project regarding agnostic devices.

Dr Wiese liaised with Prof Lütters to expand her Thuthuka-funded research project, "Attitudes and behaviours towards advertising and privacy on social network systems". The project compares the perceptions and opinions of Facebook users in various countries regarding advertisements on the social media platform.

Dr Wiese is working on this project with Prof Yolanda Jordaan, Head of the Department of Marketing Management, as well as two other international researchers. The involvement of Prof Lütters will add significant value to the project, particularly its German segment.



From left: Dr Tania Maree, Prof Holger Lütters, Dr Melanie Wiese and Dr Gené van Heerden during the UP staff members' visit to Berlin, Germany.

Research

Prof Thornhill breaks academic visibility records



Prof Chris Thornhill,
Emeritus Professor in the SPMA.

At that time, the article entitled “The role of the Public Protector: case studies in public accountability” was accessed 3 839 times, which was more than any other article on the academic storage system.

An article by Prof Chris Thornhill, Emeritus Professor in the School of Public Management and Administration (SPMA), has recently received a record-breaking number of views on the UPSpace database.

Prof Thornhill’s article has been published in the *African Journal of Public Affairs* and relates to the Public Protector’s role in supporting constitutional democracy. The article discusses two case studies to prove the effectiveness of the Public Protector in ensuring accountability from political office bearers and heads of government departments. It is intended to draw attention to the Public Protector as one of the most important constitutional bodies in the enforcement of public accountability.

This first case study considers the Public Protector’s identification of a number of administrative inconsistencies in the leasing contract of office space for the South African Police Service (SAPS) in Pretoria’s city centre.

The Public Protector’s report resulted in the dismissal of a minister and disciplinary steps against the Police Commissioner. The second case study considers the unethical conduct of a minister and the irregular spending of the state’s money. In this case, the minister was relieved of his duties.

Prof Thornhill’s area of specialisation is local government. His other articles concern administrative dilemmas in African states due to undue political intervention and the political administrative interface. The second edition of Prof Thornhill’s book on South African municipal government and administration was also published in 2014.

Research

Another winner in the Norton Rose Fulbright Tax Thesis Competition

Dr Benjamin Kujinga, an LLD student in the Faculty of Law, won the doctoral degree category of the Norton Rose Fulbright Tax Thesis Competition in 2014.

His thesis, “Comparative analysis of the efficacy of the General Anti-Avoidance Rule as a measure against impermissible income tax avoidance in South Africa”, was supervised by Prof Riël Franzsen, Director of the African Tax Institute (ATI) in the Faculty of Economic and Management Sciences.

This is the fifth consecutive year that a student of the University of Pretoria has won this category. It is also the fourth year that one of Prof Franzsen’s students has won this competition.

Prof Madeleine Stiglingh, Head of the Department of Taxation, won this award in 2010, while Prof Theuns Steyn and Dr Sharon Smulders co-supervised the winners in 2012 and 2013 respectively.



Prof Riël Franzsen (left) supervised four Norton Rose Fulbright Tax Thesis Competition winners.

Research

Communication expert joins NRF Specialist Committee

Prof Ronel Rensburg, Head of the Communication Management Division, has been appointed by the National Research Foundation (NRF) to serve as a panel member of its Specialist Committee for Communication, Media Studies, Library and Information Services.

The NRF compiles panels to assist it in evaluating and rating researchers according to specified criteria. The specialist committees cover disciplines in the humanities, the natural, social and medical sciences, as well as engineering. Prof Rensburg is a B3-rated NRF researcher in communication management and has been appointed to this specialist committee for a period of four years.

"My membership of this assessment panel is aligned with our division's support for seeing communication management as integral to the management of successful organisations and an important contributor to the research conducted internationally in this field of study," says Prof Rensburg.

Prof Ronel Rensburg is a panel member of the NRF Specialist Committee for Communication, Media Studies, Library and Information Services.



Research

Examining the use of mobile devices in the South African tourism industry

Prof Berendien Lubbe, Head of the Tourism Management Division, and postgraduate student, Dr Anneli Douglas, conducted research on the perception of mobile technology in the South African tourism landscape. The topic was “Mobile devices as a tourism distribution channel: perceptions of visitors to national parks in South Africa.”



Dr Felicity Fairer-Wessels (left) and Dr Anneli Douglas of the Tourism Management Division at the ENTER conference.

This research project specifically focuses on the perception of mobile devices as a tourism distribution channel among visitors to South African National Parks (SANParks).

As part of their research project, the researchers conducted a survey among SANParks' visitors. The results of this survey indicated that visitors are not too keen to use the SANParks mobile website and a limited number of visitors have used a mobile application to make an accommodation booking (13% of respondents had used the SANParks mobile website and 13% had used the mobile application to make an accommodation booking). These results contradict predictions made by a number of industry sources that

the use of mobile devices will quickly overtake the use of desktops for travel-related activities like bookings.

Dr Douglas presented the research findings at the 21st annual ENTER Conference that was held in Dublin, Ireland, in 2014. The conference was organised by the International Federation for Information Technologies in Travel and Tourism (IFITT), the leading independent global community for the discussion, exchange and development of knowledge about the use and impact of new information and communication technologies (ICT) in the travel and tourism industry.

Research

Top international researcher visits the Faculty of Economic and Management Sciences

Prof Manfred Weiss of the Goethe University in Frankfurt, Germany, visited and presented lectures at the Faculty of Economic and Management Sciences. Research discussions with numerous postgraduate students in the Department of Human Resource Management, as well as the Department of Mercantile Law in the Faculty of Law, also formed part of his visit.

During a research discussion, Prof Weiss gave a talk on his experiences on the road to becoming one of the top researchers in the world and the intrinsic motivation that every researcher needs to become successful in his or her field. He also acted as keynote speaker at a seminar on transnational labour relations in the Southern African Development Community (SADC) that took place in the Merensky Library's auditorium.

The title of his address was "Towards transnational labour law and industrial relations: the EU experience". The seminar was attended by Prof Cheryl de la Rey, Vice Chancellor and Principal of the University of Pretoria.



From left: Dr Paul Smit, Prof Stella Nkomo, Prof Manfred Weiss and Dr Amaleya Goneos-Malka.

Research

She delivered a powerful message of the University's vision of becoming a world-class research-intensive university and its role in Africa and the world.

During the seminar, a research project on transnational labour relations in SADC, undertaken by Dr Paul Smit of the Department of Human Resource Management, was introduced to a wider audience,

including representatives of SADC member states, the Department of Labour, the Commission for Conciliation, Mediation and Arbitration (CCMA) and other academics.

Research on South Africa as a tourism destination

The Tourism Management Division was awarded a research project by the National Department of Tourism (NDT) to measure South Africa's competitiveness as a tourism destination.



Prof Berendien Lubbe, Head of the Division, shared the progress of the project's first phase with stakeholders from the tourism industry during a research seminar hosted by the NDT in 2014. This phase included the literature review, methodology and process by which indicators will be identified and tested.

The approach taken in this study is that a destination's tourism competitiveness should be measured by determining the strength of the

influence of determinant indicators related to a specific source market and the competitors relevant to that source market. In the first phase of this study, the Delphi-technique and an adapted version of the Analytic Hierarchy Process (AHP) was used on tourism stakeholders in South Africa. The aim was to generate the most important indicators for South Africa as a tourist destination, and to assess the variability and influence of the indicators on its competitiveness. In the second phase, again using an adapted AHP and

Prof Berendien Lubbe (Head of the Tourism Management Division) conducts research on South Africa's competitiveness as a tourism destination.

Research

the results of the first phase, tour operators in six tourist- generating source markets will be approached to determine South Africa's destination competitiveness against selected competitors. Three traditional source markets (the UK, the USA and Germany) and three emerging source

markets (India, China and Brazil) have been identified.

The final outcome of the study should be a model that allows for comparison across selected competitor destinations and source markets, highlighting strengths and

weaknesses that can be prioritised by policy-makers and tourism stakeholders.

During the presentation, Prof Lubbe elicited the buy-in from tourism stakeholders to partake in the first phase of the research project.

Researchers ranked on Brigham Young University Accounting Research Rankings

A number of staff members of the Department of Accounting have been ranked on the Brigham Young Accounting Research Rankings for 2014.



Back: Cecile Janse van Rensburg and Lizette Kotze.
Front: Prof Stephen Coetzee, Prof Jean Myburgh and Astrid Schmulian.

These staff members are Prof Jean Myburgh, Prof Stephen Coetzee, Astrid Schmulian, Cecile Janse van Rensburg and Lizette Kotze. The Brigham Young Accounting Research Rankings reflect authors and institutions who actively publish in leading accounting and related research journals in the USA.

A summary of the accounting education rankings shows the following:

- University ranking for the past six years: University of Pretoria = number 3 of 108 rated universities.
- Author rankings for the past six years: Ms Schmulian and Prof Coetzee = number 3 of 67 rated researchers and Prof Myburgh, Ms Janse van Rensburg and Ms Kotze = number 67 of 67 rated researchers.

It is also worth noting that, although these rankings are valid for six years, Prof Myburgh, Prof Coetzee and

Research

Ms Schmulian have only been actively publishing in the USA for three years since 2012, while Ms Janse van Rensburg and Ms Kotze are newly ranked. Prof Myburgh's research considers the emotional

intelligence of accounting students. The research of Prof Coetzee and Ms Schmulian focuses on the education of financial reporting students on an introductory course to international financial

reporting standards. Ms Janse van Rensburg's research considers the reading comprehension of financial reporting students, while Ms Kotze considers the communication apprehension of these students.

A toast to good health for South African brands

Recent research conducted on the cheapest personal banking options in South Africa indicated that competition in the banking industry has become more dynamic.

In his research on financial services brand value, Prof Deon Nel of the Department of Marketing Management at the University of Pretoria shows that an interesting picture is emerging for South Africa's financial services brands in 2015.

New longitudinal data shows that the country's top financial services brands have increased in brand value. The analysis indicates that, together with the upward trend, brand values are converging. There is a "funnel effect" of growth points to a tighter market,

as competition for customers seems to be primed for intensification in 2015.

Each year, the brand valuation consultancy, Brand Finance Plc, publishes a report on South Africa's top 50 most valuable brands. As the dataset grows each year, new trends emerge.

The top 50 South African brands have performed splendidly during the past three years. South Africa needs to keep investing in brands because

Prof Deon Nel of the Department of Marketing Management is a research expert in South African brands.



Research

they matter. In financial terms, the incremental earnings and cash flows linked to brands are reflected as intangible value, which is known as brand value. Brand value is the net present value of expected cash flows generated by brands in a defined period. The outcome is that profits that are derived from brands lead to shareholder value.

The South African brand MTN went global, which can only be good, as global brands are associated with market share growth, new products and increased brand identity recognition. Global brand value is associated with the share market valuation of firms. Therefore, the more global South African brands, the greater benefit to the country.

Senior lecturer appointed as research fellow in Chicago



Dr Jacques Ngoie Kibambe, a senior lecturer in the Department of Economics, joined the Becker-Friedman Institute at the University of Chicago as a research fellow.

Dr Jacques Ngoie Kibambe, a senior lecturer in the Department of Economics, has recently been offered a research fellowship at the Becker-Friedman Institute at the University of Chicago. He received his master's degree in Economics in 2000 and his PhD in the same discipline in 2005. Both degrees were conferred by the University of Pretoria.

During his two-year fellowship, he will be researching household bargaining and its impact on educational attainment in South Africa. He has already completed a postdoctoral fellowship at the

University of Chicago under the supervision of the late Arnold Zellner, who was a pioneer in econometrics.

Dr Kibambe's research focuses on Marshallian macroeconometric

Research

models, which are systems of estimating equations underpinned by economic theory. Most recently, he has developed models to evaluate the effect of taxes on economic growth in the USA and the effects of research and development expenses on the country's economy. He will develop these models further during his fellowship.

The Becker-Friedman Institute's programmes foster research projects that support the Chicago school of thought, which is exemplified by Gary Becker and Milton Friedman. Becker received the Nobel Prize in Economic Sciences in 1992 and Friedman received it in 1976. The Institute is named after them to honour their contributions.

New research on knowledge management in visitor information centres

Prof Felicité Fairer-Wessels of the Tourism Management Division conducted a pilot study among selected non-profit visitor information centres (VICs).

The study aimed to determine whether VIC information managers have sufficient knowledge management capabilities in terms of tacit or explicit knowledge, the knowledge management information life cycle and knowledge management assets in terms of organisational processes.

The study also investigated whether such managers could access relevant knowledge assets through information and communication technologies (ICTs).

In 2014, preliminary results of the study were presented at the 21st ENTER Conference in Dublin, Ireland. The

results indicated that VIC information managers possess diverse knowledge management capabilities and do not necessarily use ICTs in the same ways as their peers. Recommendations proposed a countrywide survey into the role of the VIC as a potential knowledge management driver that uses ICTs for development (ICT4D).

The International Federation for Information Technologies in Travel and Tourism (IFITT) organised the conference. The IFITT is the leading independent global community for the discussion, exchange and development of knowledge about the use and impact of new ICTs in the travel and tourism industry.



Prof Felicité Fairer-Wessels of the Tourism Management Division.

Research

Leadership for Africa research discussion

The Albert Luthuli Centre for Responsible Leadership (ALCRL) is the official research partner of the Pan-African phase of the Leadership for Africa (LfA) research project and will be responsible for conducting Africa-wide research on the “enablers and disablers of leadership in Africa”.

During 2014, the Uongozi Institute in Dar es Salaam, Tanzania, hosted a full-day LfA research round table discussion. This discussion formed part of the LfA research project's set-up phase. All the research partners of the countries that formed part of this research project, which included the Democratic Republic of the Congo (DRC), Ethiopia, Kenya, Nigeria, Senegal, South Africa, Tanzania, Uganda and Zimbabwe, were invited to attend the discussion.

The aim of the research discussion was to give feedback on the Tanzanian phase of the LfA project, which was completed in 2013. Prof Derick de Jongh, Director of the ALCRL, presented the Tanzanian phase report that focused on the study's aims and objectives, as well as the reviewed literature and findings. The discussion also examined the research methodology used in the



Prof Derick de Jongh, Director of the ALCRL.

Tanzanian phase of the project with the aim of refining and updating it for the Pan-African phase. Suzanne van der Merwe, a staff member of the ALCRL and researcher in the LfA project, presented the research methodology that was used in the Tanzanian phase.

The discussion resulted in meaningful enhancements of the research



Suzanne van der Merwe, staff member of the ALCRL and researcher in the LfA project.

paradigm and methodology, the clarification of scope and definitions, suggestions on developing the research protocol and toolkit, as well as agreement on audience and impact. The Pan-African phase will include two additional African countries. It is envisioned that the research reports of these two additional countries will be completed by the middle of 2015.

Research

More NRF-ratings for the Faculty

Four staff members of the Faculty of Economic and Management Sciences received ratings from the National Research Foundation (NRF) as of 1 January 2015.

Prof Karin Barac (Head of the Department of Auditing): C3



Prof Karin Barac (Head of the Department of Auditing) has received a C3-rating from the NRF.

Prof Barac's research focuses on two areas: the education and development of skill and competency requirements of auditors (both internal and external), and governance. Although accounting education (the development of skill, competency and knowledge requirements) for professional accountants is a globally explored area, South African studies have been somewhat limited.

There is a wide body of knowledge on governance, but emphasis on internal auditing, especially from a South African perspective, remains a relatively unexplored area.

Prof Barac has published 21 accredited articles and intends to use her NRF funds to increase her international profile as a researcher.

Prof Deon Nel (Department of Marketing Management): C3



Prof Deon Nel of the Department of Marketing Management has received a C3-rating from the NRF.

Prof Nel's research focuses on brand value. Global brands are associated with new products, market share growth and brand identity that are eventually reflected in a financial metric, referred to as brand value.

Prof Nel's current research argues that brands are indeed organisational resources. He is examining how "industry" and "firm" influence the role of regions in global brand value. To brand managers, the implication is that once a brand appears in global rankings, its origin does not matter.

Research

Prof Jan van Heerden (Department of Economics): C2



Prof Jan van Heerden of the Department of Economics has received a C2-rating from the NRF.

Prof Van Heerden is interested in the use of computable general equilibrium (CGE) models to simulate the effects of environmental and other policy measures on the South African economy.

He has been working on various projects, including a World Bank project for the National Treasury of South Africa to measure the impact of possible

carbon tax on the South African economy, as well as a project for Eskom on the modelling of greener electricity and its effect on future electricity supply and tariffs. He is also working on a CGE model for Uganda and training the Ugandan Ministry of Finance to use it. Uganda has recently discovered oil and the country would like to model the impact of the discovery and exploration of this non-renewable resource on its economy and region.

Prof Jurie van Vuuren (Department of Business Management): C2



Prof Jurie van Vuuren of the Department of Business Management received a C2-rating from the NRF.

Prof Van Vuuren's field of specialisation is entrepreneurship and small business management. He specialises in entrepreneurship training, small business management, small business mentorship and entrepreneurship in established corporations, as well as corporate entrepreneurship. These fields form the basis of his research focus. He has supervised 15 doctoral

degree candidates and numerous master's degree students. He has also published widely in a number of journals and has presented conference papers at entrepreneurship conferences all over the globe. He has lectured in The Netherlands, New Zealand and the USA. He has been actively involved in the development of small businesses all over South Africa since 1990 and was recently the course leader in a programme where 10 000 cooperatives were trained.

“Prof Barac has published 21 accredited articles and intends to use her NRF funds to increase her international profile as a researcher.”

Research

Hosting ingenuity

The Faculty Economic and Management Sciences aims to continuously strengthen its position as the leading institution in the fields of economic, financial and management sciences through its academic and research excellence.

Hosting conferences at the University of Pretoria is an important part of enhancing academic excellence. The Faculty has joined a number of discourses through its involvement in conferences.

Conferences hosted in 2014

- **7th Annual SPMA International Conference on Public Administration**

The School of Public Management and Administration (SPMA) hosted a Public Service Day on 28 October 2014. The topic was “Public service and administration – the next 20 years: Issues of international competitiveness and local trust”. The event was part of the 7th Annual SPMA International Conference on Public Administration. Adv Thuli Madonsela delivered the keynote address at the event.

Prominent speakers addressed current issues relating to public administration in cases where governments intend to play a developmental role in society. At the event, Prof Anne McLennan of the University of the Witwatersrand stated that the idea of a capable and accountable public service is the central tenet of a global discourse on good governance and the developmental state.

Prof David Fourie of the SPMA highlighted possible future implications for service delivery performance and concluded that the success of the public service will be its ability to balance continuity and change. He also stated that it is necessary to devote significant intellectual energy to the subject of change and responsiveness.



Adv Thuli Madonsela delivered the keynote address at the 7th Annual SPMA International Conference on Public Administration.

Research

▪ 3rd International Conference on Responsible Leadership

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

The conference was presented in collaboration with a number of partners, of which Exxaro Resources was the main partner. More than 80 international and local delegates attended the conference. Kumi Naidoo, International Head of Greenpeace, was the keynote

speaker and presented ideas on the role of leadership in the sustainability sector. Prof Malcolm McIntosh from Griffith University highlighted reasons for the need for a new political economy.

▪ Round table discussion

The ALCRL also hosted a round table discussion with the topic “Conventional thinking vs integrated thinking: a duel!” Mr Paul Druckman, Chief Executive Officer (CEO) of the International Integrated Reporting Council (IIRC) and Judge Mervyn King, a renowned South African judge, were part of the discussion panel.

Prof Derick de Jongh, Director of the ALCRL, opened the event and, in the context of corporate responsibility,



From left: Dr Patricia Strong (lecturer at University of Sydney), Prof Derick de Jongh (Director of the ALCRL), Prof Sandra Waddock (Galligan Chair of Strategy at Boston College, USA), Prof Malcolm McIntosh (professor of sustainable enterprise in the Asia Pacific Centre for Sustainable Enterprise at Griffith University, Australia) and Prof Elsabé Loots (Dean of the Faculty of Economic and Management Science).

Research



From left (standing): Pieter Conradie (Programme Coordinator: ALCRL), Michiel Engelbrecht (PWC), Prof Stella Nkomo (Deputy Dean: Research and Postgraduate Studies), Prof Derick de Jongh (Director of the ALCRL), Justice Mavhungu (Eskom), Ian Jameson (Eskom), and (seated): Paul Druckman (CEO of the International Integrated Reporting Council), Judge Mervin King (Chairman of the IIRC) and Terence Nombembe (CEO of the South African Institute of Chartered Accountants).

challenged the audience to contemplate the demise of African Bank. He argued whether the bank's crash was perhaps a result of conventional thinking as opposed to integrated thinking.

The round table discussions also addressed the issues relating to the curricula of business degrees in South Africa and asked whether universities equip students with sufficient skills to solve complex business problems. The ALCRL plans to publish a research report from the data gathered at this event.

“Hosting conferences at the University of Pretoria is an important part of enhancing academic excellence.”

Research

Conference participation in 2014

International Institute of Social and Economic Sciences Conference

Prof Yolanda Jordaan, Head of the Department of Marketing Management, attended the 11th International Institute of Social and Economic Sciences (ISES) Conference in Reykjavik, Iceland, in June 2014. She presented a paper entitled "How important are privacy concerns and behaviour on Facebook?".



Prof Yolanda Jordaan in front of the Grand Hotel Reykjavik, Iceland, where the conference was held.

17th Annual Academy of Marketing Science World Marketing Congress

The Department of Marketing Management was well represented at the 17th Annual Academy of Marketing Science (AMS) World Marketing Congress in Lima, Peru.

The congress was held from 5 to 8 August 2014.

The following papers were delivered:

- Dr Melanie Wiese delivered a paper entitled "Beliefs and attitudes towards online advertising in a social network context".
- Prof Deon Nel delivered a paper entitled "BRICS brands: Entering the global brand value ranking".
- Dr Ben Wiese presented a paper co-authored by Prof Yolanda Jordaan and Prof Adré Schreuder. The paper was entitled "South African business bank customers' product utilisation and likelihood to recommend".



Dr Melanie Wiese and Dr Ben Wiese in Lima, Peru, at the 2014 AMS conference.

26th Annual Southern African Institute for Management Scientists Conference

The 26th annual Southern African Institute for Management Scientists (SAIMS) Conference was held at

Research

the Riverside Sun Resort in Vanderbijlpark. The theme was “Contemporary management in theory and practice”. Ten staff members of the Department of Marketing Management attended and presented papers at the conference. A total of four draft papers and eight full papers were presented by staff members. Prof Holger Lütters, an international guest of the Department of Marketing Management, also attended the conference and co-presented two papers with staff members. The papers presented included the following:

- “A multilevel analysis of brand value growth” (Prof Deon Nel)
- “An ethically framed body lotion and South African females’ willingness to pay” (Anna-Mart Lynch, Dr Gené van Heerden and Prof Ernest North)
- “Generation Y: a search for differences in decision-making styles based on gender and ethnicity” (Michelle van der Merwe and Danita Potgieter)
- “The consumer behaviour of dog owners in the Tshwane metropolis” (Kelly Summerfield and Theuns Kotze)
- “Consumers’ attitudes towards and marketing-related beliefs regarding organic food” (Dr **first name** Kruger, Prof Pierre Mostert and Prof Danie Petzer)
- “Customers’ perceptions of restaurant experience in Gauteng” (**first name** van der Walt, Marisa Greyling and Theuns Kotze)
- “Refining the uses and gratifications measurement scale for social media” (Dr Tania Maree and Marius Bresler)
- “Shopping centre attractiveness in Tshwane: perceptions of older generation Y patrons” (Jade Samuels and **first name** Hattingh)
- “Selecting an interviewer: considerations for avatar use in online market research” (Prof Holger Lütters, Dr Holger Maree and Dr Melanie Wiese)
- “The relationship between personality and privacy concerns in Facebook usage” (Prof Yolanda Jordaan)
- “Using a mobile device’s GyroScale for an engaging market research experience” (Dr Gené Van Heerden and Prof Holger Lütters)
- “Positive attitude towards complaining: the influence of relationship intention and population group” (Dr Kruger and Prof Mostert)



Staff members from the Department of Marketing Management at the 2014 SAIMS Conference.

Research seminar hosted by the National Department of Tourism

Two master’s degree students in Tourism Management had the opportunity to share their research projects with stakeholders from the tourism industry during a research seminar hosted by the National Department of Tourism

Research

in March 2014. Kelly Summerfield's study focuses on the influence of South Africa's brand and image as influencing factors during international tourists' decision-making process to visit the country. Rentia van der Walt's study explores the relative importance of different indicators (such as safety and security, infrastructure and product offering) among different segments of the international inbound market when deciding to visit South Africa.

Chartered Institute of Management Accountants Lecturers' Conference

The Chartered Institute of Management Accountants (CIMA) is the world leader in the education and training of financial management and management accounting professionals. As part of the Department of Financial Management's mission to continuously strengthen its position as one of the leading departments in the fields of financial sciences through its academic excellence,



Dr Elda du Toit at the CIMA Lecturers' Conference in London.

Dr Elda du Toit, a senior lecturer in the Department, attended the CIMA Lecturers' Conference in London in February 2014.

African Student Energy Summit

Two postgraduate students in the Department of Economics, Jaco Weideman and Jessika Bohlmann, attended the African Student Energy Summit (AfSES) in June 2014. The first Regional Student Energy Summit took place simultaneously in Africa, Asia, North America and Latin America. These summits connected 300 African students with 1 200 peers around the world. The AfSES was held at the University of Cape Town and engaged students in discussion about their role in a transition to a sustainable energy future, both for their region and for the world.



Jaco Weideman and Jessika Bohlmann with Steve Arowolo, Chair of the African Student Energy Summit.

Research

21st Annual Conference of the Multinational Finance Society

In June 2014, Prof John Hall and Dr Braam Lowies of the Department of Financial Management attended the 21st Annual Conference of the Multinational Finance Society that took place in Prague in the Czech Republic. Prof Hall presented a paper entitled “Industry-specific determinants of shareholder value creation” and acted as session chairman. Dr Lowies presented a paper entitled “Anchoring, adjustment and herding behaviour as heuristic-driven bias in property investment decision-making in South Africa”. Both Prof Hall and Dr Lowies acted as referees on other papers that were delivered at the conference.

7th Annual International Green Building Convention

Prof Derick de Jongh, Director of the Albert Luthuli Centre for Responsible Leadership (ALCRL), was invited to participate in a high-level panel discussion during the 7th Annual International Green Building Convention held at the Green Building Council of South Africa in September 2014. The convention took place at the Cape Town International Convention Centre.

1st Multidisciplinary Summit of Global and International Research Associations

The 1st Multidisciplinary Summit of Global and International Research Associations was held at the Lomonosov Moscow State University in Russia in May 2014. Dr Paul Smit of the Department of Human Resource Management presented a paper. The theme of the summit was “The future of the global world and global studies”. Dr Smit’s paper was entitled “Transnational labour relations in SADC:

regional integration or regional globalisation?”. It formed part of a three-year research project on transnational labour relations in the Southern African Development Community (SADC) under the mentorship of Prof Manfred Weiss of the Goethe University in Frankfurt, Germany.

Dr Smit and one of his doctoral students, Rene Huyser, also presented a paper at the London School of Economics and Political Science Conference in London in August 2014, entitled “A social justice score card for dismissal protection”.

2014 Boulder Summer Conference on Consumer Financial Decision Making

In May 2014, Dr Michelle Reyers of the Department of Financial Management presented a poster on concerns about high pre-retirement cash-out rates at the 2014 Boulder Summer Conference on Consumer Financial Decision Making in Colorado, USA. The poster, “Rational and behavioural predictors of pre-retirement cash-outs: a South African perspective”, was based on her doctoral research.



Dr Michelle Reyers presented her poster at the 2014 Boulder Summer Conference on Consumer Financial Decision Making.

Research

2014 British Accounting and Finance Association Accounting Education Special Interest Group Conference

In May 2014, Rolien Kunz and Marina Kirstein, lecturers in the Department of Auditing, delivered papers at the 2014 British Accounting and Finance Association (BAFA) Accounting Education Special Interest Group Annual Conference held in Bristol, England. The title of one of the papers was "Learning style flexibility in auditing education: a whole-brain learning approach". The aim of the research was to demonstrate to fellow accounting educators that learning style flexibility can be incorporated into accounting education, thereby catering for different students' preferred ways of learning. Another paper, entitled "The use of an audit simulation to cross the bridge between theory and practice in a large class environment through the use of action research" demonstrated an initiative to fellow accounting educators in which a real audit was simulated during an auditing lecture.



Rolien Kunz and Marina Kirstein at the British Accounting and Finance Association Accounting Education Special Interest Group Annual Conference in Bristol, England.

First Meditari Accountancy Research International Conference

The journal *Meditari Accountancy Research* hosted its first international conference at the Legend Golf and Safari Resort in the Entabeni Nature Reserve in Limpopo in June 2014. Over 120 delegates attended the conference, 12 of whom were from the Department of Accounting. Some 25 of these delegates were from universities abroad. The conference focused on how academics can maximise the chances of their research papers being accepted for publication. More than 30 research papers were presented in plenary and concurrent sessions.

23rd Tax Research Network Conference

Prof Theuns Steyn and Hanneke du Preez of the Department of Taxation attended the 23rd Tax Research Network Conference in September 2014. The conference was held at the University of Roehampton in London. The conference comprised a doctoral colloquium, followed by a presentation of 18 papers. Prof Steyn presented a paper entitled "A conceptual framework for measuring individual taxpayers' living experience of the tax burden". Ms Du Preez presented a paper entitled "In search of the fundamental principles in taxation". She also conducted a focus group during the colloquium for the collection of data as part of Phase 2 of her research for a doctoral degree in taxation. Kuda Muli, a top master's degree in taxation student, who is currently involved with the African Tax Institute, presented a paper entitled "Individual taxpayers' perceptions of tax complexity".

Research



Prof Theuns Steyn (left) and Hanneke du Preez (middle).



Front: Prof Rebecca Booden (University of Roehampton), Kuda Muli (University of Pretoria) and Hanneke Du Preez (University of Pretoria). Back: Prof Lynn Hodgkinson (University of Roehampton), Prof Theuns Steyn (University of Pretoria) and Prof Kevin Holland (Cardiff Business School).

Tax Indaba 2014

Staff members of the Department of Taxation, Anna-Retha Smith, Tanya Ackerman and Precious Masemola, attended the 2014 Tax Indaba at the Sandton Convention Centre in June 2014. The theme of the 2014 Tax Indaba was “To bridge the gap between tax practitioners, corporate tax advisors and regulators”. Valuable insight on key themes, such as a strategic overview of South African tax, the Tax Administration Act, mining tax, corporate tax, personal income tax, tax risk management and international tax, was shared.



From left: Anna-Retha Smith, Tanya Ackerman and Precious Masemola.

8th Tourism Education Futures Initiative Conference

In June 2014, Prof Ernie Heath of the Department of Business Management participated in the 8th Tourism Education Futures Initiative Conference hosted at the University of Guelph, Canada. He presented a paper entitled “A key tourism education futures challenge: facilitating responsible leadership learning for destination management and marketing organisations”.

Research



Prof Ernie Heath with Prof Julia Christensen Hughes (University of Guelph), Anna Pollock (founder of Conscious Travel) and Prof Dianne Dredge (Aalborg University).

17th Hamburg Aviation Conference



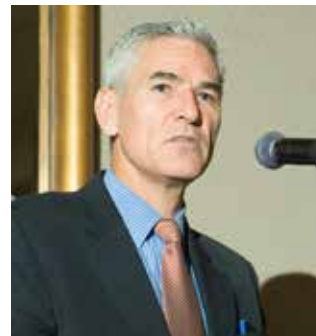
Prof Berendien Lubbe of the Tourism Management Division is an esteemed researcher on frequent flyer programmes.

At the 17th Hamburg Aviation Conference in Germany in February 2014, Prof Berendien Lubbe, Head of the Tourism Management Division, warned that the number of unredeemed passenger airline miles is reaching what some have termed “catastrophic proportions”. Prof Lubbe, the only South African at the conference, was invited to present a paper entitled “Perspectives on airline customer loyalty, frequent flyer programmes and revenue maximisation” at the conference.

Best paper awards

Prof David Fourie of the School of Public Management and Administration (SPMA) received a best paper award for delivering a paper entitled “An analysis of the performance of the public sector enterprises in the South African economy” at the 9th International Conference on Public Administration in Cape Town. The paper focused on the economic growth and development of the South African economy and provided background information explaining the involvement state-owned enterprises (SOEs) in the economy.

Prof Marius Pretorius of the Department of Business Management received a best paper award for his qualitative research at the South African Institute of Management Scientists (SAIMS) Conference that was held in Vanderbijlpark. This is the second time in a row that Prof Pretorius has been honoured in this way. The title of his winning paper was “Addressing principal-agent conflict in business rescue”.



Prof David Fourie (left) and Prof Marius Pretorius (right), winners of best paper awards.

Research

International visitors

In order to support the Faculty's vision to strengthen its international footprint, top international researchers were invited to visit the Faculty of Economic and Management Sciences.



Prof Manfred Weiss of the Goethe University in Frankfurt, Germany, visited and presented lectures and discussions on research with numerous postgraduate students in the Department of Human Resource Management, as well as the Department of Mercantile Law in the Faculty of Law.



Prof Sander de Leeuw, an associate professor at Vrije University Amsterdam and a professor of operations management at Nottingham Business School visited the Department of Business Management to teach in the executive programme in supply chain management.



Prof Benson Honig, a highly influential and well-published entrepreneurship and business incubation scholar and professor at the DeGroote School of Business of the McMaster University in Hamilton, was hosted by the Department of Business Management.



Prof Dominick Salvatore, honorary professor in the Department of Economics, distinguished professor of economics and director of the PhD programme in economics at Fordham University, visited the Department of Economics.



International researcher, Prof Holger Lütters, a professor from the Hochschule für Technik und Wirtschaft in Berlin, Germany, presented an insightful guest lecture to honours students on the power of "like" – a social networks analysis. Prof Lütters's visit is a continuation of the research collaboration with Dr Tania Maree, Dr Gené van Heerden and Dr Melanie Wiese – staff members of the Department of Marketing Management – initiated during a staff exchange visit in 2014.



Left: Prof Holger Lütters of the Hochschule für Technik und Wirtschaft in Berlin, Germany, presents a collaborative paper at the South African Institute of Management Scientists Conference.

Research



Marketing research staff with Prof Holger Lütters.



Prof Holger Lütters and the marketing management staff.

The Tourism Management Division recently hosted two international visitors. Prof Jarkko Saarinen from the University of Oulu in Finland and Dr Alessandro Inversini



Prof Jarkko Saarinen and Dr Alessandro Inversini.

from the University of Bournemouth shared their expertise with postgraduate students in tourism management.

The African Tax Institute (ATI) hosted the following international visitors during 2014. The purpose of the visits was to allow international experts to co-instruct modules for the ATI master's degree in Taxation:

- Prof Tomas Balco from the Central Asian Tax Research Center of KIMEP University in the Republic of Kazakhstan co-instructed the module for current issues in taxation, as well as the International Taxation and Tax Treaties short course.
- Prof Roy W Bahl, extraordinary professor from Georgia State University, co-instructed the module for subnational taxation, as well as the fiscal decentralisation and local taxation programme.
- Prof Neil Brooks from York University in Toronto instructed the module for business taxation.
- Prof Sijbren Cnossen from the University of Maastricht, The Netherlands, instructed the module for value-added taxation as an extraordinary professor and

Research

co-instructed the module for current issues in taxation. He also instructed the short-course model for excise taxation.

- Prof Pierre-Pascal Gendron from the Business School Humber College Institute of Technology and Advanced Learning in Toronto co-instructed the module for value-added taxation, as well as the short-course model for excise taxation.
- Dr William McCluskey from the School of the Built Environment of the University of Ulster in Northern Ireland co-instructed the module for sub-national taxation, as well as the fiscal decentralisation and local taxation programme.
- Prof Sally Wallace from the Andrew Young School of Policy Studies at Georgia State University instructed the module for comparative tax policy and administration, and served as part of the negotiation team from her institution that signed a memorandum of understanding with the University of Pretoria.
- Prof Augustin Fosu, extraordinary professor from the Institute of Statistical, Social and Economic Research (ISSER) at the University of Ghana, acted as an academic advisor to the ATI and the Faculty of Economic and Management Sciences in general.
- Dr Selcuk Caner from the International Monetary Fund (IMF) in Washington instructed the 2014 ATI Advanced Revenue Forecasting and Tax Analysis and co-instructed the Fiscal Regimes for Petroleum and Mining short course.
- Dr Alpa Shah from the International Monetary Fund in Washington instructed the Fiscal Regimes for Petroleum and Mining short course, along with Martin Grote from the same institution.

The Department of Taxation hosted the following international visitors who made presentations at the Tax Indaba in Sandton in June 2014: Prof Cecile Bazart, assistant professor from the University of Montpellier, France, Prof Andrew Cuccia, professor of accounting from the University of Oklahoma, USA, and President of the American Tax Association (ATA), and Prof Chris Evans, professor in the School of Taxation and Business Law at the University of New South Wales, Sydney.

As a result of the visits, the Department of Taxation received an invitation to the ATA's Annual Meeting and the partial sponsorship of a PhD student in taxation who attended the doctoral colloquium at the ATA meeting.

The Department of Economics hosted the following international visitors who presented lectures during seminars in 2014: Dr Ashok Pathre from the University of Pune, Prof Eddy van Doorslaer from the Erasmus School of Economics, The Netherlands, Prof Katja Seim from the University of Pennsylvania, USA, Dr Axel Schimmelpfennig from the International Monetary Fund, Prof Dominick Salvatore from Fordham University, USA, Prof Alfonso Herranz-Loncan from the University of Barcelona, Spain, Prof Kaushal Kishore from the Centre for Development Studies, India, Dr Djiby Racine Thiam from the University of Bonn, Germany, Prof Francis Kemegue from Framingham State University, USA, Dr Matteo Bonato from the UBS International Centre of Economics in Society at the University of Zurich, Switzerland, Prof Andreas Freytag from Jena University and Dr Tim Willems from Nuffield College at the University of Oxford.

Teaching and learning

“The teaching and learning model in the Faculty strives to be at the forefront with its **programmes aligned with the best in the world and yet relevant to the South African market.**”

Teaching and learning

Integrated marketing communication in practice

Marius Bresler, a marketing communication specialist at Momentum, shared his knowledge and experience with BCom (Marketing Management) students during a guest lecture.

Mr Bresler is a registered doctoral student in the Department of Marketing Management. He explained the importance of branding and the process of planning an integrated brand communication programme. He also shared with students the process Momentum follows with regard to its communication strategies in terms of media selection, scheduling and implementation. He explained that the marketing communication elements need to be integrated and always need to communicate a consistent message to the target market.

Mr Bresler also highlighted the differences between campaigning with a big budget versus campaigning with a small one. He illustrated that, with creative thinking, even a small budget may be used to develop a campaign that can effectively reach the target market.



Lecturer, Dr Tania Maree (front, far right) and Marius Bresler (front, second from right) with marketing management students.

The students took this to heart, as their examination projects are focused on developing an integrated market communication strategy for Potatoes SA with a limited budget.

Mr Bresler explained how a large company like Momentum approaches an integrated market communication strategy. He confirmed that the theoretical background that the students learn can realistically be applied in the industry.

Teaching and learning

UP students win national 2014 CIMA Global Business Challenge

Four BCom (Financial Management) students won the national leg of the 2014 Chartered Institute of Management Accountants (CIMA) Global Business Challenge.

Annetjie van Rooyen, Thube Mbethe, Lise-Marie Landman and Hanre Erasmus excelled at the Challenge and the University of Pretoria also won the award for the most entries in the country, which makes this an exceptional achievement.

In order to enrol for the competition, students had to analyse a business case study compiled by CIMA and respond to the issues the company faces with options and recommendations. The students then had to present these issues and give their recommendations in front of a panel of judges from leading international companies, as well as competition sponsors. After the presentation, they had to answer questions about the case study from the panel of judges.

The advantage of this competition is that students learn how to analyse and solve real life business



Four BCom (Financial Management) students, Annetjie van Rooyen, Thube Mbethe, Lise-Marie Landman and Hanre Erasmus, won the national leg of the 2014 CIMA Global Business Challenge.

problems, which gives them first-hand experience of the skills that are required to be a business leader. By participating in a team, they are enhancing their team-building skills

and developing presentation skills. The competition allows them to expand their global network and connect with decision-makers from top companies and employers.

Teaching and learning

Using innovation to teach big classes

Big classes present many challenges to the Faculty of Economic and Management Sciences. For a number of years, the Business Management 124 module has experienced problems that are exacerbated by the fact that it is a high-impact module (high student enrolments and low pass rates).

During 2014, the module's lecturing team was approached to resolve these issues. They approached the problem with enthusiasm and commitment to innovation. Over time, a critical disequilibrium had developed by employing five teaching styles, while there are 32 learning styles.

A collaborative, research-based effort drove a process that involved several phases of incremental innovation. The teaching delivery approach that was selected as the most suitable to relieve the problem was based on a flipped classroom method. The flipped classroom is a pedagogical model in which the typical lecture and homework elements of a course are reversed. Students view a short video at home before the class, while in-class time is devoted to exercises, projects or discussions.

The lecturing team had to excite these generation-specific

students with a method that augmented every aspect of learning. The pass rate was one of the key concerns because a big class poses many challenges. The solution was to enhance teaching and learning experiences by introducing a social media platform, Google+, as well as a uniquely designed application that helped lecturers drive active teaching and learning. As a result, the following remarkable teaching and learning enhancements surfaced:

- Both students and lecturers participate in live interaction on the module's Google+ platform, which gives rise to social media student engagement, activating action, and cooperative and peer-assisted learning.
- Website designs that are driven by case study assessment methodology were developed. These websites establish an applied entrepreneurial context

Teaching and learning



Prof Alex Antonites



Dawie Bornman



Reba Letsholo



Wesley Rosslyn-Smith

via problem-based, peer-assisted and collaborative learning. Some 2 000 students organically formed venture groups. This proved to be a major success with incomparable entrepreneurial performance.

- Cartooning, which encapsulates theory within a creative learning context, driven fundamentally by collaborative learning, was also implemented successfully.
- Infographics were introduced. A creative infographic not only shows the logic and flow of theory, but presents a holistic view of the entire learning frame. Each infographic includes a relevant case study that enhances the learning context and peer-assisted learning.

- Informative videos summarise theory.
- The learning progress depicted by the topics of the course is contextually enriched by a case study of a UP student entrepreneur, who proceeds through the phases of the entrepreneurial process.
- Diverse contextualising video cases were also implemented. The field of entrepreneurship in South Africa and Africa provides thought-provoking cases that can be posted in video format on the Google+ page.

Teaching and learning

First ERSA Dynamic CGE Modelling course

The Department of Economics hosted the first Economic Research Southern Africa (ERSA) Dynamic Computable General Equilibrium (CGE) Modelling course during July 2014.

The course was presented by Prof Peter Dixon and Prof Maureen Bleazby of the Centre of Policy Studies at Victoria University in Melbourne, Australia. The ERSA Dynamic CGE Modelling course was an intensive one-week course on economy-wide practical policy modelling using General Equilibrium Modelling Package (GEMPACK) software. The course featured a detailed look at the theory and database underlying the South African model, combined with various practical policy applications to further the learning experience.

Policy-makers from various government branches, academic researchers and economists who received expert training from the best in the business attended the course. The Department was proud to host these two prestigious researchers. Their visit has raised the profile of the Department as a leader in practical policy modelling in South Africa and the region.



Attendees of the CGE course with Prof Dixon and Prof Bleazby from the Centre of Policy Studies in Melbourne, Australia.

Prof Dixon and Prof Bleazby are the authors of the Centre of Policy Studies' style dynamic CGE models used in many countries across the world, including those used at the University of Pretoria and presented in the course. They are recognised as the world's foremost experts in the

field of practical policy modelling using large-scale CGE models. It was a rare opportunity to obtain their services. The Department looks forward to continuing its working relationship with Prof Dixon and Prof Bleazby and is already hard at work to secure funding for their next visit.

Teaching and learning

StartUP facilitates service-learning for entrepreneurship students

StartUP, a new project where second-year entrepreneurship students do a service-learning project, has completed its first successful semester at the Department of Business Management.

During this programme, which is unique in South Africa, the students were divided into groups, and each group helped upcoming entrepreneurs in the formal sector to make their businesses more profitable. The businesses were located in the Pretoria city centre and Mamelodi. The project was run through the module for entrepreneurial creativity and innovation in the BCom (Entrepreneurship) study programme under the guidance of Dr Alex Antonites, with a doctoral degree student of the Albert Luthuli Centre for Responsible Leadership (ALCRL), Alan Childs, as project facilitator.

The first service-learning project comprised 63 second-year entrepreneurship students working in 14 randomly allocated groups. Each group was allocated an entrepreneur. Over four months, the groups had to advise their entrepreneurs on ways to improve the success of their businesses.



From left: Alan Childs, together with OBS 213 students and Prof Alex Antonites (far right).

A function was held in 2014 to celebrate the StartUP pilot service-learning project. The function celebrated the successful completion of the project's first semester.

The guest speaker at the function, Prof Derick de Jongh, Director of the ALCRL, highlighted the critical value of businesses that operate responsibly and the related need for universities to produce graduates

whose attributes include social responsibility, ethics and positive leadership values.

Other speakers included Dr Martina Jordaan, who facilitates the service-learning module in the Faculty of Engineering, Built Environment and Information Technology, and Gernia van Niekerk from the University's Department of Community Engagement.

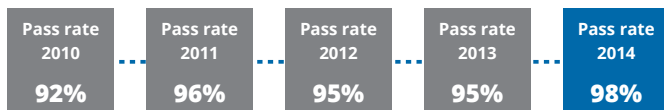
Teaching and learning

Tuks CA results – good, better, best!

The Faculty of Economic and Management Sciences proudly announced the 2014 chartered accountancy (CA) results.

The University of Pretoria achieved excellent results with a first-time pass rate of 98% when 211 out of the University's 216 first-time candidates passed the Initial Test of Competence (ITC) examination. This is the highest pass rate of all South African Institute of Chartered Accountants (SAICA)-accredited universities in South Africa.

The University's first-time candidates have performed excellently over the past five years:



The following are interesting facts about the 2014 examination:

- A total of 2 618 candidates wrote the examination, of which 1 948 passed, delivering a national pass rate of 74% (January 2013 ITC = 73%).
- The national pass rate among first-time writers who wrote in January 2014 was 81% (January 2013 ITC = 86%).
- Taking into account all UP candidates (first-timers and repeat candidates), 215 out of 221 (97%) passed the January 2014 ITC. This is the highest pass percentage in South Africa.
- The University achieved a pass rate of 98% for African candidates in 2014, while the Thuthuka candidates achieved a pass rate of 97%.

The University also achieved the highest marks in the financial accounting and financial management, and strategic risk management and governance sections of this examination.

Academic trainees celebrating their ITC results.

Teaching and learning

Top academic achievers recognised

The Faculty of Economic and Management Sciences takes pride in its top academic achievers. The top academic achievers were acknowledged during a function hosted by the Dean, Prof Elsabé Loots. Certificates were presented to the candidates at the event.

Students from undergraduate up to master's degree level can qualify to be on the prestigious Dean's List. In order to be one of these selected students, a student must have an outstanding academic record. Undergraduate students must have achieved an average of 85% or above in all three of their years to qualify. No module should have been repeated and all modules must be registered in the same year for a specific academic year. Honours degree 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. Master's degree students must have achieved an average of 75% or above and the degree must be completed in the minimum prescribed time.

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



Top academic achievers of the Faculty at the Dean's List function.

Teaching and learning

Dean's List 2014

Undergraduate	
Megan Lara de Vries	Accounting Sciences
Michael Phillip Mills	Accounting Sciences
Danile Karen Venter	Accounting Sciences
Nicholas Alexander Birch	Accounting Sciences
Ruan Pienaar	Supply Chain Management
Danielle Courtney Michael	Law
Christina Michael	Financial Sciences
Nyasha Tapiwa Dhlembeu	Economics
Keunyoung Yoo	Economics
Natasha Lynne Ashley	Business Management
Nicole Krumbach	Business Management
Fredrick Frumence Mbuya	Business Management
Malerie Pistorius	Marketing Management
Lise-Marie Landman	Financial Sciences
Katrin Erb	Accounting Sciences
Anné Engelbrecht	Accounting Sciences
Heather-Ann Klements	Business Management
Denille Nortjé	Human Resources Management
Wena Alma Fourie	Marketing Management
Deneil Habig	Marketing Management
Claudio Olivi	Investment Management
Honours	
Marietha Kruger	Econometrics
Mariska Steyn	Econometrics
Leigh-Anne Debra Kruger	Econometrics
Leoné Walters	Economics
Jenita Fatima de Sousa	Human Resources Management
Corne Hanekom van der Merwe	Informatics

Master's	
Jacolize Benadé	Econometrics
Wendy Nan Cowan	Econometrics
Nontuthuzelo Yoliswa Mashaba	Marketing Management
Wendy Vaidah Nyakabawo	Economics
Janneke Lerato Dlamini	Economics
Aarifah Razak	Economics
Tamaryn Jane Hine	Statistics
Samuel Nghidengwa Nakale	Statistics
Augustine Twum	Statistics
Divan van der Westhuizen	Agricultural Economics
Wilmien Andrea Smit	Industrial Psychology
Marilé Heléne Haarhoff	Industrial Psychology
Elsjé Mostert	Industrial Psychology
Annemarie Cloete-Marais	Industrial Psychology
Sumaiyah Fuad Ahmed	Industrial Psychology
Michiel David Maree	Informatics
Tanya Morehen	Taxation
Susanna Elizabeth Maritz	Taxation
Kubashni Moodley	Taxation
Marisca Meiring	Taxation
Ezera Madzivanyika	Taxation
Sarojini Gobin Persaud	Taxation
Elize Kirsten	Financial Management Sciences
Erik Meyer	Financial Management Sciences
Rianrő Roelien Botha	Financial Management Sciences

Teaching and learning

Ernst & Young supports Project Platinum

Project Platinum is a communication and public speaking project for accounting sciences. It is sponsored by Ernst & Young and focuses on improving the communication skills of accounting students through the communication management skills for business and the professions course for first-year students.

Although this is a compulsory course for all BCom degree students, Prof Johan Oberholster, Deputy Dean of Teaching and Learning, approached Ernst & Young to sponsor a project that could help students to better apply their communication skills in a field where these are becoming increasingly important.

Project Platinum was executed in three phases. Olebogeng Selebi, a lecturer from the Communication Management Division at the University of Pretoria, along with three representatives from Ernst & Young, served on a five-day selection panel where 100 groups and almost 600 BCom (Accounting Sciences) students presented research on the application of activity-based costing, a topic provided by Prof Oberholster. From this assessment, ten of the best groups were selected to deliver a presentation before a panel of Ernst & Young representatives.

The ten best groups presented their topic again, taking the critique and advice they had received into consideration.

The following students were announced as the winners at a prize-giving ceremony:

- First prize: Lerato Kgomo, Ntswaki Mabuya, Tsepiso Makhubedu, Noluthando Sithole, Lwandile Tfwala and Boipelo Zaza
- Second prize: Shiluva Mabasa, Zinhle Ncongwane, Itumeleng Sethuoa, Aneza Siyo, Kesaobaka Thage and Megan Watson
- Third prize: Melissa Koch, Llewellyn Kruger, Jeanelize Scott, Carla de Villiers, Rochelle du Preez and Stefné van der Veen
- Best individual speaker: Banele Nxumalo

Ernst & Young is the most integrated professional services organisation in mindset, actions and structure. It is also one of the most recognised brands in accounting and auditing. Its involvement in Project Platinum garnered student interest in communication management and increased students' understanding of the importance of effective communication skills for university graduates.



Partnerships

“The Faculty contributes towards Africa’s transformation **through its partnerships with other local and international academic institutions.**”

Partnerships

Country partner in global study

The Communication Management Division in the Faculty of Economic and Management Sciences partnered with the Public Relations Institute of Southern Africa (PRISA) to conduct a country-specific generally accepted practices (GAP) study of the trends and practices in public relations and communication among local communication professionals.

The local survey forms part of the global GAP study that was announced in 2013. The GAP survey is the world's first ongoing global study of public relations and communication management practice. It was developed by the Global Alliance in partnership with the Strategic Communication and Public Relations Center (SCPRC) at the Annenberg School for Communication and Journalism of the University of Southern California (USC). Prof Anne Gregory, who co-supervises some of the Communication Management Division's doctoral students, is the project leader and current chairperson of the Global Alliance.

"The GAP study is generally considered the most comprehensive and widely referenced source of actionable data available to senior communication professionals and we gladly joined PRISA to implement the local study on behalf of the Global Alliance," says Prof Ronel Rensburg, Head of the Division of Communication Management. The survey aims to equip senior communication professionals with best practice information about structuring, staffing, managing and measuring communication in their organisations free of charge. It also aims to develop a global framework for continuous research in the field of public relations and communication.



Prof Ronel Rensburg (Head of the Division of Communication Management).

Partnerships

UP professors invited as visiting professors to international universities

Acting as a visiting professor in another country is a milestone for any academic. Prof Peggy Cunningham, Dean of the Faculty of Management at Dalhousie University in Canada, invited Prof Derick de Jongh to teach and spend time with faculty staff and students as visiting professor. Prof De Jongh is the Director of the Albert Luthuli Centre for Responsible Leadership (ALCRL) in the Faculty of Economic and Management Sciences at the University of Pretoria.

What makes Prof De Jongh's visit even more remarkable is the fact that he and Prof Cunningham were both founding members of the Global Responsible Initiative (GRI) in 2004. The purpose of Prof De Jongh's visit was to share his experience and knowledge on the broader field of responsible leadership with students and staff and to explore research opportunities, as well as other forms of collaboration between Dalhousie University and the University of Pretoria. According to Prof De Jongh, negotiations for an exchange programme where a postdoctoral student from Dalhousie University, who completed a PhD in Ecosystem Management, will spend two years at the ALCRL, is currently in the pipeline. His area of specialisation includes expertise on biodiversity and integrated reporting.

Prof De Jongh was also invited as a visiting professor at the Asia Pacific Centre for Sustainable Enterprise (APCSE) at Griffith University, Australia, where he presented public lectures and engaged with postgraduate students with the focus on research in the broader field of leadership



From left: Prof James Barker, Prof Greg Hebb, Prof Derick de Jongh and Prof Lorn Sheehan

and corporate responsibility. According to Prof De Jongh, the visit allowed him to explore joint research projects between the ALCRL and the APCSE. Subsequently, he was appointed as Adjunct Professor at the APCSE from 1 August 2014 to 31 July 2015.

Partnerships

Prof Prof Elmar Venter of the Department of Taxation also acted as visiting professor at Stanford University in the USA. He visited the Stanford Graduate School of Business to collaborate with Prof Mary Barth, world-renowned for her research informing accounting standard setting.

Prof Venter experienced the course work presented as part of Stanford's PhD in Accounting and Finance first-hand and attended the annual job market presentations, where PhD candidates present their work in an attempt to gain employment at Stanford University.

Additionally, Prof Venter met Prof Lisa De Simone, an archival researcher in taxation. Prof De Simone presented her work to staff members of the Department of Taxation via Skype.

This proved to be a very beneficial visit.

Investment in 21st-century “knowledge” currency to produce world-class graduates

Hellmann Worldwide Logistics South Africa joined forces with the Department of Business Management to invest in the 21st-century “knowledge” currency to produce world-class graduates.

The company invests in students by awarding ten BCom (Business Management) students, who have developed highly innovative and creative social media initiatives, with bursaries and internships for one academic year.

Six groups of students showcased their creative social media campaigns, which are aimed at integrating Hellmann's stakeholders, to a panel of judges. The panel included Heinrich Stassen (Hellmann's CEO Africa), Michael Barber (Hellmann's Sub-Saharan Sales Director), Jonathan



Back, from left: Heinrich Stassen (Hellmann's CEO Africa), Zukiso Diko, Ricardo Barker, Matthew Winterbottom and Michael Barber (Hellmann's Sub-Saharan Sales Director). Front, from left: Dr Marcia Mkansi (senior lecturer in the Department of Business Management), Simonne Erasmus, Tennessee Thomson and Prof Anské Grobler (Head of the Department of Business Management).

Partnerships

Bassingthwaighe (Hellmann's creative agent) and Dr Marcia Mkansi, a senior lecturer in e-business in the Department of Business Management. Mr Barber describes the alliance as "a worthy programme and a good start for Hellmann" and he intends to continue the engagement constructively.

According to Mr Stassen, "the ability to recruit highly innovative graduates is becoming a source of sustainable competitive advantage and Hellmann aims to take a lead in developing South African graduates".

Dr Mkansi leads the work-based project alliance programme and aims to expand the alliance and partnership with other industries. "I credit the support

from Wesley Niemann (Programme Manager), Prof Anské Grobler (Head of the Department of Business Management) and colleagues who put forward their networks of organisations to make the scheme a success. E-business students have delivered high quality work and I feel very proud to be their mentor," said Dr Mkansi.

The programme is part of Hellmann's More for Less shared value strategy, which is aligned with the Department of Business Management's teaching strategy to balance academic theory with practice. The aim of the industry-university alliance is to reduce the skills gaps and produce highly innovative and creative graduates with the relevant expertise for the South African and global labour market.

Integrated reporting expert explores collaboration between universities

Pieter Conradie, Programme Coordinator of Integrated Reporting at the Albert Luthuli Centre for Responsible Leadership (ALCRL) at the University of Pretoria, visited universities in Australia and New Zealand to share his knowledge in the field of integrated reporting in South Africa.

Mr Conradie's first visit was to Griffith University in Queensland, Australia, on invitation of Prof Malcolm McIntosh, Founding Director of the Asia Pacific Centre for Sustainable Enterprise (APCSE). Here he met with doctoral students and staff to discuss research in the discipline of integrated reporting.

He then visited the University of New South Wales where he met Dr Patricia Strong who had completed her doctoral degree in integrated reporting. Dr Strong is interested in visiting South Africa to continue her research in integrated reporting. Negotiations are underway to allow her to visit the ALCRL as an academic in 2015.

Partnerships

In New Zealand, Mr Conradie visited Dr Warwick Stent, a senior lecturer at Massey University in Albany. He presented an integrated reporting lecture to students and faculty members. Dr Stent is also interested in visiting the ALCRL in 2015. In Auckland, he met Dr Helen Tregidga. She is regarded as a top researcher in social environmental accounting in New Zealand.

Mr Conradie's last visit was to Waikato University in Hamilton, New Zealand, where he met with Prof Charl de Villiers of the Department of Accounting. The purpose of these visits was to inform and explore forms of collaboration between these universities and the University of Pretoria. "It was a valuable trip and we will explore opportunities emanating from this trip," says Mr Conradie.



Pieter Conradie is an expert in integrated reporting.

Supply chain management is a very smart career choice

Supply chain management as a discipline is increasingly being recognised for its role in overall business success. As a result, the discipline is becoming increasingly complex as industry players realise that they need exceptionally talented recruits if they want to remain competitive.

In 2014, the Department of Business Management once again hosted its annual Supply Chain Management and Logistics Career Day. This event is not only the ideal platform for supply chain

management and logistics students to network with industry partners, but also for the Department to help key industry players hunt for quality supply chain management talent at the University.

The list of companies who attended the career day includes UTi, DHL Supply Chain Solutions, Value Logistics, Imperial Logistics, Hellmann Worldwide Logistics, Santova Logistics, Accenture, Resolve, Unilever, Nestlé,

Partnerships

Aspen Logistic Services, Caterpillar and the RCL Group.

Talent managers and senior company representatives presented career opportunities and graduate programmes to the BCom (Supply Chain Management) and BCom Hons (Business Management) students. Students had the opportunity to engage with representatives at the exhibition stands during lunch and tea breaks.

“Supply chain management is a very good space to be in right now. Industry recruiters indicate that the demand for qualified supply chain management candidates continues to outpace the available supply. It is likely to stay this way for the next decade or more,” says Wesley Niemann, Programme Manager: Supply Chain Management.



The 2014 Supply Chain Management and Logistics Career Day.

Industry and academia face a severe shortage of supply chain management talent at a time when the demands of the profession have never been greater.

The South African Department of Labour considers knowledge of supply chain management processes as a scarce skill. It is also considered to be a critical skill that is in short supply in many countries throughout the world.

“This event is not only the ideal platform for supply chain management and logistics students to network with industry partners, but also for the Department of Business Management to help key industry players hunt for quality supply chain management talent at UP. ”

Partnerships

UP postgraduate students learn unique lessons through the Fordham Emerging Markets Programme

The Fordham Emerging Markets Programme is an exchange programme between Fordham University in New York and the University of Pretoria for postgraduate students in the Department of Economics.

For some years now, top students in the BCom Hons (Economics) study programme are afforded the opportunity to visit Fordham University in New York during their summer session to do an Advanced Certificate in Emerging Market and Risk Analysis. The students, along with their peers in New York, complete two of the three required subjects at Fordham University before returning to the University of Pretoria to complete the third subject.

Carlos Baeta was one of the students who participated in this programme in 2014. He believes that this was an excellent opportunity for personal growth and knowledge expansion. "Not only did we spend six weeks studying courses in international business and government, and strategic finance, but we also went on numerous site visits," explains Carlos. "For most of the participants, it was the first time they had ever left South Africa's shores," he continues.

The group saw three major American cities: Boston, New York and Washington, and visited the Bank of America, Merrill Lynch, Citibank, Credit Suisse, the International Monetary Fund (IMF), JP Morgan Chase and Moody's, among others.

"Out of multiple highlights, two of the most significant moments were meeting former Deputy President of the Republic of South Africa and current Executive Director of United Nations (UN) Women, Phumzile Mlambo Ngcuka, and seeing the New York Stock Exchange trading floor. This is an opportunity that many have dreamt of," says Carlos.



UP Fordham students at the UN Headquarters in New York.

Partnerships

UP can make a valuable contribution to African knowledge generation and skills development

African universities have a major role to play in contributing to the continent's transformation. The University of Pretoria is ideally positioned to make such a contribution.

This was one of the key conclusions of an exploratory meeting, hosted by the Albert Luthuli Centre for Responsible Leadership (ALCRL), between representatives of the African Union's New Partnership for Africa's Development (AU-NEPAD), the United Nations Development Programme (UNDP) and the ALCRL.

AU-NEPAD and UNDP recommend that the University becomes a partner in a continental AU Transformative Leadership Programme as an initial expression of the emerging partnership between the institutions.

Both the University's vision for 2025 and the African Union's Agenda 2063

emphasise the importance of generating African knowledge and developing skills that are authentically African and relevant to the African landscape to bring about developmental results. These lay the foundation for forging partnerships that can truly lead to significant transformation in Africa.



From left: Prof Derick de Jongh (Director of the ALCRL), Prof Christof Heyns (Co-Director of the Institute for International and Comparative Law in Africa at the University of Pretoria), Florence Nazare (NEPAD), Suzanne van der Merwe (ALCRL), Bob Kalanzi (NEPAD), Prof Bernard Slippers (Forest and Agricultural Biotechnology Institute at the University of Pretoria), Elaine Venter (UNDP) and Dr Willem Fourie (Faculty of Theology at the University of Pretoria).

Staff

“The Faculty values
the sustained efforts of
academic staff and
**their contributions to
its success.**”

Staff

Best Professor in Human Resource Management

Prof Karel Stanz, Head of the Department of Human Resource Management, has been honoured with the Award for Best Professor in Human Resource Management. The Africa Education Leadership Awards are presented by World Corporate Social Responsibility (CSR) Day in partnership with CMO Asia and Stars of the Industry.

The awards are presented to individuals who manage their institutions through leadership, innovation, and the integration of academia and industry. These people aim to build future leaders and are role models of exemplary leadership.

Recommendations regarding suitable candidates for the awards are made by experts from across the world. The criteria are based on personal information, students' perceptions, graduated students' opinions and the

positions candidates occupy in their organisation.

Companies involved with the award include the Africa Confederation of Businesses, the World Federation of Academic Educational Institutions, World CSR Day, CMO Asia, Stars of Industry, Africa/India Partnership and the World Federation of Marketing. A founding member of the awards, Dr RL Bhatia, says that its aim and vision are to make a difference in the education community.



Prof Karel Stanz, best professor in human resource management.

“The awards are presented to individuals who manage their institutions through leadership and innovation.”

Staff

Alumnus returns home

Prof Deon Nel, an alumnus of the Faculty, has returned to his alma mater. He has been appointed to the Department of Marketing Management from 1 January 2014.



Prof Deon Nel was appointed to the Department of Marketing Management. He is an alumnus of the Faculty of Economic and Management Sciences.

Prof Nel completed his BCom and BCom (Hons) degrees at the Nelson Mandela Metropolitan University, majoring in Business Administration and Industrial Psychology.

During his honours studies, he began to consider an academic career, which led to his first appointment as junior

lecturer at Vista University in 1985. In 1986, Prof Nel was appointed to the Department of Business Management at the University of Pretoria where he registered for his master's degree. He then obtained his doctorate under the supervision of Prof Sieg Marx and Prof Leyland Pitt. During this time, he was promoted to senior lecturer and associate professor. In 1991, he was offered a professorship at the University of Johannesburg.

Thereafter, Prof Nel took on the international academic environment. For 20 years, he worked overseas for Aston Business School, Henley Management College, Bond University, Deakin University and Flinders University. In between he was part of the meteoric early growth phase of the University of Stellenbosch Business School under the leadership of Prof Eon Smit and participated in the Harvard Business School Africa Services Marketing Programme that was held at the University of Cape Town's Graduate School of Business.

There are many highlights in Prof Nel's career. He started a new Marketing Department at Flinders Business School. He has also delivered high-level executive programmes in many parts of the world, including Henley Management College's Asea Brown and Boveri senior executive programme delivered at the Swiss Academy in Zurich.

Prof Nel commends the inspired growth taking place at the Department of Marketing Management under the leadership of Prof Yolanda Jordaan. According to him, the BCom (Marketing Management) students can expect drive and rapid expansion of research activity, world-class teaching and community engagement going into 2014 and beyond.

Prof Nel's current research interests are the growth of brand value in Brazilian, Russian, Indian and Chinese and South African (BRICS) markets.

Staff

Staff recognised for achievements in research, and teaching and learning

The University of Pretoria pays tribute to the sustained efforts of academic staff members through the annual UP Academic Achievers Awards. Three staff members of the Faculty of Economic and Management Sciences were awarded for outstanding achievement in research, as well as teaching and learning at this ceremony.

Prof Roula Inglesi-Lotz and Prof Elmar Venter both received the Exceptional Young Researchers Award.

Prof Inglesi-Lotz is an associate professor in the Department of Economics. She teaches econometrics and is the 2011 holder of the Economic Research South Africa Certificate for Meritorious Performance in Economics, as well as the Head of Department of Economics Prize for Achievement in Economics Research. Her research interests focus on energy and environmental economics, economic growth and development, as well as applications of time series and panel data econometrics.

Prof Venter is an associate professor in the Department of Taxation. He received a full scholarship from the



Dr Roula Inglesi-Lotz, recipient of the Exceptional Young Researchers Award.

University of Auckland in 2011 to complete his PhD in Accounting. In 2013, he was internationally recognised with a prestigious award

when he was chosen as one of only five researchers internationally to join the Deloitte International Association for Accounting Education

Staff

and Research (IAAER) Scholarship Programme. He was also a visiting scholar at the Stanford Graduate School of Business. Apart from his outstanding research achievements, Prof Venter is co-editor of *Meditari Accountancy Research* and has published in leading international accounting and finance journals.

Theresa van Oordt, a senior lecturer in the Department of Taxation, received the Teaching Excellence and Innovation Laureate Award for teaching practices with a clear purpose and intent. She was nominated for this award for various projects based on innovative teaching strategies. Her teaching philosophy is based on three principles: understanding student learning, curriculum development and response to employer expectations. Ms Van Oordt has published research articles in accredited journals. One of these focused on Facebook as an additional communication tool with large student groups.



Prof Elmar Venter, recipient of the Exceptional Young Researchers Award.



Theresa van Oordt, recipient of the Teaching Excellence and Innovation Laureate Award for teaching practices with a clear purpose and intent.

Teaching Excellence and Innovation

At another internal award ceremony at the University of Pretoria, Wesley Niemann, a lecturer in the Department of Business Management received a Certificate of Merit for Teaching Excellence and Innovation. This certificate is awarded for the teaching and learning approach followed in the honours module for integrated logistics management as part of the honours degree in business management. The teaching model followed outlines a well-structured approach to experiential learning with a positive impact on teaching practice. Through the use of experiential learning tools, Mr Niemann strives to create opportunities for authentic learning. This is done by providing students with opportunities to experience real-life situations by means of computerised simulation, role play, industry visits and practical industry projects.

Staff

Distinguished academic becomes part of a leading team

Prof Riël Franzsen has been appointed as a member of the Governing Board of the recently established Institute for Fiscal Studies (IFS) in Ghana.

He is the current incumbent of the South African Research Chair in Tax Policy and Governance in the Faculty of Economic and Management Sciences at the University of Pretoria. He is also the director of the University's African Tax Institute (ATI). Prof Franzsen has acted as policy advisor in Africa, Asia, Europe and the Caribbean on behalf of various entities, including the International Monetary Fund (IMF) and the World Bank, on property tax issues in particular. He has been a co-instructor for property taxation courses offered on behalf of the IMF in Austria and Singapore and on behalf of the Lincoln Institute of Land Policy in China and Slovenia. Prof Franzsen is a member of the Board of Advisors of the International Property Tax Institute (IPTI) and has authored or co-authored numerous conference papers, journal articles and book chapters on land and property taxes.

The IFS was established in Ghana in March 2013 by the former Minister of Finance and Economic Planning of Ghana, Dr Kwabena Duffuor, with Prof Newman Kusi as Executive Director. It is intended to be a politically independent non-profit think-tank devoted to the provision of economic policy advice, advocacy and world-class training based on practical experience and insights developed through quality research and analysis. The Institute's activities focus on three areas: research, academic training and organising events. The IFS is led by experienced practitioners and distinguished academics, and seeks to conduct high-quality independent research in macroeconomic and fiscal policy management to promote a better understanding of the Ghanaian economy in general and government finances in particular for the benefit of government,



Prof Riël Franzsen, Director of the African Tax Institute, has been appointed to the Governing Board of the recently established Institute for Fiscal Studies in Ghana.

Staff

the business community and civil society. In addition, the Institute provides advisory services on macroeconomic and fiscal policy designs and management.

It is envisaged that the IFS will ultimately become an indispensable Ghanaian institution, specialising in and leading macrofiscal policy research and academic training. It will be an authoritative commentator on Ghana's public finances, tax and welfare policy, unemployment and labour issues, inequality and poverty, as well as on policies designed to promote growth and development, with a reputation for objectivity and impartiality. The quality of the Institute's work will be of an international standard and will reflect the quality of its staff, management and associates, as well as a combination of world-class academic excellence and practical real-world policy making.

Two of the extraordinary professors at the ATI, Prof Roy Bahl and Prof Augustin Fosu, have also been appointed as members of the IFS's Governing Board.

Other academic staff members of the Faculty are also serving on international bodies:

- Prof Stella Nkomo: President of the African Academy of Management
- Prof Yolanda Jordaan: Representative on the European Marketing Confederation
- Prof Elsabé Loots: Advisory Board of the Association for the Advancement of African Women Economists
- Prof Rangan Gupta: Board of the African Econometric Society
- Prof Ronel Rensburg: Board of the European Public Relations Education and Research Association, the Global Alliance for Public Relations and Communication Management, the Eurasian Communication Association and the International Communication Association
- Prof André Jordaan: Board of the United Nations Conference on Trade and Development
- Prof Steve Koch: Member of the advisory board of the African Finance and Economics Association
- Mr Rudrik du Bruyn: South African representative on the Global Institute of Internal Auditors' Academic Relations Committee
- Prof Karel Stanz: Executive member of the African Academy of Management

“The IFS is led by experienced practitioners and distinguished academics.”

Staff

Staff celebrates graduation

The Faculty of Economic and Management Sciences conferred 25 doctorate degrees, 211 master's degrees, 668 honours degrees, 31 postgraduate diplomas and 1 822 bachelor's degrees in 2014.

The graduates included the following staff members:

Department of Accounting

- Nolo Pududu: MCom (Accounting Sciences)

Department of Business Management

- Reba Letsholo: MPhil (Business Management: Strategic Management)

Department of Financial Management

- Elize Kirsten: MCom (Financial Management)
- Francois Blom: MCom (Financial Management Sciences)

Department of Marketing Management

- Nontu Mashaba: MCom (Marketing Management)

Department of Taxation

- Ingrid Fischer: MCom (Taxation)
- Tania Hill: MCom (Taxation)
- Juanita Venter: MCom (Taxation)



Front row (from left): Prof Stella Nkomo, Prof Chris Thornhill, Prof Elsabé Loots, Prof Wiseman Nkuhlu, Judge Mervin King, Prof H de Jager. Middle row (from left): Dr Estelle de Beer, Dr NM Govender, Prof M Arashi, Dr J Kleyn, Prof Ronel Rensburg, Prof M Pretorius, Dr Melanie Wiese, Dr Houdini Fourie, Prof René van Eyden, Dr A Breytenbach, Dr KL Thompson. Back row (from left): Prof N Viegi, Dr LS Mahlabegoane, Dr L Horne, Prof A Bekker, Dr M Shuping and Dr C Mwabutwa. (first names)

Department of Auditing

- Kobus Jansen van Rensburg: MCom (Internal) Auditing
- Naomi Wilkinson: MCom (Internal Auditing)

Staff

Doctorates

Prof Johan Oberholster, Department of Accounting: DCom (Accounting Sciences)

Prof Oberholster's thesis, "The understanding and use of interim financial reports by individual shareholders of South African listed retail companies for investment decisions", demonstrates that individual shareholders have a weak understanding of the content of interim financial reports, but that experience and training in the field of accounting will improve this. The study also shows that the majority of respondents initiated their own investment decisions despite their weak understanding, that articles in the financial press are the most popular source of information when making investment decisions, and that individual shareholders, despite the advances in electronic communication, still prefer to receive interim financial reports by post.

Dr Alex Bignotti, Department of Business Management: PhD in Entrepreneurship

Dr Bignotti's thesis, "Factors relating to entrepreneurial career choices of secondary school students", empirically builds and validates a conceptual framework of antecedents of entrepreneurial career choices. The study proves that students' choice of an entrepreneurial career relates to the following antecedents: family support, community support, early childhood experiences, work experience, prior start-up experiences and education.

Dr Annari De Waal, Department of Economics: PhD in Economics

Dr De Waal's thesis, "The impact of global economic shocks on South Africa amid time-varying trade linkages", determines how substantial changes in the trade shares of South Africa's main trading partners and in global trade linkages have affected the transmission of economic

shocks in major world economies to South Africa. The emergence of China in the world economy and the fact that bilateral trade between South Africa and China developed from zero trade, prior to 1993, to China being South Africa's main trading partner stand central to the findings of the study, highlighting the increased risk to the South African economy of a slowdown in the Chinese economy. At the same time, the importance of the US economy to South Africa diminished considerably over the sample period considered.

Dr Michelle Reyers, Department of Financial Management: PhD in Financial Management Sciences

Dr Reyers's thesis, "The rationality of retirement preservation decisions: towards a scientific model", investigates the factors that contribute to low levels of preservation of retirement funds when individuals change jobs. She developed a conceptual model of factors that drive low preservation levels and revealed that both rational and behavioural factors could potentially play a role in retirement preservation decision-making. In particular, behavioural factors related to bounded rationality due to the computational complexity of the decision-making environment emerged as important explanatory variables. This provided an indication that solutions to the problem should focus on decision support and guidance to assist individuals in making optimal decisions. This study made a unique contribution to the field of retirement finance and decision-making as it highlighted the role that behavioural factors play in retirement preservation decisions. The implications regarding which interventions are best suited to assist in optimal decision-making are informative for policy makers, providers of retirement products and financial advisors, as well as sponsors and members of retirement funds.

Staff

Dr Samuel Koma, School of Public Management and Administration: DAdmin Public Administration

Dr Koma's thesis, "Developmental local government with reference to the implementation of local economic development policy", demonstrates the applicability of the Local Economic Development Policy Model suited for developmental local government through an empirical study of the Emakhazeni Local Municipality in Mpumalanga and a theoretical framework, coupled with comparative literature and field research undertaken at the Hungarian Academy of Regional Studies in Budapest. The study proves that the implementation of the Local Economic Development Policy is paramount for the realisation of the growth and development objectives of the South African developmental state in general, and within the context of developmental local government in particular. This is pioneering research in local economic development and outlines the fact that there is room for tactical manoeuvring in the implementation of government's strategy as part of the National Development Plan for 2030.

Dr Estelle de Beer, Communication Management Division: DPhil in Communication Management

Dr De Beer's thesis, "The conceptualisation of strategic communication management in a triple context environment", presents a conceptual framework for the management of communication on the strategic level of the organisation in a triple context environment, linking the business cycle and the communication cycle. A substantive grounded theory was developed through various methods of triangulation, which resulted in the integrative strategic communication management theory having application value in a scientific and pragmatic context. The study proves that the concepts of "sustainability", "governance", "strategy", "communication", "stakeholder relationships" and "corporate reputation" contribute to co-creative value creation for the organisation and for society, manifesting in the building of communicative capacity, currency, capital, equity and value.

Staff

Tribute: Prof Koos Stadler

Prof Koos Stadler's colleagues at the University of Pretoria will remember him as someone who made a difference. He was a well-loved, energetic man with a good sense of humour, who certainly left his mark on the University's campus.



He started his career at the University in 1961 when he was appointed lecturer in the Department of Economics. He later became the Director of the Bureau for Political Economics and Analysis. He made a name for himself with the publication *Fokus op Ekonomiese Kernvrae*, which presented a thorough analysis of the political economics of the day. Perhaps his greatest contribution was his research on and structuring of South Africa's national accounts, a field in which he was unequalled in South Africa.

Later he became Head of the Department of Economics and Dean of the Faculty of Economic and Management Sciences. During his tenure as dean, he petitioned for a separate building on campus for the Faculty, which became a reality in 1988. He was later promoted to Vice-Principal, where he served the Faculty's interests on executive level.

Prof Stadler was a very positive individual with natural leadership qualities that distinguished him from his colleagues. He was a firm, dynamic and soft-hearted man who could offer advice and motivate people in difficult circumstances. He loved his students and staff and was always approachable. Many students completed their doctorates in Economics under his supervision and he built a competent faculty body, many of whom are still involved with the University.

His vision for the Faculty and the University contributed to the transformation that paved the way for the phenomenal development that has taken place at UP over the past decades.

He was brilliant, logical and systematic in his thinking and always willing to exchange ideas and learn from others. In short, he was valued by all his colleagues and students. Although he had been retired for many years, his laugh and keen sense of observation will always remain with us. We will always remember him, especially those of us who were his students before we became his colleagues.

Thank you, Prof Stadler, you served UP with dignity.

The Faculty of Economic and Management Sciences would like to extend its sincere condolences to Prof Stadler's family and friends.

Staff

In memoriam

Sadly, two staff members of the Faculty passed away in 2014.

Danny Nortjé-Rossouw, a lecturer in the Department of Accounting, passed away in August 2014.

He joined the Faculty as a lecturer in 2000. His outstanding academic achievements up to master's degree level, as well as the numerous academic awards conferred on him since he was at school, supported his chosen career and bore witness to his intellectual excellence. Apart from his intellectual talents, Mr Nortjé-Rossouw was also involved in the arts and the world of entertainment.



The late Danny Nortjé-Rossouw.

Gauthier Tshiswaka-Kashalala, a lecturer in the Department of Economics, passed away in October 2014.

He obtained an MPhil (Economics) degree cum laude from the University of Pretoria and also received the Economic Research Southern Africa (ERSA) and Accenture Prize for Outstanding Performance in Economics at masters' degree level.



The late Gauthier Tshiswaka-Kashalala.

During his academic career, he received various fellowships, including the Fellowship in Population Policy Communication of the United States Agency for International Development (USAID)/Population Reference Bureau, the Dissertation Fellowship in Population, Reproductive Health and Economic Development of the Hewlett Foundation/Institute of International Education and the Palms Bursary Grant of the Ford Foundation. Gauthier will receive his PhD (posthumously) in 2015.

"The greatest gift we can give to those who have left us, is to live fully in their place. " – Unknown

Staff

Staff promotions

The Faculty of Economic and Management Sciences is proud to have dedicated staff with determination and excellent research records. In recognition of their hard work, the following staff members were promoted during 2014:

Department of Auditing

- Cobus Janse van Rensburg was promoted to senior lecturer.
- Naomi Wilkinson was promoted to senior lecturer.

Department of Business Management

- Dr Alex Antonites was promoted to associate professor. Prof Antonites's research interests lie in the fields of entrepreneurship, entrepreneurial creativity and innovation and business modelling. His most recent research projects include the following:
 - "From creations to innovations: the role of collective creativity in the clothing design process for innovative bespoke couture garments produced in a small clothing business"
 - "Cognitive adaptability as predictor of entrepreneurial intent in necessity- and opportunity-driven entrepreneurs"
 - "Capital constraints to entrepreneurial start-ups in South Africa's emerging agribusiness industry"

Communication Management Division

- Dr Estelle de Beer was promoted to senior lecturer.

Department of Economics

- Dr Annari de Waal was promoted to senior lecturer.
- Dr Roula Inglesi-Lotz was promoted to associate professor. Prof Inglesi-Lotz's research interests focus on energy and environmental economics, economic growth and development, and applications of time series and panel data econometrics. She has published a number of papers in international and local peer-reviewed journals. Currently, Prof Inglesi-Lotz is conducting various research projects. These projects include estimating the social rate of return of research and development on energy for a group of International Energy Agency (IEA) countries by using panel data estimations and identifying specifically what policy changes, technological innovations and other factors would nudge economic agents, such as government and consumers, towards the use and implementation of energy sources, particularly renewable ones.

Staff

- Dr Reneé van Eyden was promoted to professor. Prof Van Eyden joined the University as a senior lecturer in 1992. Since then, she has published in various accredited journals and completed a number of successful research projects. Her recent projects include the following:
 - “Testing the asymmetric effects of financial conditions in South Africa: a nonlinear vector autoregression approach”
 - “Inflation and economic growth: evidence from the Southern African Development Community”
 - “The evolution and contribution of technological progress to the South African economy: growth accounting and Kalman filter application”

Department of Human Resource Management

- Dr Chantal Olckers was promoted to associate professor. Prof Olckers’s research focuses on psychological ownership in organisations and the validation of measuring instruments. She is mostly interested in quantitative research designs. Since 1996, over 20 master’s students have successfully completed their research and theses under her supervision. She has delivered numerous papers at national and international conferences and has published several refereed articles in subject-related journals.
- Dr Arien Strasheim was promoted to associate professor. Prof Strasheim mainly focuses her research on consumer behaviour. She has published in esteemed accredited journals such as *Journal of Advertising* and *International Journal of Technology Marketing*. Her recent research includes the following projects:

- “Suggesting new communication tactics using digital media to optimise postmodern traits in marketing”
- “Conventionalists, connectors, technoisseurs and mobilarti: differential profiles of mobile marketing segments based on phone features and postmodern characteristics of consumers”
- “Cross-cultural study of the perceived benefits of a retailer loyalty scheme in Asia”

Department of Marketing Management

- Dr Liezl-Marié Kruger was promoted to senior lecturer.
- Dr Melanie Wiese was promoted to associate professor. Prof Wiese focuses her research on consumer decision-making and higher education marketing. She has co-authored a number of works with other staff members of the Department of Marketing Management and has presented numerous co-authored conference papers, such as “Content analysis of management research published in management dynamics” and “The effects of ambient factors and service quality on customer satisfaction”.

School of Public Management and Administration

- Dr Samuel Koma was promoted to senior lecturer.

Tourism Management Division

- Dr Elizabeth Kruger was promoted to senior lecturer.

Students

“The Faculty is proud of its students who consistently achieve outstanding results and **contribute to its vision.**”

Students

UP alumnus receives prestigious international award

The University of Pretoria produced the top young international tax professional at the 2014 International Ernst & Young Young Tax Professional of the Year Competition.

Benjamin Mbana, who graduated with a BCom Hons (Taxation) degree from the University of Pretoria in 2012, received the 2014 International Ernst & Young Young Tax Professional of the Year Award in Amsterdam. Benjamin also received the South African Ernst & Young Tax Professional of the Year 2014 award. The University of Pretoria also delivered the two runners-up of this competition. Catherine Bailey finished in second place and Shirleen Ritchie finished third. Both are currently master's degree students in Taxation at the University of Pretoria. Eleven of the 13 finalists studied or are still studying at the University of Pretoria. These finalists are exemplary ambassadors for the Department of Taxation because they are inspired thought leaders who generate quality knowledge that is internationally recognised for its impact.

This competition aims to identify global young talent in taxation. The South African representative was selected through a three-stage process. The first stage consisted of an online assessment of tax skills, where all the students studying taxation up to master's level at a South African university were challenged in terms of their technical abilities and wider commercial strengths. Of the students who entered, 20 candidates were invited to simulated client interviews with Ernst & Young partners. In the final stage of the competition, 13 finalists competed against



Benjamin Mbana is the winner of the 2014 Ernst & Young Young Tax Professional of the Year Award.

each other before a panel of judges comprising Ernst & Young partners, tax academics and tax executives.

Benjamin received extremely positive feedback from clients, jury members, coaches and – most importantly – the 23 participants. On hearing the news, Jim Deiotté, Ernst & Young Africa Tax Leader, said: “We are very proud of Benjamin and his accomplishments; the entire practice is celebrating his achievement. Benjamin is becoming an accomplished tax practitioner, a professional who is much sought after due to his work ethic and diversified experiences.”

Students

A great generation of accountants

Another excellent generation of accounting students graduated from the University of Pretoria's Faculty of Economic and Management Sciences.

During the 2014 Autumn Graduation Ceremony, the fourth group of Thuthuka students at the University of Pretoria celebrated with their families and friends as 45 students received the BCom (Accounting Sciences) degree and 34 students received the BCom Hons (Accounting Sciences) degree. They also received the Certificate in the Theory of Accountancy (CTA). The Thuthuka Bursary Programme is a transformation initiative of the South African Institute of Chartered Accountants (SAICA), which is aimed at encouraging previously disadvantaged South African black and coloured learners in schools to pursue a career in the chartered accountancy (CA) profession.

"The Thuthuka students have consistently achieved outstanding results throughout their studies and are excellent ambassadors for



Thuthuka graduates with Prof Elsabé Loots, Dean of the Faculty of Economic and Management Sciences, and guests from the Auditor-General South Africa, Mr Godfrey Mongatane and Mr Suleman Badat, Corporate Executive: Technical Learning and Support (back row second, third and fourth from left). The Auditor-General is a major sponsor of the Thuthuka Bursary Programme.

Students

Thuthuka and the University of Pretoria. We look forward to watching their progress in the future,” said Sonnette Smith, Thuthuka Programme Manager.

It was a time of excitement and rejoicing. In addition, the Thuthuka CTA students achieved an unprecedented 97% pass rate in the SAICA Initial Test of Competence (ITC) examination that was written in January 2014.

Nokwanda Biyela (second from left) with her proud father, together with Leana du Plessis (second from right) and Sonnette Smith (far right), UP Thuthuka Programme managers. Nokwanda graduated with a BCom Hons (Accounting Sciences) degree and a CTA. She also passed her ITC exam written in January and is well on her way to becoming a CA.



A first in South Africa

The first DCom (Internal Auditing) degree in South Africa was awarded to Dr Houdini Fourie during the University of Pretoria’s 2014 Spring Graduation Ceremony.

Dr Fourie’s thesis, “Work-readiness of university graduates: an internal audit educational expectation gap in South Africa”, focuses on technical and behavioural skills in internal auditing education in South Africa. The research was conducted on the technical and behavioural capabilities employers expect of internal auditing university graduates in South Africa. These expectations were compared to the graduates’ actual capabilities. The study concluded that there is a significant expectation gap. In addition, employers of university graduates indicated

that these students do not possess adequate capability in respect of the Internal Audit Standards and Practice Advisories. The biggest expectation gap exists in the context of the behavioural skills capabilities.

This study largely contributes to the limited literature on the educational needs of internal auditors in South Africa. As a result, universities in South Africa will be able to better align their internal auditing studying programmes with employers’ expectations of graduates.

Students

Dr Fourie has published several articles in accredited journals and has co-authored three internal auditing textbooks that are prescribed by the majority of universities in South Africa where internal auditing study programmes are offered.

Dr Houdini Fourie (right) with Prof Karin Barac (left), Head of the Department of Auditing, and Prof Herman de Jager (centre), study leader of the DCom Internal Auditing thesis, after Dr Fourie's oral defence.



Another milestone for the Department of Economics

The Department of Economics achieved yet another milestone when two postgraduate students received Economic Research Southern Africa (ERSA) scholarships.



Mariska Steyn, a master's degree student in Econometrics, obtained her BCom (Econometrics) degree cum laude from the University of Pretoria in 2012.

What makes this remarkable is that it is the only Department in which two candidates received scholarships.

An honours degree in Econometrics, also cum laude, followed in 2013. She is particularly interested in development economics with reference to developing nations and the influence of historical factors on current growth. Mariska is considering pursuing a doctoral degree. After completing her studies, she would like to follow an academic career as a lecturer or become a professional economist who assists with development strategies.



Leoné Walters, a master's degree student in Economics, has been intrigued by economics since high school. She received the Top

Achiever in Economics Award in Grade 12 for the Tshwane South District. She completed her BCom (Economics) and BCom Hons (Economics) degrees cum laude at the

Students

University of Pretoria in 2012 and 2013 respectively. Leoné then went on to attain an Advanced Certificate in Emerging Markets and Country Risk Analysis from Fordham University in New York in 2013. She received the Dean's List Award for Academic Excellence, the Extraordinary Achievement in Statistics Award and

the Award for Top Achiever in Economics in her first and final years of study. Leoné is interested in both macro- and microeconomics, particularly, international trade and computable general equilibrium (CGE) modelling. She aspires to improve South Africa's economy with her knowledge and skills.

ERSA is a research programme funded by the National Treasury of South Africa. The programme aims to expand economic research capacity in Southern Africa, train and mentor young economists, as well as create a supportive network to link economic researchers in Southern Africa.

Young Tuks alumnus receives prestigious award

Erwil Heath, an alumnus of the Faculty of Economic and Management Sciences, received the SAP Early Talent Ambassador Award 2013 for Europe, Middle East and Africa (EMEA).

He received the award from Mr Bill McDermott, the CEO of the multinational software corporation, SAP, at a special function in Barcelona, Spain, in 2014. Erwil graduated in BCom Hons (Financial Management), with specialisation in investment management, in 2008.

He received the award for his outstanding achievement in driving the SAP Early Talent Programme, both internally and externally in South Africa. As part of the award, he travelled to Dublin, California, for the inauguration of a SAP Academy to act as mentor and inspirational peer to

Erwil Heath (left) receiving the 2013 Early Talent Ambassador Award of the Year from Bill McDermott, Global CEO of SAP.



Students

the SAP Academy account executives. He visited the SAP Palo Alto offices near San Francisco and engaged in other activities during his time in the USA.

After graduating in 2008, Erwil joined SAP in 2009 and completed the Deloitte Graduate Academy Programme in 2010. He is currently Business Operations Principal for

SAP Southern Africa. Other awards that he has received since joining SAP include the SAP Peak Performer Award in 2010, selection to the SAP Top Talent Programme in 2011 and the Winner's Circle Award in 2013, which included a trip to Hawaii at the end of February 2014 in recognition of his contribution to the company.

Allan Gray honours top academic achievers

Allan Gray, a successful investment management company, hosted an Academic Achievement Awards function at the University of Pretoria in October 2014.

The function aimed to reward academic excellence in the Faculty of Economic and Management Sciences and to interact with the top academic achievers. The students who participated were asked to submit essays on two topics and the winners in the three categories were awarded cash prizes. Nicci Short was awarded second place in the Allan Gray Academic Achievement Awards for fourth-year students. Kelvin Mocke from the Department of Business Management and (first name) van der Merwe of the Communication Management Division were also part of the top 100 achievers. Some 11 Allan Gray representatives attended the function.



Top academic achievers are rewarded at the Allan Gray function.

This was the first initiative of its kind at the University of Pretoria. Similar events are hosted for students from

the Nelson Mandela Metropolitan University (NMMU), Rhodes University and the University of the Free State.

Students

CTA alumni excel in professional examination

Three alumni of the Faculty of Economic and Management Sciences performed extremely well in the 2013 Public Practice Examination (PPE) of the Independent Regulatory Board for Auditors (IRBA).

Laura Thomas, Sunel Botha and Jennifer Hill completed their BCom Hons (Accounting Sciences) degree and Certificate in the Theory of Accounting (CTA) at the University of Pretoria in 2011 and passed the South African Institute of Chartered Accountants (SAICA) Initial Test of Competence (ITC) in 2012. Laura placed sixth in the PPE national examination and Sunel and Jennifer jointly placed tenth.

Up to the end of 2014, the PPE was the second and final professional examination prospective chartered accountants (CAs) wrote to complete their CA qualification. Normally, prospective CAs wrote this examination in the second year of their compulsory three-year training contract. The PPE focused on auditing and has since been

replaced by the Assessment of Professional Competence (APC), which assesses professional competence over a broader range of competencies.

The CA education programme at the University of Pretoria, namely the BCom (Accounting Sciences) and BCom Hons (Accounting Sciences) degrees, together with the CTA, has earned a sterling reputation over the last few years. Prof Johan Oberholster, CA Programme Manager at the University, is of the opinion that the programme's success can be attributed to robust selection requirements, dedicated teaching staff, committed students and a focus on preparing students for their professional careers, rather than coaching them to pass the professional examinations.

“The success of the CA education programme at the University of Pretoria can be attributed to robust selection requirements, dedicated teaching staff, committed students and a focus on preparing students for their professional careers.”

Students

HR students powering possibility in the South African workplace

Madelé Nelson, a master's degree student in Industrial Psychology, emerged as one of the top three performers in Exxaro Resources' Professionals-in-Training (PIT) programme for recent graduates.

Madelé joined Exxaro in January 2012. After ten months of exposure to a variety of human capital areas, she was transferred to Exxaro's Leeuwpans mine at Delmas as a human resource business partner. There she completed a project that Exxaro selected as one of the top ten projects in the PIT group. Madelé placed second and was the first human resource PIT participant to receive a top-three place at the 2014 PIT Symposium.

The company's PIT programme serves as a "pipeline" through which young talent is recruited, trained and prepared for successful careers at Exxaro. As such, the majority of graduates operate in the technical domains, such as engineering, metallurgy and geology, due to the requirements of the mining industry and the core function of a mine.

The programme also ensures a consistent flow of suitable young specialists into the company. The three-year programme combines academic theory with practical experience in the work environment. Each PIT candidate has a mentor who supervises his or her exposure to various industry commodities, leadership and management training.

Madelé's project focused on developing managers so that they can develop lower-level employees. She was also invited to deliver a presentation at the South African Institute of Mining and Metallurgy's Youth Conference. Madelé says she is honoured to work for a dynamic and empowering organisation like Exxaro. "The PIT programme gave me the wings to fly and make a difference in a big organisation like Exxaro," she says.



Madelé Nelson, one of the top three performers in Exxaro Resources' PIT programme for recent graduates.

Students

Passionate about leadership and development

Nolo Mokoena, a final-year BCom (Economics) student was chosen to serve as a member of the leadership programme of the South African Washington International Programme (SAWIP) in 2014.

During his academic career, Nolo served as chairperson of the Young Economists Society (YES@Tuks), a student society for BCom (Economics) students. He also served as vice-chairperson of Commercii, the student house of the Faculty of Economic and Management Sciences.

Nolo is passionate about students and student life, governance and welfare development. He is also a sports fan and firmly believes that sport can have a lasting impact on communities. To put this belief to practice, he also served on the Student Sport Committee as head of projects.

For Nolo, SAWIP felt like a huge, but natural leap forward. He knows that the opportunity to be a part of such a programme is afforded to very few individuals and he wanted to differentiate himself even further. He also knows that a

unique programme like this would offer him the necessary exposure and platform to do so. He wants to continually grow in his leadership, and better serve the citizens of his country and the citizens of the world. Since his participation in SAWIP, he had been a part of two initiatives at the University of Pretoria, all emanating from the knowledge he has gained from the programme. Nolo hopes to grow into a leader who can find ways to make major contributions to society and industry.

SAWIP is rigorous and demands high levels of input. Participants have weekly workshops with a number of esteemed professionals, such as Dr Renosi Mokate, former Executive Director of the World Bank and former Deputy Governor of the South African Reserve Bank, and Brain Currin, human rights lawyer and constitutional law expert. The participants embarked on field



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Students

trips to historic sites like Constitutional Hill, Monument Park and Lilliesleaf, as well as a 30-hour individual community service project. They also spent five weeks in Washington, after which they continued with a team community project and weekly sessions until they graduated from the programme in September 2014.

The vision of the programme cultivates South African leaders with a global perspective, who serve others with

humility and integrity and inspire future generations to do the same.

“Being chosen for this programme humbles me. It also makes me proud to see that hard work truly pays off. After this experience, I have come back to give even more to South Africa and the world in service. Being selected is truly a lifetime achievement for me and a turning point in my journey,” says Nolo.



Guest lecturer and alumna of the Communication Management Division, Regine le Roux, during her presentation about reputation management.

Recently, the final-year communication management students of the Communication Management Division had the opportunity to listen to an alumnus

Alumnus with a reputation

In the fast-paced and dynamic business world, consumers' interest increasingly extends beyond products and services to the intangible assets of a brand that are integral parts of a company's reputation.

of the Division and a specialist in the field explain why reputation matters.

Guest lecturer, Regine le Roux, shared her expertise, experience and insights with the students about the many facets of corporate reputation and why it has to be strategically managed and tailored to the needs of individual stakeholders.

Ms Le Roux completed her MCom (Communication Management) degree cum laude at the University of Pretoria in 2003. She is the founder and Managing Director of Reputation Matters, a quality-orientated reputation management consultancy, based in Cape Town with virtual offices countrywide. Reputation Matters was rated as the top reputation management

Students

company in South Africa in 2012. The students were also given insight into the Repudometer, a reputation management tool developed by Ms le Roux and Dr Harry Swart as one of the first such tools developed locally to measure organisational reputation.

There is no doubt that the students were impressed with their guest's entrepreneurial story, especially since she is a real-life example of a graduate who has established an award-winning company successfully.

Reputation Matters consists of nine all-women teams, including alumni Lara de Staedtler and Zydellia Kleinhans, who both graduated from the honours degree in communication management cum laude in 2013.

On their way to the Student Leadership Summit

Two Thuthuka students, Vincent Ndebele and Mankwe Mojapelo, have qualified to be part of the Top 30 students chosen to attend the South African Institute of Chartered Accountants (SAICA) Student Leadership Summit in August 2014.

Chartered accountancy (CA(SA)) stream students at SAICA-accredited universities are invited to participate in an essay competition annually. The best thought-through leadership essays are selected after a thorough assessment process and these students are invited to attend the Student Leadership Summit. Here, students participate in a networking skills workshop, while a networking event is held on the first evening of the summit. Students have the opportunity to interact with business leaders from a variety of fields who hold a CA(SA) designation, reiterating the flexibility and opportunities offered by the designation. Students are also put through an intensive soft skills workshop.

The aim of the essay competition is to emphasise the flexibility, potential and status of the South African CA qualification, thereby inspiring the students to persevere with their studies and complete the official training requirements.

The summit also creates a platform for students to interact with each other and business leaders who have already walked this path. Another purpose is to create future business leaders. Communication and the ability to write is a critical skill. People need to be able to communicate and express themselves eloquently. Written communication is extremely important in the accounting profession.



Vincent Ndebele



Mankwe Mojapelo

Students

UP alumnus appointed as Deputy Minister of Trade and Industry

Minister Mzwandile Masina, an alumnus of the Department of Business Management, was recently appointed Deputy Minister of Trade and Industry.



Deputy Minister of Trade and Industry, Minister Mzwandile Masina

Minister Masina obtained a master's degree in Entrepreneurship under the leadership of Prof Gideon Nieman, former Head of the Department of Business Management. From a young age, Minister Masina showed that he was a leader. In 1999, he was named Youth Leader of the Year by the Absa Foundation and the Rand Afrikaans University (now the University of Johannesburg). In 2008, he was named the most innovative employee of the year by the Ekurhuleni Metropolitan Municipality, and while employed by the Department of Trade and Industry (the dti), he served as the departmental representative at the National Economic Development and Labour Council (NEDLAC), a

forum where government, business and labour discuss and negotiate contentious policy issues. He also represented the dti on a South African Bureau of Standards (SABS) committee on small business responsible for the development of quality standards for small business products in South Africa.

In 2012, Minister Masina was appointed CEO of the Gauteng Film Commission after having served as Chief Operations Officer at the Gauteng Department of Sport, Arts, Culture and Recreation. As Chief Director in the Department of Mineral Resources, he was responsible for the Office of the Minister and later for Special Projects in the Department.

“From a young age, Minister Masina showed that he was a leader.”

Students

Graduates prepared for successful professional careers

Two graduates from the Department of Economics, Mashuping Liphoko and Mpho Tsebe, have been chosen to join the amazing 3Continent Master of Science in Global Management (3CMGM) programme.

The 3CMGM programme is a full-time, 12-month programme, designed to prepare high-potential recent university graduates for successful professional careers through a unique global immersion in management education.

As part of the programme, Mashuping and Mpho live and study in three different regions: the USA, Europe and India. Here they gain in-depth exposure to the diverse economies and cultures of the different countries, as well as an unparalleled preparation for careers in today's global markets. The 3CMGM programme accelerates the development of global leadership skills with the aim of giving graduates a truly global perspective on business, a sense of the social value of business development in the global economy and increased personal development and self-awareness.

The 3CMGM courses are taught in an interactive, experiential setting by an internationally diverse faculty. Students are expected to actively participate in class discussions, analyse business cases, prepare business presentations, participate in team projects and engage in computer simulations. In all courses, the focus is on the practical application of concepts to real business life. The programme offers courses in collaboration with the Antwerp Management School in Belgium, the Xavier Institute of Business Management (XIMB) in Bhubaneswar and Fordham University in New York.

The students visit various institutions, like the European Union, the European Parliament, the World Bank, the United Nations (UN) and Bloomberg, and experience Broadway shows. This allows the students to truly become global citizens.

The Department of Economics has sent graduates on this programme for two consecutive years.



Mashuping Liphoko in India as part of the 3CMGM programme.

Students

South African Tax Institute results

The Tax Professional Knowledge Competency Assessment is the first tax professional occupational qualification of its kind in South Africa. It has created a whole new career path for students by allowing them to specialise in tax and become renowned tax professionals.



Caption: To be submitted.

The qualification requires candidates to successfully master knowledge, practical skills and workplace competencies. These are assessed by means of professional examinations. During February 2014, the results for the first Tax Professional Knowledge Competency Assessment were announced. Eight of the top ten performers are graduates of the University of Pretoria. One of these graduates, Aneesa Carrim, placed first in this assessment and is the only student to have obtained a distinction.

The students graduating from the University would, however, never again be required to write professional examinations for either the knowledge or practical skills competency components of the tax professional occupational qualification. The University is the first and currently only university in South Africa that is an accredited service provider of the knowledge and practical skills competencies. This accreditation of its tax programmes underlines the fact that the Department of Taxation continues to be a leader in tax education.



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