



Sharing Information on Progress (SIP) Report

University of Stellenbosch
Business School

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Table of contents

A word from the Director	4
Background.....	5
Pedagogy of Hope	5
USB's Mission.....	5
The Principles for Responsible Management Education	6
Principle 1.....	7
Selection of degrees with significant focus on Africa and Development	7
Executive development courses.....	7
Green Week.....	7
Student Sustainability Association	7
Visit of students to Kayelitsha	7
Alumni driven course for NPO managers	7
Possible future developments	8
Principle 2.....	8
MBA redesign.....	8
Broad overview.....	8
Research reports	9
Specific examples of courses	9
Student tour to Bentley	12
The International office	12
USB Executive Education (USB-ED)	13
Principles 3, 5 & 6	13
The Unit for Corporate Governance in Africa.....	13
Carrots and Sticks: Promoting Transparency and Sustainability	13
Corporate Governance Rating Matrix.....	14
Case Study Competition.....	14
Colloquium.....	14
Building a Better Life for All	14
Conference appearances	15
Africa Centre for Dispute Settlement	15
Teaching.....	15
Research	15
Development	16
The Base of the Pyramid Learning Lab.....	18
Khayelitsha Business Development Programme	18
Fact sheets	18
Events.....	19
Centre for Business in Society	19
Other partnerships	19
We Read for You	19
Leader's Angle speaker series	20
Principle 4.....	21

Selected Research by Faculty.....	21
USB Leaders' Lab magazine	22
Research by MBA, MDevF and PhD students	22
Future perspectives.....	23
Conclusion	24

A word from the Director

As an institution of higher education involved in the development of current and future managers the University of Stellenbosch Business School (USB) is committed to progress in the implementation of the Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

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

We encourage other academic institutions, and associations to adopt and support these Principles.

The purpose of this document is to share information on a selection of our activities that support the Principles directly. The USB has recently established a dedicated standing committee on Environmental, Social and Governance (ESG) issues, and we look forward to improve and expand our reporting practices in future.

Prof John Powell
Director: University of Stellenbosch Business School
30 June 20010

Background

The University of Stellenbosch Business School (USB) signed its commitment to the PRME in April 2008 and was one of the first 100 business schools and universities from around the world to endorse the Principles for Responsible Management Education (PRME).

The PRME steering committee includes the UN Global Compact, the Association to Advance Collegiate Schools of Business (AACSB International), the European Foundation for Management Development (EFMD), the Aspen Institute's Business and Society Program, the European Academy for Business in Society (EABIS), the Globally Responsible Leadership Initiative (GRLI), the Graduate Management Admission Council (GMAC), and Net Impact.

As an internationally accredited member of most of these organisations, the USB is actively participating in working groups and incorporating the sustainability agenda in the training of future business leaders. This is evidenced by the USB being ranked 39th in the 2009 Aspen Institute's top Global 100 business schools which promote sustainable development by integrating social and environmental stewardship into their curricula. This makes the USB the highest (and only) ranked business school in Africa in the 2009 edition of the Beyond Grey Pinstripes rankings.

Pedagogy of Hope

The University of Stellenbosch Business School is proud of its pioneering status in South Africa as the first school to incorporate business ethics into its core curriculum, and again the first school to incorporate Environmental Finance into its MBA course. This approach was affirmed in 2007 by the university as a whole when the new Vice-Chancellor of the University of Stellenbosch articulated the theme of a Pedagogy of Hope for his term in office.

While fully supportive of world-class scholarship, the theme underscores that mere academic excellence will not guarantee that a university will play a meaningful and significant role in meeting the key challenges of South Africa and the African continent. The Vice-Chancellor challenged the University not only to become significantly different, but also significantly better as judged by its commitment to the future and the people of the continent. In operational terms it implies using the Millennium Development Goals as institutional focus areas and development themes.

The Pedagogy of Hope holds the promise of multiculturalism, of unity, of overcoming divisions and inequalities. It is aimed at achieving the common good and advancing the communal interest, at promoting social cohesion and acting as an instrument of reconciliation and social and moral reconstruction. It also targets the achievement of justice and mitigates against corruption, exploitation, intolerance and a lack of compassion between communities and individuals. It is entirely in line with the EFMD's Globally Responsible Leadership initiative, the AACSB's views on Ethics Education in Business Schools and the Aspen Institute's Beyond GreyPinstripes initiative as well as the Principles of Responsible Management Education which the USB has underwritten.

USB's Mission

The USB mission addresses three dimensions in the School's activities, namely; relevant and cutting edge programs, research and innovation, and societal engagement. In its extended format it states that the USB strives to be a leading business school in the international business school community by:

- offering top quality post-graduate education to current and future managers;
- making leadership and management development programs of a high standard available to organizations and individuals;
- undertaking and publishing relevant research of outstanding quality;
- initiating products of value to our stakeholders and fulfilling our obligations with regard to community service;
- continuing to be innovative in the application, development and implementation of courses and programs to satisfy the demands of the changing environment;
- offering all employees the opportunity to develop to their full potential;
- continuing to interact professionally, with dedication and ethically with our stakeholders
- embracing multiculturalism, diversity and transformation; and
- directing all our actions to contribute to the development of South Africa and Africa and all her people in order to become an important role player in the world community.

The Principles for Responsible Management Education

The Principles as well as additional information are available at <http://www.unprme.org/the-6-principles/index.php>

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:

- 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.
- 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.
- 3. Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
- 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.
- 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.
- 6. Dialogue:** We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

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

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.

As mentioned earlier, an ethical and sustainable approach to business has been an integral part of the MBA programme and other initiatives at the USB for a long time. The global financial crisis and criticism against a “profit above all else” approach followed by many schools reinforced our approach to sustainability, leadership and ethical management. Some of the specific actions taken by the USB in this regard are briefly outlined below.

Selection of degrees with significant focus on Africa and Development

Not only does the USB deliver an MBA degree that is considered at the forefront with regard to Environmental, Social and Governance (ESG) content in Africa, but it also delivers a number of other postgraduate degree courses with a focus on sustainable development. These include:

- A Masters degree in Development Finance
- A Masters degree in Future Studies
- A Masters degree in Coaching

Executive development courses

The USB delivers short certificate courses through a private company partnership called USB Executive Development. The USB has a majority stake in the business. A large number of these courses have developmental or ESG content, both in terms of open and customised programmes.

Green Week

In 2009 a Green week was organised to raise awareness of environmental issues and actions that students can take to address these issues. It included a number of exhibitions at the business school, and concluded in a Leader's Angle talk on the topic “The Reaction of Business to Climate Change”. The week was organised by students, and also included a presentation to academic staff on suggestions to include environmental issues in academic and campus activities.

Student Sustainability Association

The Sustainability Association was created in 2010, with Full Time (FT) students driving the initiative. The aim of the Sustainability Association is to organise four or more activities per year, and to establish a platform for FT students in 2011 to take the initiative forward. Up to date, the association has organised two events:

- For Earth Day the Association organised the rehabilitation of an area of land that was contaminated by waste and invader species plants.
- In preparation of the cold Cape Town winter, the group organised a clothing collection from surrounding neighbourhoods to distribute to the Cape Flats Development Agency.

Other activities planned for the rest of the year include a showing of the movie “The Age of Stupid”, followed by a discussion of the movie, as well as a visit to a solar heating company.

Visit of students to Kayelitsha

Every year, the business school facilitates company visits for our Full Time students. Following a visit of staff to the township of Kayelitsha in 2009, the decision was made that students should visit businesses in the Kayelitsha area in order to grow an understanding of the challenges and opportunities of doing business at the base of the pyramid. A second aim with the visit was to raise awareness among students about the unique socio-economic challenges in South Africa. For many students this was their first visit to a township.

Alumni driven course for NPO managers

In 2000, the Alumni of the USB delivered its first management course for Non-Profit Organisation (NPO) managers. This course is delivered at less than a quarter of the cost of comparable courses through a shared responsibility model by which some lecturers teach for free, food is provided by the USB's catering company at a discount, and the USB provides the teaching facilities at no cost.

This is the tenth year of its existence, and more than 500 NPO managers have been trained.

Possible future developments

An investigation into the creation of a *Net Impact* chapter on campus is currently underway. FT students are involved in this dialogue.

The USB is also discussing the issue of an *MBA oath*, in which students also have input.

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.

MBA redesign

The USB redesigned its internationally accredited MBA programme in 2008 to align it with the Vice-Chancellor's vision of a Pedagogy of Hope but also to prepare students better for the complexities of the economic, social and environmental realities of global business that will become their inheritance. This was done through the creation of a high-performance leadership pipeline that runs throughout the programme and contains a high degree of personalised interaction between student and faculty members.

Functional disciplines are integrated to a far greater degree than before and themes like management of diversity, social entrepreneurship, systems thinking, economic development and sustainable business and the environment, corporate governance and ethics are dealt with in class and in team and individual assignments.

A broad range of electives supports the essentials of the Millennium Development Goals and various research centres lend further support to these goals by feeding in research results into the teaching programme.

We believe that the value of the MBA degree has been improved significantly by the redesign. It has also led to international recognition in the form of recognition by the Aspen Institute. In 2006, the USB was listed at number 70 in the Beyond Grey Pinstripes (BGP) rankings. In 2008 (which already reflected parts of the redesign), the USB improved its position to 39th in the list of the top Global 100 business schools in the BGP.

Broad overview

The table below shows a selection of MBA courses with ESG content. All the core course are shown, but only a selection of the electives. Under ESG content we would include issues relating to the Millenium Development Goals.

	Courses	% ESG content
Core courses	Business Environment	50-75
	Leadership	50-75
	Systems Thinking	25-50
	Economics for Managers	<25
	Management Accounting	<25
	Operations and Information Management	<25
	Business Fundamentals	<25
	Marketing Management	<25
	Strategic Management	<25
	Business Finance	<10
Selected Electives	Governance and Sustainability in Africa	100
	Strategies for Non-profit Organisations and NGOs	100
	Sustainable Enterprise	100
	Environmental Finance	100
	Broad-based Black Economic Empowerment	25-50

	Business Strategy in Emerging Market Economies	25-50
	Doing Business in Africa	25-50
	Emotional Intelligence	25-50
	Negotiation	25-50
	Spiritual Leadership	25-50
	Strategic HIV/Aids Management	25-50
	International Finance	<25

Research reports

Concurrent to the MBA programme, students write a comprehensive research report of 60 - 120 pages on a business or management-related problem.

Research approaches can include case studies in different forms, feasibility/business plans, marketing plans, strategic plans, econometric research, exploratory studies and studies based on surveys and/or interviews.

At any moment, between 25% and 50% of students do research on ESG-related issues.

Specific examples of courses

Governance and Sustainability in Africa (elective)

This course was offered for the first time in 2010, and included attendance of a conference that was organised by the Unit for Corporate Governance in Africa, one of the research centres of the USB. The course focused on the best way to enhance and improve the good society in Africa and how to unlock the potential for creativity and innovation to create wealth and jobs. The UN Global Compact formed a particular focus area and the conference was also endorsed by the UN Global Compact as well as the UN Principles for Responsible Management Education. Speakers included:

- President Martti Ahtisaari, Nobel Laureate and former president of Finland (video message)
- Sir Mark Moody-Stuart, former chairperson of Anglo American plc and member of the advisory committee of the Unit for Corporate Governance (video message)
- Ms Gill Marcus, governor of the South African Reserve Bank
- Mr Bobby Godsell, chairperson of Business Leadership South Africa
- Dr Iqbal Surve, chairman of Sekunjalo Capital and social entrepreneur
- Prof Oliver Williams, member of the board of the UN Global Compact Foundation
- Prof Bob Garratt, international corporate governance expert and chairman of the Unit for Corporate Governance in Africa (paper read on his behalf as a result of the ash crisis)
- Prof Russell Botman, Rector and Vice-Chancellor of the University of Stellenbosch
- Ms Futhi Mtoba, chairperson, Deloitte South Africa and member of the board of the UN Global Compact
- Phil Armstrong: head: Global Corporate Governance Forum
- Prof Kwame Frimpong: dean, School of Governance, Leadership and Public Management, Ghana Institute of Management and Public Administration

Sustainable Leadership

The USB Sustainable Leadership process aims to develop leaders who will make a conscious, demonstrable difference in their organizations. This is a unique and individualized leadership development process that forms a unique focus of the MBA programme. The purpose and intent is that individuals will develop exceptional capabilities to cope with the demands of modern organisations; are confident leaders who exert non-coercive impact in their environments, because they maximize their strengths rather than being preoccupied with weaknesses. They take charge of their own continuous leadership development, as well as that of people around them.

The integrated Personal Leadership Development Journey consists of a spectrum of sections that address the core elements of Personal, Group, Organisational and Societal Leadership. It is a very different facet of the MBA and is designed to ensure that the individual remain the primary focus of development. The outcome is also to ensure that each individual has an optimum opportunity to significantly enhance his/her personal leadership competence and impact.

More explicitly, the issues that are covered include Personal Leadership Edge, Personal Mastering and Emotional Intelligence, Individual Ethical Decision-Making, Multi-cultural Sensitivity, Personal Identity/Culture/History, Psychological Process of Change, Valuing and Leading Diversity, High Impact Leadership and Teaming, Visa to Strategy Execution, Corporate Governance, Diversity within Organisations, Organisational Change, High Performance People Management Practices, Employee Relations, Resolving Differences – Negotiation & Mediation, Business in Society, Corporate Citizenship.

Business Environment

The aim of the module is to enable students to identify the challenges for organisations brought about by the environment within which they operate. Participants learn how to scan the environment for risks and opportunities and how to create and maintain a viable business model within this environment. There is a specific focus on differences between the local and global environment, as well as the impact of mandatory and voluntary standards.

The following areas are addressed in detail:

- Trade environment: financial and trade flows, the role of the European Union, interaction between developed and developing countries as well as regional relationships
- Political environment: political system, key role players and current debates
- Legal environment: intellectual property, competition, contracts, company law and BEE codes, internet law, employment law (including the role of corporate values in decision-making about employees; establishing the employment relationship rights and duties of employer and employee; workplace change; and termination of employment)
- Societal environment: corporate social responsibility, corporate citizenship, corporate governance
- Natural environment: sustainability and the triple bottom line, climate change

Strategic Management

This course forms the capstone for the USB MBA in that it integrates and builds on the various managerial functional disciplines.

The context of the course is South Africa as a developing country within a global competitive environment.

The course emphasizes the following aspects reflected in the BGP survey:

- The responsibility of business to support the achievement of the Millennium Development Goals.
- Climate change as a key factor that management should include in strategic thinking.

More specifically the course covers:

- A case study of Starbucks and its initiatives to support sustainable supply chain practices from the bottom of the pyramid.
- A case study on Moyo, an indigenous South African company deploying progressive supplier development practices (Women and rural development).
- A case study on Barclays coming to Africa, describing the redirection of their strategy to create sustainable businesses in a development context.
- The development of consumer solutions focusing on the base of the pyramid in the banking industry, e.g. Capitec and ABSA.
- A case study on Walmart 's cost leadership strategies and the resultant ethical dilemmas (sweatshops, tariffs, employee exploitation).

Strategies for Non-profit Organisations and NGOs (elective)

This course focuses on the key elements of leadership and management necessary for the successful operation of a non-profit or nongovernmental organization. The course is designed to enrich the opportunity for leaders and managers in the NGO/NPO sector to better address the challenges of governance, sustainability, organizational effectiveness and leadership and pertains to environmental and civil society organisations

Negotiation (elective)

This elective emphasises commercial negotiating skills in the context of long-term business relationships. Areas addressed include the management of differences; conflict management styles; joint problem-solving techniques; culture and gender in negotiation; ethics and resolving deadlocks through mediation.

There is a strong emphasis in the section on mediation on the values underlying the mediation process and its usefulness for resolving disputes across the spectrum, including civil & commercial, family, labour, community, environmental and political disputes.

The outcomes of the course include:

- Students should understand the nature and dynamics of conflict;
- Students should understand negotiation as a social process and a primary means of preventing or resolving conflict;
- Students should differentiate between different negotiation strategies, particularly adversarial and cooperative strategies and when each is most appropriate;
- Students should acquire concrete negotiation experience;
- Students should understand and be able to identify the different approaches to negotiation; and
- Students should have the ability to create value in negotiation while maintaining sound business relationships.

Environmental Finance (elective)

The environmental finance course aims to empower professionals to incorporate key environmental issues into their financial and strategic decision-making. This includes

- Understanding the background and drivers of environmental finance;
- Understanding the nature of typical environmental projects with specific focus on energy-related projects;
- Understanding the various financial instruments used in environmental projects and how these may impact on the feasibility of projects; and
- Understanding the choices and strategic options available to companies when it comes to environmental issues.

The course deals with key innovations in environmental policy such as market based instruments to encourage renewable energy and energy efficiency, as well as issues such as externalities and the value that green initiatives add the value of businesses. Furthermore, the course also explores the link between the MDGs and sustainable energy solutions.

Emotional Intelligence (elective)

Emotional Intelligence (EQ) is increasingly relevant to organizations and businesses today, since it has proven to help understand and assess people's behaviour. It serves as an important tool in areas like: learning styles, management styles, attitudes, interpersonal communication skills and human potential

Emotional intelligence plays a key role in how people interact, how they perceive other cultures and how they perceive their role in society and in the greater global environment. The course therefore touches on a number of areas related to personal ethics, moral values, corporate governance and environmental stewardship.

Social entrepreneurship (elective)

Rather than treating social and environmental issues as expensive luxuries, many companies are now fusing social mission with competitive strategy. Indeed, a form of 'new capitalism' is emerging where environmental and social performance is embedded in the competitive strategy of the firm.

Unlike their predecessors, 'sustainable enterprises' (or social entrepreneurs) use business as an instrument of social development and environmental improvement. Environmental thinking and social responsiveness are integrated proactively by companies, competitive advantage is rooted in such new capabilities as eco-efficiency, stakeholder dialogue, clean technology, and poverty alleviation.

This elective exposes students to the above issues by means on an integrated framework.

Business Strategy in Emerging Market Economies (elective)

Operating in emerging markets requires new thinking around business strategy. Their respective environments of business are unique and require companies to tailor their market entry strategies in accordance with local conditions.

The aim of the course is to provide students with insight and operational understanding of formulating business strategy in emerging market and frontier economies. The course is devoted to identifying the origin of emerging & frontier markets, the unique challenges that a company faces in emerging markets and operational experiences of South African companies. The emerging market regions evaluated focus on Africa and Asia.

Doing Business in Africa (elective)

South Africa's direct and indirect business and public-sector involvement on the rest of the continent has increased rapidly over the past 15 years. This interaction in trade, investment, supply of services, higher education and research co-operation as well as infrastructure linkages has had a major effect on South African business and economic dynamics. It has also influenced developments in many of Africa's other 53 states and economies.

These interactions are likely to grow in future. Similarly, the challenges emanating from those interactions for business and the public sector are going to grow. In fact, they are becoming one of the most important challenges for managers in an increasing range of small, medium and large enterprises as well as the large corporates and parastatals, many of whom are "moving into Africa" as part of their global expansion.

The course touches on a vast number of development issues, including MDGs, labour migration, democracy in Africa and its effect on governance, etc.

Broad Based Black Economic Empowerment (elective)

Broad Based Black Economic Empowerment (BBBEE) is aimed at bringing the historically disadvantaged population of South Africa into the mainstream economy. The aim of the module is to enable MBA students to understand the strategic issues surrounding Broad Based Black Economic Empowerment.

The emphasis is on how to implement and influence BBBEE ideas in their enterprises. The market knowledge around the strategy for implementation of BBBEE is often very naive. The aim of the module is to ensure deeper insight into legislation and practical implementation of a system that will change the way we work for the next 10 years.

The approach followed emphasises a strategic mind shift amongst delegates, insight into strategic planning around BBBEE, insight into BBBEE modelling and best practice in organisations, as well as the legislative framework and the Codes of Good Practice.

International Finance

The aim of the course is to study the nature of international finance and develop an understanding of the characteristics and instruments of the international financial markets and the financial management of the firm in these markets. The course focuses on the impact that rogue traders can have on financial institutions. The cases of Barings Bank (1995) and SocGen (2008) are discussed in detail, as well as one or two local examples.

Student tour to Bentley

The USB will have two international tours to International Business Schools. One of the tours will be to Bentley University in Boston and will focus on Responsible Capitalism.

The International office

The USB receives many international groups of students from partner institutions. Most of these groups are taken on tours of Cape Town, including a tour of the townships. These tours make an important contribution in raising awareness among these students about the plight of the poor.

In addition, international students visit Robben Island where Nelson Mandela and many other political prisoners were imprisoned by the Apartheid government. The role of leadership, democracy, and empowerment in Africa are themes that emerge and are extensively discussed with such groups. The role of Stellenbosch University as a traditional Afrikaans University is acutely present in this discussion.

When there is interest and time and budget allow, international groups are taken to the Apartheid Museum in Johannesburg.

All of the above, in combination with a unique history, makes the USB a very interesting and thought provoking destination for international groups. We are proud of how far we have come, and the USB sees itself as an active stakeholder in continued transformation.

USB Executive Education (USB-ED)

The following programmes are run in other areas of USB-ED's work:

- Sustainability as well as ethics and corporate governance modules are offered on the Executive Development Programme, Senior Management Development Programme, and a discipline specific programme such as Strategic HR. On the senior management programme the group assignment has to be done on an NGO and this is then translated as the corporate social responsibility of the specific group while doing the programme.
- With the customised programmes modules on governance, ethics and sustainability were delivered for companies such as Oceana, Volkswagen, Dimension Data and Sanlam and in the public sector for the Department of Science and Technology.

Principles 3, 5 & 6

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

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.

Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

The USB creates focus areas through dedicated research centres, namely:

- The Unit for Corporate Governance in Africa
- Africa Centre for Dispute Settlement
- The Base of the Pyramid Learning Lab
- Centre for Business in Society

These centres are equipped to facilitate research, partnerships and dialogue.

Apart from these centres, the USB also has several initiatives that are specifically aimed at creating dialogue and making academic research accessible to partners, alumni and students. These include the "We Read for You" initiative, as well as the "Leader's Angle" sessions.

As part of its commitment to transformation in South Africa, the USB makes a number of bursaries available to students from disadvantaged backgrounds. These are funded from a Gala dinner and a wine auction that are held annually.

The Unit for Corporate Governance in Africa

This Unit conducts multi-disciplinary research and offers interventions to improve the effectiveness of corporate governance in African organisations. Among others, the Unit focuses on:

- The development of the compliance and performance aspects of directors' attitudes, knowledge and skills; and
- The link between corporate governance, business ethics and total organisational performance.

Carrots and Sticks: Promoting Transparency and Sustainability

The Unit for Corporate Governance in Africa, the United Nations Environmental Programme (UNEP), KPMG Sustainability and The Global Reporting Initiative (GRI) launched "Carrots and Sticks – Promoting Transparency and Sustainability" on 27 May 2010 at the GRI conference in Amsterdam. This publication is a

study on trends in voluntary and mandatory approaches to sustainability reporting. The research reveals that the regulatory landscape has substantially evolved in all parts of the world and contains information on 30 different countries, including South Africa.

Corporate Governance Rating Matrix

The Unit was appointed by the South African Public Investment Corporation (PIC) to develop a Corporate Governance Rating Matrix to be applied to listed South African corporations. The PIC is a government-owned asset manager and its biggest client is the Government Employees Pension Fund. As at 31st of March 2008 the PIC had assets under management totalling ZAR 786.8 billion (USD 78.7 billion) making it one of the largest asset managers on the African continent. During the first year the research included the top 40 companies listed on the Johannesburg Stock Exchange (JSE), while the intention is to develop this into an annual rating that will increase in scope over time.

The team that developed the matrix comprised Prof. Bob Garratt (chairman of the Unit), Thina Siwendu (senior research fellow of the Unit), Daniel Malan (head of the Unit), Deon Botha (Corporate Governance Specialist at the PIC and senior research fellow of the Unit), as well as external experts that included Prof Philip Sutherland, Tom Wixley and Kwanele Gumbi. In addition, four junior research fellows were appointed by the Unit – these were MBA students who worked on the application of the matrix and completed their MBA research reports on the topic of governance rating.

The matrix incorporates existing PIC, South African and international corporate governance standards and best practice. Compliance-related information received from the PIC was balanced with “softer” measures on adherence to the fundamental corporate governance values of transparency, honesty and accountability. The emphasis was on the development of core indicators that focus on material issues and performance, rather than extensive tick-box questions on technical issues. Two research cycles have been completed and the intention is to increase the scope to the top 100 companies in 2011. The Unit has also been selected by Experts in Responsible Investment Services (EIRIS) as its South African research partner – this work will focus on assessments for the Johannesburg Stock Exchange’s Socially Responsible Investment (SRI) Index.

Case Study Competition

Sponsored by Hermes Equity Ownership Services, this project was very successful in its first year. The main elements of the project can be described as follows:

- Following advertisements in the local press and electronic circulation to the membership of the Business Ethics Network of Africa, almost 100 proposals for cases were received from various African countries;
- 11 proposals were shortlisted and authors were invited to write a case study – upon completion authors were paid a cash incentive of approximately R10 000;
- 10 authors submitted case studies and received the cash incentive;
- The 10 cases were sanitized and submitted to an international panel who performed an assessment and selected a winner – the panel comprised Stephen Davies from Yale, Prof Ollie Williams and Prof Jean-Louis Schaan (Richard Ivey School);
- The winning case focused on Anglo Platinum (corresponding author: Ralph Hamann from the University of Cape Town) – a first prize of R40 000 was awarded to the winning authors; and
- A case writing workshop was presented by Prof Jean-Louis Schaan in July 2009. Shortlisted candidates as well as members of USB faculty attended this event.

All cases are available for free download from www.governance.usb.ac.za.

Colloquium

Under the leadership of Lynn McGregor three colloquia took place, kindly hosted by Old Mutual and the IOD. Two discussion papers were prepared, one authored by Lynn McGregor and one by Sir Mark Moody-Stuart (edited by Lynn McGregor). The key issues that were identified during the first colloquium were:

- The need for a common understanding of the meaning and key principles of Corporate Governance;
- Developing a better understanding of and ability to handle cultural differences on the board;
- Establishing more effective working relationships between Corporate Governors and the Government;
- Building capacity at board level – enabling and broadening the talent pool;
- Addressing conflicts of interest between short term investors and long term sustainability; and
- Mitigating the impact of the global financial crisis on Africa, with special attention to South Africa.

Building a Better Life for All

The Unit for Corporate Governance in Africa organised a conference entitled “Building a Better Life for All”, that took place at the Cape Town International Convention Centre on 20 and 21 April 2010. The conference was sponsored by the Public Investment Corporation and the University of Stellenbosch, and endorsed by

the UN Global Compact and UN Principles for Responsible Management Education. Extensive coverage (radio, television and printed media) was generated over the course of the two days, with high profile speakers who addressed key sustainability challenges in Africa. The UN Global Compact formed a central focus area of the conference. More information, including video material, can be accessed at www.governance.usb.ac.za.

Conference appearances

Various conference appearances from members of the Unit took place during the period under review. This included presentations at the fourth World Congress of the International Society for Business, Economics and Ethics as well as the first Global Forum of the UN Global Compact's Principles for Responsible Management Education.

Africa Centre for Dispute Settlement

Peer mediation, dialogue and dispute settlement practices are part and parcel of the historic ways of African families. Traditionally the head of the household (western nuclear families), the traditional leaders and/or community leaders (African extended families) would accept responsibility for the mediation and settlement of disputes within the family setting. Against a background of colonialism, apartheid (1948 – 1994), industrialisation and urbanisation, came a significant depletion of cultural values and norms. This resulted in the crumbling of the family structures, especially as an access point to mediation and settlement of disputes. It is critical within the African context to re-start this culture.

The vision of the Africa Centre for Dispute Settlement (ACDS) is to act as a catalyst and thought leader in transforming the theory and practice of dispute settlement. The Centre focuses on dispute practices that can improve the lives of individuals in both a personal and commercial context. ACDS engages in:

- teaching and training
- development projects
- academic research, and the
- setting of standards.

The Africa Centre was established late in 2007. Despite this it already has an impressive list of achievements, not least of which has been to secure the patronage of Archbishop Emeritus Desmond Tutu, the establishment of an academic curriculum, and the launch of a schools mediation project. The Africa Centre was also identified as one of the University of Stellenbosch's Strategic Projects for reaching the University's development and social goals.

The Africa Centre for Dispute Settlement is very well positioned to play a pivotal role in the development of academic excellence and solutions to the theory and practice of dispute settlement. The activities of the Centre stand to benefit society at large, as the Centre addresses critical issues that are at the core of societal problems in South Africa.

The activities and goals of the Centre can be summarized as follows:

Teaching

To develop a curriculum on all aspects of dispute settlement that:

- brings the best of local and international thinking and practice to students
- ensures skills development in dispute settlement at all levels of civil society
- addresses specific areas of professional and commercial application, needs and skills
- is presented by local and international thought leaders and experts
- is (partly) incorporated into existing degree courses

The Centre presents an array of short courses that are aimed at capacity building in the field of dispute settlement. These include mediator training, negotiation skills, dispute system design. The Centre will launch a Diploma in Dispute Settlement in 2010.

Research

- To develop a core research team that brings together recognized excellence in the field of dispute settlement theory.
- To ensure funding for research projects that will expand the boundaries of local and international thinking in the field of dispute settlement.

Specific focus is on ensuring that our African heritage with regard to dispute settlement is afforded its rightful place in academic research, development and practice. Current research projects focus on the development of internationally acceptable accreditation standards for dispute practitioners, and the use of arbitration in commercial applications.

Development

To develop, ensure funding and assist with the execution of projects that:

- Enhance the adoption of appropriate dispute settlement processes (geographically and / or in specific areas of law or commerce)
- Bring innovative concepts in the field of dispute settlement into practical reality

The main project of the Centre is the Schools or Peer mediation project. This project is run in 12 schools in the Delft, Western Cape area and aims to transform dispute dynamics in these schools and communities. This objective is attained through building and supporting mediation capacity and practices amongst learners, teachers and members of the community.

Thought Leadership

The Centre seeks to establish its position as thought leader through the pursuit of the above activities. In addition, the Centre aims to stimulate public debate on relevant topics in the field of dispute settlement. The Centre strives to establish links and active cooperation with other academic and professional bodies across Africa in the field of dispute settlement. The aim is to position the Centre as an African hub for progressive activity in this field. The Centre further develops national industry standards for the accreditation of dispute settlement practitioners, and act as an accrediting authority.

Social Responsibility

Most of the people in need of effective resolution of their disputes are the poor and the marginalized. To that extent, the activities of the Centre will contribute to providing the mechanisms that would supply the solution for the resolution of those disputes that afflict by far the majority of the country's and the continent's population.

Consequently, whilst we have to ensure that academic excellence and financial sustainability is maintained, we equally take pride in the fact that we will do so by simultaneously stimulating programmes of social justice, in terms whereof the solutions will ensure that justice is accessed by even those whom destiny has placed at the lowest rung of society.

School mediation project

This project introduced conflict resolution by means of peer mediation in 12 schools in the Delft area, based on a model that is inclusive of participation of the broader community.

The project has substantially achieved its initial goals:

- Very significant impact has been made on the learners, teachers and the broader Delft community through the intervention of the project.
- The model for school mediation devised under the auspices of the Centre was actually tested and refined in practise, and is now ready for expansion to other areas. The legacy of the project includes tangibles that will be re-used, such as training materials and workshop content.
- The project was given wide publicity with the involvement of our patron, Archbishop Desmond Tutu.

Developing international trade dispute settlement

Funding was made available to develop a fully funded project for the advancement of international trade dispute settlement. The focus of this project is specifically on the Southern African Development Community (SADC). A project proposal was submitted to Tradecom (based in Brussels) in August 2009. This agency has been appointed by the European Union to distribute and control funding for development projects in the so-called ACP countries (Africa, the Caribbean and the Pacific region)..

Environmental Affairs Project

Research and networking was undertaken to investigate opportunities for advancing dispute settlement in environmental disputes. As a result a proposal was made to the Department of Environmental Affairs for integrating dispute settlement processes into Chapter 4 of the NEMA legislation. The proposal has now been accepted, and the project was awarded to the Centre.

Development of national professional standards

The Centre has researched and published a draft professional accreditation standard for commercial mediators. Some 60 mediators have already been accredited, and their names are published on the Centre's website.

The Centre also received 2nd tier accreditation status from the International Mediation Institute (only the 2nd organisation in Africa to receive this), and was invited to apply for 1st tier status. This implies that mediators accredited by the Centre can obtain internationally recognised status as professional mediators.

During 2009 the Africa Centre launched an initiative to gather support and momentum in the industry for a uniform system of practitioner accreditation. Individuals from a wide range of organisations were consulted. The general view of those consulted was that:

- The time is ripe for such an initiative. It is common knowledge that serious consideration is being given by the South African Justice Department to introduce some form of compulsory mediation in the South Africa Courts. In this context it is important that the dispute settlement industry takes the initiative in setting uniform standards. In the absence of this government may soon feel the need to fill this void.
- The Africa Centre was an appropriate vehicle for hosting such an initiative. The Centre has purely public service goals and is not a service provider in any sense. It does not compete with any dispute resolution service provider (though it does provide training). Its role is to promote knowledge, excellence and thought leadership - and to inspire the use of alternative forms of dispute resolution in all forms.

Training

The training programmes for mediators offered by the Centre have been most successful. In total some 54 professionals were qualified as commercial mediators – also with United Kingdom accreditation.

A short course in Negotiation skills was also conducted in collaboration with USB ED.

Developing a dispute systems design course

Funding was made available to develop a Dispute Systems Design course. Dispute systems design (DSD) involves the creation of a set of dispute resolution processes (often policies, rules and business procedures) to help an organization, institution, nation-state, or individuals better manage a particular conflict and/or a continuous stream or series of conflicts.

A full academic review has been done to determine the current activities in this field. Based on this it has become clear that in order to practice as a dispute design architect a variety of identified skills and fields of knowledge need to be developed (and should therefore be included in any course of study). Work has already started on the development of the course framework and content.

Development of knowledgebase on Court Based Mediation

Several articles were published in the Centre's quarterly newsletter as well as in the USB's Agenda journal. An article was accepted for publication in early 2010 in Mediation Fields, a journal published in the EU by Mediarcom

International exposure

The head of the Centre was invited to participate in a number of panel discussions at the October 2009 annual conference of the International Bar Association in Madrid. The Centre was subsequently appointed as the IBA's mediation chapter representative for South Africa.

Course and Material Development: Mediation

Substantial progress has been made in developing a professional mediation course owned by the Centre (thus far the courseware of the ADR group has been used). In addition the Postgraduate Diploma Course in Dispute Settlement, originally earmarked for 2010, has been developed and submitted for approval through the University channels. Final approval is awaited from the CHE.

Development of mediator mentorship program

The participation of a number of key individuals has been secured. Collaborative opportunities with other organisations are also being developed (including the Tutu Peace Foundation).

Panel Development

The mediation panel has grown to some 60 accredited members over the past two years. Several round table events were organised and well attended by accredited members.

Strategic Relationships

The Centre has well established relationships with a number of institutions in the SADC region, and beyond. The Centre realises the value of these relationships and networks, and is constantly striving to further develop these. Some of our relationships include:

- Vlerick Leuven Gent Management School in Belgium, where we've established a sister institution, the European Centre for Dispute Settlement
- The ADR Group (UK)
- Mediation and arbitration service providers such as Equillore Group and Tokiso.
- Industry initiatives such as Famac, Arbitration Association
- Other institutions with academic affiliation such as the Centre for Conflict Resolution

These relationships vary in nature from cordial information exchange to active collaboration of projects and industry initiatives.

The Base of the Pyramid Learning Lab

The Base of the Pyramid (BoP) Protocol is underpinned by the notion that business is good for development and development is good for business. This Unit is therefore concerned with partnerships between corporates and micro-enterprises at the base of the income pyramid. However, instead of only selling to the poor, corporates and companies co-venture businesses with BoP communities and together they co-create sustainable mutual value. The outcome is new business ideas and models that exceed what the partners can imagine or create on their own.

The BoP Learning Lab is meant to provide sources of inspiration, to be the toolbox with which the Southern African corporate fabric can maximise its social impact at the bottom of the pyramid.

Khayelitsha Business Development Programme

"The suburb or township of Khayelitsha ("new home" in isiXhosa) is about 27 years old. While it is difficult to assess how accurate statistics are, its estimated population varies from anything between 450,000 to 800,000 inhabitants, a number that is thought to grow by about 1,000 per week. What is clear is that in less than a generation, Khayelitsha has grown to become one of the largest suburbs of metropolitan Cape Town. In fact, together with Mitchell's Plain and Philippi, the "metro south-east" of Cape Town includes about a third of the total population of the metropolitan area"

Undoubtedly, poverty alleviation and job creation are key challenges for present-day Khayelitsha, with the small-business sector seen as a critical area in efforts to stimulate and expand local economic development. Although the absence of in-depth statistics makes it difficult to quantify the size and growth of the small-enterprise sector in the area, the estimated number of 30,000 to 55,000 small, informal, survivalist and micro-business activities illustrate the vastness of the task of supporting SMMEs in Khayelitsha.

Triggered by a Kellogg Foundation grant to the "Base of the Pyramid (BoP) Learning Lab" at the University of Stellenbosch Business School (USB) the **Khayelitsha Business Development Programme** was started in 2008 and is now trying to expand its active engagement in the area. In agreement with the City of Cape Town the USB plans to facilitate a process aimed at the acceleration of business development in Khayelitsha through the strengthening of Public-private Partnerships (PPP) in the different spheres relevant for local economic development.

Fact sheets

One of the Learning Lab's main aims is to provide and exchange information in a simple, standardised and digestible form. Its regular fact sheets are meant to provide the reader with a 10-minute snapshot of corporate initiatives, sectorial challenges and opportunities, and support provided by civil society or the public sector to socio-economic progress in Southern Africa. Past topics of fact sheets include:

- Bus Rapid Transit: A public transport solution for the BoP?
- Waste Management at the Base of the Pyramid - The case of Cape Town's integrated waste management project
- Sourcing from the base of the Pyramid – Woolworths' Beaufort West hydroponics project
- Providing finance to emerging farmers : First National Bank's Supply Chain lending model

- Market opportunity - Is solar energy an option in Southern Africa?

Events

The BoP learning lab organises regular workshops. The workshops function as a platform to exchange ideas and info, where businesses are invited to present their initiatives and approaches to an audience of corporates, academics, representatives of civil society, government and NGOs. Some of the themes of the recent workshops include:

- Low Cost Housing and the BOP
- Khayelitsha: a profile
- Access to public transport
- The impact of the tourism industry

Centre for Business in Society

The Centre for Business in Society is a new initiative based at USB Executive Development Ltd, the public executive development company within the University of Stellenbosch Business School. The centre supports leaders and their organisations to understand, construct and manage the relationships between themselves and the societies that they interact with in a responsible and sustainable way. In order to achieve this, the centre offers leadership and organisational development programmes and consulting services, backed up by relevant and applied research to both business and civil society organisations.

The Centred for Business in Society offers the following three programmes:

- Business and Sustainability: The Responsible Leadership Factor - A programme that equips management to embed corporate responsibility and sustainability in all business operations.
- Practitioners Certificate Program in Sustainable Corporate Responsibility Strategies - A programme for practitioners who are responsible for their companies' strategic sustainability strategies
- The Non-profit Leadership Challenge: How to Build an Effective and Sustainable Organisation - A programme that empowers leaders of non-profit organisations to enhance effectiveness and sustainable impact.

Other partnerships

The USB does research on behalf of public or private entities. In 2008, the USB started a research project for the City of Cape Town to determine the awareness, attitudes and willingness of households to pay a premium for renewable energy. This research has informed the city of acceptable strategies and price points to create a market for renewable energy among consumers.

Other research partnerships includes the PIC matrix mentioned before, as well as most of the research happening within the various research centres.

We Read for You

We Read for You is a new book club with a difference that USB-ED started during the course of 2008. We Read for You is a book discussion with depth and an academic underpinning. It is aimed at executives who are too busy to read the latest books on business and management. Examples of books discussed but with particular focus on issues associated with the PRME include :

- Laying Ghosts to Rest – Mamphela Ramphela
- A new leadership Ethos – The ability to predict
- Black Swan – Nassim Nicholas Taleb
- Green – Graham Terry
- Architects of Poverty – Moeletsi Mbeki

Leader's Angle speaker series

The University of Stellenbosch Business School hosts a monthly event, Leader's Angle, where high-level speakers present topics of interest to students, alumni and the business community. Many of these topics address the current social and environmental issues and challenges that South Africa faces. Examples of recent topics are shown in the table below:

2008		
08-Feb	Prof Eltie Links & Prof Andre Roux	Discussion around economic and development realities and opportunities awaiting South Africa over the next two decades.
28-May	Prof Reuel Khoza	Board effectiveness: Reflections on factors contributing to success or failure
11-Jun	Jose Cordeito	Actions to transform the world now
26-Sep	PPS & Old Mutual (Nico Coetzee & Tania Rossouw)	Unresolved employment equity challenges in SA : Straight talk about white women, coloured people, young whites, the disabled and reverse racism
06-Nov	Sir Mark Moody-Stuart	Anglo chairman on global crisis & governance - Mitigating the impact of the global financial crisis on Africa
2009		
23-Jan	Prof Dr Anders Aspling	Responsible leadership development - Taking action to ensure globally responsible behaviour
27-Feb	Dawie Klopers (PSG Sponsorship)	Understanding the economy and investment environment in troubled times
08-May	Moky Makura (PSG Sponsorship - Johannesburg)	The entrepreneurial qualities that make a high-impact African entrepreneur: Positive stories from the continent
29-May	Dr Elbe Coetsee & Will Coetsee (PSG Borgskap)	Mogalakwena Craft Art: a case study in social entrepreneurship - How building a sustainable business is benefitting the poor
26-Jun	Mothobi Seseli	Building trust and using the power of networks: Lessons from the first 1 000 days of a black investment manager in South Africa
31-Jul	Jacques Pelkmans	EU's role in the financial and economic crisis and the EU Leadership that SA may expect
23-Oct	Prof Michael Osbaldeston	Developing leaders for a global business environment
20-Nov	Jonathan Hanks	The climate change challenge: Testing the limits of business leadership
2010		
03-Mar	Panel: John Brand, Prof Barney Jordaan, Daniel Malan	Mediate, or else...On business leadership, dispute resolution and the draft King III report
29-Oct	<i>Pancho Ndebele (expert on sustainable development in Corporate South Africa)</i>	<i>Topic to be confirmed</i>
10-Dec	<i>Martin Hilb</i>	<i>New Corporate Governance in the Post Crisis World</i>

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.

Selected Research by Faculty

The papers shown below have been authored or co-authored by USB faculty. Only papers focused on environmental, social or governance issues are listed. Papers under review are not listed.

2010

Butler, M & Butler, R. 2010. Beyond King III: Assigning accountability for IT Governance in South African enterprises. *South African Journal of Business Management*, **41**(3)

Jacobs, G and Smit, E. 2010. Materialism and indebtedness of low income consumers: evidence from South Africa's leading catalogue retailer. *South African Journal of Business Management*, **41**(3)

2009

Viviers, S., Bosch, JK., Smit, E., Buijs, A. 2009. Responsible investing in South Africa. *Investment Analysts Journal*; (69): 3-16.

Abor, J., Biekpe, N. . How do we explain the capital structure of SMEs in sub-Saharan Africa? Evidence from Ghana. *Journal of Economic Studies* 2009; **36**(1): 83-97.

Adjasi K., Biekpe, N. . Do stock markets matter in investment growth in Africa?. *The Journal of Developing Areas* 2009; **43**(1): 109-120.

2008

Arangies, G., Mlambo, C., Hamman, W., and Steyn-Bruwer, W. 2008. The value-added statement: An appeal for standardisation. *Management Dynamics: Contemporary Research Journal of the Southern Africa Institute for Management Scientists/ Bestuursdinamika: Kontemporêre Navorsing Tydskrif Van Die Suider-Afrika Instituut Vir Bestuurwetenskaplikes*; **17**(1) : 31-43.

Bester, PG., Hamman, W., Brummer, L., Wesson, N., Steyn-Bruwer, W. 2008. Share repurchases: which number of shares should be used by JSE-listed companies when publishing market capitalisation in annual reports?. *South African Journal of Business Management*; **39**(4): 51-61.

Fauconnier, A., Mathur-Helm, B. 2008. Black economic empowerment in the South African mining industry: A case study of Exxaro Limited. *South African Journal of Business Management*; **39**(4): 1-14.

Kyereboah-Coleman, A. 2008. Corporate governance and firm performance in Africa: A dynamic panel data analysis. *Studies in Economics and Econometrics/studies in Ekonomie En Ekonometrie (s.e.e)*; **32**(2): 1-24.

Viviers, S., Bosch, JK., Smit, E., Buijs, 2008. A. Is responsible investing ethical?. *South African Journal of Business Management* 2008; **39**(1): 15-25.

Viviers, S., Bosch, JK., Smit, E., Buijs, A. 2008. The risk-adjusted performance of responsible investment funds in South Africa. *INVESTMENT ANALYSTS JOURNAL* 2008; (68): 39-55.

Viviers, S., Eccles, N., De Jongh, D., Bosch, JK., Smit, E., Buijs, A. 2008. Responsible investing in South Africa - drivers, barriers and enablers. *South African Journal of Business Management* 2008; **39**(4): 37-49.

Floquet, K., Biekpe, N. 2008. The relationship between capital structure and risk in emerging market banks. *Banks and Bank Systems*; **3**(1): 57-62.

USB Leaders' Lab magazine

This research publication provides an exclusive source of organisational leadership research and insights generated by USB academics and PhD, MBA and other Master's students, as well as by experts associated with the school. The aim of the publication is to share new knowledge – in an accessible and useful way – with current and future leaders in order to contribute to the development of the South African and African economies. Some of the most recent articles in the publication include (hyperlinks provided):

- [Investing in the bottom of the pyramid](#)

Two companies whose business strategies aid economic development demonstrate the power of a sustainability vision in combating malaria in Africa. A set of practical lessons is extracted.

- [King III – International best practice or best preach?](#)

Let's avoid slipping into 'creative' application and explanation.

- [Time to move from exuberance to reason](#)

Renounce rampant avarice and espouse sustainability. The increase in energy and food prices, resulting from economic growth and prosperity in parts of the world, and the global financial crisis are bound by a common denominator - the exuberant desire for affluence. Unmitigated affluence is unsustainable. It is time for reason to prevail.

- [Growing the fruits of HIV/Aids research](#)

A study identifies the need for a centre to facilitate a strategic mission in HIV/Aids research and stimulate research output and product innovation in South Africa.

- [Linkages that yield a harvest](#)

A working model for land reform.,How can emerging farmers in land-reform projects be assisted to become sustainable in a competitive global market? A success story offers lessons for the design of future programmes. Recommendations for government, the private sector and support organisations are given.

- [How safe is safe?](#)

Lessons learned from Fidentia.,How safe are investor funds when placed in companies that appear to be highly successful? The Fidentia case provides valuable lessons. Four checkpoints are suggested.

- [Get SA's challenges into perspective and act](#)

It's time to leave pessimism behind. South Africa's ordeals are not unique. Act upon lessons from other developing nations which have encountered similar growth challenges.

- [The corporate response to sustainability reporting](#)

A 2006 survey found that overall reporting on sustainability and governance issues by listed South African companies has improved, but environmental management needs more attention. This survey covered all companies listed on the JSE.

- [Conflict sours the grapes](#)

The changing demographics of seasonal workers on grape farms give rise to conflict that threatens productivity. How should farm management respond to the challenges of diversity? The study offers recommendations for improving farm labour conflict situations.

- [Getting boards into shipshape](#)

Company boards are no longer the 'buddies clubs' they used to be. Among the challenges they have to contend with are increasing shareholder activism, hypercritical media, employee distrust, new legislation and consumerism. In today's turbulent environment, shareholders want an effective team of directors that can steer the company into the future. Recommendations for modern day boards are given.

Research by MBA, MDevF and PhD students

MBA and MDevF students at the USB are required to submit a research report. A large percentage (in excess of 20%) of these students write their reports on issues related to the themes promulgated by the PRME.

The PhD programme at the USB is internationally recognised, illustrated by the fact that the USB's PhD programme is the only EDAMBA accredited PhD outside of Europe. Similar to MBA research, a large component of this research focuses on topics related to the PRME.

Recently completed PhD studies relating to the PRME:

KYEREBOAH-COLEMAN A. Relationship between corporate governance and firm performance: an African perspective. *PhD, 2007. 218 pp. Promotor: Biekpe N. 2007.*

KORUTARO, B. Measuring the Barriers to Investment in Sub-Saharan Africa. *Promotor: Prof NB Biekpe. 2010.*

PRME-related PhD studies in progress

ADENUTSI, DE. Financial Liberalisation and International Remittances in Sub-Saharan Africa: A Panel Data Analysis. *Promotor: Dr Matthew Ocran; Co-promotor: Prof M Aziakpono. 2010.*

COETZEE, JJ. Systemic Corruption and Corrective Change Management Strategies. *Promotor: Prof WP Esterhuysen; Co-promotor: Prof O Williams. 2010.*

DUMA, M. Micro-Franchising to Support SME Development in Africa's Poor Communities. *Promotor: Prof W H Thomas. 2010.*

ENGELBRECHT M. The art of Shapeshifting: Facilitating strategic foresight for board members - A strategic approach to corporate governance in South Africa. *Promotor: Prof M Ungerer. 2010.*

HAVENGA, FD. Sustainable Development as an Integral Part of the Future Strategy and Business Model of Eskom Holdings. *Promotor: Prof S Coetzee. 2010.*

MALAN, DP. The power of responsibility - An assessment of the local impact of the UN's global compact on the African continent. *Promotor: Prof O Williams. 2010.*

MUDIMU, FG. A systems approach for the management of accelerated supply of low-income housing in South Africa. *Promotor: Prof W Thomas. 2010.*

NWOSU, AM. Enhancing SME competitiveness through public private partnership in cluster development. *Promotor: Prof W Thomas. 2010.*

NYAZEMA, MM. Developing an empowerment framework for Broad Based Black Economic Empowerment in the hotel industry in South Africa. *Promotor: Dr B Mathur-Helm. 2010.*

SHONGWE, S. The Impact of Black Economic Empowerment on Eskom's Growth. *Promotor: Prof Eon Smit. 2010.*

VAN DER WALT, V. Business strategy and enterprise risk management: Improving triple bottom-line performance. *Promotor: Prof H Oosthuizen. 2010.* **VAN DYK, L.** Mayele Ma Mwasi, Maleki Mondele: Exploring South African business women's relationships. *Promotor: Prof WJ Schurink; Co-promotor: Prof T de Coning. 2010.*

WEPENER, ML. A Structural Approach to Reputation Management as a Contributor to Corporate Reputation Performance and Financial Performance. *Promotor: Prof Christo Boshoff. 2010.*

Future perspectives

Although there is already a tradition of embedding ESG issues into the existing programmes of the USB and certainly a sense of pride in what has been achieved thus far, the USB is acutely aware of the challenges ahead. Operating in a rapidly changing environment it is very difficult to set fixed goals, but we are committed to improve our performance and disclosure practices in line with all the key principles.

As mentioned in the message by Professor Powell, the creation of a dedicated ESG committee will provide more structure moving forward, and ensure that further integration takes place. The main purpose of the committee will be to monitor, facilitate and advise on all aspects of the USB's involvement in environmental, social and governance (ESG) related activities. The publication of an annual sustainability report, improving

joint research with other business schools (specifically other PRME signatories), a higher level of engagement with local communities as well as the continued revision of our MBA programme content are only some of the activities that this committee will focus on.

Conclusion

The USB understands that the PRME initiative relies on a community of committed participants, and that partnerships will be critical to assist improved practices by all. We trust that our first SIP report will provide food for thought and look forward to learning from and collaborating with other schools in future.