

PRIME

*an initiative of the
United Nations Global Compact*



UNIVERSITY OF CAPE TOWN
GRADUATE SCHOOL OF BUSINESS

Sharing Information on Progress



2021

2023





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Future Objectives

We shape the leaders who shape the future

MBA ranked in the top 30, globally, by the Corporate Knights *Better World MBA* (2023, 2021)

EMBA scored in the top 20, globally, for overall satisfaction by the *Financial Times* (2022)

Ranked in the top 50, globally, for **Customised Executive Education** by the *Financial Times* (2022, 2023)

University of Cape Town ranked 50th, globally, for sustainability by *QS* (2023)

MBA ranked #12, globally, for Corporate Social Responsibility by the *Financial Times* (2021)

EMBA ranked 51st, globally, by *QS* (2023)

Ranked 63rd, globally, for **Open Executive Education** by the *Financial Times* (2023)

University of Cape Town ranked 57th most international university in the world by *THE* (2023)

100% placement within 3 months for Full-Time **MBA** graduates (2023)

Only Africa-based **EMBA** to rank in the *Financial Times* (2022, 2023)

22 **Executive Education programmes** directly related to one or more SDG

University of Cape Town ranked top 200 among global universities by *US News, THE and QS* (2023)



As the Director (Dean) of the University of Cape Town Graduate School of Business (UCT GSB), it is my pleasure to reaffirm the School and University's continued commitment to the Principles for Responsible Management Education (PRME). We are committed to driving positive societal change in South Africa, to being the leading authority on understanding business across the African continent, and to being a global pacesetter in understanding complex environments in Africa and around the world.



Africa, with the youngest population in the world, stands at the cusp of leading the world in new ideas, new innovations, and new markets. Yet in the face of uncertainty, complexity, and change, business leaders on the continent must be more flexible than ever before, better at identifying new risks and new opportunities, more aware of our responsibilities and capacity for impact, and more able to inspire others to be their best. As Africa and African companies move to the forefront of global markets and conversations, we have an opportunity to build an exciting and inclusive future for generations to come.

At the UCT GSB, we are proud to be working at the centre of these questions of sustainable development. With this Sharing Information on Progress (SIP) report, the School celebrates 14 years as a PRME member. I am happy to say that with each PRME cycle the UCT GSB has deepened its commitment to the SDGs, its support for PRME, and its engagement with the PRME community--including as a PRME Champion. In this most recent PRME cycle we have made ambitious changes to our MBA curriculum, launched two new programs, increased the proportion of our faculty and student research that is relevant to the SDGs, and made substantial headway in enhancing gender equity in our classrooms.

As a *distinctly African* business school, our activities are also deeply informed by, and embedded in, our local community. In Cape Town we have a campus on the Waterfront as well as a teaching facility in Philippi, a historically marginalised community. Our students regularly engage with South African organizations ranging from micro entrepreneurs to multinational corporations, and our award-winning Case-Writing Centre is developing innovative new cases on African companies--nearly all of which incorporate insights on one or more of the SDGs.

At the UCT GSB we are shaping the leaders who will shape a future built around inclusive and sustainable growth—and we believe Africa will be at the heart of our shared global future.

At the UCT GSB, we recognize the enormous opportunities and substantial challenges associated with Africa's demographic dividend and increasingly significant position on the global stage, and we are actively and urgently working to help ensure that Africa's future--and, therefore, the future of the world--is an inclusive and sustainable one filled with new ideas, new hope, and new opportunities.

A handwritten signature in black ink, appearing to read 'Catherine S.M. Duggan'.

Catherine S.M. Duggan, Director (Dean)



UCT at a glance

UCT is a public, non-profit university and the top-ranked University in South Africa and the African continent.

History. Now one of 26 public universities in South Africa, UCT was originally founded in 1829 as a high school for boys and began to admit women in 1887. It grew in tandem with the country's burgeoning mining sector, becoming a fully-fledged university in 1918. The University has a long-standing commitment to transformation: it admitted its first black students in the 1920s and was long known as "Moscow on the hill" for its progressive viewpoints and activism. From the 1980s to the early 1990s, the number of black students admitted to the University increased by more than a third, and in 2002, the government passed a statute that charged UCT with being a "world-class African University" with commitments "to educate its students; to address the challenges facing society; and to equip people with life-long skills." By 2004, ten years after the transition to democracy, nearly half of UCT's student body was black and nearly 50% of its students were women. It now has one of the most diverse and international student bodies in South Africa.

Vision 2030. In 2021 the University announced a new strategy, Vision 2030, through which it committed to *Unleash human potential to create a fair and just society* through core pillars of Excellence, Transformation and Sustainability:



Our dream is to draw from the extraordinary social and cultural diversity, creativity and capacity for innovation of all our staff and students to contribute to making the 21st century the Afrikan century. UCT will:

- 6 Faculties (Commerce, Health Sciences, Humanities, Engineering and the Built Environment, Law, Science) plus the Centre for Higher Education Development
- ~30,000 students, including:
 - ~18,000 undergraduates
 - ~12,000 postgraduates
- ~5,000 staff, including:
 - ~1,300 academic faculty
 - ~3,700 non-academic staff
- 12% of South Africa's NRF-rated scholars and 25% of South Africa's top (A-rated) scholars
- Ranked 1st in Africa, 57th most international and 160th overall in the World University Rankings by Times Higher Education (2023) and 173rd in the Quacquarelli Symonds (QS) World University Rankings (2024)

- attract students with exceptional potential from our country, our continent and our world
- offer a transformative and socially engaged undergraduate and postgraduate education
- provide both contact and digitally mediated education
- expand its capacity to offer continuous education and micro-credentials
- produce research that answers the complex problems of today and tomorrow



The GSB at a glance

History. The GSB was founded in 1966, when UCT invited a British academic with a PhD from Harvard to create a “multi-racial Harvard Business School in Africa.” Within five years the School had admitted its first women and black students, and it quickly developed a reputation for writing and teaching high-quality cases with local import, as well as for producing progressive, ambitious and internationally-oriented graduates. As the country opened, students from across the continent and around the world began to join the UCT GSB, seeking out its unique combination of emerging-market perspective, global footprint, rigorous programmes and extraordinary location. The School now has alumni in nearly 70 countries--many of whom have gone on to found and lead influential global companies, including Investec Bank, First Quantum Minerals and Star TV--as well as some who have gone on to academic careers at top global business schools (including the former deans of Columbia Business School and the Simon Business School at the University of Rochester). Other alumni have gone on to lead large companies and organisations across the African continent, including the Botswana Stock Exchange. A substantial number of GSB alumni have stayed in South Africa, with many founding and leading some of the most important companies in the country, including the retailer Mr Price and the telecommunications company MTN, and others faculty at the country's top business schools--including the UCT GSB.

Location. Once an experiment housed in temporary buildings in a field on the University's main campus, the GSB moved into its current location on the V&A Waterfront in the early 1990s as the anchor tenant for the area's redevelopment. Between 2017 and 2019 the School expanded its activities to facilities at Philippi Village, a new development located at the intersection of five townships in Cape Town, and in Sandton, Johannesburg, in the centre of the country's financial hub.

- AACSB, EQUIS and AMBA accredited and PRME Champion, with more than 90% of research published by GSB faculty relevant to the SDGs
- 9 academic programmes: Full-time & Part-time (Modular) MBA, Executive MBA, CEMS Master of International Management (MIM), Postgraduate Diploma in Management Practice, Postgraduate Diploma in Development Finance, MCom in Development Finance, MPhil in Inclusive Innovation and PhD in Business Administration
- 4 Specialised Centres: Allan Gray Centre for Values-Based Leadership, Bertha Centre for Social Innovation and Entrepreneurship, Development Finance Centre and Power Futures Lab
- Home to the *Solution Space*, a unique entrepreneurship ecosystem focused on developing ventures across the African continent, and host to the *Lean Institute Africa*, the *Centre for Coaching and Spark Health*
- ~600 students in academic programmes and ~3,500 delegates in Executive Education programmes
- 40 faculty with global experience and unique insight into Africa and complex environments
- ~23,000 alumni in nearly 70 countries representing more than 100 nationalities
- 75 Africa-focused cases produced by the GSB's Case-Writing Centre, many of which have won international awards, as well as a free “DBIA” digital case initiative
- Regularly ranked by the Financial Times for Executive Education, EMBA and MBA (the only MBA in Africa ever to rank in the FT 100), with the highest ranking achieved by any African business school in the Corporate Knights' Better World MBA
- ~50 partnerships with global business schools, membership in the Global Network for Advanced Management (GNAM) and CEMS Alliance, and ~70 corporate partners



Our Strategic Goals: 2023-2027

Since our last SIP, the UCT GSB has developed and launched a new 5-year strategy that builds on UCT's overarching strategy, *Vision 2030*.

The UCT GSB's ambitious new strategy is focused on three key goals that reflect its commitment to scholarship, research-informed teaching, thought leadership and societal impact. These goals and activities are grounded in our main areas of research and intellectual focus: social innovation, sustainability and impact; values-based leadership; finance, trade and investment in emerging markets; and management in complex environments with a focus on Africa.

To be a global pacesetter for research, teaching and thought leadership focused on understanding—and identifying creative solutions to—critical challenges in complex environments.

To be the leading authority in understanding business and the business environment in Africa and the preeminent business school linking African experience and global relevance.

To use our convening power, unique perspective and expertise to drive positive societal change in South Africa and beyond.

PRINCIPLE 1: PURPOSE

Our Vision

As the authority in business research and education in Africa, we will provide aspiring leaders with the relevant knowledge, skills and competencies to lead change in Africa and beyond.

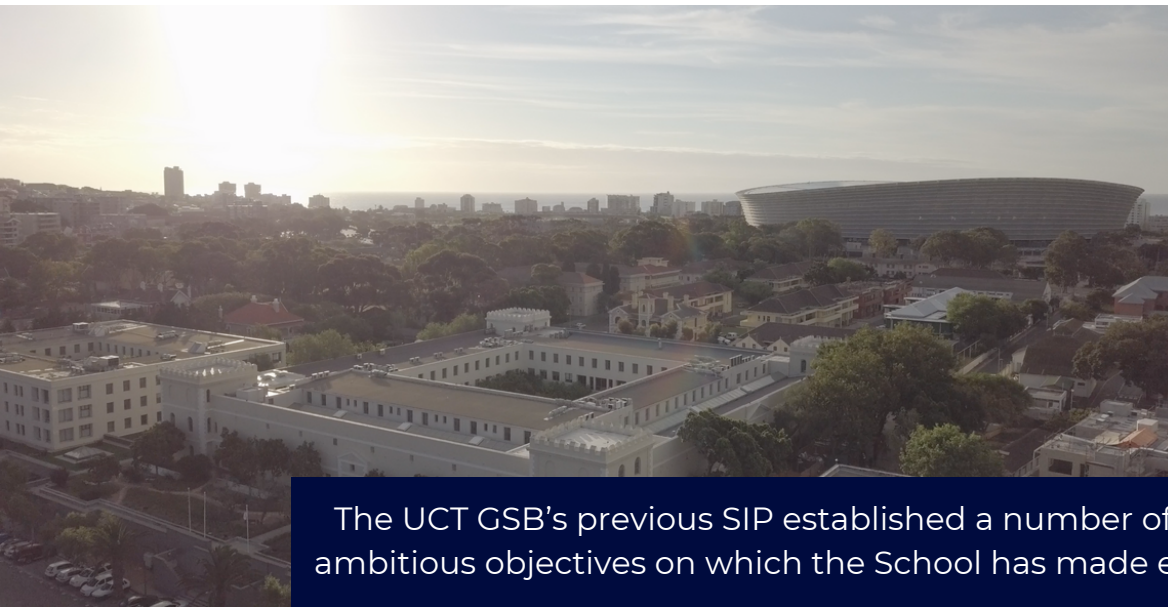
Our Mission

To contribute to the success of individuals and organisations through research-informed teaching, practice and thought leadership that creatively respond to the complex and pressing economic and social challenges of our world today.

Our Values

- We are passionate about learning, innovation and creativity. We recognise the legacies of our past, both positive and negative, while looking forward to an equitable and inclusive future based on respect for the value of diversity.
- We are committed to Africa and to South Africa's future in our continent and in the world.
- We accept the responsibility to act ethically and with professional integrity.
- We nurture thought leadership, recognising and respecting diversity in points of view and the contribution that we can, and should, make to public intellectual life.





The UCT GSB's previous SIP established a number of set a number of ambitious objectives on which the School has made excellent progress:

Objectives

Outcomes since 2020

More opportunities for innovative and blended learning

&

Enhanced flexibility in learning and program design

- A wholly redesigned Part-Time (“Modular”) MBA program with in-person, “live online” and hybrid elements and a redoubled focus on sustainability and impact.
- A fully online Postgraduate Diploma in Management Practice that creates a more flexible pathway for middle managers to return to part-time study.
- New investments in technology infrastructure and flexible programming to provide online and hybrid options to students and delegates across the vast majority of the School’s academic and executive education programs.

Globally-oriented Programs and Experience-Based Learning

- Launch of the new CEMS MIM program as the only CEMS member school on the African continent, offering courses such as *Business Development and Doing Business in Africa* and *Global Strategy*. The GSB’s courses attract some of the best ratings of any courses from students across the network.
- Rebuilt international exchange and study tour engagements after the pandemic-related shut down. Since 2020 we have built partnerships with nearly 20 global business schools that regularly bring groups of students to the UCT GSB, reinvested in our relationships with our 47 bilateral exchange partners and redoubled our engagements with the GNAM network.

MEASURING PROGRESS

Objectives

Outcomes since 2020

Unleash agents of change through a focus on sustainability, impact and African content in our classrooms and beyond.

- A redesigned MBA program that incorporates a focus on sustainability, applicability and impact throughout.
- Key changes to the Masters in Philosophy in Inclusive Innovation program to enhance the accessibility of the program for students seeking to bridge academic theory and real-world practice in a program focused on impact.
- A substantial investment in case studies about African companies and organizations, including the innovative *Doing Business in Africa* multimedia case series that is available free to the public.

Enhance the quality and impact of faculty publications

- The number, quality and impact of GSB faculty publications has continued to go up over time, with more than 90% of all faculty publications relevant to at least one of the SDGs.

Increase the gender diversity of students and faculty

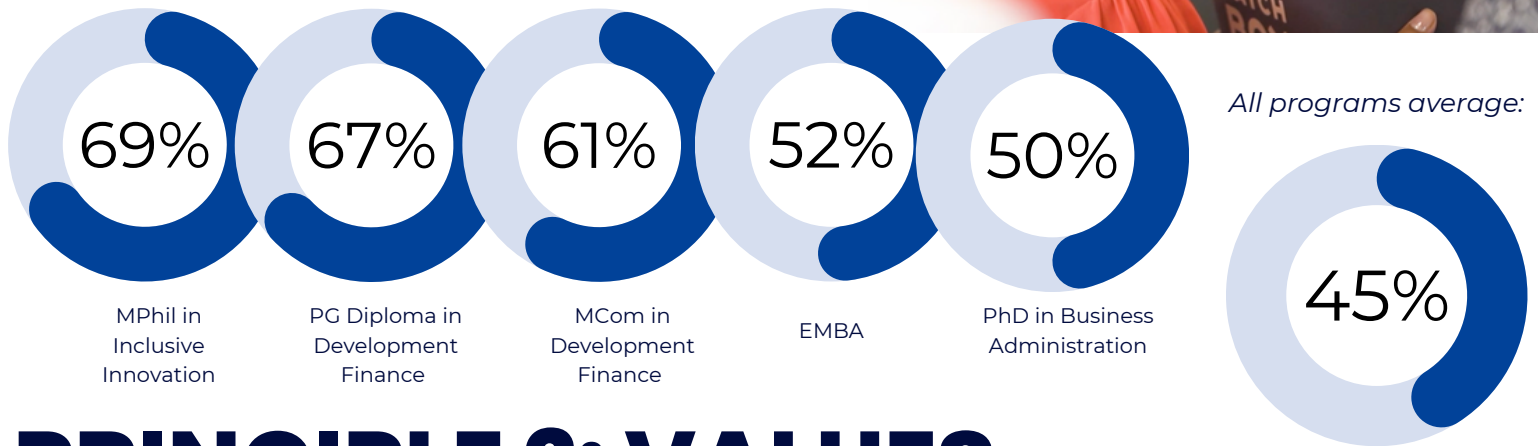
- In 2021 and 2022 the School hired 11 new faculty (including 6 women), bringing the proportion of female faculty from 35% in 2020 to 48% at the end of 2023. In addition, more than 50% of the GSB's faculty are now individuals of color. After these new hires and internal promotions, 25% of the GSB's full professors are now women, while 50% of our full professors are faculty of color.
- Across the School's programs, 45% of our students are now women, reflecting a substantial uptick in women across all our programs, with several programs consistently attracting a majority of female students.

Improve the sustainability of our campus

- Both the GSB and UCT as a whole have made major investments into reducing our power consumption on campus, as well as approving the installation of photovoltaic cells on the building's roof. Student-led efforts have enhanced the School's recycling practices and raised awareness of sustainability across the School and its integrated hotel.

Gender diversity in the classroom

The GSB has made a concerted effort to drive gender diversity in its classrooms, with substantial success between 2020-2023. Several programs (including EMBA) saw their most diverse student cohorts in memory during this period, while some of our newer programs (including the Postgraduate Diploma in Development Finance) had large proportions of women in their inaugural intakes. Other programs (like the MCom in Development Finance) continue to regularly enroll more women than men.



PRINCIPLE 2: VALUES

The GSB's Transformation Forum



The Transformation Forum at the UCT GSB is a formal committee of the School composed of faculty, staff and students with a remit to drive inclusivity within the School as well as engagements between members of the GSB community and initiatives throughout Cape Town. Between 2020 and 2023, the Forum drove the following efforts, innovations and changes for students, staff and faculty across the School:

- An *Inclusive Calendar* and associated School-wide approach to ensure that, as much as possible, major assessment deadlines do not fall on significant holidays for any religion.
- Staff Wellness days and counselors available to staff and faculty in addition to counselors available to students. As part of this initiative the School has dedicated a counseling room on campus for use by staff and faculty that is separate from the student counseling services.
- Brown Bag Wednesdays, which are regularly attended by staff and faculty and are designed to build the GSB's transformation, inclusion and diversity capacity at an institutional level, as well as to foster a culture of inclusion and belonging.
- Celebrations of Heritage Day and Women's Day, including opportunities for community members to taste food from across the many cultures and cuisines represented at the GSB.
- Workshops on inclusivity, racism, and neuro-diversity presented at monthly *Imbizo* meetings for all faculty and staff and inclusion of diversity and inclusion matters in the School's weekly newsletter to create greater visibility and alignment with transformation, inclusion and diversity.

The Children's Library

In 2021 the Transformation Forum initiated a community outreach effort to support the Hopelink Children's Library in Jim se Bos, an impoverished community near the township of Philippi in the Western Cape region of South Africa. The facility offers early childhood development activities in the mornings and homework support in the afternoons, with each child receiving a healthy meal when they arrive and a snack when they leave.



As the majority of children participating in the programme have never owned their own book, the UCT GSB community felt that it would be fitting to take on a project that would provide gifts of books and stationary supplies including crayons. Between 2021 and 2022, the GSB community donated nearly 325 books to the Centre, as well as funds for new stationery to support learning activities. A large proportion of the donated books were written in the children's first languages, which should help them learn to enjoy reading in a language in which they feel comfortable. The UCT GSB's donation enabled each child frequenting the facility to receive their own book.

In 2023, the third year of the initiative, donations were expanded to provide plastic boxes and stationary, with the aim of giving each participating child a safe and dry place to store their books at home. Largely through donations made by MBA and EMBA students, more than 150 of these boxes have been distributed to the children who frequent the library.

COMMUNITY ENGAGEMENT

Other community engagements organized by the Transformation Forum for staff, faculty and students at the School include:

- A toiletry drive for a shelter housing at-risk girls ages 13-18
- A drive to register potential stem cell donors
- A project to paint the Outpatients Waiting Room in the children's wing of the New Somerset Hospital across the street from the GSB's campus
- A student-led fundraiser for U-Turn, a local NGO addressing the problem of homelessness in Cape Town



New Cases for Africa

Our faculty and award-winning Case Writing Centre are producing some of the world's best teaching cases about social impact and African businesses, which are used in our own classrooms and at business schools across the country, the continent, and the world. Locally relevant cases are critical pedagogical tools, as the challenges facing large and small businesses in emerging markets are often more complex and difficult to navigate than the decision points facing protagonists in more traditional cases set in more developed countries. The CWC is helping to fill the need for Africa-focused cases, having produced 75 high-quality teaching cases in five years, 20 of which were produced between 2021 and 2022. Nearly all of the CWC's cases are relevant to the SDGs--reflecting the realities of the business environment in Africa--including:

THE ABRAAJ FALLEN TOWERS:

Corporate governance failure at the darling of impact private equity



SUBJECT (INDUSTRY)

Finance (Private Equity/Social Impact)

AUTHORS Thinesh Vittee, Associate Professor
Stephanie Giamporcaro, Claire Barnardo

YEAR 2021

PUBLISHER The Case Centre

ABSTRACT

The Abraaj Group was a private equity firm founded by Arif Naqvi. With headquarters in Dubai, the firm grew to become the largest emerging market private equity firm, with a focus on small and medium enterprise investment and social impact in emerging markets. In 2018 Abraaj collapses due to misappropriation of funds. From the perspective of an Abraaj investor, Impact Invest, at the point in time when the allegations surface, the case is about corporate governance and decoupling. The complex nature of corporate governance in a private equity firm is illustrated.

THE ROAD LESS TRAVELLED:

A Zimbabwean leadership dilemma



SUBJECT (INDUSTRY)

Leadership (Politics)

AUTHORS Patrick Cairns, Professor Kurt April,
Sarah Boyd

YEAR 2021

PUBLISHER Emerald

ABSTRACT

This case offers a leadership profile of lawyer Fadzayi Mahere as she pursues social change at the national level by running for political office in Zimbabwe in 2018. The case recounts Mahere's professional journey, which drives her to run independently. In spite of running a strong grassroots campaign, Mahere loses the election and is faced with the dilemma of whether or not to forego independence and join the dominant opposition party. The case centres on the role of values in leadership and a leader's strategy for affecting social change and achieving social justice

ROBOTICS AT DIMENSION DATA:

Friend or foe of the human in process automation?



SUBJECT (INDUSTRY)

Human Resource Management (Technology)

AUTHORS
Michelle Karim, Dr Christina Swart-Opperman,
Professor Geoff Bick

YEAR 2022

PUBLISHER Emerald

ABSTRACT

Product owner of digital at Dimension Data, Andrew Harmse, considers his journey at the Automation Centre of Excellence. His team must support the organisation as it scales up automation and navigates a blended human-robot workforce. The case looks at themes of digital disruption, digital transformation, and change management. With a drive to increase delivery for clients, Harmse's team will guide organisations through the continuum of uncertainties like robot ethics.

SAVANNAH INFORMATICS:

Driving renewed growth in a Kenyan health informatics company



SUBJECT (INDUSTRY)

Entrepreneurship (Health technology)

AUTHORS
Willys Makoyo Nyakeri, Associate Professor Mikael
Samuelsson, Professor Geoff Bick

YEAR 2022

PUBLISHER Emerald

ABSTRACT

Savannah Informatics CEO John Muthee and cofounders are considering growth options for the healthcare technology company post pandemic. Savannah runs electronic claims validation solutions for the Kenyan healthcare system. Stakeholders can share claims information for health services in real time, drastically reducing payment transfer times and improving efficiencies. The pandemic has affected short-term revenues with less hospital visits, yet created a demand for more online solutions. Should Savannah expand into new markets, create more insurance solutions, or diversify?

PRINCIPLE 3: METHOD

DBIA Cases



In 2023, the UCT GSB's Case-Writing Centre launched the *Doing Business in Africa*, or "DBIA" case collection. These innovative new cases reimagine traditional business cases by deconstructing and transforming them into multimedia learning tools able to reach more educators, students, business leaders, and others in Africa and around the world who are interested in the challenges and opportunities of African business.

Each DBIA case consists of multiple parts--including short cases, blogs, infographics and podcasts--with a new case element released each week on social media at no charge. This approach not only allows readers to design their own learning journeys, but it incorporates the power of

public engagement and discussion in new and exciting ways. In DBIA cases, business leaders, industry experts, and stakeholders from across the continent are able to tell their own stories in their own words.



Case Writing Centre DBIA Podcast

3. The Dilemma Podcast: Hello Tractor



00:00:00 | 01:20:33

Engagement with Local Entrepreneurs

As part of the redesign of the MBA programme, students now take a core course called *Doing Business in Africa* in which they work directly with local entrepreneurs, most of whom are small business owners from historically-marginalized communities. These engagements, which often take place in our teaching facility in Philippi (a historically marginalized community in Cape Town), provide students with new perspectives on the challenges and opportunities that entrepreneurs face in complex and highly uncertain environments while allowing them to share insights gleaned from their courses and work experience during consulting-style presentations made to their peers, course faculty and the entrepreneurs themselves. These engagements have had the added benefit of allowing students to link local entrepreneurs with their own networks, and UCT GSB MBA students have linked several local entrepreneurs with new opportunities for investment, visibility and other types of support.



Insights for African Leaders

In conjunction with the School's casewriting initiative, which is producing a unique series of cases focused on African companies and challenges, the School is using a larger number of cases and engagements with practitioners across all of our programs. In each of the previous three years, MBA students have had an opportunity to engage directly with the protagonists of a case study that formed part of their final assessment. As the final examination for their



Politics and Economics in Context course, MBA students wrote analyses and provided recommendations on a current challenge the case protagonist was facing. Soon afterward, the protagonist--including the Special Advisor to the President of Zambia and a former World Bank official considering a presidential bid in Guinea Bissau--spoke to the students. After their visit each protagonist remarked on how helpful they found the student analyses and recommendations in their subsequent decisions. While traditional case teaching often features opportunities to engage with protagonists, the UCT GSB is one of the few places where students are not only able to learn from senior executives and government officials, but are regularly able to help these leaders work through current challenges.

Peer Support for Research

The UCT GSB's MPhil in Inclusive Innovation blends applied work in social innovation with a substantial requirement for original research and analysis. As students in the part-time program are typically professionals working for NGOs, governments, firms and other organizations, they sometimes struggle to complete their research requirement amid other commitments. To mitigate this problem, in 2023 the MPhil program held its first writing retreat. This weekend event enabled students to support one another and immerse themselves in writing, thereby improving the quality and impact of student research while enhancing on-time graduation rates.

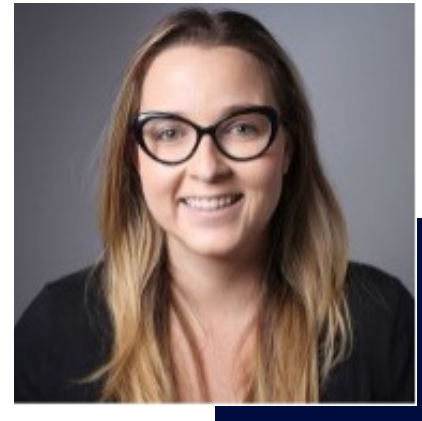


An MBA for the Leaders of the Future

The UCT GSB Master of Business Administration (MBA) programme uses applied teaching to expose emerging leaders from Africa and around the world to develop insights into, and better understand, complex environments. The program places a strong focus on encouraging students to drive positive societal impact, while helping them to build successful careers from which they will have the influence to make such an impact. The generalist nature of the GSB MBA program allows it to achieve a dual objective: it prepares students for short-term professional challenges and opportunities, while equipping them with the skills they need for the long-term challenge of leadership in dynamic business environments.

The GSB stands apart for its focus on understanding complexity, its strength in values-based leadership and innovation, its world-leading expertise in business and markets across Africa and for its strong commitment to social impact and sustainability. An MBA from the UCT GSB not only equips students to effectively lead organizations in complex business environments, but it challenges them to find ways to do so in a sustainable manner.

The UCT GSB's global rankings are indicative of its unique position: the MBA is the only program in Africa to have appeared on the Financial Times' global MBA ranking, where it placed 5th for value for money, 12th for Corporate Social Responsibility and 14th for International Course Experience in 2021. In their 2021 Better World MBA ranking, Corporate Knights ranked the UCT GSB the best MBA in Africa and 22nd in the world, largely on the strength of the School's focus on impact and sustainability.



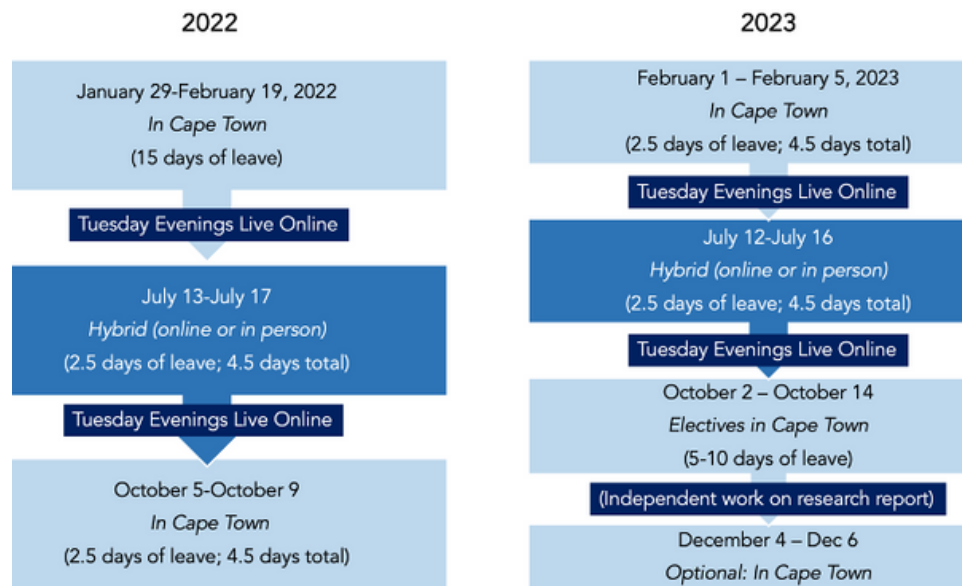
Dr Caitlin Ferreira
MBA Programme Director

MBA students, whether full-time or modular, are motivated, rising executives with aspirations of operating at the executive level. Through a yearlong (full-time) or a two-year (modular) program, students experience an immersive and challenging curriculum designed to provide students with the practical tools to work towards innovative social change as well as a greater sense of purpose in their working environments after graduation. Throughout the program, our MBA students are exposed to the values of global social responsibility and the roles of business, government and society in creating sustainable solutions, including by using a systems approach to address social and environmental problems while simultaneously shifting the institutional patterns that created the problems. The overarching aim of the UCT GSB MBA is to ensure that students graduate as ethical, principled leaders who understand the complexities of business ethics in a global environment and approach challenges with innovative approaches and personal integrity.



MBA Redesign

In 2022, the GSB began a comprehensive curricular review intended to integrate some of the online innovations of the pandemic period with a redoubled emphasis on sustainable development and innovative, student-centered learning. The MBA was shifted to a blended model as part of a broader change to make it more relevant, more flexible and more accessible to students across Africa and around the world.



Students now begin the program with three weeks of in-person learning, followed by evening sessions online and shorter blocks, several of which are hybrid, thereby allowing students to choose whether to attend in person or online. This new format has not only improved the student learning experience, but it has enhanced the MBA's accessibility, particularly for women and students for whom travel was a financial, professional or familial burden.

As part of the MBA programme review, all core MBA courses were grouped into three themed modules. This approach has allowed the MBA program to be more flexible, innovative and responsive--including by using assignments that can be analyzed throughout the term using different perspectives and insights gleaned from different courses. Each course now incorporates material relevant to the SDGs, ranging from discussions of ESG accounting to analyses of the implications of environmental degradation, corruption and inequality, while the module-spanning assessments provide an opportunity for students to synthesize what they have learned and grapple in new ways with what often appear to be intractable problems.

BUSINESS AND LEADERSHIP IN GLOBAL CONTEXTS

This module introduces a variety of economic, social, environmental and political trends and developments that may impact the strategy and operations of businesses in emerging markets. Students discuss issues including the elimination of poverty and reduction of inequality; clean energy; sustainable cities; climate action; quality education and decent work and economic growth.

- Accounting
- Politics & Economics in Context (PEC)
- Strategy, Society and the Environment (SSE)
- Leadership and Personal Development
- Doing Business in Africa

MANAGING COMPLEX ENVIRONMENTS

This module introduces a variety of approaches to managing people and organizations, with a view to understanding how well-run organizations play a critical role in driving sustainable development, including good health and wellbeing, gender equality and responsible consumption and production.

- Operations Management
- Finance
- Purposeful People Management
- Strategic Marketing for Professionals
- Strategic Entrepreneurship

STRATEGIC DECISION-MAKING IN CHANGING ENVIRONMENTS

The module introduces students to integrative and systems thinking, business models and social innovation. Taken together, these courses invite students to consider approaches to intentional, positive and creative ways to shift systemic social-ecological patterns, as well as discussing industry and innovation and and peace, justice and strong institutions.

- Business Model Innovation Lab
- Strategy
- Company Analysis
- Social Innovation and Entrepreneurship
- Research for Responsible Management
- Organizational Leadership and Values

Social Innovation at the Core of the MBA



Dr Annika Surmeier
Course Convenor,
Social Innovation &
Entrepreneurship

The UCT GSB's Social Innovation & Entrepreneurship course, which is part of the core MBA curriculum, gives students an introduction to the field of social innovation. During the course, the students critically interrogate how they, as individuals and as part of organizations, can promote positive change in the world and contribute to achieving the UN's Sustainable Development Goals.

While there are many emerging perspectives on social innovation, most generally, a social innovation can be understood to be an intentional, positive, creative shift in systemic social-ecological patterns. Many social innovations have global ambitions, but even when pursued primarily at the local level, social innovations go beyond simply providing a needed service or remediation. They challenge and experiment with a given system's underlying building blocks, including its rules, policies, technologies, structures, beliefs, habits and values. Social innovation can be pursued from any organizational platform – from businesses to not-for-profits to government agencies.

Social innovation can be pursued from any organizational platform – from businesses to not-for-profits to government agencies. Businesses and other types of organizations are increasingly being called upon to act as innovative agents of social benefit. This call is particularly strong in emerging markets, so it is critical for GSB MBAs to develop a broad base of social innovation knowledge and skill.

With the aim of supporting students to develop and advance their social change agency, the course offers many opportunities for reflexive learning and critical thinking. Throughout the program we discuss and analyze social innovation and entrepreneurship theory to enable strategic engagement with business, government and civil society approaches towards creating social impact. Beyond engaging with the conceptual foundations of social innovation and entrepreneurship, we also evaluate and critique social innovation and entrepreneurship practice, especially in the areas of organizational structure, product and service development, value chains and finance.

Businesses and other types of organizations are increasingly being called upon to act as innovative agents of social benefit.

Furthermore, with a focus on the South African and broader African context, we analyze, critique and develop context-specific models of social innovation through the lenses of inclusion and system innovation. The Social Innovation & Entrepreneurship course is taught together with a team from the GSB's Bertha Centre for Social Innovation and Entrepreneurship, who share their focused expertise and rich experiences with the students. By contributing conceptual and practical insights and reflections from their work, they provide inspiring examples of the exciting opportunities for collectively promoting positive social change locally and globally. The course emphasizes that even though the sustainability challenges we are facing are complex and daunting, there are many possibilities for the students to promote positive social impact.

CEMS Master of Management focusing on International Management



In 2022 the GSB launched its first postgraduate, pre-experience program, the CEMS MIM. This full-time program provides a harmonized curriculum across a consortium of 33 top global business schools in the CEMS global alliance, with all students spending half of the one-year program at their home school and half at another school in the network.

As the only member of the CEMS alliance in sub-Saharan Africa, the GSB provides CEMS students with a transformational international experience and a new understanding of sustainability, impact and complex environments viewed through a unique African lens.

The UCT GSB's focus on social issues and the complexities of doing business in Africa have been extremely popular among CEMS students from South Africa and around the world. In 2022, CEMS students gave the UCT GSB's Global Citizenship Seminar the highest quality score of any course offered by any of the schools in the CEMS alliance, and in 2023 the School had the largest number of highly-rated courses of any of the 33 schools in the network



NEW PROGRAMMES

Postgraduate Diploma in Development Finance

In 2022 the GSB launched the Postgraduate Diploma in Development Finance (PGDip DF) as a complement to its popular Master's of Commerce in Development Finance. Both programs draw from the work of the faculty in the School's Development Finance Centre (DEFIC), which aims to develop a training and research platform for inspire and facilitate the growth of development finance expertise in Africa and around the world, as well as to support the creation of innovative financial models for sustainable development solutions in Africa and other emerging markets. The PGDip DF was developed in consultation with major development finance institutions across Africa to be a practical, work-related qualification for their staff, as well as for professionals in

**Building capacity
in emerging markets.**



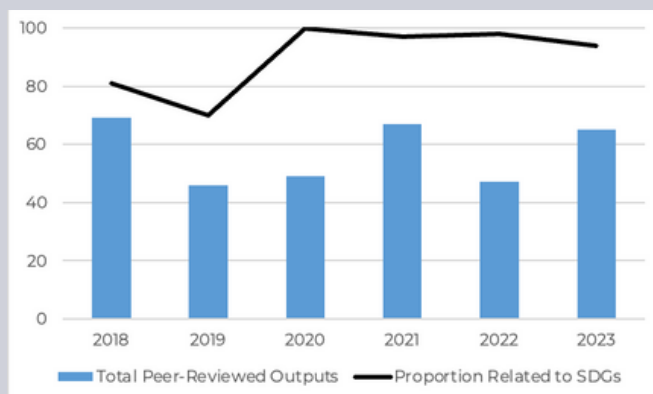
other financial institutions, the public sector and NGOs working in the development finance space. The one-year programme uses a large number of original cases and teaching materials as part of its three core courses: (1) Trade Finance; (2) Environment Finance and Sustainable Investments; and (3) Risk Management and Sustainability of Development Finance Institutions.

Faculty Research

Since 2020, between 94% and 100% of all peer-reviewed academic outputs published by UCT GSB faculty have been related to one or more of the SDGs. Although our faculty publish across a wide number of the SDGs, the topics associated with the largest number of publications are SDG 16 (Peace and Justice), SDG 8 (Good Jobs and Economic Growth), and SDG 7 (Renewable Energy). Faculty frequently coauthor with both Master's and PhD students, including 13 coauthored journal articles between 2021 and 2022. In addition to publications coauthored with our faculty, UCT GSB students authored or coauthored an additional 8 journal articles and 7 book chapters during the same period. Across all UCT GSB programs, the proportion of student capstone research projects related to the SDGs ranges from 81% (EMBA) to 94% (MBA) to 100% (MPhil, MCom and PhD).

UCT GSB faculty have been increasingly successful in publishing their work in journals that are highly ranked or have high impact factors, including the *Journal of International Business Studies*, *Organization Studies*, the *Journal of Management Studies*, the *Journal of Business Ethics*, the *Journal of Business Venturing*, and *Nature Energy* (which has a Scopus Impact Factor of more than 25).

UCT GSB Faculty Publications, 2018-2023



PRINCIPLE 4: RESEARCH

Examples of SDG-Related Faculty Research



Peter, C., & Meyer, C. (2023). Organizing for the Smart African City: Leveraging the urban commons for exerting the right to the city. *Organization Studies*, 44(10), 1725-1746. <https://doi.org/10.1177/01708406221089609>

ABSTRACT: To accommodate the need for community engagement and place-based approaches in smart city agendas in Africa, we build on the literature on smart cities, southern urbanism and the urban commons to develop a conceptual framework for urban commoning in Africa. We argue that commoning, as an organizing process, establishes institutions for urban commons that account for different urban dwellers' needs, perspectives and knowledges thereby strengthening inclusion and producing knowledge-intensive smart city development. We explain how the proposed conceptual framework is particularly suited to the African context, as it can mitigate the formal-informal divide and enable marginalized citizens to meaningfully express their right to the city. By enabling citizens' voice in planning and distributing urban resources, commoning helps redefine local bureaucracies, rendering them more open and inclusive while limiting the enclosure and marketization of cities, which is often a source of contestation in the development of smart cities.



Trisos, C.H., **Auerbach, J.** & Katti, M. Decoloniality and anti-oppressive practices for a more ethical ecology. *Nat Ecol Evol* 5, 1205-1212 (2021). <https://doi.org/10.1038/s41559-021-01460-w>

ABSTRACT: Ecological research and practice are crucial to understanding and guiding more positive relationships between people and ecosystems. However, ecology as a discipline and the diversity of those who call themselves ecologists have also been shaped and held back by often exclusionary Western approaches to knowing and doing ecology. To overcome these historical constraints and to make ecology inclusive of the diverse peoples inhabiting Earth's varied ecosystems, ecologists must expand their knowledge, both in theory and practice, to incorporate varied perspectives, approaches and interpretations from, with and within the natural environment and across global systems. We outline five shifts that could help to transform academic ecological practice: decolonize your mind; know your histories; decolonize access; decolonize expertise; and practise ethical ecology in inclusive teams. We challenge the discipline to become more inclusive, creative and ethical at a moment when the perils of entrenched thinking have never been clearer.



How do privileged Insiders Become Change Agents? A Study of Institutional Volition



Dr Cecile Ferront
Senior Lecturer
UCT GSB
(UCT GSB PhD, 2021)

ABSTRACT: While we have a sense of why institutionally marginalized individuals or dominant actors become change agents, it is less clear what motivates privileged insiders - those who have reaped advantages from existing institutional arrangements because of their education, their socio-economic background, their citizenship, their gender, or their race. I combine a symbolic interactionist perspective on social conduct with a structural perspective on frames to explore the process of institutional volition and the conditions under which privileged insiders may become engaged in different types of institutional change work to address societal issues. Institutional volition is the reflective process leading people to engage in purposeful efforts to shape or transform dominant institutional arrangements. My study reveals variances in the institutional volition of privileged insiders that explains why some of these actors engage in work to repair institutions, while others engage in work to transform them, either disrupting or creating institutions. My study draws attention to the distinct role of feelings rather than emotions in determining whether and how privileged insiders engage in institutional change work. It also suggests that these actors commit to transformative change when they acknowledge their complicity in the perpetuation of institutional injustices. Finally, I show that privileged insiders need to reframe their role in order to use it as a resource to engage in institutional disruption or creation work.

Stepping in, aside or away:

A micro-level study of commitment in cross sector partnerships (CSPs)

ABSTRACT: Cross sector partnerships (CSPs) are considered essential for addressing grand challenges, yet the actual partnering process often leads to friction, disappointing results, and dismay for those involved. Scholars have identified that individuals play a critical role in the success of cross sector collaboration and that their commitment to the partnership facilitates CSP functioning. However, the micro-level aspects of commitment within CSPs have yet to be examined carefully. The partnership literature calls for more in-depth research on individuals and recommends drawing from the fields of organizational behaviour and organizational psychology. Meanwhile, the commitment literature calls for examination of workplace commitment within cross boundary settings and in relation to higher purpose causes. My interpretive, micro-level study responds to these parallel and synergistic needs for additional research by exploring what shapes individuals' commitment to cross sector partnerships. I use a constructivist grounded theory approach to conduct a longitudinal, comparative case study of 23 health partnership practitioners in South Africa. My findings are consolidated in an empirically developed model that describes how the nature of individuals' CSP commitment differs depending on which of three key commitment targets (employing organization, career, or social goal) they prioritize in the context of the partnership. In distinguishing between those who are instrumentally vs altruistically committed to the CSP, the model outlines two pathways through adversity which result in four different behavioural outcomes of exiting, stepping aside, stepping away or stepping in. Critically, the model illustrates what enables certain partnership practitioners to sustain CSP commitment despite adversity and how eudaimonic well-being is generated through this process. My examination of workplace commitment within CSPs contributes to the partnership literature by enhancing micro-level understanding of the human and emotional side of cross sector partnering. I provide insight on why individuals commit to CSPs and illustrate how this influences behavioural responses to adversity. I also contribute to the commitment literature by shedding light on the interplay of different commitment targets within a cross boundary, socially oriented workplace setting and providing empirical evidence for how altruism facilitates commitment. Finally, I reveal the benefit that sustained commitment generates for partnership practitioners and suggest how my findings may be leveraged for both partnering practice and future research.



Dr Sarita Sehgal
UCT GSB PhD, 2022

Partnering to Power Africa

The Power Futures Lab (PFL), one of the UCT GSB's specialized centers, is dedicated to enhancing, understanding and building capacity in infrastructure investment, reform and regulation in support of sustainable development In Africa and other emerging economies. The PFL team provides extensive professional education for power sector professionals via executive education courses at the UCT GSB, as well as engaging in research and policy advocacy related to infrastructure investment, reform and regulation in Africa.



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PRINCIPLE 5: PARTNERSHIPS

Dr. Wikus Kruger, the Director of the PFL, has assisted the International Renewable Energy Agency (IRENA) in developing an investment report on renewable energy in Africa, a guide on conducting renewable energy auctions in high-risk contexts, and training materials on renewable energy. He is also collaborating with the Stockholm Environment Institute to mitigate risks associated with renewable energy investments in Africa.



Dr. Peter Twesigye, Power Futures Lab's research lead on power sector reform and regulation, is working on a project with the GET.Transform initiative called the African Electricity Regulators Peer Review Learning Network (PRLN), which aims to improve the performance of electricity regulators in Africa by working with regulator CEOs from six African countries to review and support each other's performance. In September 2022, the PFL team facilitated a peer review and learning network between the CEOs of electricity regulators from Ghana, Uganda, Kenya, South Africa, and Namibia. Similar exercises were conducted in Uganda and Ghana as part of an intensive three-year peer-review process.



THE
PRINCIPALS
ACADEMY

The Trust

Our goal is to impact the overall teaching ecosystem and subsequently the academic outcomes of the schools where we have a presence.

The UCT GSB partners with the Principals Academy Trust (PAT) to deliver a part-time management development program for school principals and leaders drawn from some of the most disadvantaged primary and secondary schools in the Western Cape. "South Africa spends more on education than any other country in Africa," the PAT's Vision notes, "Yet our schools are failing us." To really make a difference, it goes on, "you have to aim for the heart of it: its people. Specifically its leaders. So we start at the top. Because excellent principals lead to excellent schools and excellent schools lead to exceptional individuals."

The UCT GSB hosts cohorts of approximately 30 principals on its campus, where they work with GSB faculty on modules including *Personal Mastery and Managing Complexity*, *Building Business Acumen*, *Managing People*, *Teams and Change*, and a capstone, applied project. The part-time nature of the program allows the principals to immediately apply the insights of the program within their school.

"These principals face a Herculean task. They grapple with gangsterism, drugs, children coming to school hungry, and absentee staff. Yet, they strive to run successful schools and keep their staff motivated to deliver quality education."

--Principals Academy Trust



Mr. Andre Engel
Principal

John Graham Primary School
Attended 2021-2023

"Being part of the PAT program and completing the GSB course helped me to be more deliberate and measured. It equipped me to deal with more systemic problems and strategic planning..."

On a practical level, I was able to use the systemic approach offered by the GSB to attack the challenge of bullying at school. The approach has helped me to understand the problem and establish who the stakeholders are. We also identified the drivers and eventually decided on small wins. We are currently implementing this Action Program at school.

Being part of the PAT and the GSB has been one of the most enriching experiences of my professional life."

Supporting Local Entrepreneurs

Developed and operated in partnership with MTN, the leading mobile communications company in Africa, and the Bertha Centre, which is one of the School's specialized centers, the UCT GSB's Solution Space provides an ecosystem for early-stage start-ups and a research and development platform for corporates. The Solution Space operates from two sites in Cape Town: the UCT GSB's main campus on the V&A Waterfront and in the School's teaching facility in Philippi, a historically disadvantaged township. The entrepreneurial hub at the Solution Space Philippi Village is a deliberate effort by the School to deepen its roots in the local community and support its strategic goal to be the African business school driving socially relevant solutions to the challenges of the continent.

THE GSB IN THE COMMUNITY



Run in partnership with ayoba, an MTN company, the Solution Space's flagship e-Track program is a two-phase early-stage venture acceleration and capacity building program for high impact entrepreneurs. With a high-touch scale-up process, the e-Track program is designed to support teams to build scalable businesses with international potential. The program regularly attracts more than 250 applications from countries across Africa; successful applicants begin the Venture Launch program, after which they are eligible to apply for the 12-week Venture Exploitation Program, which is designed to help ventures scale and grow and accepts 15 ventures per cohort. All of the participating ventures do work associated with the SDGs--reflecting the environment in which they are doing business--and a substantial proportion of the ventures that have undertaken the e-Track work in renewable energy, water conservation, agriculture, education and healthcare.



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Sharing Insights Across the Continent...

In 2022 the UCT GSB, in partnership with the NGO SouthSouthNorth, UCT's African Climate and Development Initiative, and UCT's Design School, piloted a specialized course in climate finance. Known as the Southern Africa Climate Finance Partnership (SACFP), this 12-week practitioner training program brought together 38 participants from cross-functional teams at FBC Bank (headquartered in Zimbabwe), Zanaco Bank (headquartered in Zambia), the Development Bank of Namibia, the National Development Bank (Botswana), the Infrastructure Development Bank of Zimbabwe, and the CRDB Bank (headquartered in Tanzania).



All six institutions have been tasked by their governments with accessing the Green Climate Fund (GCF) in order to play a strategic role in channeling climate finance to their countries. The course is unique in its focus on design thinking and the degree to which it reflects the insights and networks of the SACFP.

The course culminated in the Climate Finance Forum event, which was hosted at the UCT GSB by Associate Professor Camille Meyer.

PRINCIPLE 6: DIALOGUE

...and Around the World

In 2023, the UCT GSB co-hosted a conference titled *The Republic of Korea's Efforts for a Just Energy Transition (JET) and its Implications for African Countries* in conjunction with the Embassy of the Republic of Korea, the Korea-Africa Foundation and the African Centre for Constructive Resolution of Disputes (ACCORD). The event brought together speakers from Korea and South Africa, including: the Hon. Pravin Gordhan, Minister of Public Enterprises of the Republic of South Africa; H.E. Mr. Chull-joo Park, Ambassador of the Republic of Korea to the Republic of South Africa; Professor Inbok Rhee, Associate Professor at the Korea Development Institute School of Public Policy and Management; and Mr Jak Koseff, Head, Regulatory, Policy, Stakeholder and Communications Programme Manager, SASOL South Africa.

The hybrid event brought nearly 100 delegates to the UCT GSB campus with others joining online from Asia and across the African continent to engage on topics including *The South Korean JET experience and lessons for Africa*, as well as *Opportunities and Challenges of JET in Africa versus in Developed Countries*.



The Allan Gray Centre for Values-Based Leadership



In 2022, the Allan Gray Centre for Values-Based Leadership, a specialized center of the UCT GSB, joined the University of Stellenbosch Business School, the University of Pretoria and the Globally Responsible Leadership Initiative (GRLI) to host the *Responsible Leadership Reimagined Conference (RLRC)*, an online conference intended to engage a global audience of academics, students and practitioners.

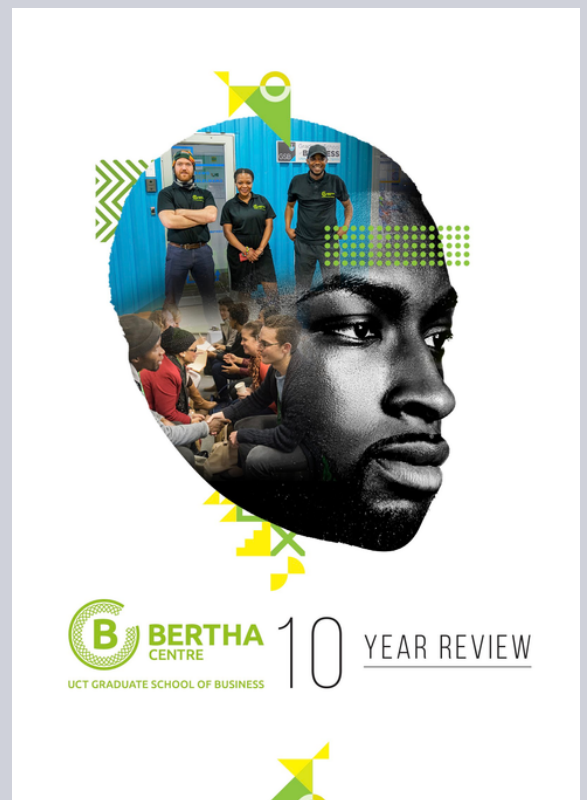
Also in 2022, and together with the Organisational Psychology Department of UCT, the Centre co-Chaired and co-organised the 15th international Equality, Diversity & Inclusion (EDI) Conference in Cape Town--the first time this international Conference was hosted on African soil.

The Bertha Centre for Social Innovation and Entrepreneurship

The Bertha Centre for Social Innovation and Entrepreneurship (the Bertha Centre), a specialised centre at UCT GSB, celebrated its 10-year anniversary in 2021. Founded in 2011, the Centre's mission is to "build capacity and pioneer practices in Africa--with partners, practitioners, and students--as we forge a path for the systemic impact of social innovation".

The Bertha Centre has a large portfolio of activities, which have, since 2021, included:

- partnering with GreenCape and the WWF-SA in its Green Outcomes Fund (GOF) to encourage investment in South Africa's green small, medium, and micro enterprises (SMME) economy;
- conducting research for the University of Zurich on blended finance instruments;
- initiating the creation and implementation of a youth mental health advocacy campaign;
- conducting an initial situational analysis of the Just Energy Transition in South Africa in partnership with Impact Investing SA;
- partnering with Huruma Bantfu, a black-owned strategic consulting company that specializes in corporate governance, CSI, and business development to provide young people with access to information and opportunities;
- developing the Changemakers programme, which is a two-month interactive social entrepreneurship program is aimed at young people who are not in formal education, training or employment.



AFRICA IMPACT SUMMIT



In 2023 the UCT GSB, through its Bertha Centre for Social Innovation & Entrepreneurship, co-sponsored the inaugural *Africa Impact Summit* with the National Advisory Boards (NABs) for Impact Investing of South Africa, Ghana, Nigeria and Zambia, as well as the Global Steering Group for Impact Investment (GSG). The hybrid event, with the theme *Unleashing African potential through impact investing*, was the first of its kind on the African continent, which has increasingly become a focus for impact investing.

The goal of the summit was to serve as a platform for leaders and experts to share their experiences, insights, and perspectives on impact investing across the continent and to drive both dealmaking and thought leadership around impact investing in Africa. More than 40 speakers and panelists addressed an audience that included policymakers, early-stage businesses and enterprises, fund managers, institutional investors, development finance institutions, and international organisations. Conference sessions and panels focused on five main areas: climate action; poverty and unemployment; women entrepreneurs; youth; and supporting start-ups and SMMEs.

The Summit was fully subscribed, with more than 500 delegates joining from 29 countries and 227 organizations. Approximately 12% of the delegates came from non-governmental and non-profit organizations, while a further 10% of the attending delegates came from banks and financial institutions. The delegates attending were quite senior, with 42% reporting that they held Senior Manager or Executive positions in their organizations.

The Bertha Centre recognised early on the transformative impact innovative financing programmes can have on individuals, organisations, and communities... We took inspiration from international impact investing conferences that connect diverse stakeholders and enable collaborative agenda setting and strategising on a global scale.

--Dr Solange Rosa, Director
UCT GSB Bertha Centre

A highlight of the Summit was the launch of the Africa Impact Investing Group, which aims to build awareness of impact investing, develop an investment pipeline, and support an enabling policy environment and the growth of the impact investing ecosystem on the continent.

Another highlight were the parallel deal rooms, which hosted 18 investors. Of 180 businesses registered for the deal rooms, 44 were chosen to participate, and at the end of the deal room sessions 90% of the investors reported that they had met businesses they were interested in exploring for investment.

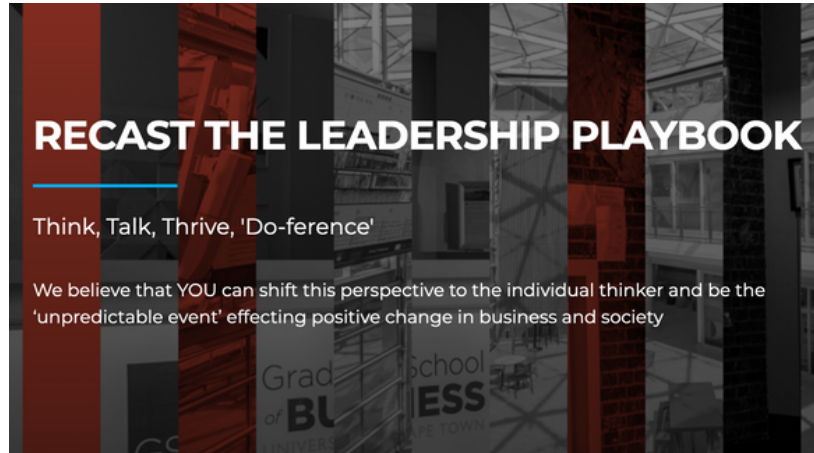
Student-Led Conferences

The UCT GSB's student clubs consistently choose themes that touch on one or more of the SDGs. Between 2021 and 2023, conferences led by UCT GSB students included: an event with an applied focus (a 'Do-ference') held by EMBA students and alumni to discuss how to drive positive societal change; a conference organized by the Entrepreneurship Club on Africa's Place in the New Economic World Order; and the *Business Tomorrow* conference organised by the Consulting Club focused on The Green Economy.

Attendees heard from executives and business leaders including the CEO of the Johannesburg Stock Exchange, the CEO of Mercer South Africa, senior leaders from Maersk, the international shipping company, and many others.

In 2021, UCT GSB students founded the School's Africa Club and held the inaugural Africa Business Conference. The following year, under the theme *Crisis as a Catalyst for Change*, attendees heard from a number of executives regarding their companies' SDG-related goals, including Puma Energy, a global oil and downstream energy firm that is transforming with the goal of moving toward renewable energy alternatives.

All told, the vast majority of the activities of all of the student clubs on the UCT GSB campus are related to the SDGs.



The Annual Women in Business Conference



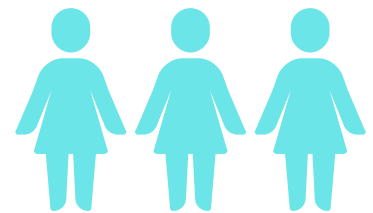
Each year since 1999, UCT GSB students have held the annual Women in Business Conference, which brings together current and prospective students, alumni, faculty, and business leaders from a variety of industries.

Each year the conferences feature inspiring keynote talks, panel discussions, and engaging interactions. In 2022, the conference hosted female executives from Accenture, Unilever, Deloitte, Discovery, Vitality. Liquid Thought and other major South African and international firms.

One of the School's oldest clubs, the Women in Business society aims to forge a sense of continuity and engagement between current students and alumni, cultivating a 'lift while you rise' philosophy that seeks to empower future generations of female leaders.

One of the core goals of the conference is to raise money to provide support for women to attend the UCT GSB. Between 2021 and 2023, the conference raised more than R 900,000 in scholarship funding, translating into more than three full MBA scholarships awarded to women.

Between 2021-2023, the Women in Business Conference raised R 900,000 for three full MBA scholarships for women



MPhil in Inclusive Innovation



A student from the MPhil in Inclusive Innovation won the Pan African South African Language Board Multilingualism Award in addition to recognition from the Japan International Cooperation Agency for a company she founded that uses artificial intelligence to develop insights into African consumers who are expressing themselves in multiple languages and styles. Other students from the UCT GSB's MPhil programme were included in Google's Black Founders Fund Africa class of 2022 and recognised by the Wikimedia Foundation's Research Award for research on machine translation in African languages;

MCom in Development Finance

A team of three students from the UCT GSB's Masters of Commerce in Development Finance program won the 2022 global Map the System competition held at the University of Oxford's Skoll Centre for Social Entrepreneurship. The GSB team took first in a field of more than 1,000 teams from 45 global universities with a new approach to mortgage financing for South Africans earning R25 000 or less per month.



Master of Business Administration



A UCT team composed of two UCT GSB MBA students and a student from the UCT Faculty of Health Sciences won the 2022 Futurize: Fuel Africa Health Innovation Challenge, which brought together 1,200 students from 12 universities and 7 countries across the continent. The UCT team took first prize with a concept for a platform to use mobile technology to ensure optimal care for diabetes patients in South Africa.

1. Measuring Impact

One of the School's major initiatives for the 2024-2026 period is to improve the way that we capture, use and report information on the impact of our activities. This project has two broad goals: (1) to ensure that we are adequately recording and sharing data on the impact of our existing teaching, research and other engagements; and (2) to improve the impact analyses that we are able to do in ways that will help us to do more to identify gaps and additional opportunities. To support this goal, the School has already begun to develop an Impact Strategy, which will support and augment our overarching strategy, and explore new ways and tools to gather data.

Project owner:
Deputy Director: Faculty
& Research

2. Networks for Change

Between 2024 and 2026, the UCT GSB is planning a strategic expansion of its international, regional and local networks with academic institutions, businesses, governments, NGOs and other stakeholders. Our goal is to enhance opportunities for research development among our faculty, increase learning exchanges and study tours among our students, and create additional engagements with practitioners, policymakers and others that will deepen our insights, create new opportunities for academic research and casewriting and extend the reach of our thought leadership.

Project owner:
Deputy Director: Partnerships

3. Program Innovation

In the next two years the School has ambitious plans to further deepen the degree to which the SDGs are incorporated into all of our programs. While each program's plans reflect its unique approach, focus and student audience, planned changes and additions include in-depth weeks on topics such as *sustainability* and *technology and society*, societal responsibility requirements that will encourage students to do even more to engage with their communities during their degrees, MBA specializations in Sustainability and Global Health, and skill-building workshops on stakeholder management and story-telling to help students implement their visions for impact.

Project owners:
Program Directors

While the UCT GSB’s PRME-related work is supported by the entire School and its broader community, our engagement and reporting during this cycle has been driven by a core group of our senior leaders and key administrators, including:

The UCT GSB’s International Office:

- Assoc. Prof. Kutlwano Ramaboa, International Director
- Nerice Barnabas, International Office Manager
- Shemees Ebrahim-Essop, International Office Co-Ordinator

The UCT GSB’s Transformation Forum:

- Prof Hamieda Parker, Chair
- Amina Petersen, Administrative Assistant
- Mary Lister
- Pamela Court
- Mzi Mxatule
- Dr Mundia Kabinga
- Dr Thanti Mthanti
- Azvir Rampursad
- Shireen Brown
- Claire Barnardo
- Dr Rene Albertus

The UCT GSB’s Senior Leadership:

- Dr Catherine Duggan, Director (Dean)
- Assoc. Prof. Kutlwano Ramaboa, Deputy Director (2020-2023)
- Prof Ralph Hamman, Deputy Director: Faculty & Research (from 2023)
- Prof Sean Gossel, Deputy Director: Curriculum (from 2023)
- Assoc Prof Mignon Reyneke, Deputy Director: Partnerships (from 2023)

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