

UN Principles for Responsible Management Education

Sharing Information on
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**Gordon Institute
of Business Science**
University of Pretoria

PRME Principles for Responsible
Management Education
an initiative of the United Nations Global Compact

Renewal of commitment

At the Gordon Institute of Business Science we believe that business can and should be a force for good. In our setting of a country and continent in great need of economic development, this is an imperative. We work with business, government and civil society to create a better, more equal South Africa. While firmly rooted in a university system, we are physically and philosophically close to business.

GIBS has been a member of PRME since 2009 and has been selected as one of the 38 global business schools to participate in the 2018-19 United Nations PRME Champions programme. In order to be considered, we were required to demonstrate our commitment to responsible management education. GIBS is pleased to add this recognition to our growing accolades as a pre-eminent business school on the continent.

The UN PRME Champions programme centres on developing the next generation of leaders with the necessary knowledge and skills to address the United Nations Sustainable Development Goals (SDGs). As PRME Champions, GIBS is committed to:

- Working collaboratively to achieve higher levels of performance in transforming business and management education in five key areas: curricula, research, educational frameworks, sustainability-based partnerships and thought leadership.

- Serving the broader PRME community through active engagement with existing PRME Chapters, PRME Working Groups, active Global Compact members and other global opportunities.
- Contributing to broader UN goals and issues, particularly helping to realise the UN SDGs.

The flagship PRME Champions project of the 2018-19 cycle is to develop good practices to support the embedding of the SDGs into the teaching curricula and research of the School and to engage in partnerships as a means of executing this agenda. The aim is to co-design a blueprint for the next generation of sustainability-driven business schools and management-related higher education institutions.

Through responsible management education, the School will continue to develop students to become future leaders who emphasise sustainable value for business and society.



Professor Nicola Kleyn

Dean

Gordon Institute of Business Science, University of Pretoria

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1.

About GIBS

The GIBS mission

At GIBS we significantly improve responsible individual and organisational performance, primarily in South Africa and increasingly in our broader African environment, through the provision of high quality business and management education.

To build capability in general management in the South African and greater African context, the School is:

- innovative in programme design, teaching and, increasingly, research;
- engaged with the wider community; and
- alert to global perspectives.

A BRIEF HISTORY OF THE SCHOOL

The Gordon Institute of Business Science (GIBS) is the graduate school of business of the University of Pretoria (UP), one of the largest residential universities in South Africa. The Vice-Chancellor and Principal, Professor Cheryl de la Rey, is the Chief Executive of the University. There are nine faculties at UP, which serve undergraduate students and offer specialist honours, masters and doctoral degrees. GIBS functions within UP as a separate school on its own dedicated campus in Johannesburg, with a focus on general management at post-graduate level. All academic degree programmes offered by GIBS are accredited through the University of Pretoria by the South African Council on Higher Education (CHE).

GIBS was established in 2000 and initially offered a Master of Business Administration (MBA), a Postgraduate Diploma in Business Administration (PDBA) and a small portfolio of Executive Education (EE) courses. The School has since extended its MBA portfolio to include a number of formats, and introduced a Doctor of Business Administration (DBA) and, more recently, a Doctor of Philosophy (PhD). In addition to this growth in academic programmes, the School now has a sizeable EE portfolio and serves a large number of corporate and institutional clients with requirements for customised leadership and management development programmes.



The Principles for Responsible Management Education

WHY PRME IS IMPORTANT TO GIBS

GIBS has long been committed to the values embodied in the Principles for Responsible Management Education and the UN Global Compact. Now a PRME advanced signatory, the School aims to actively integrate the PRME framework and make the six principles a core part of the way we operate. Our recent invitation to join the UN PRME Champions group was an affirmation of this commitment and our continued efforts to further embed the SDGs into our teaching curricula and research.

UN PRME CHAMPIONS

GIBS Dean Prof Nicola Kleyn was a guest at a dinner held by the United Nations Global Compact and Principles for Responsible Management Education in Davos, Switzerland in January 2018, coinciding with the World Economic Forum. She was one of over 40 academic leaders and corporate executives — including deans from top business schools and chief executives from leading businesses — gathered to discuss gaps in today's business and management education.

The occasion also served as the launch of the 2018-2019 cycle of the PRME Champions, a group of 38 higher education institutions that commit to a significant transformation in teaching, research and partnerships underscored by the Global Goals. Professor Kleyn said, "We are delighted to be recognised as a PRME Champion. In a world of growing inequality, we believe that business schools have a vital role to play in fostering business behaviour that drives inclusive growth."



Prof Nicola Kleyn in Davos, Switzerland (2018)

GLOBAL COMPACT NETWORK SOUTH AFRICA (GCNSA)

GIBS plays host to the Global Compact Network South Africa office. This member-based corporate sustainability platform brings businesses in South Africa together with labour organisations, cities, non-governmental organisations, academia and UN agencies. It works with member companies to embed into core strategies United Nations Global Compact (UNGC) 10 Principles on Human Rights, Labour, Environmental Protection and Anti-Corruption, in addition to facilitating private sector contribution to Sustainable Development Goals.



Dr Achieng Ojwang, Executive Director of Global Compact Network South Africa

Accreditations and rankings

The School is accredited by the Association to Advance Collegiate Schools of Business (AACSB), and its MBA and DBA programmes are accredited by the United Kingdom-based Association of MBAs (AMBA).

GIBS is also a member of the Association of African Business Schools (AABS) and the South African Association of Business Schools (SABSA).

We are also members of CEEMAN, the International Association for Management Development in Dynamic Societies.

In May 2018 the annual UK Financial Times Executive Education rankings, a global benchmark for providers of executive education, once again ranked GIBS as the top South African and African business school. This is the 15th year running that we have been ranked among the top business schools worldwide.

In October 2017 our MBA was ranked among the top 100 business schools globally in the prestigious UK Financial Times Executive MBA Rankings. We are the only African business school on this list.

THE ASSOCIATION OF MBAS (AMBA)

The international impartial authority on postgraduate business education.

THE ACADEMY OF BUSINESS IN SOCIETY (ABIS)

A global network of over 130 companies and academic institutions whose expertise, commitment and resources are leveraged to invest in a more sustainable future for business in society.

THE ASSOCIATION OF AFRICAN BUSINESS SCHOOLS (AABS)

Supports graduate business schools through capacity building, collaboration and quality improvement programmes for deans/directors and faculty from African business schools.

THE SOUTH AFRICAN BUSINESS SCHOOLS ASSOCIATION (SABSA)

Assists in creating an effective means of leveraging information, skills and expertise between business schools and assists to develop the business education sector in line with international standards.

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME)

A voluntary initiative to stimulate responsible management education, research and thought leadership and is inspired by the UN Global Compact.

UN PRME CHAMPIONS

A select group of 38 PRME business schools worldwide who are working together to develop good practice for embedding the UN SDGs into teaching curricula, research, educational frameworks, sustainability-based partnerships and thought leadership.

CEEMAN

An international management development association established to accelerate the growth in the quality of management development in central and eastern Europe.

AACSB ACCREDITATION

AACSB provides internationally recognised, specialised accreditation for business and accounting programmes at the bachelors, masters and doctoral level. The AACSB Accreditation Standards challenge post-secondary educators to pursue excellence and continual improvement throughout their business programmes. AACSB Accreditation is known worldwide as the longest-standing, most recognised form of specialised/professional accreditation an institution and its business programmes can earn.



Academic Programmes

We offer students a wide range of academic programmes that are intensive and interpersonal, designed to push the boundaries of management education. We focus not only on knowledge and skills, but the overall development of the person as a leader.

GIBS offers the following academic programmes:

- **DOCTORAL PROGRAMME - DBA AND PHD.**
As part of our intensified efforts to anchor GIBS in Africa, the doctoral programme focuses on developing a scholarly understanding of our continent.
- **MASTERS IN INTERNATIONAL BUSINESS - MPhil IB.**
Added to our repertoire in 2018, the MPhil IB is designed for managers and leaders interested in management in a globalised world. Core courses include topics such as competitive global strategy, cross-cultural management and local responsiveness versus global standardisation. Students pursue a relevant topic of their choosing in an in-depth research component.
- **MASTER OF BUSINESS ADMINISTRATION – MBA.**
Our flagship qualification is a holistic journey, designed to broaden a graduate's business, country and world view, and to develop the business acumen and skills required to lead a division or entire organisation.
- **POSTGRADUATE DIPLOMA IN GENERAL MANAGEMENT – PGDIP.**
This nine-month programme offers a broad view of business fundamentals and prepares aspirant students to progress to the GIBS MBA.
- **POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION – PDBA.**
A part-time version aims to fast-track individuals in the early stages of their management careers (with at least two years' work experience and leadership potential) towards running a department within an organisation. Inaugurated in 2018, a full-time version of the PDBA is for recent graduates seeking a launching pad into the world of business.

Executive Education

Our open and custom programmes, within the Executive Education unit (EE), provide delegates with the applicable knowledge, critical skills and tools to make an impact on three levels: individual, team and organisation.

Open Programmes (OP) allow executives to interact with world-class local and international faculty and thought leaders, while collaborating with peers from different companies and industries. Programmes emphasise active learning, sharing of best practice and implementation of practical applications.

GIBS offers a variety of open programmes which range from the prestigious Senior Executive Programme Africa in partnership with Harvard Business School and the Global Executive Development Programme supported by the University of Oxford Saïd Business School, to a comprehensive portfolio of over 50 short courses.

Each year on our Custom Programmes (CP) more than 60 leading global and South African organisations from the private, public and non-government sectors partner with us to design and deliver tailor-made interventions to develop their existing and potential leaders. Programmes are designed to achieve impact through a clear assessment of organisational and individual needs, innovative learning design and rigorous measurement of impact on an organisation's ability to deliver on its business strategy.



Personal and Applied Learning - PAL

Research demonstrates a significant improvement in impact if a learning experience includes both classroom teaching and personalised learning formats such as coaching. This, coupled with our mission to be 'close to business', informed the establishment of Personal and Applied Learning in 2014. GIBS PAL employs best practice approaches in the design of personal learning processes, delivered through experts. This can be approached through one-to-one methodologies like coaching. It is also effectively accomplished through approaches that enhance personal development through interactions with others (group coaching) or that focus on an individual's role in team performance (team coaching or ALP: Action Learning Processes). Coaching has been integrated to support GIBS MBA and doctoral programmes and is employed in 95% of GIBS custom and open programmes.

Centres of Excellence

GIBS houses four centres of excellence:

ENTREPRENEURSHIP DEVELOPMENT ACADEMY

The EDA was established in 2014 and officially opened by Minister for Small Business Development, Lindiwe Zulu. It is the heart of entrepreneurial development and thinking at GIBS, aiming to make business education accessible to start-up, micro and small business entrepreneurs. In a country with unemployment stuck well above 25%, this is an existential imperative. Focus is given to four areas: township business, social entrepreneurs, the green sector and women. This means that, by our very nature, we support youth in business and think of ourselves as a 'mobile campus', taking holistic interventions to all corners of the country. To date we have trained over 2,000 entrepreneurs and the accumulated revenue for all businesses EDA has worked with is some R2.4-billion, based on self-reported figures in surveys we conduct after programmes. The centre has an extensive research portfolio and recently led the first national mapping study of social enterprises in South Africa.

THE CENTRE FOR LEADERSHIP AND DIALOGUE

The CL&D aims to create a new generation of leaders armed with the capacity and insights to lead businesses, public institutions and social enterprises - all of which are essential to achieving success in an increasingly complex world. We work with a broad range of current and emerging leaders through programmatic learning interventions or strategic dialogues with business government and societal stakeholders. These activities aim to catalyse public and private partnering strategies to address the intractable South African and global challenges.

THE CENTRE FOR AFRICAN MANAGEMENT AND MARKETS (CAMP)

Established in 2018, CAMP aims to better understand the economies, management philosophies and practices of business in Africa. The centre conducts its own research, hosts a variety of networking events, and partners with several internal and external Africa-focused initiatives and projects.

THE ETHICS AND GOVERNANCE THINK TANK

A first of its kind in South Africa, the Ethics and Governance Think Tank convenes and facilitates discourse on some of the most pressing topics affecting South African business and society. It achieves this through two distinct types of platform. Forums are where we host high-profile leaders to discuss topical issues, usually in a packed auditorium, and invite the public to participate. Our private dialogues serve more as a safe space, where Chatham House rules are strictly applied to high-level dialogue between business leaders and a diversity of stakeholders. These are designed to foster understanding as an antidote to the polarisation afflicting South Africa at all levels.



2.

UN Principles for Responsible Management Education

6 Principles

“As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions”

PRINCIPLE 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

PRINCIPLE 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

PRINCIPLE 3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

PRINCIPLE 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

PRINCIPLE 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

PRINCIPLE 6

Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, and civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organisational practices should serve as examples of the values and attitudes we convey to our students.

3.

UN PRME Champions Group

The first meeting of the 2018-2019 Champions cycle was hosted by Audencia Business School on 22-23 February 2018 in Nantes, France. Some 50 participants attended, representing 34 institutions across 20 countries.

The aim of the meeting was to take stock of the approaches of PRME Champion institutions integrating the UN Sustainable Development Goals (SDGs) into curricula, research and partnerships, as well as to draw the roadmap for PRME Champions engagement for the two-year cycle.

Participants had the opportunity to:

- share different approaches to SDG integration in their institutions;
- discuss the Champions' collective ambition moving forward;
- agree key elements and milestones both individually and as a collective;
- present sub-group projects around the overarching focus on the SDGs; and
- debate tangible outcomes for the two-year cycle ahead.

The GIBS team presented a project proposal entitled "The role of emotional connectedness in embedding the SDGs in management education: How experiential learning interventions lead to students and faculty becoming invested in the issues and contributing to actionable outcomes and social impact." Given the limited evidence of success in embedding the SDGs into the curricula and research in business schools worldwide, new and innovative ways are needed. This will ensure that management education is relevant and delivers social impact in the context of the global development challenges and makes a contribution towards the SDG targets.

Based on research evidence that identifies the role of positive affect and emotional energy in achieving actionable outcomes, the assumption that underlies this project is that immersive, experiential learning fosters emotional connectedness to the issues articulated in the SDGs. This can create deep and lasting connection to the issues, which in turn delivers benefits at multiple levels for the individual, organisations and social impact.

We are currently progressing this work with Nottingham Business School at Nottingham Trent University with a collaborative research project and teaching programme that aligns with the South African National Development Plan 2030 and several of the UN SDGs.



UN PRME Champions meeting in Nantes, France, in February 2018. Dr Jill Bogie attended for GIBS.

PRME Principles for Responsible
CHAMPIONS Management Education
2018-2019

Awards and milestones

The Aspen Institute Award 2016: Faculty Pioneer Awards: Innovation in Teaching



The Faculty Pioneer Awards were established in 1999 to “celebrate educators who demonstrate leadership and risk-taking - and blaze a trail toward curriculum that deeply examines the relationships between capital markets, firms and the public good”. The special focus for the 2016 edition was to “recognise and honour faculty who are teaching (at the MBA level) about business practices that help corporations confront and solve society’s grand challenges”. The Institute lists these challenges as “climate change, inequality, global health, financial inclusion, human rights, resource scarcity, economic development and more”. Five GIBS faculty were recognised alongside five other leading international academics. The award was for our pioneering teaching course on Human Behaviour and Performance in South Africa.

The GIBS teaching team describes their work: “One grand challenge of our time is to overcome intractable group conflict.

South Africa has transitioned to a democracy but many of the entrenched inequalities remain. In response, the faculty team developed a course that helps students understand and respond to the human complexity of the world around them. It combines theory from sociology, social psychology and organisational behaviour with visits to places of symbolic importance, dialogue, theatre and story sharing.”

The GIBS team comprised **Jonathan Cook, Dr Ngao Motsei, Morris Mthombeni, Prof Margie Sutherland and Anthony Wilson-Prangley.**

The course addressed topics such as the historical roots of behaviour in South Africa, reflections on history, social identity and dialogue, power and influence, as well as inclusivity and personal identity.



Standard Bank Top Women Awards 2018



GIBS was a finalist in the annual Standard Bank Top Women Awards 2018. The School was selected in the category Top Gender Empowered Companies in the Public Services Sector. This category is for companies operating in the public sector, such as universities, government departments and municipalities, that “clearly and effectively demonstrate the highest level of gender empowerment, from staff to suppliers, through their programmes and policies.”

The UK Financial Times Ranking



In 2017, the UK Financial Times MBA Ranking also recognised GIBS in its continued efforts to bridge the gender gap for having 38% female faculty, 42% female students on the MBA programme and 50% female board members placing the School 11th, 7th and 5th in the world respectively when compared to other business schools.

The AACSB Innovations that Inspire Awards



The Association to Advance Collegiate Schools of Business (AACSB) Innovations that Inspire initiative shines a spotlight on business schools that are changing the face of management education in a variety of creative ways while retaining a commitment to quality. Awards are granted for schools that “exemplify some of the ways business schools are taking a forward-looking approach to education, establishing cutting-edge ties with industry, and even championing revolutionary initiatives for the betterment of higher education as a whole.”

GIBS has been recognised by the AACSB for the following programmes:

2016: THE DYNAMICS OF COMPETITIVENESS

In the category ‘Teach - Pedagogy and Learning’

GIBS included the Dynamics of Competitiveness core module in the MBA to invoke learning and deep reflection in a context far wider than ‘business as usual’. Syndicates embarked on two-day immersive trips to small towns in and around Gauteng province, where they engaged with local community leaders and businesses. Group projects and presentations required students to grapple with the political, social and economic challenges of their assigned towns and regions. The importance of the course would later be enhanced by the global module near the end of the MBA experience, where the business context of small-town South Africa would be starkly contrasted with the likes of Silicon Valley, Moscow, Dubai and other destinations.

2017: THE NEXUS PROGRAMME

In the category ‘Engaging in a Diverse Community’

Nexus is a transformative civic leadership programme offered by GIBS for leaders in corporate, civil society and government sectors who wish to amplify their influence by engaging in and across diverse South African communities, bridging cultural differences, creating learning dialogues, and driving societal impact. Topics covered include: identity versus diversity; effective use of dialogue in the workplace; learning from South African history; inner-city discovery experience; and community engagement. The eight-month journey is brought to life by experiential learning, reflective practice and direct engagement with societal leaders.

2018: THE ETHICS AND GOVERNANCE THINK TANK

In the category ‘Strengthening the Understanding of Effective Leadership Development’

The GIBS Ethics and Governance Think Tank convenes and facilitates debate on the most pressing challenges for business and society. Be it through open forums or private dialogues, topics range from white-collar crime and youth unemployment to active citizenry and ‘making people healthy’. Participants include some of the country’s most influential leaders in business and stakeholder groups such as labour, public sector, academia, NGOs, the media and student movements.

As founder of the GIBS Ethics and Governance Think Tank Rabbi Gideon Pogrand says, business has a “moral imperative to act as a force for good.” This even more so in South Africa, where ills from fraud and corruption to unemployment and social division threaten the conditions for a thriving democracy and modern, sustainable economy.

The Star (21 June, 2018)

In response to rapid global change, business schools are no longer educating students about the ways of the world, they do so for one that does not yet exist, according to Rabbi Gideon Pogrand, Director of the GIBS Ethics and Governance Think Tank. He says, “It is why we are honoured and delighted our think tank has been recognised among 30 global institutions by such a prestigious body as the International Association to Advance Collegiate Schools of

AACSB recognises GIBS for innovation in leadership development

Business (AACSB). It affirms the value and importance of the work we are doing in addressing the challenges currently faced by South African business and society. It’s all about defining what it means to lead in the face of uncertainty and cultivating a winning skillset in the next generation of business leaders.”

The third annual Innovations That Inspire Challenge recognises institutions from around the world that serve as champions of change in the business education landscape. The focus is specifically on innovation in leadership development, a key pillar of the accreditation process and one of five oppor-

tunities identified in a collective vision for business education.

Within the category Strengthening the Understanding of Effective Leadership Development, the GIBS think tank was recognised for partnering with industry to gather data-driven insights on the most effective leadership practices and approaches.

Rabbi Pogrand elaborates, “It serves as a platform to explore and influence how South African business can follow a more ethical approach, thereby building trust and helping to secure a more successful, sustainable future for its community and the country. Our think tank has established itself as a pre-eminent platform for a national conversation about business ethics. This has been achieved via a series of public forums featuring influential South African thought leaders. The platform also convenes and facilitates private dialogue forums between senior leaders from business and diverse societal stakeholders.”

Thomas R. Robinson, president and CEO of AACSB adds, “Through its best-in-class leadership development programme the think tank ensures that



Rabbi Gideon Pogrand

the business leaders of tomorrow will be ready for whatever lies ahead.”

Entrepreneurship Development Academy (EDA)



After four successful years, this centre has now established itself as a ground-breaking team and an impactful actor in the national mission to create jobs. One major project of the EDA is the J.P. Morgan GIBS Small Business Boost Programme, a ten-month business management scholarship focused on small and medium-sized enterprises in the green economy. A more academic side of the learning covers the fundamentals of running an SMME (including marketing, supply chain, and finance), while a more practical element includes coaching, mentoring and real-world simulations. GIBS won initial funding for the programme in November of 2016 and renewed that one year later. Early in 2017 the GIBS EDA published a research report entitled “SMMEs and the Green Economy: Muddy Waters and Murky Futures”. This is an investigation into the sustainability practices of small, medium and micro manufacturing enterprises in South Africa’s Gauteng province. The report was written by Dr Jonathan Marks of GIBS and Karen Hidden.

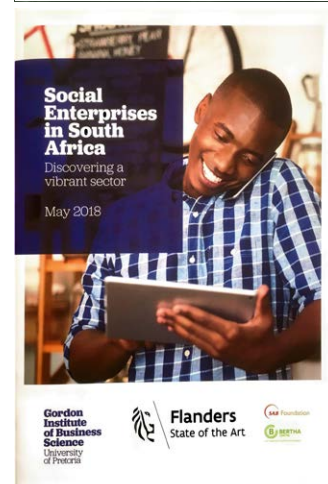
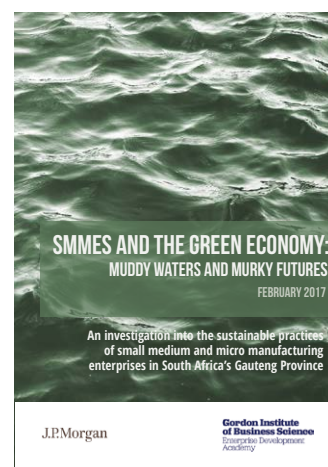
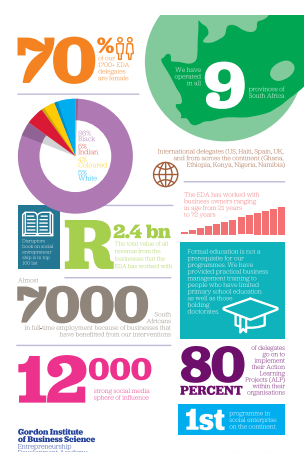
In 2018 the EDA co-published a research report entitled “Social Enterprises in South Africa: Discovering a Vibrant Sector”. The first of its kind in South Africa, this is a national survey of social enterprises. These entities, characterised by their focus on social or environmental issues but using business methods and markets to maintain their financial viability, are regarded as vital to the country’s development. Over 450 social enterprises took part in the survey.

The GIBS research team was led by full-time faculty member Dr Kerrin Myres and included research faculty Dr Anastacia Mamabolo and PhD candidates Nyasha Mugudza and Lauren Jankelowitz. The study was conducted in an academic partnership with the Bertha Institute of Social Innovation and Entrepreneurship at the University of Cape Town Graduate School of Business and received funding from the Government of Flanders and the SAB Foundation.

In partnership with the National Home Builders Registration Council (NHBCRC) the EDA has provided scholarships to 200 women in the construction industry for the Women Empowerment Programme. This programme won two awards at the Africa Construction Awards in 2017 in the categories Excellence in Career Development and Most Innovative Women Training Programme. One of our Free State-based entrepreneur delegates was nominated for the Pioneer of Innovation Award.

The Festival of Ideas identifies people with great ideas that have social or environmental impact. It is a pitching competition and workshop, where we work with the top 50 applicants to fine tune and focus their ideas, giving them a springboard to turn ideas into action and connecting them to organisations that can support them further. Established in 2014, the 2017 edition, with partners Barloworld and the British Council, awarded a total of R260,000 in prize money and gave the opportunity to four finalists to travel to Ghana and the UK for further education and support.

In 2018 the EDA secured an R11-million grant from the Walmart Foundation to provide support and mentorship to 200 retail-focused small businesses around the country.



Project Orbit



Project Orbit is a major research undertaking aimed at creating a better understanding of business and responsible management in Africa. The focus is on senior executives in finance, retail and agri-business companies operating in selected African countries. These include South African and European multinationals with an African presence as well as local champion firms. Led by Professors Nicola Kleyn and Helena Barnard, the team also comprises postdoctoral fellows, international scholars and business partners.

Data has been collected in Zimbabwe, Kenya, Nigeria, Namibia, Botswana and South Africa. Key findings thus far include: insights on the way many leaders rely on their faith to provide a moral compass in decision-making and strategy in what are, at times, fraught environments for business; the critical importance of networks and relationships in the make-up of a resilient organisation; how chronically poor infrastructure and institutional voids make relatively simple tasks, such as logistics, large challenges for many organisations; and how traditional practices, like Botswana's Kgotla system (an indigenous form of public meeting, community council and traditional court of law) can be used to engage employees and involve them in decision making.



GIBS Forums



Our GIBS forums are open spaces for conversation. The four highlighted below are examples of the calibre of the speakers and the range of subjects. All forums are recorded and published on the GIBS YouTube channel.

APRIL 2018: REVEREND JESSE JACKSON: THE DILEMMA AND CHALLENGE OF BLACK EXCELLENCE

Rev. Jackson explained: “The tools used to end political apartheid must now be used to end economic apartheid. We are free, but we are not equal.”

AUGUST 2017: DR NKOSAZANA DLAMINI-ZUMA: CREATING THE SOUTH AFRICA WE ALL WANT

The challenges of poverty, inequality and unemployment in South Africa disrupt the peace and stability of the country. All South Africans want a country that is peaceful and prosperous, a more equal society that is inclusive and creates opportunities for all.

Dlamini-Zuma, an anti-apartheid activist and former Chair of the African Union Commission, said: “While much has been achieved to service the basic needs of our people, there is still much to be done.” She argued that it is not only the responsibility of government, but a responsibility shared by all, to find the solutions to these challenges.

JUNE 2017: CYRIL RAMAPHOSA: RADICAL ECONOMIC TRANSFORMATION

Just months before assuming the Presidency of South Africa, Ramaphosa said, “If we are to progress as a democratic nation, what we need to do is go beyond slogans to the heart of the matter and look at what needs to be done to redress the imbalances of the past. Therefore, we must focus on the real substance of radical economic transformation and the steps that we need to take.” He went on, “Our country will see radical change in the next ten to twenty years.”

JULY 2018: KEVIN SNEADER, GLOBAL MANAGING PARTNER FOR MCKINSEY & CO.: LEARNING FROM THE PAST - LOOKING TO THE FUTURE

“Let me begin with one word: Sorry.” That was the dour opening line from Kevin Sneader. Just days into his new role as the boss of McKinsey, he was in Johannesburg to deal with the fallout from his firm’s involvement in wrongful conduct surrounding dealings with, amongst others, South Africa’s parastatal power utility Eskom. At the event, hosted by GIBS Dean Nicola Kleyn, Sneader pledged that nearly R1-billion would be repaid to Eskom and announced a governance overhaul to prevent wrongdoing of this kind in the future.

A special graduation



Dr Anastacia Mamabolo was awarded her PhD with a thesis entitled: “Human Capital Investments and Skills Outcomes Specific to the Different Entrepreneurship Phases”. The research was conducted in South Africa, an emerging market context struggling with an insufficient level of entrepreneurial activity, a vast skills shortage and a widely recognised need for new business ventures to support economic development.

Dr Mamabolo’s graduation took special significance when her research abstract was read out in her mother tongue of Sepedi, one of South Africa’s 11 official languages and spoken by more than 4.5 million people.

“An advocate of hard work and achievement, Anastacia is both a role model for her contemporaries and for up-and-coming women in academia,” says Dean Nicola Kleyn. Anastacia believes “being a woman means having immeasurable strength and ability. It means moving past stereotypes and expectation, and embracing yourself despite them.”



Dr Anastacia Mamabolo receives her PhD at the University of Pretoria Campus

The 4th International Conference on Responsible Leadership



In March 2017 GIBS, together with The Albert Luthuli Centre for Responsible Leadership, co-hosted the 4th International Conference on Responsible Leadership in partnership with the Leadership Collaboratory at the Copenhagen Business School and the Globally Responsible Leadership Initiative (GRLI).

The conference theme was “Leadership Challenges that Matter”. Scholars of leadership, business, organisation, environmental studies and the humanities collaborated to grapple with complex and pressing challenges confronting business and society through a problem-driven and solution-oriented approach.

GIBS faculty (names in bold) presented papers on the following subjects related to the SDGs:

- Cherise Small and **Dr Charlene Lew**: Virtue Ethics and Mindfulness for Responsible Leadership: Towards a Holistic Approach
- Bezzly Maiwashe and **Dr Gavin Price**: Mining Industry Social Responsibility and its Impact on Local Community
- **Dr Jill Bogie**: Multi-stakeholder Cross-sector Collaboration for the Sustainable Development Goals
- **Marius Oosthuizen**: Leading on the Nexus of Ethical and Strategic Leadership
- **Dr Caren Scheepers** and Dr Ellenore Meyer: Leveraging Complexity Leadership to Improve the Health and Wellbeing of the Poor and Marginalised



5.

Progress towards each of the **6 PRME principles**

Principles 1 and 2 GIBS values and business practices

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy. We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Updates on GIBS corporate social responsibility (CSR)



GIBS maintains a commitment to societal development through CSR. Our staff, students and alumni combine to participate in a variety of community service projects, both through GIBS internal initiatives and in partnership with other institutions.

1. THE SPIRIT OF YOUTH (SoY)

The Spirit of Youth is a year-long programme designed to give high-potential learners in the penultimate year of schooling the chance to engage on the most pivotal social and political issues shaping (or misshaping) South Africa's future. The goal is to equip young leaders with a deeper understanding of South Africa's context and possibilities. Many return to their schools and communities with new insights and a greater capacity to make positive change.

South Africa's vast racial and economic inequality make it critical that great effort is made to include scholars from all walks of life in SoY. Delegate fees are subsidised with donor funds and a representative mix of schools is targeted for social, economic and geographical diversity.

We use innovative techniques, including facilitated dialogue and experiential learning, to foster peer-to-peer learning on social and political topics impeding our nation's progress. Major themes addressed include: race and identity in South Africa; personal leadership; social responsibility; and moving successfully into professional life.



Just some of the many activities youngsters take part in at GIBS during Spirit of Youth.

2. BIZSCHOOL: FACILITATING THE TRANSITION FROM SCHOOL TO WORK

GIBS has an ongoing partnership with BizSchool, a non-governmental organisation that arose from a desire to facilitate the difficult transition from school to work. This addresses the scourges of youth unemployment and a documented lack of business and financial skills among South Africa's secondary school leavers.

The bulk of energies are spent on a two-week programme held during the December school holidays. Participants are helped with mapping a career path through career counselling and testing as well as ongoing mentorship. In addition, the basics of essential areas such as entrepreneurship, CV writing, personal finance and life skills are taught. At the heart of this learning is simulation based on reality show The Apprentice, requiring attendees to produce and defend their own business plan to make and sell a quality product at a local market.

All these programmes take place at the GIBS campus and meals are provided at a discounted rate. GIBS staff volunteer in the various programmes as presenters and mentors, while some provide monetary donations.

3. PRIMARY SCHOOL ENGAGEMENT PROGRAMME: INVESTING IN THE DEVELOPMENT OF BASIC EDUCATION INSTITUTIONS

GIBS recognises the importance of investing in the development of basic education institutions. Our efforts take the form of educational and financial support for local primary schools, primarily in disadvantaged areas of Johannesburg. The aim is to help build these schools into centres of academic excellence and ensure that the next generation of business leaders in South Africa – and the next generation of GIBS graduates – have a strong academic foundation. We focus on: maths, science and English subject improvement; management skills; environmental awareness and responsibility; and nutritional supplementation (feeding schemes and vegetable gardens).

4. BEATRICE XALISA BURSARY: PROVIDING FINANCIAL ASSISTANCE TO CHILDREN OF GIBS EMPLOYEES

Our Beatrice Xalisa Bursary Scheme commemorates the life and contribution of Beatrice Xalisa. Employed as the GIBS receptionist from day one, Beatrice passed away unexpectedly in August 2006.

This bursary provides financial assistance for a child of a permanent GIBS employee. Open to employees with a household income not exceeding R240 000 per annum and with a child who attends a state primary school, the value of the bursary is R10 000.

5. STAFF LEARNING – INTERNAL AND EXTERNAL STUDIES

GIBS supports personal and occupation-oriented development of our staff and encourages a culture of ongoing learning and development. In addition to the spectrum of forums and conferences, staff have the opportunity to further their studies both through GIBS and with external institutions. GIBS will fully fund their studies on internal programmes, except for the global elective on the MBA. Studies with external suppliers are partially funded for between 50% and 80% of the fees. Whether internal or external, applicants must demonstrate, inter alia, relevance of the studies to their role at GIBS, and funding may be subject to a work-back period.

As at August 2018, a total of 15 of our people were enrolled for internal academic programmes. Since the start of the year more than 30 had undergone external training and support on topics ranging from graphic design to governance, risk and compliance, and at levels ranging from introductory courses to PhD.

6. SPONSORSHIPS AND DONATIONS: ENCOURAGING PHILANTHROPY AMONG STAFF MEMBERS

GIBS knows that financial reward is only part of what motivates work and retains talent. Perhaps more important are the unique opportunities that come with being a member of an organisation and a synergy of values between employee and employer.

At GIBS we offer a 'give as you earn programme'. GIBS matches every donation by employees to their chosen charities and NGOs as a show of commitment to the philanthropic causes that matter to employees.

GIBS also makes regular collections for outreach programmes, where both staff and students at GIBS are encouraged to donate items to organisations in need.



Nelson Mandela Day – 18 July 2018

In conjunction with The Social Collective and COMPASS home in Edenvale, GIBS is looking for your help this Nelson Mandela Day. We ask all staff, delegates and visitors to join the [#actionagainstopoverty](#) movement.

Donate

- Drop items in Syndicate 34 from Wednesday 4 July 8am:
Any old clothing, children's books or children's toiletries (mild bath soap, children's toothpaste/ toothbrushes, face cloths).
- Donate cash at Illovo Hotel, which will be used to purchase more donations

Gordon Institute of Business Science
University of Pretoria

Volunteer on 18 July

- Packing items into bags for delivery
- Go to deliver the items and paint a classroom at the home
- *Contact Robert Thompson to volunteer*



One prominent charity drive is our initiative on Nelson Mandela Day, held annually on the birthday of the late inaugural president of a democratic South Africa. Our theme in 2018 was [#ActionAgainstPoverty](#) and benefited a nearby children's home through donations of money, books, clothing and toiletries, as well as help painting a classroom.



GIBS staff getting involved in painting classrooms at COMPASS children's home on Nelson Mandela Day

7. HEALTH AND WELLNESS: INVESTING IN STAFF HEALTH

GIBS invests extensively in staff health and wellness education. This includes an annual Discovery Vitality health week on campus, HIV/AIDS awareness days, breast cancer screening and lectures on nutrition.

In 2018 we partnered with Acutt & Associates to develop an employee assistance programme. This gives employees access to psychological and lifestyle wellness support. This ranges from individual and relationship counselling to weight management and substance abuse treatment. This outsourced service ensures strictly confidential and impartial assistance.



GIBS ALUMNI WELLNESS CLUB

8. ALUMNI WELLNESS CLUB

In May 2018 Team GIBS, a student-driven initiative to ride the 94.7 Cycle Challenge to raise charity funds, was transformed and expanded into the GIBS Alumni Wellness Club. The new mandate includes sports beyond cycling and incorporates a variety of other elements of wellness such as nutrition and financial planning. A launch event featured speakers on physical and financial health, including the personal story of one alumnus, Chibaya Girland, who had recently completed the famous 90km Comrades Marathon.

THE ALUMNI OFFICE
together with the new
GIBS Alumni Wellness Club
invites you to attend an inaugural
Health and Fitness Workshop

The Team GIBS cycle club is evolving into the GIBS Alumni Wellness Club, to attract greater participation across various sporting codes and encourage a healthier lifestyle for all GIBS alumni. We invite all alumni health fanatics and others wanting to live a healthier lifestyle to join us for what promises to be an interesting session!

Date: Thursday, 24 May 2018
Time: 17:30 till 20:00
Venue: GIBS, Restaurant
RSVP: Mpho Mashele:
alumni@gibs.co.za
by 22 May.
Please also let know if you
have any dietary requirements.

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9. INTERNAL SOCIAL ENTERPRISES

GIBS contracted a large commercial cleaning company until 2012, when Prof Nick Binedell saw some potential in one of the cleaners, Elizabeth Makhanya, also known affectionately as Gogo ('grand-mother' in isiZulu). Binedell assisted her to start her own social enterprise, Mzansi Cleaning and Housekeeping, which has since grown to service the entire campus. GIBS assists Mzansi staff with early payment and above-industry salaries.

GIBS has contracted another social enterprise, Tempo Garden Services for the last decade. The team of four was the outcome of an enterprise development initiative and, like Mzansi, is paid above-industry rates and receive additional support.



Margaret Dshivhuho, Portia Hlungwan and Simangile Msomi, members of Mzansi Housekeeping and Cleaning.

10. GOING GREEN

As part of the worldwide push, GIBS has committed to eliminating single-use plastics on campus. We have ordered our first batch of compostable and biodegradable coffee cups, cutlery and straws, and are on target to have fully transitioned away from plastics before the end of 2018. This is on top of our longstanding recycling efforts which see some 15% of total waste recycled.

Principle 3

Teaching curricula and methods

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Academic programmes



MBA

Core courses:

- The Environment of Business
- The Dynamics of Competitiveness
- Entrepreneurship
- Innovation and Design
- Leadership and Corporate Accountability

Electives:

- Women in Leadership
- Corporate Governance
- Innovation for Future Fitness
- Business Opportunities and Innovation in Africa
- The Moral Leader
- Innovation at the Base of the Pyramid



POSTGRADUATE DIPLOMA IN GENERAL MANAGEMENT

Core courses:

- Applied Business Project
- Financial and Management Accounting
- Human Behaviour and Performance
- Organisational Development and Transformation



POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

Core courses:

- Ethics and Sustainability
- Integrated Syndicate Assignment on Social Responsibility

MBA Core Courses

THE ENVIRONMENT OF BUSINESS

Presented by Morris Mthombeni, Executive Head of Faculty

In future, companies and economies will not have permission – be it legal or ‘social licence’ – to grow at the expense of social justice and environmental security. Consequently, business leaders are increasingly required to incorporate social and environmental factors alongside economic and technological ones in their pursuit for economic sustainability.

This course engages the twin problems of scarcity and abundance in Africa. The prevailing narrative is that African countries have scarce human and technical resources to effectively and efficiently exploit their abundant resources. Graduate students of business and general management ought to have the ability to disentangle this narrative with a view to playing a meaningful role in contributing to Africa’s wellbeing and prosperity. Through this course graduate students begin to explore their agency and judgement in the face of scarcity and abundance.



THE DYNAMICS OF COMPETITIVENESS

Presented by Dr Tumo Kele and Marius Oosthuizen

This course immerses students in business contexts far removed from those they are accustomed to. Groups spend two days and a night in secondary and informal economies in outlying towns within a morning’s drive of Johannesburg.

Visits with a variety of private and public entities, rural and urban, formal and informal, demand an appreciation for the wide range of factors that have shaped these communities and inform the business models of entrepreneurs that succeed in these settings. Many students are awakened to the plight of the millions of South Africans struggling to keep their heads above the poverty line. The goal is to inspire participants to take a responsible leadership perspective to economic development, competitiveness and socio-economic development. Intrinsic in this is an examination of the pressures and opportunities around the arrival of economic migrants, who have relocated to South Africa (many of whom are from the likes of Ethiopia, Somalia and Pakistan) to build their lives and businesses. A group assignment asks students to apply their other learnings from the MBA programme to theorise ways to uplift these stagnant economies.



ENTREPRENEURSHIP

Presented by Dr Alex Antonites

The course provides a broad perspective on entrepreneurship, its strategic importance and social relevance. It introduces students to the entrepreneurial ecosystem, key entrepreneurship theory and models, and the immense impact small business has on an array of socio-economic issues. This module is presented in a highly interactive manner, ensuring students engage in peer learning. It demands the evaluation of entrepreneurial challenges and experimentation with ideas and approaches to building new businesses and generating wealth.



INNOVATION AND DESIGN

Presented by Dr Jeff Chen

At the heart of the Innovation and Design core course is the understanding that innovation is a function of both invention and growth. Without growth, an 'innovation' intervention is little more than a creative concept. Theory homes in on the antecedents and determinants of innovation capabilities of individuals, groups and organisations. A combination of autodidactic learning and class debate is designed to provide students a holistic view of designing innovation interventions. The syndicate assignment to design a real-life intervention for an assigned business or other organisation cements that knowledge through application.



LEADERSHIP AND CORPORATE ACCOUNTABILITY

Presented by Dr Gavin Price

The environment that business people operate in is incredibly complex and making sense of it all is a challenge. The course is designed to create an awareness of how the student, as an individual, is affected by and can affect the environment in which they find themselves. The thrust is on two topics intimately associated with leadership and ethics. First is mindfulness, both one's own and that of one's environment. Second, influence: the ability to affect change in the mindsets and actions of others. The course demands an open examination of the often conflicting ethical, social and economic responsibilities business leaders face in a dynamic market. The goal is to prepare students to make good decisions when these dilemmas inevitably arise.



MBA Electives

WOMEN IN LEADERSHIP

Presented by Shireen Chengadu

Studies locally and globally demonstrate the various benefits of gender-diverse leadership teams and gender-balanced businesses. Yet gender imbalance remains the status quo in business environments everywhere. On this elective we ask why, enabling both men and women to uncover and then discuss and debate the underlying reasons for the dearth of women in leadership positions and the lack of gender-balanced businesses. In addition to understanding the causes, we scrutinise practical tools and techniques that can help delegates navigate their careers as well as implement strategic solutions that help businesses become gender balanced.



CORPORATE GOVERNANCE

Presented by Prof John Ford

This case-based and interactive course introduces the concepts of corporate governance, risk management and performance measures to achieve corporate objectives and comply with regulatory and other obligations. Important topics include the role of the board as a driver of an organisation's governance system and custodian of its integrity and sustainability; measures of performance in areas such as legislative and regulatory compliance and environmental impact; integrated reporting; and the role of internal audit. King IV, the latest iteration of a code of corporate governance widely regarded as an international leading light, informs much of this. Guest speakers, including CEOs of listed companies and legal experts, bring the realities of governance to the classroom.



INNOVATION FOR FUTURE FITNESS

Presented by Dr Wayne Visser

A future-fitness framework guides the discussion around global challenges and offers an innovative way of thinking and critically assessing alternatives and possible futures. The course aims to heighten awareness of mega-trends that are shaping our global societies, cities and businesses, and which demand proactive strategies. Other aspects of future fitness are a safe future that is more healthy, secure and resilient, and a smart future where people are more educated, connected and responsive. It is also a shared future that is more fair, diverse and inclusive. It is a sustainable future that is more renewable, enduring and evolutionary.

The key learning outcomes are familiarity with specific, practical tools for futures thinking on global challenges, livelihoods and industry sectors, and critical analysis skills that allow students to deal with complex data, conflicting information and real-world dilemmas. This course equips students to apply this thinking as leaders in the political, business and civil society spheres, to think creatively and constructively about the future, and to act proactively to shape a better future.





BUSINESS OPPORTUNITIES AND INNOVATION IN AFRICA

Presented by Terrence Okeke Taylor

Recent years have seen the narrative on Africa shift rapidly – if in fits and starts – from a continent of poverty and strife, to the next region to grow exponentially, after the likes of the ‘Asian Miracle’ late in the last century. Already happening in sizeable pockets, the story of optimism for African commerce needs orders of magnitude to keep raising standards of living across what is still a desperately poor continent. This elective explores how companies have thrived in Africa with a view to understanding drivers of success. Topics include ownership structures, green business and understanding customers at the so-called ‘base of the pyramid’.



THE MORAL LEADER

Presented by Dr Zukiswa Mthimunye

For many people the MBA marks a career transition from a specialised, often professional role that is determined for them, to one demanding a wider perspective on general management and the surprising discovery that they can choose where to take the organisation they are responsible for. The Moral Leader is an opportunity for participants as leaders to consider the basis of their life direction and where they are taking other people. The aim is to help students understand their own leadership impact, how to enhance it and how to take control of the direction in which they are leading others.



INNOVATION AT THE BASE OF THE PYRAMID

Presented by Dr Tashmia Ismail-Saville

Four billion people live in developing economies at the so-called base of the economic pyramid. The Innovation at the Base of the Pyramid elective recognises both that businesspeople have a responsibility to help improve the wellbeing of these people and the fact that they represent a vast untapped market. Tools and methodologies taught represent best practice at building distinctive business that meet the needs at the base of the pyramid and create sustainable value for all stakeholders. The course revolves around an immersive consulting project requiring students to spend time with a micro-business in the impoverished Diepsloot township just outside Johannesburg.

Postgraduate Diploma in General Management Core Courses

THE APPLIED BUSINESS PROJECT (ABP)

Presented by Hayley Pearson

One of the two Applied Business Project (ABP) topics available to students addresses a variety of PRME pillars through the examination of a human development issue with resonance in South Africa. In 2018, 30 out of the total 40 syndicate groups took this option. This required them to identify one human development challenge afflicting the country – anything from income inequality and a failing public schools system to rural-urban migration and early childhood development. Groups then conducted extensive research into the issue, applying and integrating relevant theory and tools from core subjects to generate a feasible solution to the identified issue.



FINANCIAL AND MANAGEMENT ACCOUNTING

Presented by Prof John Ford

In addition to the more typical accounting skills such as costing, ratio analysis and budgeting, keystone outcomes include a strong emphasis on responsible and ethical reporting with a focus on the triple bottom line. The financial aspects of governance are studied with reference to the South African Institute of Chartered Accountants regulations. Notable cases of corporate fraud are also examined to understand how governance can fail in the real world.



HUMAN BEHAVIOUR AND PERFORMANCE

Presented by Anthony Wilson-Prangley, Dr Ngao Motsei and Morris Mthombeni

Leaders must build high-performing teams and organisations. This means bringing people together in a complex world. Locally and globally, geographic and psychological distances are collapsing. Human migration across borders means diverse cultures are increasingly connecting and working side-by-side. Technology is reducing the barriers of time and space. New, shared values are emerging. At the same time, new waves of populism are reacting against growing pluralism.

This course asks students to reflect on themselves and their own life stories, and to know the life experiences of fellow students. This requires an appreciation that we all experience the world through a unique 'lens' that is shaped by myriad factors. Presenters bring theories and approaches to building organisations in a diverse set of contexts.



ORGANISATIONAL DEVELOPMENT AND TRANSFORMATION

Presented by Dr Caren Scheepers, Dr Charlene Lew and Dr Dorothy Ndletyana.

Resilient people are required to sustain an organisation over the long term, yet many organisations are driving employees to burnout. Various social and environmental issues particular to South Africa add a layer of complexity. This subject confronts these and other challenges. Class sessions enhance awareness of the triple bottom line of profit, people and planet, and identify organisational development (OD) interventions that help organisations balance economic, social, and environmental objectives. Students also learn about sustainable management organisations (SMOs) and how OD can assist in their design and development.



Postgraduate Diploma in Business Administration

Core Courses

ETHICS AND SUSTAINABILITY

Presented by Dr Gavin Price

This course aims to create an acute level of awareness of the importance of ethical and sustainable behaviour in the business environment. It provides the tools to assist students when faced with ethical dilemmas. Important ethical and sustainability issues in the South African context are debated to ensure that students appreciate the hurdles facing business leaders in the country. Topics covered include:

- ethical principles and decision-making guidelines
- stakeholder management
- business and society, including corporate citizenship
- sustainability



INTEGRATED SYNDICATE ASSIGNMENT ON SOCIAL RESPONSIBILITY

Academic Lead: Hayley Pearson

Students are required to choose a local organisation that is working to meet the needs of disadvantaged people. Syndicate groups meet their organisation on site and determine how they can help. The assigned challenge is to give of their time and talents to address the identified problem.

Groups are then required to synthesise what they have learnt and report back on the following questions:

- Information and knowledge management: What tools and practices could you propose be utilised to drive collaboration and innovative thinking in this organisation?
- Business ethics: Discuss the company's values and the moral philosophies of its leadership. What is their attitude to sustainability and how is this manifested in their operations?
- Macroeconomics: Discuss how your proposed initiative would contribute to one or more of South Africa's so-called 'triple ills' of poverty, inequality and unemployment. In the long-term, how will your initiative contribute sustainably to South Africa's economic growth?
- Management accounting: Do an analysis of costs. Discuss whether all costs are necessary – i.e. is the organisation better off for incurring these costs?



Executive Education: Open Programmes (OP)

Leading Women



Presented by Shireen Chengadu

The challenge of gender inequality is not sufficiently addressed by financial investment in women's development and meeting quotas. According to Shireen Chengadu, lead faculty on this programme: "truly inclusive and transformational workplaces will be realised when leaders become personally involved". The times we live and work in are full of disruption and complexity, with leadership at a crossroads. Women are poised to use their voices to realise their full potential as leaders in business and society.

The programme is designed for women who are ready to undertake a transformative process to improve their efficacy as authentic and effective leaders. It develops practical tools that delegates can apply in real-time and with the support of a tailored peer group and certified executive coach.



Nexus



Pitched as supportive of "adaptive and transformational leadership in a rapidly evolving South African environment," Nexus is an eight-month-long, award-winning leadership programme. It supports leaders in business, civil society and government to more skilfully and collaboratively understand and navigate the complexities of the South African context. The objective is to equip leaders to impact positively on the pressing challenges that face us as communities, as organisations and as a country. The programme utilises experiential learning, reflective practice and direct engagement with societal leaders. Focus areas are contextual understanding, authenticity, agency and vision.



Executive Education: Custom Programmes (CP)

The CATHSSETA Global Executive Development Programme (GEDP)



CATHSSETA is the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority. National legislation mandates this body to facilitate skills development within its designated sub-sectors. GIBS Custom Programmes designed the GEDP programme to enhance the leadership and management skills of industry leaders in these sub-sectors. Explicit aims were to create a network of empowered executives to grow into champions of their industries; expose delegates to global thinking and best practices; create awareness of the need for these diverse sectors to strengthen their contribution to the economy and foster social cohesion in South Africa; and, through the global immersion, generate awareness of these South African sectors with a view to creating business opportunities.



Several of the Individual Action Learning Projects (IALPs) in this programme were directed at SDGs, including:

- A water-saving, recycling and recovery project.
- Addressing the land use management dilemma of Cape Town's Table Mountain National Park.
- Conservation and revenue generation: A business case for effective management of protected areas in the Eastern Cape province.
- Feasibility of developing a community permaculture vegetable garden in Sweetwaters, KwaZulu-Natal province.
- Initiation of a rural youth citizen science birding project in Limpopo province.
- Evaluation of opportunities for strategic partnerships and collaborations for the growth of small and medium sized enterprises in the Magaliesberg mountain range area north of Pretoria.
- Development of waste collection methodologies to divert electronic waste from landfill sites, while creating jobs and reducing the use of raw materials.



CATHSSETA EDP
visit to Macau, China
(April, 2018)

International Executive Development Programme (IEDP) for Women



The Transport Education and Training Authority, or TETA, has prioritised the importance of developing women in this traditionally male-dominated sector. GIBS CP designed the International Executive Development Programme for Women to promote the development of a network of empowered women senior managers and executives that can leverage each other's experience to the betterment of their own organisations' strategic and operational

sustainability. The eleven-month programme emphasised active learning and included an international immersion and application of learnings to identified strategic challenges in the transport sector. The 15 high-impact, cross-industry high-potential delegates were exposed to learning methodologies including peer coaching, simulations, company visits, and reflect/review sessions.

The Life Healthcare Senior Management Development Programme (SMDP)



This programme prepares delegates identified as future leaders in their organisations for more senior and complex roles. The thrust is building their capacity around business knowledge, skills and applied competencies at senior management in preparation to contribute to the Life Healthcare business objectives.

The theme of the SMDP was 'Leveraging Diversity to Improve our World'. Keystone objectives were to provide delegates with an understanding of:

- the forms of diversity that matter most in the workplace;
- the barriers to diversity and inclusion;
- the difference between diversity and inclusion;
- what a strategic approach to diversity looks like; and
- how to improve effectiveness in working with diverse teams.

The Discovery Senior Management Development Programme (SMDP)



The Discovery Advanced Peak Performance Programme sought to develop and equip senior managers to perform pivotal roles within the company in the achievement of Discovery's Ambition 2018 objectives. A key aspect of the programme is the focus on developing leadership abilities to recognise, value and leverage diversity in order to create an inclusive workplace.

The course aimed to:

- develop models and approaches that establish a common understanding of diversity and inclusion;
- build on delegates' understanding of unconscious bias and its impact on relationships within the workplace;
- demonstrate the importance of leveraging diversity in building high-performance teams and in creating a values-driven culture;
- provide guidelines for leading inclusively; and
- review Discovery's approach to diversity and inclusion.



FirstRand Young Talent Programme (YTP)



This programme targets the chronic youth unemployment in South Africa, where well over one-third of young adults are out of work. In addition to age inequality, the programme addressed racial inequality in complying with the client's affirmative action responsibilities for Broad-Based Black Economic Empowerment (B-BBEE). The programme architecture was strongly shaped by the need for future fitness, incorporating the skills that the World Economic Forum (WEF) identifies as critical for the future world of work, such as emotional intelligence and cognitive flexibility.



Personal and Applied Learning (PAL)



Our track record of successful coaching engagements includes the following clients: Anglo, Sanlam, MTN, Dimension Data, EY, UNICEF, RCL Foods, Standard Bank, Public Investment Corporation, Liberty and ABSA.

In alignment with SDG 17, PAL has several learning partnerships, including those with The Institute for Leadership and Transformation (TILT); the Cultural Intelligence Centre (CQ), the Arbing Institute, the International Coach Federation (ICF), and LeadSA.

In addition to integration into our academic programmes, PAL's contribution towards sustainability includes the following stand-alone programmes:

UNICEF EXECUTIVE COACHING IN CHINA

The UNICEF Executive Coaching Programme supported the executives' capacity to solve and deal with challenging leadership situations. Tools included feedback, developmental goals, reflection and real work-place application of skills.

DISCOVERY MENTORSHIP PROGRAMME

This is a training programme designed for over 20 Discovery leaders at both mentor and mentee level. The aim is to equip leaders with mentorship and coaching skills to further support the development of a mentor culture within Discovery.

GIBS delivers a Professional Business Coaching journey, fully internationally accredited by the International Coaching Federation (ICF). This includes two programmes:

PROFESSIONAL BUSINESS COACHING

This programme helps delegates build knowledge and skills in professional coaching to support an organisation in creating sustainable performance at individual and company levels. The programme is experiential in nature and blends theory with practice in a way that can be integrated and applied back at work.



ADVANCED PROFESSIONAL BUSINESS COACHING

This programme is aimed at experienced coaches wanting to take both their own and their coachees' experience of business coaching to the next level and to intensify connections with others to facilitate a true thinking partnership for more sustainable results and greater impact.



Together, these programmes provide the preparation and coach-specific training that are required for those who wish to pursue an ICF PCC-accreditation.

MANAGEMENT COACHING FOR EXCEPTIONAL PERFORMANCE

This three-day programme equips delegates with professionally aligned coaching skills to develop high-performing and motivated teams and to use coaching wisely within an overall management approach. Targeted to middle/senior managers and HR practitioners, the programme can also serve as an entry point for professional coaching. The programme develops core capabilities, skills and process frameworks in coaching, and employs demonstrations, practical experience with skills learnt, and cases and best practice examples.



LEADER AS MENTOR

This programme is offered in public, in-house and customised formats. The focus is on mentoring as a relationship, where a learning partnership is created between the mentor and mentee. It highlights the role of leader as mentor and shifts the concept of mentoring as a traditional teaching relationship, in which the master teaches the apprentice, to one in which a learning partnership is created between the mentor and mentee. An experiential approach is employed to assist leaders in becoming highly effective mentors and to guide organisations in developing effective mentoring programmes that build a mentoring mindset as a basis for a strong learning orientation.



Principle 4 Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Faculty research and publications



JOURNAL ARTICLES AND RESEARCH REPORTS

GIBS research output covers diverse SDG related topics such as ethical trade, food security, gender pay gaps, land reform, entrepreneurship, innovation in emerging markets, black economic empowerment, women entrepreneurs, corporate social responsibility and community engagement.

See detailed list in Appendix 1.

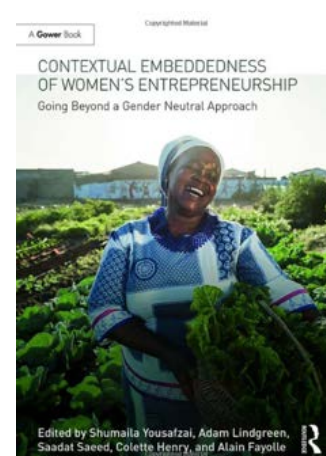
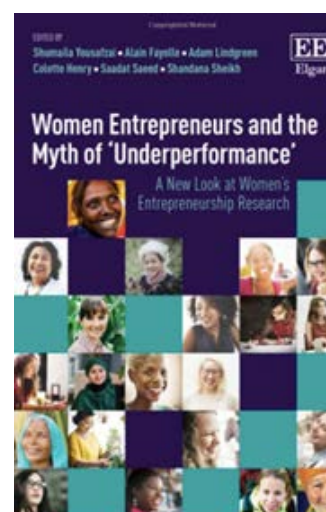
BOOKS PUBLISHED: (GIBS IN BOLD)

Yousafzai, S., Fayolle, A., **Lindgreen, A.**, Henry, C., Saeed, S., & Sheikh, S. (eds.) 2018. *Women entrepreneurs and the myth of underperformance: A new look at women's entrepreneurship research*. Edward Elgar Publishing: Cheltenham.

Contributors take a novel look at how we define performance through an examination of institutional power structures and policies. They explore ways to overcome constrained performance and encourage women's entrepreneurial activities through various methods. The overarching impact is to shatter misconceptions of underperformance in women-owned enterprises.

Yousafzai, S., **Lindgreen, A.**, Saeed, S., Henry, C. & Fayolle, A. (eds.) 2018. *Contextual embeddedness of women's entrepreneurship: Going beyond a gender neutral approach*. Routledge: Abingdon.

This book assembles a range of insights on the influences and restraints in gendered contexts including social, political, institutional and economic in which female entrepreneurs operate their businesses. It displays the importance of studying these contexts in the way they shape women's entrepreneurial pursuits and how female entrepreneurs are able to modify these contexts.



Shireen Chengadu and **Dr Caren Scheepers** (eds). 2017. *Women Leadership in Emerging Markets*. Routledge: New York

Shireen Chengadu and Dr Scheepers integrate two underdeveloped topics with pressing importance to today's business environment: women in leadership roles and women in emerging markets.

The book explores how women in a variety of professional services—from accounting and law to engineering and medicine—have built their careers in the context of an emerging market. Using a foundation of the latest research, a narrative is woven using real-life examples of women leaders in a range of emerging markets, as told in their own words.

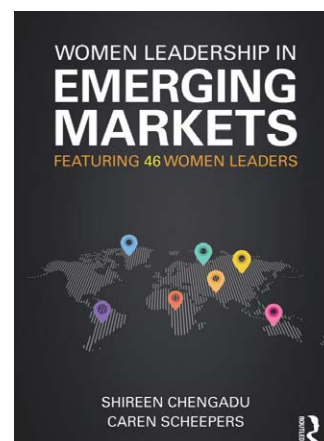
Chapters in this book:

- **Chengadu, S.** & Mekan-Lakha, P. 2017. Macro-level perspective on women's leadership. In: *Women Leadership in Emerging Markets*, C. Scheepers & S. Chengadu (eds), pp. 1-31.
- **Scheepers, C.** 2017. Leadership in context. In: *Women Leadership in Emerging Markets*, C. Scheepers & S. Chengadu (eds), pp. 32-64.
- **Scheepers, C.**, Parbhoo, H., Swart, S., & Alexander, K. 2017. Women's movements in emerging markets. In: *Women Leadership in Emerging Markets*, C. Scheepers & S. Chengadu (eds), pp. 65-104.
- Nambiar, Y & Methil, R. 2017. Women's leadership in entrepreneurial contexts. In: *Women Leadership in Emerging Markets*, C. Scheepers & S. Chengadu (eds), pp. 194-215.
- **Jaffit, M.** & Alexander, K. 2017. Women's leadership in corporate enterprises. In: *Women Leadership in Emerging Markets*, C. Scheepers & S. Chengadu (eds), pp. 244-259.

Lindgreen, A., Van Hamme, J. & Watkins, R. (eds) 2017. *Communicating Corporate Social responsibility in the Digital Era*. Routledge: Abingdon.

Research into the use and effectiveness of various communications through digital platforms about corporate responsibility is scarce. Many organisations still rely on traditional communication platforms and tools, or even refrain from communicating on the topic at all for fear of attracting stakeholder scepticism or cynicism. This book recognises the need for an interdisciplinary examination of CSR communication through digital platforms to establish a definition and up-to-date picture of the field.

This anthology examines how organisations use digital platforms to communicate their CSR activities and thereby achieve their organisational goals.



BOOKS (IN PRESS)

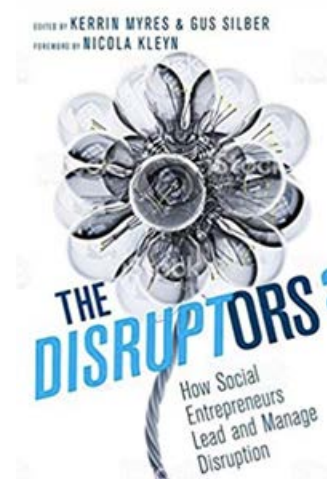
Myers, K. & Silber, G. (11 Dec 2018). *The Disruptors 2: How Social Entrepreneurs Lead and Manage Disruption*. Bookstorm.

Following the success in 2016 of *The Disruptors* comes the next book on social entrepreneurs and social enterprises. This book analyses the challenges of social entrepreneurs navigating the tensions between value and legality, profit and purpose, marketing and delivery, stakeholders and funders, while continually reinventing themselves and their organisations in the face of ever-shifting socio-economic contexts.

CASE STUDIES

Cases published in 2016 and 2017 with related SDGs

Name	SDG	Case title and publisher
Dr Charlene Lew	8;9;17	<i>Awethu project: Values-driven decisions for profit and social impact.</i> Ivey Publishing
Ellenore Meyer Dr Caren Scheepers	3;17	<i>Contextual leadership of a multi-partner approach to healthcare innovation.</i> Emerald Emerging Markets Case Collection
Kerryn Krige Prof Margie Sutherland	8;12	<i>Helenvale's recycling initiative: Catalysing community driven social entrepreneurship.</i> Emerald Emerging Markets Case Collection
Dr Caren Scheepers Dr Ken Mathu	7;8;9	<i>Leading change towards sustainable green coal mining.</i> Emerald Emerging Markets Case Collection
Prof Margie Sutherland Dr Jeff Chen	4	<i>SPARK schools: Kindling innovation in South Africa's primary schools.</i> Ivey Publishing.
Kerryn Krige Prof Margie Sutherland	3;8;17	<i>Unjani clinics in a container: Social franchising in South Africa.</i> Emerald Emerging Markets Case Collection
Dr Jonathan Marks		<i>Brownies & downies: coffee, culture & community.</i> Emerald Emerging Markets Case Collection.
Anthony Wilson-Prangley G. Wilson-Prangley	8;9;10	<i>Beyond the lemonade stand: Sustaining a new social venture.</i> Ivey Publishing
Sikonzile Zungu Dr Ken Mathu Dr Caren Scheepers	3	<i>Addressing operational constraints through contextual leadership at a KZN Public Hospital: A case of Prince Mshiyeni Memorial Hospital.</i> Emerald Emerging Markets Case Collection
Kerryn Krige; V. Hawarden; R. Cohen	4	<i>Badly taught equations are destroying growth: transforming maths and science education in South Africa's schools.</i> Emerald Emerging Markets Case Collection
Kerryn Krige V. Hawarden R. Cohen	8;9;10	<i>Confronting the challenge of double vision: balancing the profit and purpose tensions of social enterprises.</i> Emerald Emerging Markets Case Collection.
Dr Caren Scheepers Natalie Van der Veen	5	<i>Unilever South Africa: Contextual leadership of culture for inclusive growth.</i> Ivey Publishing



RESEARCH IN PROGRESS: DR ANASTACIA MAMABOLO

The Kgotla system as a local governance institution

The Kgotla system, a public gathering which allows community members to participate in decision making, has been practised in Botswana since before its colonial era and remains a powerful institution. The study aims to grow our understanding of the principles, assumptions and benefits of the system and to explore how the Kgotla may be applied in organisations.

Dr Mamabolo gathered her data in Gaborone in March 2018. Semi-structured interviews were held with two companies that use the Kgotla system to engage employees, as well as a variety of leaders and users of the Kgotla in a more traditional setting, including two tribal offices and the Chairman of the Houses of Chiefs.

Findings thus far are that the key functions of the Kgotla are citizen engagement, conflict resolution, consultation, consensus and community building. These findings will help to advance a community-based view of the firm in management research.



A behind-the-scenes perspective on a modern Kgotla (Gaborone, 2018).

Principle 5 Partnerships

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Many activities at GIBS involve our network of partners in both the private and public sector. Some of the notable success stories in the past two years are highlighted here.

The Senior Executive Programme – Africa



GIBS collaborates with Harvard Business School (HBS) to develop and deliver the Senior Executive Programme – Africa. Designed for experienced senior executives in African companies from any industry, the three-module programme attracts delegates from a diverse spectrum of countries, cultures and industries.

Module 1 – Strategy, Innovation and Leadership – is conducted in Accra, Ghana. Delegates then return home to conduct the second module as independent projects, each working on a major business challenge identified in their own organisations. The cohort reconvenes in Boston, USA, for the final module: Thinking Globally, Driving Local and Regional Growth, and Sustaining Success. Representing GIBS on the Ghana leg in 2018 were Dean Prof Nicola Kleyn, Prof Nick Binedell, Morris Mthombeni and Abdullah Verachia.

The Senior Executive Programme – Africa teaches a global curriculum with a focus on the leadership skills and insights required to compete in the dynamic economies of Africa.

Delivered by faculty from both Harvard and GIBS, the programme also serves as a tool for the generation of new educational materials and an exceptional development experience for faculty members.



Prof Nick Binedell addressing delegates on the Senior Executive Programme – Africa, in Accra, Ghana (2018)

The UN University Institute for the Advanced Study of Sustainability



The United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS) in Tokyo, Japan, in partnership with GIBS and the Graduate School of Business (GSB) at the University of Cape Town convened a two-day community of practice workshop at GIBS in August 2018.

The aim of the workshop was to develop a framework and strategy for a community of practice on entrepreneurship amongst faculty nominated by the deans and directors of 15 business schools across Africa. The workshop concluded with four communities of practice established where faculty will collaborate on research to develop cases which can be used as teaching materials to help gain a better understanding of entrepreneurship in Africa and to provide a platform to discuss and share pedagogical approaches towards entrepreneurship education.



United Nations University Institute for the Advanced Study of Sustainability workshop delegates on a day of activities at GIBS (August, 2018).

The Executive Leadership Programme - a partnership with the National Department of Treasury

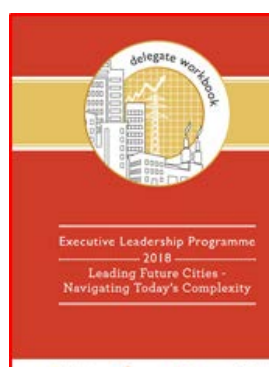


This prestigious customised programme for the top managers and executives of the major metro areas and cities of South Africa is now in its fifth year.

The 2018 conference was held over five days in the week of 9 April 2018 on the theme Leading Future Cities: Navigating Today's Complexity.

Treasury Deputy Director General Malijeng Ngqaleni introduced the programme, describing it as “well established and respected among city governments. With previous ELPs strengthening the foundations for spatial transformation and inclusive urban economic growth, the 2018 ELP builds on these foundations and deepens leadership capability through a focus on city futures”.

Ngqaleni went on, “we recognise that cities play an increasingly important role in moving people out of poverty and contributing to economic growth. However, urban systems are influenced by ever more complex and multi-dimensional systems shaped by interacting political, economic and socio-cultural factors and dynamics. The complexity, pace and implications of urban change require strengthened and innovative leadership competencies”.



KILT Leadership Development Programme



The Knysna Initiative for Learning and Teaching (KILT) is a registered non-profit organisation focused on supporting and coordinating the systemic improvement of schools in the Eden and Central Karoo District in the Eastern Cape province. They approached GIBS, expressing the need for a leadership and management programme to develop the abilities of school principals to lead and deputy principals to manage their schools in a sustainable manner.

GIBS designed a course to address this with an interactive learning experience to build delegates' knowledge, skills and dispositions. The course objectives are to:

- clarify and differentiate the roles of the principal and deputy principal to manage responsibility and accountability for performance;
- build deeper insights and self-awareness to improve and encourage communication and collaboration;

- build the required competencies, tools and techniques to improve delegates' performance and therefore success of the school; and
- foster strong working relationships across the different schools in and around Knysna to promote the sharing of knowledge, insights and best practices on running a school sustainably.

The 2018 iteration of KILT is a nine-and-a-half-day programme run every quarter during school holidays. Programme design employs a 30/70 principle: 30% of learning is spent on the academic content; 70% is through practical application of learning to the delegates' real-world roles, responsibilities and challenges.



The Gauteng Business Consultative Forum (GBCF)



The Gauteng Business Consultative Forum (GBCF) was launched by Gauteng Premier David Makhuru in 2016 as a mechanism through which to facilitate dialogue between private sector, government and academia. Against a national backdrop of poor relations among these three critical spheres, this initiative is aimed at fostering a working relationship and building trust among stakeholders. GIBS was appointed as a collaborative intermediary to facilitate this process.

The GBCF has identified high priority sectors in the South African National Development Plan (NDP). For each, an opportunity is provided to address sector-specific challenges and develop the right relationships to tackle them properly. Sector sessions already hosted at GIBS' Illovo campus include: Tourism, Capital Equipment, Mineral Beneficiation, Automotive, Steel, and ICT.

In addition, four country sessions have been held in the United Kingdom, Germany, India and the Nordic countries. Here the purpose is to identify and resolve bottlenecks and red tape inhibiting commerce in Gauteng and to promote trade and investment in the province.

A task team comprising government, the private sector and academia has been established for each sector and country. Each has a brief to build an implementation plan to tackle the issues identified at the relevant sessions and to report to the Provincial MEC (Member of Executive Council) and Premier.



Research Partnership

SOCIAL ENTERPRISES IN SOUTH AFRICA: DISCOVERING A VIBRANT SECTOR: MAY 2018

In May 2018 the GIBS Entrepreneurship Development Academy (EDA) published a ground-breaking research report entitled “Social Enterprises in South Africa: Discovering a Vibrant Sector”. The survey was led by the GIBS EDA team in academic partnership with the Bertha Centre for Social Innovation and Entrepreneurship at the University of Cape Town Graduate School of Business, with funding from the Government of Flanders and the SAB Foundation.



Research Collaborations

The table below sets out the ongoing research collaborations between GIBS faculty and those of other business schools and universities both locally and globally:

SDG	Subject area	GIBS faculty	Partner institutions and faculty
SDG 4	KILT programme	Dr Zuki Mthimunye	Colombia University Dr Brian Perkins
SDG 4	Higher education leadership	Dr Zuki Mthimunye	New York University Steinhardt School of Culture, Education and Human Development
SDG 8	Cases for local economic development	Marius Oosthuizen	Boston University Questrom School of Business
SDG 9	Entrepreneurship	Dr Jonathan Marks	UCT Graduate School of Business Sarah-Ann Arnold
SDG 10	The future of social services in South Africa	Marius Oosthuizen	The Social Justice Network of the Dutch Reform Church
SDG 10	Financial inclusion	Prof Louise Whittaker	Wits Business School Grant Kruger
SDG 11	The future of South African cities	Marius Oosthuizen	The South African Cities Network
SDG 16	Project Orbit	Prof Nicola Kleyn Prof Helena Barnard Dr Anastacia Mamabolo	University of Birmingham Prof Amon Chizema
SDG 16	Transformational leadership	Dr Tumo Kele	UNISA Graduate School of Business Prof Anton Grobler
SDG 16	Responsible Leadership in Business and Management	Prof Nicola Kleyn	Arizona State University Prof Anne Tsui
SDG 16	Ethics Barometer for South Africa	Gideon Pogrand Marius Oosthuizen	Harvard University
SDG 17	Contextual leadership	Dr Caren Scheepers	University of Fort Hare Sibongile Zungu

Principle 6 Dialogue

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, and civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

GIBS as a convening space for conversations with thought leaders

GIBS FORUMS

At GIBS we acknowledge the power and responsibility we hold as a convening space for leaders to debate and discuss the significant challenges of our time, be they social, commercial, political or environmental. Recent examples of the calibre of speaker we

attract and the topics addressed include Rev. Jesse Jackson on 'The dilemma of black excellence' and then Deputy President Cyril Ramaphosa on radical economic transformation.

For a more detailed treatment of GIBS Forums, refer to page 17.

The GIBS Ethics and Governance Think Tank



The GIBS Ethics and Governance Think Tank has hosted many events, both public forums and private dialogues, since inception in May 2016. These have proven valuable platforms to help break down the trust deficit between a variety of stakeholders and develop partnerships. Participants in the reporting period from 2016 to 2018 include the following influential and high-profile participants:

Trevor Manuel, Pravin Gordhan, Nhlanhla Nene, Mcebisi Jonas, Laurie Dippenaar, Zyda Rylands, Mark Lamberti, Reuel Khoza, Nicky Newton-King, Bobby Godsell, Thandi Orleyn, Bonang Mohale, Suresh Kana, Stephen Koseff, Andile Sangqu, Adrian Gore, Siphon Pityana, Nic Kohler and Mike Brown.

Topics covered include:

- White collar crime
- Shame and guilt culture
- Active citizenry
- Business as a force for good
- Breaking down the mistrust between government and business
- Making people healthy
- Morals, leadership and integrity
- Youth employment

Rabbi Gideon Pogrund hosts founder and CEO of Discovery Adrian Gore at a Think Tank forum (September, 2017)



The Ethics and Governance Think Tank is currently building an ethics barometer. This involves adapting a tool developed by Harvard Business School and localising it for South African use. Rabbi Pogrund and his team are also extending the scope of the tool to include stakeholders outside of business. “The goal is to gather data-driven insights that will inform quality discussion,” explains Pogrund.

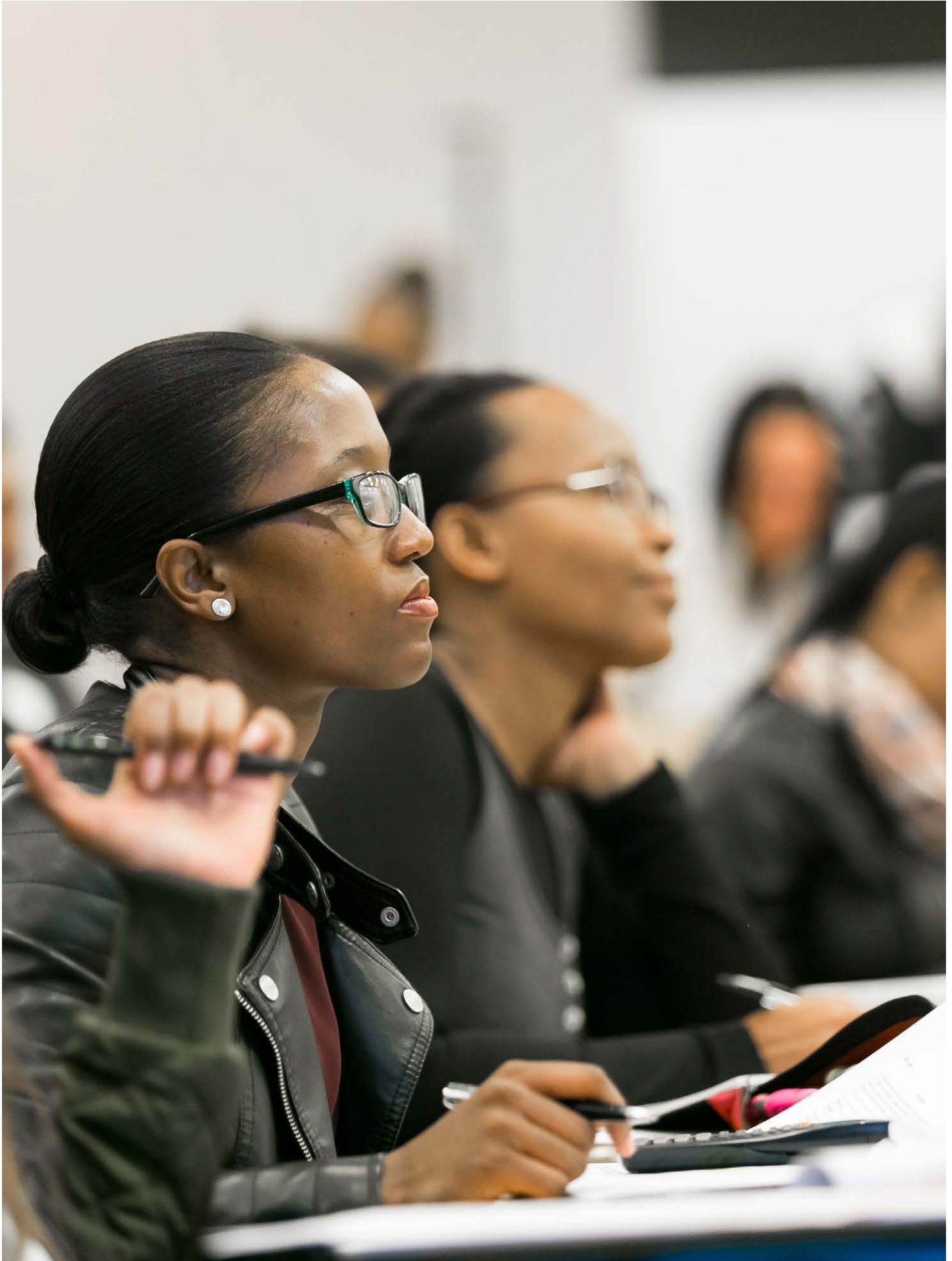
In 2017, the Think Tank hosted its first international scholar in residence, Harvard’s Professor Lynn Paine. Our second visiting scholar, Professor Nien-he Hsieh, also of Harvard, is set to visit in 2018. This is part of a drive to both learn from the international community and share some of our own innovation in this field.

6.

Key objectives and commitments for the period 2018-2020

The key objectives for the next two years broaden and build on the progress to date and are set out in the table below.

Principle	Key objectives and commitments
1 & 2 GIBS values and business practices	<ul style="list-style-type: none"> GIBS will continue to champion multiple corporate social responsibility initiatives that support young people, our own staff and alumni, charities and social entrepreneurship ventures. Expansion of our waste-management efforts will include elimination of single-use plastics. In 2019, we will initiate a measurement and reporting process to track progress and demonstrate accountability for meeting PRME commitments. We will actively communicate our 2018 SIP report to all stakeholders.
3 Teaching	<ul style="list-style-type: none"> We will implement an explicit plan to incorporate the SDGs into the content of our core courses including the following programmes: <ul style="list-style-type: none"> MBA; PGDip in General Management; and PDBA. In 2020, we will extend SDG topics to our Executive Education programmes. During 2019 and 2020, we will seek partners with existing expertise and teaching material to investigate and develop proposals for introducing a separate finance module dealing with relevant topics around the SDGs such as impact investing and accounting for the green economy.
4 Research	<ul style="list-style-type: none"> GIBS will host the UN PRME Champions meeting in March 2019 on the theme 'Business research in the complex context of the SDGs: Developing and sharing best practices and thought leadership in embedding the Sustainable Development Goals into the research agenda at business schools.' We will review the recommendations from the Champions meeting and identify appropriate ways to develop our research output directed towards the SDGs. During 2019, we will introduce new evaluation mechanisms to assess the level of success of programmes, such as the MBA, PGDip and PDBA, in embedding SDG content. We will continue to work on research on the sub-theme project around understanding the role of emotional connectedness in embedding the SDGs into teaching curricula.
5 Partnerships	<ul style="list-style-type: none"> We will actively grow our existing collaborations with PRME Champions schools. We will actively seek funding for academic partnerships for faculty and researchers working on SDG-related teaching, research and programme evaluation. In 2019, with the support from the UN PRME secretariat, we will investigate and assess the feasibility of establishing a UN PRME Chapter in Africa to bring together business schools on the continent, share knowledge and build new teaching and research partnerships around the SDGs.
6 Dialogue	<ul style="list-style-type: none"> GIBS will continue its role as a convening space for difficult and diverse conversations on SDGs and related topics between business, academia, government, non-profit organisations, civil society and the public.



Appendices

(In Press is highlighted)

Appendix 1: GIBS research output 2016 - 2018

ACCREDITED JOURNAL ARTICLES

Published	Related SDGs	Authors (GIBS authors underlined)	Title	Journal	Issue, volume, page numbers and DOI
2018	8	<u>Ehlers, L.</u>	<i>Labour relationship quality perceptions and self-esteem of a sample of Tshwane-based employees</i>	<i>Journal of Contemporary Management</i>	15, 24-47
2018	8; 12	Lund-Thomsen, P., & <u>Lindgreen, A.</u>	<i>Is there a sweet spot in ethical trade? A critical appraisal of the potential for aligning buyer, supplier and worker interests in global production networks</i>	<i>Geoforum</i>	90, 84-90
2018	12; 15	Marandure, T., Dzama, K., <u>Makombe, G.</u> , Hoffmann, W. & Mapiye, C.	<i>Towards a system-specific framework for the sustainability evaluation of low-input ruminant meat production systems in developing countries [Review]</i>	<i>Ecological Indicator</i>	85, 1081-1091
	1;2;3	<u>Akinboade, O.</u> , & Adeyefa, S. A.	<i>Analysis of variance of food security by its main determinants among the urban poor households in and around the City of Tshwane, South Africa</i>	<i>Social Indicators Research</i>	10.1007/s11205-017-1589-1
	5;10	<u>Bussin, M.</u> , & <u>Adelekan, A.</u>	<i>Gender pay gap in salary bands among employees in the formal sector of South Africa</i>	<i>SA Journal of Human Resource Management</i>	
	16	<u>Makombe, G.</u>	<i>Land reform in South Africa: The conversation that never took place</i>	<i>The Qualitative Report</i>	
	12; 15	Maiye, O., <u>Makombe, G.</u> , Mapiye, C. & Dzama, K.	<i>Limitations and prospects of improving beef cattle production in the smallholder sector</i>	<i>Tropical Animal Health and Production journal</i>	
2017	8;9;10	<u>Mamabolo, A.</u> , <u>Myres, K.</u> , & <u>Kele, T.</u>	<i>Entrepreneurship management skills requirements in an emerging economy: A South African outlook</i>	<i>Southern African Journal of Entrepreneurship and Small Business Management</i>	9(1), 1-10
2017	9	Barnard, H., & Chaminade, C.	<i>Openness of innovation systems through global innovation networks: a comparative analysis of firms in developed and emerging economies.</i>	<i>International Journal of Technological Learning, Innovation and Development</i>	9(3), 269-291
2017	10	<u>Ward, M.</u> , & <u>Methu, U</u>	<i>The relationship between a black economic empowerment score and shareholder returns in Johannesburg Stock Exchange-listed companies</i>	<i>Southern African Business Review</i>	21, 85-97
2017	16	<u>Pearson, H.</u> , & <u>Sutherland, M.</u>	<i>The complexity of the antecedents influencing accountability in organisations.</i>	<i>European Business Review</i>	29(4), 419-439 doi: 10.1108/EBR-08-2016-0106
2017	16	<u>Bussin, M.</u> , & <u>Ncube, M.</u>	<i>Chief Executive Officer and Chief Financial Officer compensation relationship to company performance in state-owned entities</i>	<i>South African Journal of Economic and Management Sciences</i>	20(1), a1644. doi. org/10.4102/sajems. v20i1.1644
2017	5	<u>Hofmeyr, K.</u> , <u>Price, G.</u> , & Nakazwe-Masiya, L.	<i>Effect of the imposter phenomenon on measures of assertiveness in female professionals in South Africa</i>	<i>South African Journal of Labour Relations</i>	41(1), 46-56
2017	8; 9;10	<u>Mamabolo, A.</u> , <u>Myres, K.</u> , & <u>Kele, T.</u>	<i>Human capital investments as sources of skills: an analysis of different entrepreneurship phases</i>	<i>Southern African Journal of Entrepreneurship and Small Business Management</i>	9(1) 1-12
2016	11	Deigh, L., Palazzo, M., Siano, A. & Farquhar, J.	<i>Corporate Social Responsibility: Engaging the Community.</i>	<i>Qualitative Marketing Research: An International Journal</i>	19(2), 225-240
2016	11	<u>Stirling, L.</u> , <u>Wilson-Prangley, A.</u> , <u>Hamilton, G.</u> & <u>Olivier, J.</u>	<i>Antecedents to transformational community engagement in South Africa</i>	<i>South African Journal of Economic and Management Sciences</i>	19(4), 514-532

NON-ACCREDITED JOURNAL AND POPULAR PRESS ARTICLES

Includes book reviews, opinion pieces and editorials published in accredited journals

Published	Related SDGs	Authors (GIBS authors underlined)	Title	Journal	Issue, volume and page numbers or web address
	8;9;10	<u>Mamabolo, A.</u>	<i>Entrepreneurial intentions: a cultural perspective</i>	<i>Africa Journal of Management</i>	
	7; 12	<u>Mathu, K.</u>	<i>Cleaning South Africa's coal supply chain</i>	<i>Journal of Business Diversity</i>	
	7;12	<u>Mathu, K.</u>	<i>Energy mix as a driver of sustainability in the South African energy supply chain</i>	<i>Journal of Business Diversity</i>	
2017	16	White, L., , A. & <u>Kitimbo, A.</u>	<i>Governance in Africa: What do the numbers tell us?</i>	<i>Daily Maverick</i>	www.dailymaverick.co.za/article/2017-02-27-governance-in-africa-what-do-the-numbers-tell-us/#.WLfncvmGOUm
2017	8	<u>Kele, T.</u>	<i>How to plan for human capital: beyond rands and cents</i>	<i>BizNisAfrica</i>	www.biznisafrika.co.za/how-to-plan-for-human-capital-beyond-rand-and-cents/
2017	8;10	<u>Oosthuizen, M.</u>	<i>Nurture our third world children through jobs not handouts</i>	<i>BizNews</i>	http://www.biznews.com/thought-leaders/2017/03/22/third-world-children-jobs-handouts/
2017	8; 10;16	<u>Oosthuizen, M.</u>	<i>Jobs, Growth and Fixing the Country</i>	<i>GIBS Acumen</i>	
2017	11	<u>Slavova, M.</u>	<i>Smart Cities and Smart Grids: A Vision for South Africa</i>	<i>Gordon Institute of Business Science</i>	
2017	16	<u>Oosthuizen, M.</u>	<i>Leading in SA: Stuck between Moral Courage and Moral Hazard</i>	<i>Daily Maverick</i>	
2017	16	<u>Oosthuizen, M.</u>	<i>Foresight: A policy and governance tool to navigate contested and co-created futures</i>	<i>Open Democracy</i>	
2017	16	<u>Oosthuizen, M.</u>	<i>State of the Nation: Time to abandon the dream of state-led transformation</i>	<i>Business Day</i>	
2017	8;9;11	<u>Chen, J.</u> , & Karuri-Sebina, G.	<i>Innopreneurship: the foundation of the truly smart city.</i>	<i>Leadership</i>	382, 46-51 http://mags.capemedia.co.za/leadership/382/#48
2017	5	<u>Scheepers, C.B.</u> & <u>Chengadu, S.</u>	<i>There is no glass ceiling: Women leadership in emerging markets</i>	<i>GIBS Acumen</i>	
2017	17	<u>Bogie, J.</u>	<i>Multi-stakeholder partnerships for fisheries improvement: Learning by example, increasing technical capacity and creating new incentives.</i>	<i>Annual Review of Social Partnerships 12, pp 124-127.</i>	http://www.ingentaconnect.com/content/2059-4291
2016	16	<u>Oosthuizen, M.</u> , Davis, J. & Du Preez, M.	<i>Shaping Alternative Futures for West Africa: Exploring the Role of Civil Society in the Region's Public Square.</i>	<i>Report: GIBS</i>	

CONFERENCE PROCEEDINGS

Published	Related SDGs	Authors (GIBS authors underlined)	Title of abstract/presentation/paper	Conference
	8; 9; 10	<u>Marks, J.</u>	<i>A phenomenographic study of experiential learning in entrepreneurship education</i>	Presentation at the British Academy of Management: Institute for Small Business and Entrepreneurship Conference in Birmingham, UK, 7-8 November 2018
	12; 17	<u>Mathu, K.</u>	<i>Using Public-Private Partnership Commercial Initiative to Enhance South African Public-Sector Supply Chain</i>	Work in progress track presentation at the 12th International Business Conference in Mauritius, 23-26 September 2018
	8; 10; 16	<u>Ehlers, L.</u>	<i>Objective criteria for assessing compliance, fairness, good faith, benevolence and trust in labour relations</i>	Paper accepted for presentations at the Academy of International Business Sub-Saharan Africa Chapter Annual Conference to be held in Rwanda, 6-8 August 2018
2018	5; 8; 9	<u>Scheepers, C., & Marks, J.</u>	<i>Women entrepreneurship challenges in Africa, from an African perspective</i>	Professional Development Workshop at the Academy of Management Meeting in Chicago, 10-14 August 2018
2018	7; 12	<u>Mathu, K.</u>	<i>Accelerating development of multiple sources of energy in South African can enhance sustainability in energy supply chain</i>	Paper to be presented at the 20th Anniversary Annual International Conference of the Global Business and Technology Association (GBATA), 3-7 July 2018, Bangkok
2018	17	<u>Bogie, J., Scheepers, C., & Oosthuizen, M.</u>	<i>Multi-stakeholder Partnerships for the SDGs: Value for the Many or the Few</i>	Panel discussion proposal for a conference presented by the International Leadership Association in conjunction with the Albert Luthuli Centre for Responsible Leadership at the University of Pretoria, 30-31 May 2018
2017	7;10	<u>Slavova, M., & Constantinides, P.</u>	<i>Digital infrastructure as platforms: the case of smart electricity grids.</i>	Proceedings of the 25th European Conference on Information Systems (ECIS) (pp. 1217-1231). http://aisel.aisnet.org/ecis2017_rp/79Guimarães, Portugal, June 5-10, 2017
2017	8;9;10	<u>Myers, K., & Jankelowitz, L.</u>	<i>South Africa's social enterprises – new business models in a unique context?</i>	6th EMES International Research Conference on Social Enterprise
2017	7;12	<u>Mathu, K.</u>	<i>Cleaning South Africa's coal supply chain</i>	19th Global Business and Technology Association (GBATA) International Conference, Vienna, Austria
2017	10;16	<u>Spooner, V.</u>	<i>Developing inclusive and humanising leadership: the case of Nexus</i>	The Contribution of Business Schools and Higher Education to Inclusive Development conference, Stellenbosch
2017	8;9;10	<u>Mamabola, A.</u>	<i>Human Capital Investments as Sources of Skills: An Analysis at Different Entrepreneurship Phases.</i>	Academy of Management Annual Meeting, Atlanta
2017	8	<u>Maxton, P.</u>	<i>Employee Transition throughout an Appreciative Inquiry Intervention</i>	Academy of Management Annual Meeting, Atlanta
2017	17	<u>Bogie, J.</u> & Hind, P.	<i>Value Creation in the Context of Multi-stakeholder Cross-sector Collaboration as an Issue Field.</i>	Academy of Management Annual Meeting, Atlanta
2017	17	<u>Bogie, J.</u> & Hind, P.	<i>Multi-stakeholders cross-sector collaboration as hypertext: A communicative framework of value creation.</i>	33rd European Group for Organizational Studies Colloquium at Copenhagen Business School.
2017	14;17	<u>Bogie, J.</u> & Hind, P.	<i>A Tale of two fish: Creating value in the supply chain for sustainable seafood through multi-stakeholder collaboration.</i>	The British Academy of Management Conference at Warwick Business School, United Kingdom
2017	7; 15;16	<u>Oosthuizen, M.</u>	<i>Scenarios of contestation: climate, Sahel and extremism - exploring the nexus between climate change, agropastoralism and militant extremism in Northern Africa</i>	Oxford Futures Forum 2017
2017	16	<u>Small, C., & Lew, C.</u>	<i>Virtue ethics and mindfulness for responsible leadership: towards a holistic approach.</i>	Paper presented at the Alfred Luthuli Conference in Responsible Leadership, held at GIBS on 15-16 March 2017
2017	16	<u>Oosthuizen, M.</u>	<i>Leading on the nexus of ethical and strategic leadership.</i>	Paper presented at the Alfred Luthuli Conference in Responsible Leadership, held at GIBS on 15-16 March 2017

CONFERENCE PROCEEDINGS (CONTINUED)

Published	Related SDGs	Authors (GIBS authors underlined)	Title of abstract/presentation/paper	Conference
2017	12; 16	<u>Price, G.</u> & Maiwashe, B.	<i>Mining industry social responsibility and its impact on local community.</i>	Paper presented at the Alfred Luthuli Conference in Responsible Leadership, held at GIBS on 15-16 March 2017
2017	3;10	<u>Scheepers, C.</u> , & Meyer, E.	<i>Leveraging complexity leadership to improve the health and wellbeing of the poor and marginalised.</i>	Paper presented at the Alfred Luthuli Conference in Responsible Leadership, held at GIBS on 15-16 March 2017
2017	17	<u>Bogie, J.</u>	<i>Multi-stakeholder collaboration for the sustainable development goals.</i>	Paper presented at the Alfred Luthuli Conference in Responsible Leadership, held at GIBS on 15-16 March 2017
2017	12	<u>Kiwala, Y.</u> , & <u>Olivier, J.</u>	<i>Antecedents and enablers of supply chain value creation: A perspective of SMES in local procurement.</i>	Paper presented at the Production and Operations Management Society conference, Seattle, 5-8 May 2017
2017	7;12	<u>Mathu, K.</u> , & Rambalee, P.	<i>The transforming South African electricity market supply chain</i>	11th International Business Conference (IBC), Dar es Salaam, Tanzania, 26 September 2017
2017	9; 16	<u>Bhima, P.</u> , & <u>Chiba, M.</u>	<i>Exploring the interplay between corporate innovation, risk management and internal governance</i>	Actuarial Society 2017 Convention
2016	8; 9; 10	<u>Myers, K.</u> & Jankelowitz, L.	<i>South Africa's Social Enterprises - New Business Models in a Unique Context?</i>	6th EMES International Research Conference on Social Enterprise

BOOK CHAPTERS

Published	Related SDGs	Authors (GIBS authors underlined)	Chapter and title of chapter	Editor(s)	Title of book	City and publisher
2018	16	<u>Mamabolo, A.</u>	Management and leadership development needs: The case of South Africa	D. Purg A. Bracek Lalic & J. Pope	<i>Business and society: Making management education relevant for the 21st century</i>	Springer
2018	11; 15	White, L. & <u>Kitimbo, A.</u>	Good African Coffee: Adding value and driving community development in Uganda.	K. Amaeshi, A. Okupe & U. Idemudia	<i>Africapitalism: Rethinking the role of business in Africa</i>	Cambridge: Cambridge University Press
2018	5; 8; 9	Yousafzai, S., Fayolle, A., Lindgreen, A., Henry, C., Saeed, S., & Sheikh, S.	Introduction	S. Yousafzai, A. Fayolle, <u>A. Lindgreen</u> , C. Henry, S Saeed & S. Sheikh	<i>Women Entrepreneurs and the Myth of 'Underperformance': A New Look at Women's Entrepreneurship Research</i>	Edward Elgar
	9; 15	Karanasios, S. & Slavova, M.	Understanding the impacts of mobile technology on smallholder agriculture		<i>Digital technologies for agriculture and rural development in the global South</i>	Centre for Agriculture and Biosciences International
2016	9; 10; 11; 17	<u>Barnard, H.</u> & Rosen, J.	Global entrepreneurship through brokerage: Connecting socially conscious North American investors to South African housing developers.	T. Devinney, G. Markman, T. Pedersen & L. Tihanyi	<i>Global Entrepreneurship; Past, Present & Future (Advances in International Management Vol 29, pp. 95-116</i>	Emerald Group Publishing

MBA RESEARCH PROJECTS

Published	Related SDGs	Authors (GIBS authors underlined)	Title of MBA mini-dissertation
2017	16; 17	<u>Davison, Rilet</u>	<i>Framework for South African companies to operationalise the sustainable development goals</i>
2017	3; 16	<u>Motswadire, Doctor</u>	<i>A valuation of leadership traits for sustainable safety improvements in mining</i>
2017	7;16	<u>Peters, Elaine</u>	<i>Corporate non-financial disclosures: an analysis of corporate sustainability and social responsibility reporting practices of South African firms</i>
2016	16	<u>Glass, Roland</u>	<i>The interrelationship between sustainable business practices and financial performance in an emerging market</i>
2016	9	<u>Theunissen, Riette</u>	<i>Green building strategy, investment and change in the South African real estate industry</i>
2016	7	<u>Strydom, John</u>	<i>Energy and security : the role of renewable energy in South Africa</i>
2016	16	<u>Rambalee, Preven</u>	<i>South African electricity market : possible institutional reforms</i>
2016	16	<u>Dandala, Gqibelo</u>	<i>Exploration of Social Impact Bonds to fund social development in South Africa</i>
2016	8; 9; 10	<u>Nkomzwayo, Nkosinathi</u>	<i>A proposed business model framework for development process of manufacturing entrepreneurs : start-up, sustainability and growth</i>
2016	7	<u>Mundalamo, Ronnie</u>	<i>Sustainable capital budgeting by SCOPE-1 greenhouse gas contributors in South Africa</i>
2017	10;16	<u>Spooner, V.</u>	<i>Developing inclusive and humanising leadership: the case of Nexus</i>
2017	8;9;10	<u>Mamabola, A.</u>	<i>Human Capital Investments as Sources of Skills: An Analysis at Different Entrepreneurship Phases.</i>
2017	8	<u>Maxton, P.</u>	<i>Employee Transition throughout an Appreciative Inquiry Intervention</i>
2017	17	<u>Bogie, J. & Hind, P.</u>	<i>Value Creation in the Context of Multi-stakeholder Cross-sector Collaboration as an Issue Field.</i>
2017	17	<u>Bogie, J. & Hind, P.</u>	<i>Multi-stakeholders cross-sector collaboration as hypertext: A communicative framework of value creation.</i>
2017	14;17	<u>Bogie, J. & Hind, P.</u>	<i>A Tale of two fish: Creating value in the supply chain for sustainable seafood through multi-stakeholder collaboration.</i>
2017	7; 15;16	<u>Oosthuizen, M</u>	<i>Scenarios of contestation: climate, Sahel and extremism - exploring the nexus between climate change, agropastoralism and militant extremism in Northern Africa</i>
2017	16	<u>Small, C., & Lew, C.</u>	<i>Virtue ethics and mindfulness for responsible leadership: towards a holistic approach.</i>
2017	16	<u>Oosthuizen, M.</u>	<i>Leading on the nexus of ethical and strategic leadership.</i>
2017	12; 16	<u>Price, G. & Maiwashe, B.</u>	<i>Mining industry social responsibility and its impact on local community.</i>
2017	3;10	<u>Scheepers, C., & Meyer, E.</u>	<i>Leveraging complexity leadership to improve the health and wellbeing of the poor and marginalised.</i>
2017	17	<u>Bogie, J.</u>	<i>Multi-stakeholder collaboration for the sustainable development goals.</i>
2017	12	<u>Kiwala, Y., & Olivier, J.</u>	<i>Antecedents and enablers of supply chain value creation: A perspective of SMES in local procurement.</i>
2017	7;12	<u>Mathu, K., & Rambalee, P.</u>	<i>The transforming South African electricity market supply chain</i>
2017	9; 16	<u>Bhima, P., & Chiba, M.</u>	<i>Exploring the interplay between corporate innovation, risk management and internal governance</i>
2016	8; 9; 10	<u>Myers, K. & Jankelowitz, L.</u>	<i>South Africa's Social Enterprises - New Business Models in a Unique Context?</i>

PHD AND DBA GRADUATES WITH RESEARCH TOPICS RELATED TO THE SDGs

Name	SDG	Title of thesis	Year
Yusuf Kiwala	8;9;12	Antecedents and enablers of supply chain value creation: A perspective of SMEs participating in local procurement in Uganda	2017
Maggie Lombard	9	The Benefits of Trusted Bridging Chains for Open Innovation	2017
Anastacia Mamabolo	8;9	Human capital investments and skills outcomes specific to the different entrepreneurship phases	2017
Anthony Tibaingana	10;15	Extending the theory of storage to a perishable commodity in an underdeveloped market: A case of Uganda	2017
Samantha Swanepoel	10	Consumer Race and Multiculturalism: Do racially ambiguous cues in advertising drive greater advertising effectiveness across all races within an organic multicultural market?	2018
Danna Strydom	10;16	Ethical leadership across cultural value orientations	2018
Rebecca Namatovu	8;9	Bricolage Behaviour in Small Established Firms Operating in Resource Constrained Environments	2018
Rirhandzu Salane	9;11;17	Understanding the process of negotiating housing public-private partnerships in resource-constrained Municipal housing projects	2018
Gerry van den Houten	17	Relationship Bonding, Trust and Cultural Distance in Strategic International Public Private Partnerships in Africa	2018
Noma Nyembo	11;16;17	Interrogating the legitimacy to enter into a social licence in the mining industry in South Africa: a community perspective	2018
Sam Dawa	8;9	Resource constraints and sustainable entrepreneurship in sub-Saharan Africa: An effectual view	2018
Tonderayi Madziva	9;17	The effect of partnering, infrastructure gaps and currency weakness on the cost of an infrastructure-building nonmarket strategy in emerging markets.	2018
Chantal Ramcharan-Kotze	17	Strategic Value Capture through Public-Private Collaboration - Myth or Reality?	2018

PHDs IN PROGRESS

Name	SDG	Title of thesis
Aleia Bucci	8;10	<i>Social Entrepreneurs' Conceptions of Incubator-based Learning</i>
Itayi Mutsoniwa	16	<i>Ubuntu: Scale development and validation</i>
Yaa Osei	10	<i>Financial Inclusion as a stimulus to Social Inclusion: Assessing the Influence of Individual Related Barriers</i>
Nelson Chipangamate	16	<i>Illuminating the dynamic link between corporate community engagement processes and social licence to operate</i>
Kays Mguni	15	<i>Dynamic brokerage across socio-cognitive boundaries: external boundary spanners in South African agribusiness</i>
Sean Jones	5	<i>Understanding faultline activation and gender discrimination in traditionally segregated occupations</i>
Nick Ndebele	10	<i>Mobile remittances as sociotechnical networks: An Actor-Network Theory case study.</i>
Lauren Jankelowitz	8;9	<i>The transition from non-profit organisation to entrepreneurial non-profit: A strategy-as-practice view.</i>
Pamela Mreji	8;9	<i>Returnee entrepreneurs and firm performance in underdeveloped countries: A legitimacy perspective</i>
Brian Kiswii	1;10	<i>An Investigation of Household Relative Adaptive Capacity and Sustained Graduation from Extreme Poverty changed to An Investigation into Household Sustainable Transition from Extreme Poverty 16 April 2018</i>
Gratus Wandera	8;9	<i>Differentiating Commitment to Organisational Transformation from Commitment to Gradual Change: A Study of Micro and Small Enterprises in Kenya</i>