

**MILPARK
BUSINESS SCHOOL**



PRME Principles for Responsible
Management Education

**UN PRINCIPLES FOR
RESPONSIBLE MANAGEMENT EDUCATION
SHARING INFORMATION ON PROGRESS REPORT**

Johannesburg, South Africa

July 2019

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

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1. STATEMENT OF RENEWED COMMITMENT

PRME Steering Committee

United Nations Global Compact Office

801 2nd Avenue, 2nd Floor

New York, New York 10017

1 July 2019

Renewed commitment to the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers, MBS 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 organisational 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.

Julian van der Westhuizen
Chief Executive Officer
Milpark Education (Pty) Ltd

Dr Cobus Oosthuizen
Dean
Milpark Business School

2. MBS OVERVIEW

MBS (Pty) Ltd was established in 1997 and was one of the first private providers of management higher education in South Africa. In 2007, Milpark registered as an independent Private Higher Education Institution (PHEI) with the Department of Higher Education and Training (registration number 2007/HE07/003).

In 2008, Milpark integrated a broad range of financial planning, banking and insurance qualifications into its suite of programmes and became, as a result, a leading niche provider of educational programmes to a range of sectors, with a strong presence in the financial services sector.

In November 2013, Milpark changed its name to Milpark Education (Pty) Ltd with **Milpark Business School** (MBS) now being one of several schools within Milpark Education as the parent institution. The name change is a change in name only, and did not affect our students directly. All qualifications remain accredited and registered with the appropriate authorities and Milpark Education is still registered with the Department of Higher Education and Training under the same registration number.

Milpark Education retains a national footprint in South Africa, having two teaching campuses in Claremont, Cape Town and Melville, Johannesburg, and a sales and support office in Durban, Kwa-Zulu Natal.

MBS is proud of its students' achievements in a wide variety of sectors and believes these reflect positively on the status of the institution. Of significance is our recent AMBA accreditation, thereby becoming the first private provider or the MBA in South Africa to achieve this accolade. In fact, MBS is now the only AMBA accredited MBA in Africa for both contact learning and online learning.

MBS's Vision

To be Africa's Industry 4.0 management educator of choice

MBS's Mission

Enable management practitioners and business to thrive in Industry 4.0

MBS's values

- *Integrity* – to aspire to the highest standards of responsibility and accountability
- *Respect* – each other's diversity of look, opinion, persuasion and ambition
- *Excellence* – to achieve so that others may follow
- *Innovation* – to never be satisfied that good enough is good enough.

In addition, MBS's commitment to quality education for all its students and stakeholders is expressed in the following ways:

- **Non-discrimination:** Milpark's student body reflects the demographics of South Africa. Our commitment to non-discrimination means that all our students are supported and assisted in their studies by a committed and capable team of staff.
- **Diversity:** Milpark's diverse staff bring a wide range of backgrounds and experiences to their teaching and learning interactions.
- **Support for all students:** Milpark offers personal support to all its students, and additional specialised support where needed to all our disabled students.
- **Community engagement:** Some of the value of education lies in its ability to change the way we and others live. Milpark has integrated a community engagement project into the curriculum in a way that has created new and sustainable relationships between students and the NPOs and NGOs they support.
- **Programmes of an excellent standard:** Our academics consult with industry and other academic institutions to ensure that our programmes are of an excellent standard. This makes for work-ready graduates who are able to take on studies at the next level.
- **Ethics:** All Milpark Education qualifications integrate ethics into their curricula, while certain qualifications (such as the MBA) have dedicated ethics modules. Through the teaching of ethics and the integration of the principles of ethical conduct into our qualifications, we produce graduates with a keen sense of their responsibility and accountability towards others.

3. MBS STATUS ON PRME PRINCIPLES

As signatory to the Principles for Responsible Management Education Milpark has committed to:

- developing 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;
- incorporating into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact;
- creating educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership;
- engaging 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;
- interacting 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; and
- facilitating and supporting dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

In terms of its commitment hereto, Milpark's status and progress is reported below.

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 1 overview:

There is a need for managers and business leaders in Southern Africa who can conduct business responsibly and successfully, not only locally but also in the global marketplace. Milpark's multidisciplinary programmes address this need with a practical orientation that provides students with relevant and contemporary management and business leadership education. Milpark's programmes remain focused on key management areas while paying sound attention to the critical skills that make our students outstanding performers in the business environment. Future managers and leaders are also provided with insight and skills related to the areas of social responsibility, the environment and corporate citizenship.

Principle 1 achievements:

MBS achieved AMBA accreditation in December of 2019, being the first private provider of MBA in South Africa to achieve this status. Commendations from the accreditation panel included (1) strong leadership team with excellent parent institution support, (2) excellent adjunct faculty integration, (3) best in class online learning environment, (4) alumni and students attest to high quality teaching faculty, and (5) outstanding assessment standards.

MBS has been ranked third overall in the 2019 PMR.africa survey on accredited business schools offering MBA degrees in South Africa. The respondents (employers) rated the MBA graduates and students in the workplace representing accredited Business Schools across 20 attributes, namely: Academic knowledge; Application of knowledge in the workplace; Communication skills/abilities; Emotional intelligence; Entrepreneurial skills/capacity/abilities; Environmental awareness; Ethical business conduct; Financial management; Future oriented - able to make long-term decisions; Human resource management; Implementation of corporate governance; Information management; Innovation; Insight into sound sustainable development; International perspective; Leadership skills/abilities; Marketing management; Operational management; Quantitative abilities/skills; and Strategic management.

Examples of Milpark's impact through its Alumni:

- Rudeon Snell, Director: Intelligent Enterprise Solutions - EMEA at SAP.
- Dr Brian Chicksen, Non-Executive Director at Global Compact Network South Africa, and Adjunct Professor at UCT.
- Morongwa Makakane, leading speaker on personal change, Author, Organisational Transformation Consultant, Facilitator, Philanthropist.
- Amasi Mwela, Chief Executive Officer at Private Property, and Chairman & Co Founder of "The Seed South Africa" who's vision is to positively influence the corporate, political and social leadership landscape, becoming a leading voice in maximising human potential while remaining socially relevant to our communities.
- Ronel de Freitas-Smit, Founder and Director of the Leadership Factory.

- Jaysshree Naidoo, CEO at YIEDI (Pty) Ltd, a company that focuses on Innovation and Strategy Consulting, Incubation Design and Management, Entrepreneurship and Supplier Development and Digital and eLearning solutions.
- Muhommed Patel, Head: Digital & Automation at Wealth & Investment Standard Bank Group
- Isaac Modiselle, CEO of Reakgona Group, Chairman of the North West Housing Corporation, and Member of the Board of North West Tourism Board (IPM CEO of the year award 2012).
- Lebogang Makubetse, Project Manager at Novo Nordisk and radio presenter, sharing her passion for entrepreneurship, education and South Africa by sharing and transferring business/corporate skills, experience, knowledge and education to the future generations of South Africa.
- Sandile Mkhize, CEO at Magalies Water.
- Brian Gonsalves, Vice President: Global Security at AngloGold Ashanti.
- Lionel Makokotlela, Founder at Financial Wise Corner, a financial education company, and radio presenter.
- Thusang Mahlangu, CEO of Allianz Global Corporate & Specialty (AGCS) Africa.
- Dr Lesley Luthuli, Business Strategist and board member of the South African National Biodiversity Institute.
- Linda Kunje-Banda, Founder of Songiso & Maala Foundation in Malawi, focusing on poverty alleviation and economic empowerment focusing on women, youth and underprivileged.
- Maggie Modipa, Vice President Human Capital at Petro SA.

Principle 2 | Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 2 overview:

Milpark believes that social responsibility is more than corporate social investment and wishes rather to use the skills and knowledge of the students and staff and the work cycle of the teaching and learning and research activities to develop an integrated approach to social responsibility that makes meaningful interventions into the communities in which it works.

Principles of Community Engagement (CE) at Milpark:

- Communities comprise individuals. All CE activities will be designed to address individual needs and community contexts.
- CE activities will relate either to the fields in which Milpark operates – management and leadership, banking and financial planning and insurance – or to the needs of Milpark student and staff development needs.
- The beneficiaries of community initiatives often need assistance “right now” as much as they need longer term empowerment initiatives.
- Community engagement is about returning benefits to communities and recipients of assistance from CE activities will be required and / or encouraged to return some assistance to their communities.

- Milpark seeks to build institutional relationships with its communities and to use this information to continually improve the level of CE in which it engages. The relationship aspect will include also research into its communities and their various needs.
- CE activities and plans will be kept up to date through active research and feedback to refine interventions and ensure responsiveness.
- Where possible, CE will be integrated in the curriculum, either through engaging with research or through linking theory to activity.

In addition, Milpark has modules in various programmes aimed at exposing students to the principles contained in the United Nations Global Compact (UNGC).

Principle 2 achievements:

- Incorporated practical social projects via our MBA module called *“Social Responsibility and Environmental Management.”* The outcomes culminate in selecting the best social responsibility project, and in collaboration with the winning MBA syndicate, donating a substantial amount to the project in order to facilitate growth and achievement of the social objectives.
- Initiated the *“Corporate Citizenship”* theme in our Executive Education Programmes and online courses which emphasises Global Corporate Citizenship, Business Ethics, Corporate Governance, Social Responsibility, and Environmental Stewardship.

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 3 overview:

Milpark supports a social constructivist learning philosophy. This requires not only that students be challenged to construct their own knowledge, but that their ideas and answers be challenged in a group setting. Milpark's classroom and online activities create opportunities for group discussions and other forms of interaction in order to enhance knowledge construction through immediate application.

Milpark curricula are developed bearing the needs of its various stakeholders in mind. Stakeholders include students, graduates, staff, industry and academic experts, industry bodies, and quality assurance bodies/agencies. Opportunities for the various stakeholders to provide input into the curricula and tuition are built into the programme and the curriculum management process.

In addition, Milpark believes that students who are supported in their efforts are better prepared for learning. Student well-being is, therefore, a responsibility accepted by all staff members of Milpark. There are clear instances in which student learning cannot be separated from the student's overall life experiences. Each person who registers with Milpark is a valuable member of our community and is provided with opportunities in which they may develop as individuals. Milpark supports its students' efforts through mentoring, tutoring and counselling.

Principle 3 achievements:

A rigorous review of the content and focus of the Milpark MBA was conducted over the past few years in response to contemporary national and global events, community challenges, threats to the environment, and the need for managers to be well equipped to address the immediate needs of business and industry. The result was the development and implementation of a new MBA curriculum that accentuates concern for humanity and the earth in the context of accountable business practice, and further enhanced in to accommodate regulatory changes in South Africa's Higher Education Qualifications Framework. Cognisant of the dramatically changing business landscape driven by the Fourth Industrial Revolution, the Milpark team again has again embarked on an extensive review of its postgraduate qualifications, and implementation of the review will take effect in 2020.

A case in point is the MBA and Postgraduate Diploma in Business Administration "*Social Responsibility and Environmental Management*" module with its purpose to empower students (business executives, managers and leaders) to understand the influence and impact of business enterprises and their responsibilities. The module examines the social, ethical and environmental issues faced by both business and other kinds of organisations, providing business executives, managers and leaders with a theoretically underpinned analytical perspective of corporate social responsibility and enabling them to critically assess CSR issues, initiatives, drivers and responses.

In addition, 'Global Corporate Citizenship' has been introduced to Milpark's executive education offerings, with the aim to expose students to the four basic principles contained in the United Nations Global Compact (UNGC) which are fundamental to the conduct of business nationally and internationally. Students are further exposed to business and the advancement of peace, business for development, financial markets and corporate governance. Furthermore, our executive education programmes also include interventions on Business Ethics, Corporate Governance, Social Responsibility, and Environmental Stewardship.

Finally, demonstrable of Milpark's commitment to Principle 3, is the recent AMBA accreditation, as well as the launch of a Doctor of Business Administration (DBA) degree.

Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 4 overview:

Milpark approaches research on fundamentally three levels, i.e. (1) institutional research, (2) staff research, and (3) student research. From an institutional point of view Milpark's research informs decision-making (collecting and analysing data concerning students, staff and educational facilities in order to promote institutional effectiveness), resource allocation (to optimize the administration,

management and delivery of all academic courses), and student learning (interrogating all aspects of teaching and learning to optimize methods, systems and practice).

From a faculty member point of view, Milpark's staff research aims to strengthen scholarship and discipline knowledge in order to increase academic strength and to sustain membership of the national and international academic community.

Student research is taught by Milpark and conducted by students as part of curriculum and regulatory requirements as required by the different levels and types of qualifications. For students to approach research in a systematic and informed manner, research methodology is taught at different levels and in particular depth at postgraduate level. The Research Committee monitors and reviews the provision of undergraduate and postgraduate research methodology by reviewing the relevant documentation, materials and tuition models on a regular basis.

Principle 4 achievements:

- Institutional: Student evaluations are conducted twice per semester, per module across all programmes. In addition, an extensive student satisfaction survey was conducted early in 2017.
- Faculty: Various initiatives (discussion forums, training, workshops, colloquia) have been implemented via the Research Committee to improve faculty research output, and traction has been established in increasing the number of publications in academic journals and presenting papers at local and international conferences. Faculty members are actively involved with research colloquia at peer institutions. Faculty also serve as supervisors for internal and external dissertation students, and serve as external examiners to other institutions for master's and doctoral theses.
- Students: There has been a noticeable improvement in the quality of postgraduate students' research reports on the Postgraduate Diploma and dissertations on the MBA. There are even instances where students' research products were presented at international conferences. Following recent accreditation, the Doctor of Business Administration was launched in 2019.
- Some MBS faculty are members of the Southern African Institute for Management Scientists (SAIMS) which has as its purpose the promotion of the interests of Management Scientists in Southern Africa and also act as a forum to collaborate on management education and research.
- MBS has representation on the board of the International Business Conference (IBC), an annual event that provides (1) an international platform for the presentation, discussion and debate of different academic and professional approaches and research on recent developments in an ever-turbulent business arena, and (2) the opportunity for academics, practitioners and post-graduate students to have their work validated and benchmarked within the benevolent academic and professional community.
- Dr Cobus Oosthuizen's involvement in a consultancy project, "The future of the Western Cape Agricultural Sector in the context of the 4th Industrial Revolution" led to a greater awareness of drivers of change and megatrends inherent to 4IR.
- Dr Sam Koma, HOD for Research, participates in the BRICS Think Tank as a researcher representing MBS in the team comprising academics from other tertiary institutions in South Africa, namely,

UNISA, University of Pretoria, Fort Hare under the auspices of the Human Sciences Research Council (HSRC) and the National Institute of Humanities and Social Sciences (NIHSS).

- Also noteworthy is MBS's recent partnering with the Responsible Research in Business & Management (RRBM) initiative, and subsequent declared commitment to the following seven principles:
 - **Service to Society:** Development of knowledge that benefits business and the broader society, locally and globally, for the ultimate purpose of creating a better world.
 - **Stakeholder Involvement:** Research that engages different stakeholders in the research process, without compromising the independence of inquiry.
 - **Impact on Stakeholders:** Research that has an impact on diverse stakeholders, especially research that contributes to better business and a better world.
 - **Valuing Both Basic and Applied Contributions:** Contributions in both the theoretical domain to create fundamental knowledge and in applied domains to address pressing and current issues.
 - **Valuing Plurality and Multidisciplinary Collaboration:** Diversity in research themes, methods, forms of scholarship, types of inquiry, and interdisciplinary collaboration to reflect the plurality and complexity of business and societal problems.
 - **Sound Methodology:** Research that implements sound scientific methods and processes in both quantitative and qualitative or both theoretical and empirical domains.
 - **Broad Dissemination:** Diverse forms of knowledge dissemination that collectively advance basic knowledge and practice.

Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 5 overview:

Milpark's interaction with managers of companies in terms of principle 5 primarily finds expression in the close-knit relationship with its postgraduate students (Postgraduate Diploma, MBA and DBA) and alumni. The student relationship provides the opportunity to extend institutional knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges via the learning process in which the students are the principle players in the teaching-learning transaction. The environment is created in which the postgraduate student performs the skill in an environment as close as that in which it will be performed in real life, i.e., immersing them in the milieu, practice the skill and receive constructive feedback from an expert. Ultimately, the approaches to meeting these challenges is then practically applied within the industry context the student comes from.

The MBS Alumni Association on the other hand, provides a platform to further explore student and alumni's social and environmental responsibilities via corporate- and guest speaking events.

A secondary way in which Milpark interacts with managers of companies is through its executive education initiatives. Such engagements have the company's training and development needs as determinants to developing bespoke solutions which, in many instances, include meeting their social and environmental responsibilities.

Principle 5 achievements:

- Existence of a dynamic learning environment that promotes a “partnership typology” built on the philosophy of social constructivist learning.
- Growth in corporate partnerships through Milpark's executive education initiatives.
- Faculty that are members of the Institute of Directors in Southern Africa (IoD), a professional body recognised by the South African Qualifications Authority (SAQA) and a non-profit company (NPC) that exists to promote corporate governance, and to maintain and enhance the credibility of directorship as a profession.
- Member of the Johannesburg Chamber of Commerce and Industry (JCCI).

Principle 6 | Dialogue: We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Principle 6 overview:

For MBS to achieve its vision and mission, dynamic partnerships with industry are essential. The foundational mechanism for achieving this is via the school's Advisory Board where industry is represented.

In addition, senior faculty members are expected to participate, via membership or other, in industry bodies and associations deemed valuable in support of MBS's mission. Examples include the Institute of Directors of Southern Africa, the Southern African Institute for Management Scientists, the local chapter of Singularity University, the Entrepreneurship Development in Higher Education (EDHE), etc. Furthermore, external customers, consisting of public and private entities to whom MBS have provided/are providing training and development, are integral to industry relationships, which are managed by the appropriate resident senior academic overseeing the intervention, as well as the Business Development Executive from ME's commerce division who initially secured the business.

MBS also actively builds external relationships via industry expos, events and organisations, such as Leaderex, Innovation League, Data Talent Summit, Behold SA and the Social Value Network South Africa, Resolution Circle, etc.

Relations with the organisational and managerial world, with demonstrable impact on the MBA, include regular access to employer opinion and a well-developed customer orientation. These find expression in MBS's Executive Education activities, which further enhance the relationship between academia and business, benefiting MBA teaching. Aimed at professionals from middle management through to

executive level, MBS's Executive Education interventions provide learning solutions that focus on dynamic, contemporary business issues with three main themes, namely Leadership Development, Corporate Citizenship and Business Practice, through the lens of the Fourth Industrial Revolution as overarching theme.

MBS's partnership strategy with other academic institutions is grounded on the premise of purpose, relevance and value-add to our MBAs. As such, partnerships are sought that would augment the MBA curriculum foci, and subsequently enhance the student experience. Examples are the partnerships formed with the Indian School of Business in Hyderabad, India; the Bridge School of Management in Delhi, India; the Ganhua School of Management at the Peking University in Beijing; and the Austral Group in Brazil for purposes of the MBA module, Business in Emerging Markets.

Principle 6 achievements:

- Academic Board convenes once per year.
- Business School Advisory Board convenes four times per year.
- Sub-committees convene on an ad hoc basis.
- Accredited by, and active participation in the activities of the Association of MBA's (AMBA).
- Membership of, and active participation in the South African Business Schools Association (SABSA). SABSA aims to improve the recognition of the organisation as a representative of SA business schools with government and regulatory bodies, also to strengthen ties with the business fraternity.
- Membership of, and active participation in the Association of African Business Schools (AABS). AABS's mission is to enable business schools in Africa to contribute towards inclusive economic and social development in the continent by promoting excellence and responsibility in business and management education through capacity building, collaboration and quality improvement.
- Actively participated in the South Africa's contribution to the development of the "Sustainability Literacy Test," a tool for the assessment and verification of the sustainability literacy of Higher Education Institutions students when they graduate.
- Membership of, and active participation in the "Entrepreneurship Development Centres in Higher Education" (EDHE), a collaborative initiative that involves the support and participation of the 26 public universities, private sector, other public entities and entrepreneurship support organisations.
- MBS in collaboration with Innocentrix launched the 2017 South African Innovation League, an annual study conducted by Innocentrix in collaboration with MBS and The Africa Report which aims to recognise local innovation excellence and ranks South Africa's top organisations in terms of innovation.
- Dr Sam Koma is a member of "Harmonisation of Entrepreneurship Education for Sustainable Development in Africa" (HEED-Africa) consisting of Makerere University (Uganda), University of Ghana (Ghana), Milpark Education (South Africa), Kyambogo University (Uganda), and University of Wolverhampton (United Kingdom).
- Dr Peter Ayuk, HOD for Executive Education, regularly consults to the Council on Higher Education throughout the year and is part of their highest decision-making body.

4. CONCLUSIONS AND NEXT STEPS

MBS is proud of its achievements to date which is evident from the report on its status and progress relating to the commitment to the Principles for Responsible Management Education. However, being acutely aware of the volatility, uncertainty, complexity and ambiguity of the contemporary business landscape, Milpark is committed to continuous improvement of its management education offerings in relation to these principles. Noteworthy progress has been made on Principles 1 to 4 (purpose, values, method and research).

In terms of principles 5 and 6 (partnerships and dialogue) which we previously reported required additional efforts, Milpark has demonstrated significant improvements. In terms of Principle 5 (partnerships) which refers to the interaction 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, Milpark actively pursued partnerships through the consulting initiatives of senior academics and corporate business development officials. Partnerships in sectors such as banking & financial services, mining, manufacturing, retail, and government have been developed, established, and are being maintained.

As far as Principle 6 (dialogue) which refers to facilitating and supporting dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability is concerned, Milpark has also made important progress through, among others, active participation in AMBA, SABSA and AABS, the Sustainability Literacy Test, EDHE, contributing to SAIMS, IBC, membership of IoD, the South African Innovation League collaboration, HEED, and the CHE.

The report subsequently demonstrates Milpark's commitment and sense of urgency regarding the issues as contained in the principles and serves as firm foundation to further build on these achievements to date over the next 24-month period. Hence, the activities highlighted in the report will continue unabated over the following 24 months, and MBS is also in the process of finalising membership with the Business Graduates Association (BGA), an international membership and quality assurance body of world-leading and high-potential Business Schools who share a commitment for responsible management practices and lifelong learning, and are looking to provide positive impact on their students, communities, and the economy as a whole.

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