



PRIME

Principles for Responsible
Management Education

**REPORT ON
PROGRESS 2017**



Graduate School
of **BUSINESS**
UNIVERSITY OF CAPE TOWN

EXECUTIVE SUMMARY

This is the University of Cape Town Graduate School of Business's (UCT GSB) 4th Sharing Information on Progress (SIP) report on the United Nations Principles for Responsible Management Education (PRME). The report summarises our achievements and our ambition to become a leading African emerging market business school in responsible management education. The six principles provide the structure of the report, facilitating ease of comparison with past reports. Since the last report in 2016, the UCT GSB would like to highlight six achievements that we are particularly proud of.

1

Purpose

Faculty members have won prestigious academic competitions.

2

Research

The UCT GSB's Case Writing Centre in 2017. The Centre has produced over 20 uniquely African teaching cases and been awarded for selected cases.

3

Values

Several new programmes that are focused on values, innovation and inclusion have been launched at the UCT GSB.

4

Partnership

The UCT GSB is named as one of nine leading universities that will enter into a partnership with the UN's development programme on impact investing.

5

Method

The UCT GSB has established a working partnership with Africa's first design thinking institute, the Hasso Plattner Institute of Design Thinking.

6

Dialogue

The UCT GSB hosted the first African MBA World Summit in Africa.

TABLE OF CONTENTS

LETTER FROM DR KUTLWANO RAMABOA,
DIRECTOR OF INTERNATIONAL RELATIONS AT THE UCT GSB..... 3

UCT GSB AT A GLANCE..... 4

PRINCIPLE 1 – PURPOSE OF RESPONSIBLE MANAGEMENT EDUCATION 6

PRINCIPLE 2 – INCORPORATING VALUES INTO THE CURRICULUM..... 11

PRINCIPLE 3 – METHODS OF RESPONSIBLE MANAGEMENT EDUCATION 16

PRINCIPLE 4 – RESEARCH ON RESPONSIBLE MANAGEMENT 20

PRINCIPLE 5 – PARTNERSHIPS WITH BUSINESS 27

PRINCIPLE 6 – DIALOGUE AND DEBATE WITH STAKEHOLDERS 29

ORGANISATIONAL PRACTICES..... 31

FUTURE OBJECTIVES..... 32

STAKEHOLDER VIEWS..... 34

INTRODUCTION FROM DR KUTLWANO RAMABOA

UCT GSB DIRECTOR OF INTERNATIONAL RELATIONS

▲ The UCT GSB is committed to the Principles for Responsible Management Education (PRME) and the Sustainable Development Goals (SDGs) and seeks to ensure that today's business students have the skills and insights to successfully deliver change, drive inclusive growth and inspire others to follow suit. ▲

– Dr Kutlwano Ramaboa
UCT GSB Director of International Relations



The UCT GSB strives to be relevant and to lead the way in responsible management education for the continent's business leaders. In line with this, it fosters diversity and seeks to create spaces for collaboration, global networking, peer-learning and multi-disciplinary approaches.

Rooted in a dynamic emerging market, we design transformative learning experiences, inspire solutions to local challenges, and foster research that supports innovation and entrepreneurship in this context. While remaining authentically African, we are also internationally relevant and participate in innovative collaborations and partnerships that foster international mobility. This allows us to attract international students and faculty and offer local students and faculty a chance to experience international contexts, to travel internationally and forge relevant global partnerships.

Africa is home to several of the fastest growing economies in the world and opportunities and possibilities for entrepreneurs, innovators and sharp business minds abound. The continent's leaders, managers and entrepreneurs need the knowledge and business expertise to take advantage of this growth and prosper. But more than that, they need a strong ethical compass to drive the necessary social and developmental changes the continent needs.

To help achieve this, the UCT GSB is committed to the Principles for Responsible Management Education (PRME) and the Sustainable Development Goals (SDGs) and seeks to ensure that today's business students have the skills and insights to successfully deliver change, drive inclusive growth and inspire others to follow suit, while also holding themselves accountable and contributing towards a more sustainable world for all."

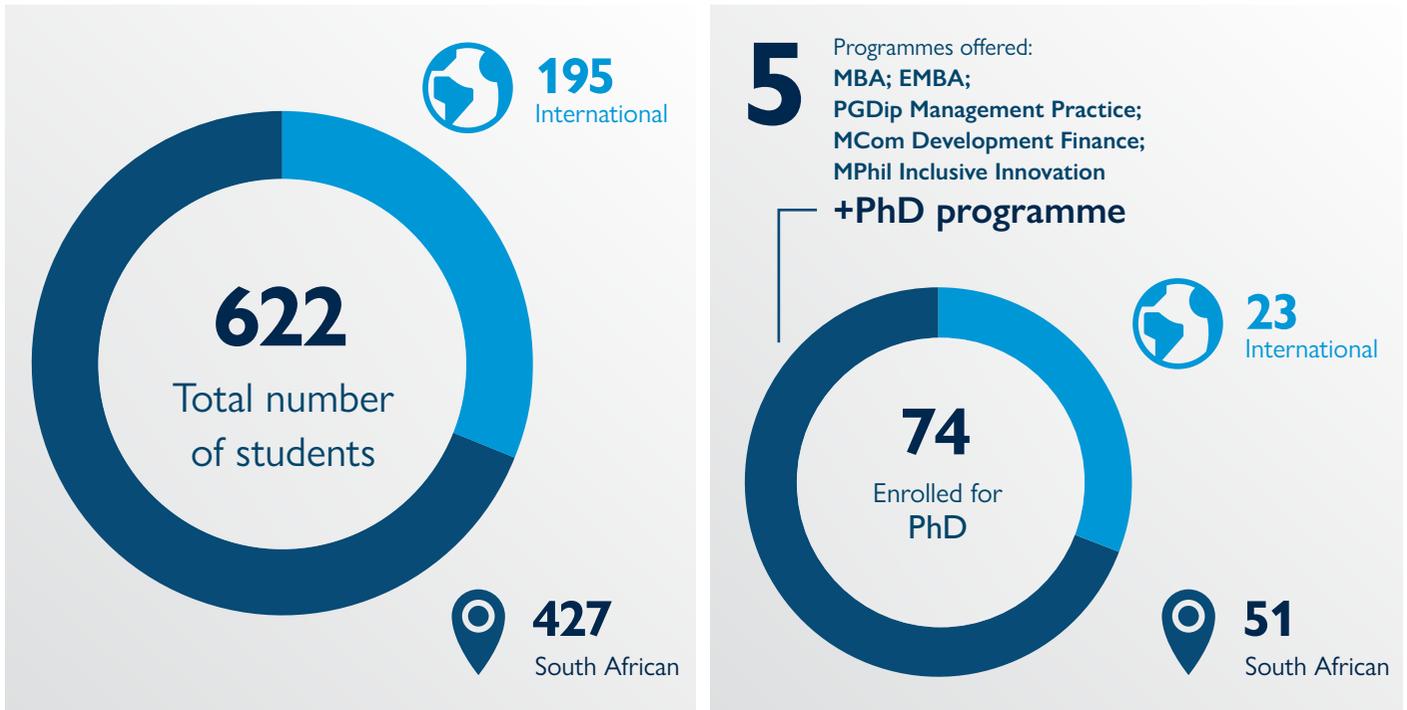
UCT GSB AT A GLANCE

*2017 data

98 Administrative staff

29 Full-time faculty

OPEN ACADEMIC PROGRAMMES



EXECUTIVE EDUCATION PROGRAMMES

624 Total students on **open programmes**

1011 Total students on **customised programmes**

RESEARCH ACHIEVEMENTS



NRF-rated researchers

3x C-ratings

3x B-ratings

2018
increased to

4x B-ratings

ACCREDITATIONS

The UCT GSB is one of just three African business schools to have 'triple-crown accreditation' from the European Quality Improvement System (EQUIS), the British Association of MBAs (AMBA), and the American Association to Advance Collegiate Schools of Business (AACSB).



VALUES-DRIVEN

The UCT GSB has a clear set of values, which were developed in consultation with the UCT GSB community and govern action at the school. These values are:

- We are passionate about learning;
- We encourage a spirit of innovation and inquiry;
- We strive to enable personal growth and development;
- We take pride in our work;
- We believe in a supportive UCT GSB community; and
- We accept responsibility to act ethically, with professional integrity.



RANKINGS & AWARDS

- Ranked in the Top 90 2018 *Financial Times* Executive Education for Customised Rankings and in the Top 50 for Future Use.
- Consistently recognised by Eduniversal as a top business school in Africa.
- The Bertha Centre for Social Innovation and Entrepreneurship was benchmarked in the top five globally for social impact in a report from the Bridgespan Group in 2017.
- Named 1 of 9 universities to partner with the UN on impact investment.



OTHER AFFILIATIONS

- Association of African Business Schools (AABS).
- Academy of Business in Society (ABIS).
- Global Business School Network (GBSN).
- Global Network for Advanced Management (GNAM).



PURPOSE OF RESPONSIBLE MANAGEMENT EDUCATION

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. The achievements listed below highlight the UCT GSB's efforts to produce graduates capable of leading organisations that create shared value.

The UCT GSB takes pride in its active student and alumni bodies. With extensive connections across business, government and society, the impact that our students and graduates have in the world is a key driver for the UCT GSB to deliver responsible management education.

THE UCT GSB CONTINUES
TO CHAMPION PRME

38

UNIVERSITIES

FROM

20

COUNTRIES

SELECTED TO BE

PRME CHAMPIONS

HIGHLIGHTS

2015

- The UCT GSB is awarded a place on the Top 40 **2015 Corporate Knights Better World MBA Ranking** – the only business school in Africa to achieve this status
- The UCT GSB initiates the establishment of the African Association of Business Schools (AABS) Accreditation system – an **Africa-focused accreditation** model similar to global bodies like EFMD that will seek to recognise and reward the work being done at African schools to create positive social and environmental impact.

2016

- A community hub in Philippi, an impoverished community in Cape Town, is established to expand the UCT GSB's footprint and bring relevant opportunities to the communities it serves, by providing **access to entrepreneurial and technological know-how**.
- The Development Finance Centre – the first of its kind on the continent – is launched at the UCT GSB. The Centre aims to **build a solid training and research platform** to facilitate the growth of local and international development finance expertise.

2017

- **UCT GSB Johannesburg** is opened with the aim of hosting some of Executive Education's customised programmes and short courses.
- The Bertha Centre is chosen by the **United Nations Development Programme** to represent UCT, as one of nine universities worldwide, to develop a research agenda to better leverage private investment to finance the SDGs

TRANSFORMATIVE IMPACT

STUDENTS & GRADUATES MAKE IT REAL



MARK BAKER

MBA GRADUATE, DEVELOPING POTENTIAL

Organisational psychologist Mark Baker co-founded Mygrow in 2016 after completing his MBA at the UCT GSB. This innovative and fast-growing online platform leverages technology to make emotional intelligence more accessible. After a decade of being in leadership development, Baker saw a need for more effective EQ techniques. "Improving EQ skills is hugely beneficial for individuals and organisations as it can boost productivity by as much as 40%," says Baker.

With co-founder Theran Knighton-Fitt, he developed an affordable, practical video-based micro-learning platform that builds EQ skills through daily practice, short videos, games and quizzes.

Research shows that 85% of leadership skills lie in the EQ domain

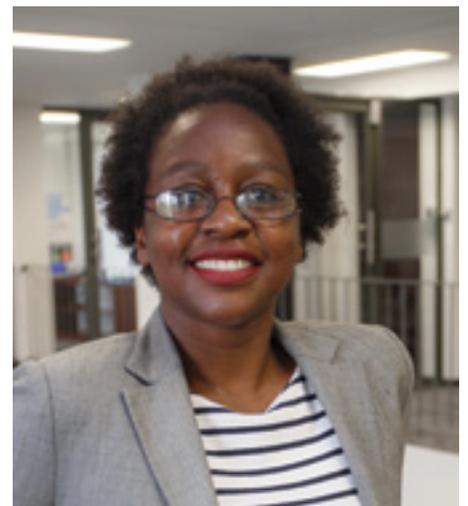
Baker says employees who have participated show improvement in motivation, interpersonal skills, and productivity as well as stress management. Now employing 12 people, the business caters for corporates mainly, but has huge potential for education, as EQ is a better predictor of academic performance than IQ. Mygrow was incubated by the UCT GSB Solution Space as part of its Venture Incubation Programme.

RUFARO MASIWA

MBA STUDENT AND SOLUTION SPACE SCHOLAR, DISRUPTIVE INNOVATOR

While doing her MBA at the UCT GSB in 2017 and 2018, Masiwa was selected to participate in Africa's largest Blockchain hackathon, *Unlock the Block*, hosted by Linum Labs and UCT research institute The African Institute for Financial Markets and Risk Management. The event was held over 10 days and Masiwa and her team built Funds Aid, a platform that helps to solve the problem of transferring monetary aid from donors to beneficiaries, cutting down on the massive problem of fraud and corruption of donor money.

Their solution bypasses traditional banking institutions in favour of a token system, where tokens can only be redeemed by beneficiaries who are issued with a unique key. She says this disruptive technology has the potential to positively change the lives of Africa's financially excluded.



Blockchain is effectively increasing transparency of transactions, reducing costs and increasing access to finance.



RICHARD HARDIMAN

UCT GSB ALUMNUS, ENVIRONMENTAL ACTIVIST

Self-proclaimed “accidental environmentalist” and UCT GSB alumnus, Richard Hardiman, came up with the idea of WasteShark, a drone that scoops up waste from the surface of the ocean. One day, while at the V&A Waterfront, he had seen people struggling to clean sea water in the harbour with old-fashioned pool nets and knew it needed to change.

The former radio DJ started doing research and discovered the dire state of the oceans. He subsequently founded the tech start-up in Cape Town and Rotterdam. At present there are 10 WasteSharks being tested around the world. They can remove 350kg of waste and be operational for 16 hours at a time, even collecting valuable data and cleaning up chemical spills.

Sensitive to concerns around AI, Hardiman says WasteShark is designed to be guided by an operator and a remote control.

▲ I worry for the safety of our planet. By 2025 there will be more pieces of plastic in the ocean than there are fish. ▲

LUVUYO RANI

UCT GSB ALUMNUS, BORN ENTREPRENEUR

After the entrepreneurial bug bit Luvuyo Rani, there was no going back. He gave up his job as a teacher to sell computers, eventually starting his own business, Silulo Ulutho Technologies. The IT franchise is a one-stop-shop that sells computers, does repairs, offers training, operates as an Internet cafe and performs services like scanning, and compiling of CVs.

The company has grown rapidly and now has an annual turnover of over R33 million with 42 shops across South Africa. The business was franchised and former staff members have had the opportunity to invest. The business has won several awards and employs 130 people full-time.

▲ Profit made through business can be used to bring about social change. You don't have to wait before giving back to the community: you can have a positive impact on society while you're making money. ▲



BATHABILE MPOFU

MBA GRADUATE, SCIENCE WHIZZ

The founder of Nkazimulo Applied Sciences came up with the idea of science kits for school children after studying chemistry herself and seeing how children, especially those from disadvantaged schools with poor science education, struggled to study further.

She developed her concept of a science lab in a box with her husband and was encouraged by the responses from scholars. After doing demos at school, she would leave the kids with glass jars and 52 experiments – one per week – so they could keep learning.

After some seed funding from the Bertha Centre for Social Innovation and Entrepreneurship, she got more funding and also won the Total Starterupper of the Year competition worth R600 000.



▲ I needed to help students studying science in some way. ▲



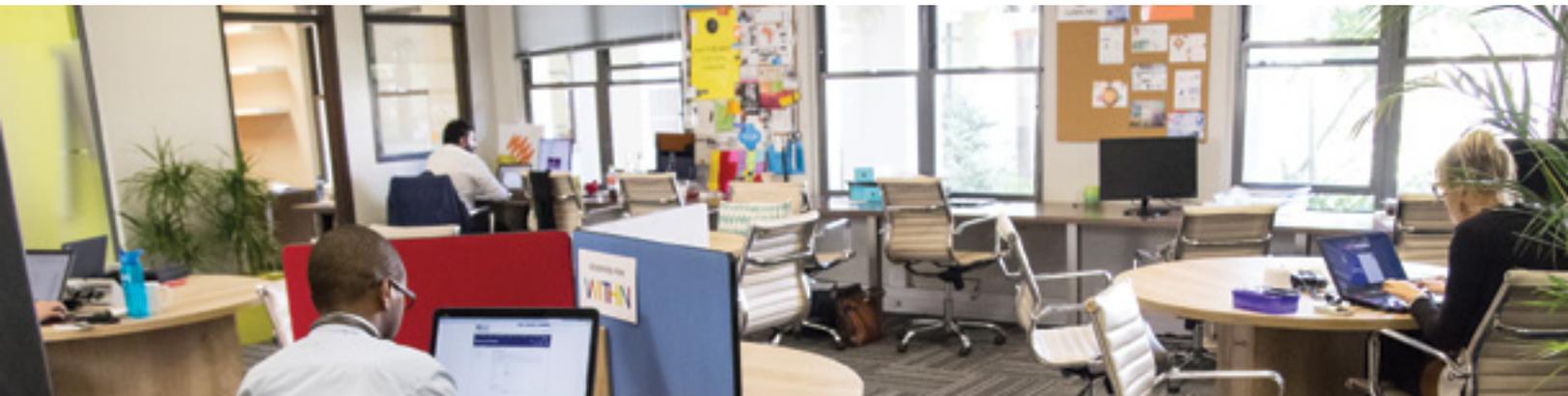
PHATHIZWE MALINGA

EMBA GRADUATE, LEADING BY EXAMPLE

As the acting CEO of SqwidNet, the licensed network operator for Sigfox in South Africa and subsidiary of Dark Fibre Africa, Phathizwe Malinga believes that a digital future can improve lives for South Africans. He did an EMBA at the UCT GSB after 20 years in the IT and telecommunications industry. “I realised I needed new ways of thinking and approaching challenges if I wanted to be a CEO by the time I was 50.”

He says the EMBA transformed his way of thinking and gave him confidence. “I learned that there are many truths and I no longer feel the need to always be right. I have learned just to listen.” He wants to see more support for SMMEs and to help create a future where there is shared-value creation and where businesses co-operate rather than compete.

▲ The EMBA taught me that through critical thinking I could create my own future. ▲





BERTHA CENTRE IN TOP FIVE GLOBALLY FOR SOCIAL IMPACT EDUCATION

The Bertha Centre for Social Innovation and Entrepreneurship at the UCT GSB was singled out as one of a handful of global leaders in the field of social impact education by the Bridgespan Group in 2017.

The report benchmarked the UCT GSB alongside business school heavyweights including the Centre for the Advancement of Social Entrepreneurship at Duke University's Fuqua School of Business; the Social Enterprise Initiative at Harvard Business School; the Centre for Social Innovation at Stanford's Graduate School of Business, and the Skoll Centre for Social Entrepreneurship at the University of Oxford's Saïd Business School.

The Bertha Centre is the only centre based in an emerging economy to feature in the report. Established in 2011, in partnership with the Bertha Foundation, the Bertha Centre's goal is to achieve social justice and impact through teaching, research, events and actionable projects.

"We have developed deep expertise in education, health and finance innovation," says Dr François Bonnici, founding director of the Bertha Centre, adding that social innovation centres can push universities to innovate and become more relevant and resilient.

"This is pertinent to the debate around the shape and purpose of university education. Social innovation requires that we challenge the rules and *status quo* of power and exclusion by building products and processes that deliver greater social value."



INCORPORATING VALUES INTO THE CURRICULUM

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.

In the past five years, the UCT GSB has made significant changes to the shape of its academic offerings in order to remain relevant and responsive and to strengthen its alignment to the PRME. Key changes on the academic front include an increased investment in the PhD programme and the launch of several new programmes including an MPhil focused on inclusive innovation, short courses on impact investing and social innovation and systems change, and two Massive Open Online Courses (MOOCs). Important changes were also made to the MBA curriculum; it is now among a handful of MBAs in the world that incorporates social innovation courses into their core curricula. The establishment of a Case Writing Centre dedicated to generating locally-relevant case material in 2016 has also been seminal.

HIGHLIGHTS

2015

- Raymond Ackerman Academy of Entrepreneurial Development celebrates its **10th anniversary**.
- The UCT GSB makes its **online debut** with three short course offerings including one on values-based leadership.
- Impact Investing in Africa **short course is launched** as part of the Executive Education offering at the school.

2016

- The Bertha Centre's Massive Open Online Course on social innovation is **named as one of Class Central's Top 10 MOOCs** of 2016.
- Social Entrepreneurship and Systems Change **Executive Education course is launched**.

2017

- A new **Hospitality Leadership Short Course**, the first of its kind on the continent to target leadership development in this industry, is launched.
- Africa's only design thinking institute, **The Hasso Plattner Institute of Design Thinking is opened** at the UCT GSB. The d-School and the UCT GSB collaboration is one of the first such associations between a business school and a d-school worldwide.



UCT GSB PROGRAMMES

MASTER OF BUSINESS ADMINISTRATION (MBA)

The UCT GSB MBA is highly regarded internationally and was ranked in the Top 100 of the Financial Times Ranking of MBAs for 12 years. The course was substantially redesigned in 2013/14 as part of the submission to the South African Council for Higher Education for re-accreditation as a Professional Master's at NQF level 9.

Launched in 2016, the new-look MBA features two laboratories within its suite of core courses, with an emphasis on practical and experiential learning opportunities in an emerging market context: The Social Innovation Lab (in collaboration with the Bertha Centre) and the Business Model Innovation Lab. Both labs provide a dynamic experience.

The degree of thematic commitment and the curriculum design, including immersion in practice in an emerging economy characterised by extreme inequality, marks the UCT GSB MBA as highly distinctive in a crowded marketplace.



A number of other MBA courses and electives address issues of ethics, responsibility and sustainability:

- The **Business, Government and Society** course allows students to engage with social, environmental and sustainability issues.
- The **Organisations, Values and Leadership** course introduces students to leadership theories and organisational leadership. A sub-theme of the course is ethical leadership and students are expected to show specialised knowledge of values-based leadership and how this relates to other leadership, organisational and ethical issues.
- **Socially Responsible Investment** introduces students to impact investing and innovative finance, key research themes at the Bertha Centre.

POSTGRADUATE DIPLOMA IN MANAGEMENT PRACTICE

The Postgraduate Diploma in Management Practice was launched midway through 2014 to address the lack of qualified and skilled junior and middle managers in Africa. A pre-Master's programme, it takes a non-standard approach to building vital business skills for success in uncertain economic times. Key themes are: values-based leadership; social innovation; and sustainability in emerging markets with an emphasis on developing managerial options or possibilities and making credible decisions about which option to action.

EXECUTIVE MBA

The UCT GSB EMBA was launched more than a decade ago but remains at the forefront of innovative teaching and learning in management education. Not simply an MBA presented in a different format, it enables mature students to be more effective within increasingly complex organisational and social structures by stimulating their ability to think conceptually, analytically and holistically and develop within an executive role so that it is more fulfilling and purposeful.



UCT GSB SOCIAL
INNOVATION LAB
WAS ONE OF

63

CASE STUDIES

FROM

47

INSTITUTIONS

MASTER OF COMMERCE IN DEVELOPMENT FINANCE

The current global financial crisis has highlighted the need for a postgraduate degree devoted solely to the understanding of financial systems in developing and other emerging economies. The MCom in Development Finance provides a much-needed training and research platform for government employees at all levels, as well as for NGOs and the private sector. The programme also attracts people from development finance institutions throughout Africa, graduates of finance and economics, and businesses interested in finance for development.

MASTER OF PHILOSOPHY SPECIALISING IN INCLUSIVE INNOVATION

The pioneering MPhil in Inclusive Innovation is an interdisciplinary, research-based degree that is explicitly focused on the development of sustainable solutions for challenges in Africa. The programme was incubated within the Solution Space and was launched in 2013 as an MPhil in Inclusive Innovation (by dissertation only). It encourages inclusive innovators to think critically and innovatively and gears participants towards becoming advanced strategic and systems thinkers – able to test assumptions and prototype solutions in a “living lab” environment.

REPRESENTING

25

COUNTRIES

FEATURED IN THE

UN

GUIDE FOR THE
IMPLEMENTATION
OF PRME

DOCTOR OF PHILOSOPHY

The UCT GSB has a thriving PhD programme that is an essential component of the school's research strategy. Increased investment in the programme in recent years has meant that PhD students are now a vital part of the research community. A recent review of the programme confirmed that this offering contributes high strategic value to the school, enabling students and faculty to embrace and concentrate on core research themes when recruiting talent. PhD research is largely oriented towards responsible business topics. Current topics under research include: organisational culture and embedding sustainability; cross-sector collaboration and exploring disaster risk initiatives to enhance resilience; and adaptive capacity of social-ecological systems.

RAISING ENTREPRENEURS

The Raymond Ackerman Academy (RAA) aims to provide youth, who have not had the opportunity to pursue tertiary education, with entrepreneurial training that will allow them to start their own enterprise or pursue formal employment.

▲ OVER 83% OF RAA ALUMNI
HAVE GONE ON TO BECOME
ECONOMICALLY ACTIVE. ▲

– Elli Yiannakaris, Director of the RAA

RAA Director Elli Yiannakaris says the RAA meets the SDG 4 Quality Education criteria as its goal is to help individuals financially support themselves and improve their communities. It has two offerings at present:

- **Entrepreneurial Development Programme**
This is a six-month-long accredited tertiary level development programme at the UCT GSB and University of Johannesburg Soweto Campus.
- **Graduate entrepreneur support service (GESS)**
Postgraduate one-year support programme (GESS) geared at graduates and alumni who have or want to start businesses.

The GESS programme provides customised business support, grant funding, networking opportunities and mentorship as well as group peer sessions and personal development.

SINCE 2005

RAA
HAS

PARTNERED
WITH **63**
BUSINESSES

ENSURED
EMPLOYMENT FOR
25 PEOPLE

BEEN
ACTIVE IN **11**
SECTORS

BEEN AWARDED
R400 000
IN FUNDING

HELPED
49 PEOPLE
GET JOBS

SPENT
R250 000
WITH RAA GRADUATE
ENTREPRENEUR
BUSINESSES

ACHIEVED **182%**
AVERAGE GROWTH
IN TURNOVER

LAUNCHED
10 START-UPS

UCT GSB LAUNCHES NEW FINANCE MOOC TO HELP ADVANCE SUSTAINABLE DEVELOPMENT GOALS

The Bertha Centre for Social Innovation and Entrepreneurship launched a first-of-its-kind MOOC on Innovative Finance to give individuals and organisations, who are passionate about tackling social issues, the financial tools to turn their plans into reality.

Innovative Finance has been identified as one of the key strategies towards meeting the UN's SDGs. The Bertha Centre was chosen by the United Nations Development Programme to represent UCT, as one of nine universities worldwide, to develop a research agenda to better leverage private investment to finance the SDGs, and the MOOC forms part of this work.

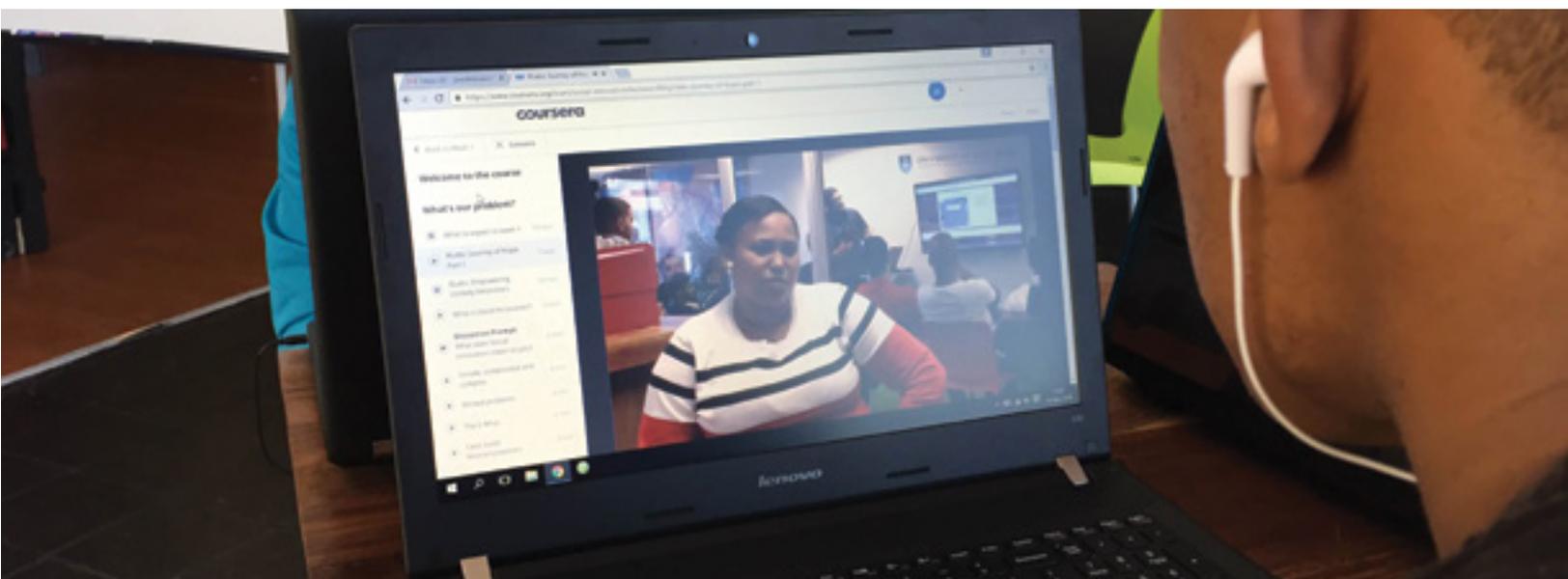
Aunnie Patton Power, Innovative Finance Lead at the Bertha Centre and designer of the MOOC, explains that what makes this course unique is it teaches a different way of looking at financing. "It starts with the outcome you want to achieve, for example access to healthcare or clean water, and then you design a strategy around that outcome."

This is the second MOOC to come out of the Bertha Centre, as part of a wider UCT initiative driven by the Centre for Innovation in Learning and Teaching (CILT) to develop online learning material that is free and accessible to anyone, anywhere in the world.

The first MOOC – Becoming a Changemaker: Introduction to Social Innovation was very successful and has had approximately 15 000 participants to date. It was also named as one of the top ten new MOOCs launched in 2016, as voted on by thousands of Class Central users.

▲ There is an estimated \$2.5 trillion funding gap annually in reaching the United Nation's SDGs and we are looking at how we can bridge that to contribute to those goals ▲

– Aunnie Patton Power, Innovative Finance Lead at the Bertha Centre.



METHODS FOR RESPONSIBLE MANAGEMENT EDUCATION

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

The UCT GSB is a pioneering school on the move and it continues to invest in its frameworks, materials and processes to expand the quality of its offering. In the past few years significant milestones include the launch, not only of new degrees, but also an investment in its space – including a new academic conference centre due for completion in early 2019 – and the opening of UCT GSB Johannesburg and a hub in Philippi, a disadvantaged community on the outskirts of the City of Cape Town. A major achievement has been the establishment of a Case Writing Centre in 2016 that is dedicated to developing and publishing more locally relevant teaching cases for faculty and research. To date, cases published by this Centre have won several international case writing competitions.



HIGHLIGHTS

2015

- The Groote Schuur Hospital **Innovation Hub** is launched in partnership with the hospital's facilities board and the Faculty of Health Sciences at UCT.
- Bertha Centre wins UCT Vice-Chancellor's **Social Responsiveness Award** for its unique ability to engage multiple stakeholders for collective and innovative action to advance social justice and inclusive transformation.
- François Bonnici, founding Director of the Bertha Centre, wins **Social Innovation African Leadership Award**.

2016

- The Bertha Centre celebrates its **first five years**.
- The UCT GSB **Case Writing Centre** is opened with funding from the Harvard Alumni Club and a mandate to write and publish more African-centric business case studies to aid teaching and learning on the continent.

2017

- The UCT GSB begins construction of a state-of-the-art **academic conference centre** on the location of the Cape Town campus.
- Bertha Centre publishes **ground-breaking report** with the World Economic Forum on Social Entrepreneurship and Systems Change.



UCT GSB ACADEMIC CONFERENCE CENTRE TAKES SHAPE

A state-of-the-art academic conference centre is currently being built on the UCT GSB campus. The venue will be used for thought leadership conferences and will be able to host up to 900 delegates.

“The limited scale of existing facilities hampered our ability to host modern conferences on site,” explains Rayner Canning, Director of the UCT GSB Business Development Unit. “The constraints presented by the more than 100 year-old heritage site mean that existing facilities are unable to cope with the increasing need for large events focused on research and academic themes.”

Financing for the initiative has been achieved via the Development Bank of Africa and other stakeholders.

The academic conference centre is specifically planned to conform to the requirements of a technologically advanced era in academic and research circles. The design envisions three levels; the basement houses a stepped auditorium capable of seating some 250 people, ideal for larger seminars and for lectures to big groups.

Both the ground and first floor contain multi-purpose venues which can operate either as independent spaces with about 70 people in each, or the entire area can be opened out to cater for bigger functions, which can be attended by up to 300 people. There are also a number of smaller breakaway rooms for delegates to focus on specific topics during a conference.

BERTHA CENTRE CELEBRATES 5 YEARS AND COUNTING



The Bertha Centre for Social Innovation and Entrepreneurship is the first of its kind on the African continent. It was established in 2011 as a partnership between the University of Cape Town Graduate School of Business (UCT GSB) and the Bertha Foundation, a family foundation that supports inspiring leaders who are working to bring about social and economic justice and human rights for all.

In celebrating its 5th anniversary in 2016, the Centre catalogued some of its key achievements in its first half decade. These include:

Integrating social innovation into the core of the MBA curriculum with the Social Innovation Lab, and pioneering the development of the MPhil in Inclusive Innovation at the UCT GSB.

Building **the field of social finance and impact investing in South Africa**, and pioneering the design of the first social impact bond for service delivery in Africa.

Developing Groote Schuur Hospital's Health Innovation Hub as the first public sector health innovation lab in Africa in partnership with the hospital.

Catalysing and developing and incubating the UCT GSB's first innovation facility – the UCT GSB Solution Space, and the Philippi Village Solution Space – the business school's first hub in a township community.

Launching the MOOC on Coursera, *Becoming a Changemaker: Introduction to Social Innovation*, was ranked in the **Top 10 Best Online Courses of 2016 globally**. It is now part of 14 online courses at Coursera on Social Impact towards the SDGs.

Publishing groundbreaking reports with key partners such as the World Economic Forum – Social Entrepreneurship & Systems Change report which was downloaded over 5 000 times since its launch at the World Economic Forum on Africa in May 2017.

Managing the Rockefeller Foundation's **Global Fellowship Program in Social Innovation**.

UCT GSB TAKES UP PRIME POSITION IN AFRICA'S TOP BUSINESS DISTRICT

The UCT GSB Johannesburg at 61 Katherine Street in Sandton is billed by the developers as “the perfect place to do business”. It was opened in 2017 to bring the UCT GSB closer to the economic hub of the country and indeed the rest of the continent. It was also part of a strategy to minimise the school's carbon footprint by reducing the travel emissions of some of the Executive Education candidates.

UCT GSB Johannesburg is being used primarily to deliver short courses and customised programmes to corporate clients as well as to host alumni and recruitment events. The building – which was formerly home to Alexander Forbes – is strategically located within the Sandton “superblock” (bound by Katherine Street, Rivonia Road and West Street) forming part of the Sandton Central surrounding the Gautrain Station and Sandton City Mall.

Speaking at the launch of the new office, finance minister Nhlamhla Nene said that a special quality of leader is needed in turbulent times: “I think we are beginning to lose sight of what we are about. There are so many challenges to focus on. We need to find an opportunity to cast our eyes beyond this.”



RESEARCH ON RESPONSIBLE MANAGEMENT

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.

The past few years have seen a flowering of research at the UCT GSB, with an increase in PhD students, as well as a rise in publication count. But beyond the numbers, faculty and students report a vibrant and collegial environment where they are encouraged to think ambitiously and creatively, and to engage with the challenges of the day. The UCT GSB slogan for its research activities is **Engaged Enquiry in a Complex World**.

HIGHLIGHTS

2015

- The inaugural South African Education Innovator's Review, which seeks to explore working **innovations in the education sector** with a view to scaling up models for greater impact across emerging markets, is published.
- The Bertha Centre's Social Innovation in Health Initiative with the World Health Organisation and the University of Oxford is launched. This is a global research project to **improve healthcare delivery** in emerging markets with high public health burdens.

2016

- The UCT GSB's Dr Warren Nilsson becomes the first scholar from a Global South institution to win the prestigious **Academy of Management Review's Best Article Award** for 2016 for his new research on positive institutional work.
- The Bertha Centre launches a new publication, the **Innovative Finance in Africa Review**, which showcases innovative models and practices of the finance ecosystem in Africa.
- A teaching case study written by a team from the UCT GSB on innovative tech start-up, Zoona, is awarded top spot in the internationally prestigious 2016 **CEEMAN/ Emerald/ Emerging Market Case Competition**. The case entitled "Zoona mobile money: Investing for impact" was written by John Bazley, Cynthia Schweer Rayner, Professor Thomas Hellmann and Aunnie Patton. In the same year another UCT GSB teaching case entitled: "BOS Brands: Challenges of Internationalisation" was written by Prof Geoff Bick and Chris Human. It won the 2016 Emerald/AABS Emerging Market Case Competition.
- A UCT GSB case study on "The Evolution of Lean Thinking at K-Way – Where to Next?" by Fatima Hamdulay & Himanshu Vidhani wins the 2016/2017 **Emerald/AABS Case Study Competition**.

2017

- The UCT GSB Case Writing Centre publishes its **first collection of 10 African-centric case studies**.
- A UCT GSB teaching case entitled "Lonmin Plc: Mining and responsible investment – dangerous liaisons?" by Associate Prof Stephanie Giamporcaro and Marilize Putter wins first prize in the prestigious 2017 European Foundation for Management Development Case Writing Competition in the African Business Case category.
- The Managing Programme for Infrastructure Reform and Regulation launches the **first annual executive education course** on finance, contracts and risk mitigation for private projects in Africa.

TACKLING COMPLEX ISSUES HEAD-ON

The Management Programme in Infrastructure Reform & Regulation (MIR) spearheaded by Professor Anton Eberhard, at the UCT GSB strives to be a leading centre of excellence and expertise for Africa and other emerging and developing economies. The MIR is actively involved in pioneering research pertaining to energy and renewable energy. Notable recent publications include a booklet, co-authored by Prof Eberhard, on state capture, corruption and the parliamentary inquiry into power utility provider, Eskom.

The MIR works on three fronts, providing:

Executive and professional short courses;

Research related to the frontiers of infrastructure investment, reform and regulation in Africa, and

Professional support and policy advocacy.

Wikus Kruger, one of the MIR researchers works actively in the **SDG 7: Affordable and Clean Energy**. He says the MIR is involved in cutting edge research on areas of strategic importance, with three PhD students looking into the procuring of renewable energy electricity in Africa, the performance of electricity utilities in Africa and the governance of power sector reform in Africa.

The MIR launched its first annual executive education course on finance, contracts and risk mitigation for private projects in Africa in March 2018, attracting more than 75 students from 23 countries. The course was co-developed and presented by academics from leading universities Yale and Columbia.

In addition the MIR has been running a flagship annual course on “Managing power sector reform and regulation” for more than 12 years.

The centre also provides policy support and advisory work to governments, utilities and development partners.





LEADERS FOR THE 21ST CENTURY

The Allan Gray Centre (AGC) was established in 2011 and sets out to challenge assumptions around current business management models. Specifically, the centre explores notions of responsible capitalism, clean living, as well as values, purpose and meaning in 21st century organisational life.

It aims to be recognised as a premier, global centre of excellence in Africa for researching and engaging with issues and challenges to do with values-based leadership.

Led by Professor Kurt April, the centre teaches on all of the UCT GSB offerings: MBA, EMBA, MPhil, MCom, PGDip and executive programmes and also offers lunch-time sessions and “Values and Authenticity” workshops as well as speaker events with distinguished and knowledgeable individuals.

In 2018, the centre commissioned the production of short and longer videos with leaders on the African continent, to develop a database of material for teaching, for sharing on social media, and for highlighting role models in emerging markets and developing country contexts.

▲ If you cannot lead yourself, you will struggle to lead others and head up organisations. It starts with the self, with true self-awareness that guides behaviour, choices and decision-making ▲

– Professor Kurt April, Allan Gray Chair in Values-Based Leadership at the UCT GSB

THE ALLAN GRAY CENTRE

CURRENTLY SUPERVISES

11^{PhDs}

4^{MPhils}

13^{MBA students}

PROVIDED

R100 000

IN FUNDING FOR PHD
STUDIES EACH YEAR

WILL CONTINUE

PROVIDING

R25 000

IN FEES FOR FOUR
DESERVING PHD
STUDENTS PER YEAR

The centre is preparing to host its first international conference, scheduled for May 2019 on “Entrepreneurship and Start-Up Teams in Culturally-Diverse Settings”. The event will be spearheaded by two centre associates, Dr Zolfaghari and Dr Swart-Opperman and Centre Administrative Manager, Glenda Weber.



UCT GSB TEACHING CASE STUDIES TURN HEADS

Claire Barnardo, manager of the Case Writing Centre at the UCT GSB, is very proud of what the Centre has achieved since its launch in 2016. “There was a big shortage of teaching case studies that are relevant to the African context and the realities of operating in emerging market conditions,” Barnardo says. “And we are filling this gap.”

So far, the centre has produced more than 20 teaching case studies, which have become important educational tools at the UCT GSB, giving students the opportunity to step into the shoes of business leaders in a variety of industries operating in Africa, and find solutions to real-life dilemmas.

UCT GSB teaching case studies produced by the Centre have also been winning prizes around the world.

A teaching case study investigating mining company, Lonmin Plc and the role of investors following the Marikana massacre in 2012, won first prize in the prestigious 2017 European Foundation for Management Development (EFMD) Case Writing Competition in the African Business Case category.

Co-authored by UCT GSB Associate Professor Stephanie Giamporcaro and UCT GSB alumnus Marilize Putter, the paper poses hard questions about the role of investors and shareholders in business and is written from the point of view of a senior executive from a Scandinavian bank following a visit to Lonmin.

“We wanted this study to be original and creative, while also being relevant and topical,” says Giamporcaro. “We thought a foreign voice would give this controversial and emotional subject some distance from which we could really explore and identify the issues at stake.”

Another case on “The Evolution of Lean Thinking at K-Way – Where to Next?” by Fatima Hamdulay and Himanshu Vidhani won the Emerald/AABS Emerging Market Case Competition. And a teaching case written by a team from the UCT GSB on innovative tech start-up, Zoona, was also awarded top spot in the internationally prestigious CEEMAN/Emerald Emerging Market Case Competition in 2016. The UCT GSB also placed third in the 2017–2018 Emerald/Association of African Business Schools Case Study Competition for Emerging Markets for the case “Responsible Investment at Old Mutual: A case of institutional entrepreneurship”, also by Giamporcaro with MBA student David Leslie.

The UCT GSB also placed third in the 2017/2018 Emerald/Association of African Business Schools Case Competition for Emerging Markets for the case “Responsible Investment at Old Mutual: A case of institutional entrepreneurship”, also by Giamporcaro with MBA student David Leslie. Barnardo says the awards show that the UCT GSB is on the right track with its teaching case studies.

“Geographically, the UCT GSB is in one of the most interesting learning laboratories in the world. A society in socio-political and economic transition presents researchers with a special opportunity to build knowledge that has both a practical and theoretical impact in an emerging market context.”

EXECUTIVE EDUCATION FOR RESPONSIBLE MANAGEMENT

The UCT GSB has taken its commitment to educating future leaders one step further – by offering a unique leadership programme for school principals in disadvantaged communities.

These principals face a Herculean task. They grapple with gangsterism, drugs, children coming to school hungry, and absentee staff, yet, they strive to run successful schools and keep their staff motivated to deliver quality education. Many of them do so without any formal leadership or management training. The UCT GSB has partnered with the Principals Academy Trust, Capitec and other corporates and, with the support of the Western Cape Department of Education, has developed the Principals Management Development Programme.

Now in its 6th year the highly successful programme is supportive rather than prescriptive. Bruce Probyn, a member of the Academy, explains, “You can’t imagine the conditions these principals have to teach under. They have to be massively resilient to handle these problems, to keep going, and to motivate their staff to see the potential in each pupil, with few resources.”

The UCT GSB offers this programme at cost to enable it to expand on its reach and impact. It has shown solid results. Every school on the programme has seen an increase in the number of students who wrote National Senior Certificate exams, the number of students who passed the exams, and the number of Bachelor level passes.

▲ The UCT GSB’s mission is to develop leaders for this country and this continent. Principals directly impact the development of our future leaders. ▲

– Kumeshnee West,
UCT GSB Director
of Executive
Education

TACKLING PRESSING PROBLEMS IN THE BANKING SECTOR

In 2017, the UCT GSB’s Business Development team launched a groundbreaking programme for the banking industry. The customised Postgraduate Diploma in Management Practice (PGDip) was developed for the Barclays ABSA Career Compliance Academy, an initiative by Barclays Bank and the first of its kind in the world.

Derek Naude, Business Developer at the UCT GSB, explains, “Career compliance in this instance is specific to banking, and the academy combines the UCT GSB’s customised PGDip with workshops on compliance by Duke University and a module on financial crime run by Deloitte. The key motivation of the Academy is to integrate knowledge on regulatory compliance. It is pioneering work.”

The programme is designed to address the most important challenges facing the banking industry – like blockchain, cryptocurrency, and fintech innovations. The programme has attracted much interest and will run for at least the next three years with delegates from all over the continent.

PUBLICATION HIGHLIGHTS

NEW PUBLICATION SHINES LIGHT ON INNOVATIVE FINANCE IN AFRICA

The Bertha Centre has launched a new publication, the Innovative Finance in Africa Review, which showcases innovative models and practices of the finance ecosystem in Africa. The review emphasises the outstanding work being done and discusses the key drivers for creating system-wide strategies and new business models. It also highlights innovations to watch from more than 20 African countries.

Innovative finance has evolved over the past decade, particularly in the design and implementation of financing strategies. “Over the last five years we have worked with social finance experts and partnered with governments, enterprises and investors to research, incubate and test promising innovative financing models across Africa. This review is an introduction for stakeholders seeking to engage with this exciting space,” says Aunnie Patton Power, Bertha Centre’s Innovative Finance Lead. The review builds on the Centre’s previous reviews, such as the Health Innovators Review (2014) and SA Education Innovators Review (2015). The Innovative Finance in Africa Review discusses the nature of innovative financing, its evolution and the creation of new financing tools and categories of capital.

It also features content from the UCT GSB Executive Education Impact Investing course, which was run in partnership with Oxford’s Saïd Business School’s Skoll Centre for Social Entrepreneurship. The Review ends on a very practical note detailing how governments, foundations, universities and high-net-worth individuals can get involved in this space.

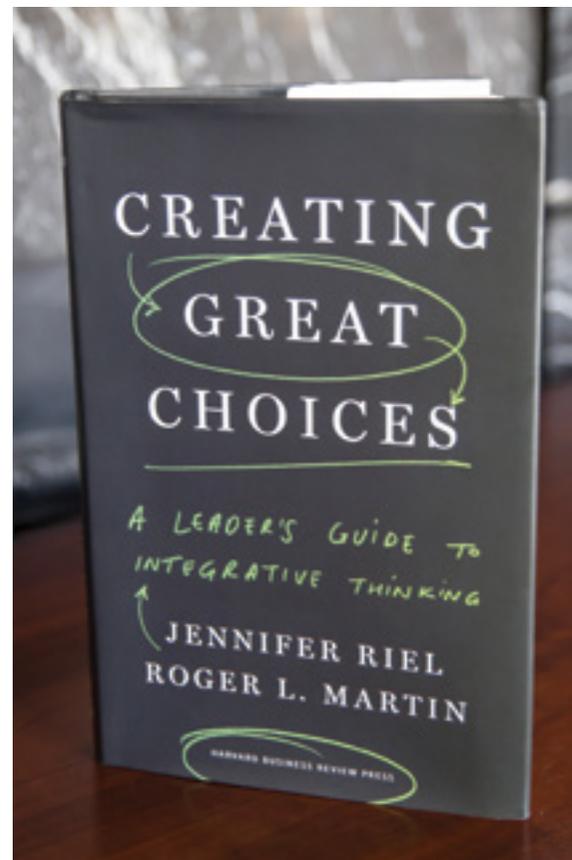
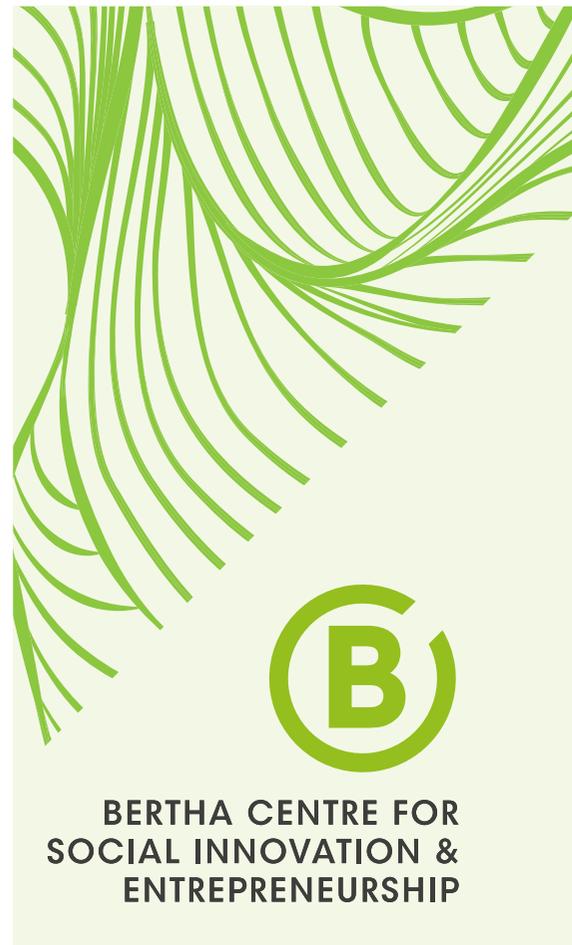
BOOK LAUNCH AT THE UCT GSB

Global thought leader and author, Roger Martin, came to Cape Town in 2017 as a guest of the UCT GSB and the Hasso Plattner Institute of Design Thinking to deliver a two-day exclusive strategy master class and to launch his new book, (co-authored with Jennifer Riel) – *Creating Great Choices; A Leader’s Guide to Integrative Thinking*.

The book argues that although the world of business often holds up being decisive as one of the great virtues of a good leader, this may not necessarily be true. “What do we do when the choices in front of us don’t get us what we need?” he asks. “In those cases, rather than choosing the least worst option, we can use the models in front of us to create a new and superior answer.”

Martin, a former dean of the Rotman School of Management from 1998 to 2013, is the institute director of the Martin Prosperity Institute and the Michael Lee-Chin Family Institute for Corporate Citizenship at Rotman. He also holds the Premier’s Chair in Productivity and Competitiveness in Toronto, Canada.

According to Associate Professor Kosheek Sewchurran, Acting Director of the UCT GSB, the UCT GSB aligns with many of the philosophies Martin has pioneered around systems thinking and innovation and these are enshrined in the core academic programmes on offer at the school.



UCT GSB RESEARCH AT A GLANCE

SELECTED JOURNAL PUBLICATIONS

1. Hamann, R., Smith J A., Tashman, P., Marshall, R. S., 2015, Why Do SMEs Go Green? An Analysis of Wine Firms in South Africa, *Business & Society*
2. April, K., Avenant, P., Peters, B., 2016, Power relations and complex organisational development, *International Journal of Complexity in Leadership and Management*
3. Ronnie, L., 2016, Reflection as a Strategy to improve Management Practice: Insights from management education, *Acta Commercii*
4. Eberhard, A., Kaberger, T., 2016, Renewable Energy Auctions in South Africa Outshine Feed-in Tariffs. *Energy Science and Engineering, Energy Science and Engineering*
5. Eberhard, A., Naude, R., 2016, The South African Renewable Energy Independent Power Producer Procurement Programme: A Review and Lessons Learned, *Journal of Energy in Southern Africa*
6. Hamann, R., 2016, Our food, our future: Editorial for special edition on the South African food system, *Environment: Science and Policy for Sustainable Development*
7. Ronnie, L., 2016, Turnover intention of public sector workers in South Africa across gender and race: The moderating role of psychological contract type and organisational commitment dimension, *South African Journal of Labour Relations*
8. Mugabira, M., Chivaka R., Dickens Sande, D. B. & Kavuma, D., 2016, Key Success Factors For Commercial Forestry & Sugar Value Chains In Uganda: A Comparative Study Of Linking Producers To Markets, *Journal of Forestry*
9. Ronnie, L., 2016, Academic capital and the world of work: Experiences of mature students., *Journal of Applied Research in Higher Education*
10. April, K., Josias, A., 2017, Diasporic double consciousness, créolite and identity of Coloured professionals in South Africa., *Effective Executive*
11. April, K., Quin W., 2017, Resources for Women's Resilience: A study of Non-Profit Volunteers in Africa, *Effective Executive*
12. Asonga, S., Biekpe, N., ., 2017, Government quality determinants of ICT adoption in sub-Saharan Africa., *NETNOMICS: Economic Research and Electronic Networking*
13. Asonga, S., Biekpe, N., le Roux, S., 2017, Enhancing ICT for environmental sustainability in sub-Saharan Africa, *Technological Forecasting and Social Change*
14. Asonga, S., Biekpe N., le Roux, S., 2017, Environmental degradation, ICT and inclusive development in Sub-Saharan Africa., *Energy Policy*
15. de Villiers, K., Saidi, T., Douglas, T., 2017, The sociology of space as a catalyst for innovation in the health sector, *Social Science & Medicine*
16. Eberhard, A., Gratwick, K., Morello, E., Antmann, P., 2017, Accelerating investments in power in sub-Saharan Africa, *Nature Energy*
17. Eberhard, A., Raciboski, M., 2017, EMERGENCE AND SUSTAINABILITY OF INDEPENDENT POWER PROJECTS IN NIGERIA, *Nigerian Journal of Economic and Social Studies*
18. Eberhard, A., Gratwick, K., Morello, E., Antmann, P., 2017, Independent Power Projects in Sub-Saharan Africa: Investment trends and policy lessons, *Energy Policy*
19. Schäfer, H.H., Binder, C., Schmid, M., Dieterle, T., 2017, Costs and benefits of diagnostic testing: four ways to improve patient care by purposive use of in vitro diagnostics., *Swiss Medical Weekly*
20. Luiz, J., Adonis, L., Paramanund, J., Basu, D., 2017, Framing preventive care messaging and cervical cancer screening in a health-insured population in South Africa: Implications for population-based communication, *Journal of Health Psychology*
21. Luiz, J., Shaw, B., 2017, The impact of distance (external) and organizational factors (internal) on the knowledge chain of multinational corporations: South Africa as a host country, *Thunderbird International Business Review*
22. Phillip, F., Williams, A., Kennedy, S., Whiteman G., 2017, Systems thinking: A review of sustainability management research, *Journal of Cleaner Production*
23. Barnard, H., & Luiz, J. M. 2018. Escape FDI and the dynamics of a cumulative process of institutional misalignment and contestation: Stress, strain and failure. *Journal of World Business*. 53(5): 605-619
24. Luiz, J.M. & Rycroft, J. 2018. Homelessness, social relations, and institutional logics: property rights without property? *Socio-Economic Review*

AUTHORED BOOKS

1. Bitzer, V., Hamann, R., Hall, M.J., Nwosu, E., 2015, *The Business of Social and Environmental Innovation*, Springer
2. Eberhard, A., Gratwick, K., Morella, E., Antmann, P., 2016, *Independent Power Projects in Sub-Saharan Africa: Lessons from five key countries*, World Bank
3. Biekpe, N., Cassimon, D., Mullineux, A.W., 2017, *Development Finance: Innovations for Sustainable Growth*, Springer Nature

PARTNERSHIPS WITH BUSINESS

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.

The UCT GSB has made considerable improvement in establishing a more relevant, corporate-driven research agenda. In contrast to previous years, when the school was a general-purpose business school with a research focus on academically relevant matters, the school now aligns its research to what is relevant to local business across the economic spectrum. By bringing its research activities closer to the concerns of business, it provides a cornerstone for improved involvement from corporate partners. A key driver to opening UCT GSB Johannesburg, was to be closer to government and corporate clients in Gauteng, while opening a hub in Philippi, an impoverished community in Cape Town, has enabled the school to get closer to the concerns of entrepreneurs working in that context.

DEEPENING ROOTS IN THE COMMUNITY, PHILIPPI VILLAGE

The UCT GSB hub in the community of Philippi, Cape Town, was established in a deliberate effort to deepen roots and drive more impact as an African business school seeking to develop more socially relevant approaches to challenges encountered.

This commitment was taken after five years of establishing relationships and working in partnership with organisations and entrepreneurs in Philippi East, and represents an important milestone in a longer journey of engagement.

Spearheaded by the UCT GSB's Solution Space and the Bertha Centre for Social Innovation and Entrepreneurship, Solution Space Philippi is the first community hub to be established by UCT in its 178-year existence.

While the university has been active in township communities, with field sites, mobile health services and education programmes for decades, it has not, until now, established a presence with the long-term purpose of getting all students and stakeholders to engage and interact beyond the traditional spaces of the university.

Students are encouraged to interact with entrepreneurs and leaders in local communities and such interactions are part of most UCT GSB programmes. This gives students valuable insight and perspective on the challenges faced in many communities and the strategies that are being used to overcome these.



CUSTOMISED PROGRAMMES FOR CORPORATE CLIENTS

The UCT GSB tailor-makes programmes for corporate clients and particular sectors of industry according to their unique needs and requirements. One of the fastest growing units at the school, the school's customised unit is ranked in the Financial Times Top 100 (67th in 2018). These programmes are presented anywhere that is most convenient for the client – either on their premises or at one of the UCT GSB's venues. The UCT GSB's footprint extends well into Africa and beyond and there are more than 30 countries represented on its client list.

The UCT GSB has provided customised executive education to corporate heavyweights including Protea, Toyota, Absa, Anglo Gold Ashanti, Group 5, First Rand, Foschini, Sapoa, Standard Bank, Beiersdorf, Randgold, Adcorp, PHDA Abengoa, Media24 News, Media24, the Department of Health, CRDB Bank and PwC amongst others.

For Indran Kistan, Regional Manager for Absa Private Banking, the programme that the UCT GSB developed was very effective. "Not only was it (the programme) customised for Absa staff, but it revolved around the way we do business. We were all on the same page in terms of understanding the organisation, the culture, the dynamics, and we spoke the same language in terms of acronyms or processes."

Training and Development Manager at Anglo Gold Ashanti, Natasja Muller comments on the programme that the UCT GSB developed for that organisation:

"The programme has given us some really excellent results and the momentum is so good that it's expanding into how we do team work sessions, how we handle organisational challenges and other issues. It was out-of-the-box and radically different from what we had before but really spot-on."

Further benefits, according to Muller, include:

- Improved client relationships in a sometimes challenging industry
- Positive feedback in annual reviews with employees and managers
- Line managers frequently ask for more programme involvement
- Improvement on emotional intelligence assessments before and after programme participation
- Demonstrable positive changes in how staff and teams interact.

In addition to corporate clients, the UCT GSB also regularly curates customised exchange programmes (study tours) for international universities like HEC, Tias, Frankfurt Business School and Amsterdam Business School. Many of these groups are looking for a perspective on emerging market business and the UCT GSB is able to supply this. Visiting students are encouraged to interact with local entrepreneurs via the UCT GSB Solution Space in Philippi.

**UCT GSB
CUSTOMISED
OFFERINGS AT
A GLANCE**

67th
IN THE
FINANCIAL TIMES
CUSTOMISED
PROGRAMME
RANKINGS 2018

30+
COUNTRIES
REPRESENTED IN ITS
CLIENT BASE

1 101
DELEGATES IN 2017

DIALOGUE AND DEBATE WITH STAKEHOLDERS

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. These events range from business roundtables, speaker events and conferences.

UCT GSB HOSTS GLOBAL NETWORK FOR ADVANCED MANAGEMENT 4TH ANNUAL MEETING

Directors of Executive Education from some of the world's top business schools gathered at the UCT GSB in May 2017 for the 4th annual meeting of the Global Network for Advanced Management (GNAM) to discuss collaboration and the future of executive education.

The meeting included delegates from the Yale School of Management, Oxford Saïd Business School, IMD, Lagos School of Business, HEC Paris, IIM Bangalore, the European School of Management and Technology, London School of Economics, Koç University Executive Education Programs and EGADE Business School Mexico.

The GNAM network consists of 30 global schools in 28 countries. "We discussed collaboration and best practice and generally how to enhance partnerships with business schools across the globe," says Director of Executive Education at the UCT GSB Kumesheee West.

Key topics for discussion at this year's meeting included the rise in demand for online learning on the continent, as well as the newly launched Certificate of Excellence in Global Business, a qualification created by GNAM, that offers delegates unique access to its network of top business schools and thought-leaders around the world.

Each of the network's schools has pooled its course offerings and those embarking on the Certificate of Excellence can tailor their learning journey according to their particular industry and professional growth aspirations.

"We are collaborating and designing programmes and qualifications, like the Certificate of Excellence in Global Business, in order to give individuals greater flexibility in accessing the world's top business education and thinking," explains West.

The meeting also provided the UCT GSB with an opportunity to showcase its particular capabilities as a school with regards to executive education and customised programmes and what it can contribute to the GNAM network.

GLOBAL NETWORK FOR
ADVANCED MANAGEMENT

Educating
and
preparing
leaders for
a globalised
world

UCT GSB HOSTS MBA WORLD SUMMIT 2018

The UCT GSB hosted the 2018 MBA World Summit – an event that seeks to empower exceptional students to act as global change agents and contribute their collective experience toward changing the world for the better. This was the first time the Summit took place on African soil.

With a focus on creating impact, the Summit aims to leave a lasting legacy for local communities. Participants split their time between the UCT GSB's campus at the V&A Waterfront and its hub embedded in the community of Philippi, and were paired with 30 local entrepreneurs to collaboratively explore short, medium and long-term practical solutions for their business obstacles and challenges, particularly in a township environment.

Dr Kutlwano Ramaboa, Director of International Relations at the UCT GSB, says that the school was well placed to host a Summit that combines global thinking with local relevance.

"As one of only three business schools in Africa to have triple-crown accreditation from the global accreditation bodies AACSB, AMBA and EQUIS, the UCT GSB's international credentials are well established," she says. "In hosting this event, the UCT GSB drew on its five decades of experience in pioneering business education in Africa and our strong focus on creating sustainable impact for business and society made the school a perfect fit for the MBA World Summit."



DISTINGUISHED SPEAKERS' PROGRAMME (DSP)

The DSP is a well-known event on the UCT GSB events calendar. Held both in Johannesburg and Cape Town, it is positioned as the premier speaker event and has hosted many prominent and influential individuals and stimulated engagement and discussion around relevant issues and topics.

SPEAKER HIGHLIGHTS

2015

Professor Meyer Feldberg, senior advisor at Morgan Stanley, and Dean Emeritus and Professor of Leadership at Columbia Business School and former dean of the UCT GSB and

Minister Rob Davies of the Department of Trade and Industry

2016

Former Chief Justice Dikgang Moseneke

Minister of Small Business Development Lindiwe Zulu

Professor Roger Martin, global influencer in management strategy, design, innovation and business education.

2017

Auditor-General of South Africa, Kimi Makwetu

Pete Major, Head of Mining: Cadiz Corporate Solutions

Former National Treasury Director-General Lungisa Fuzile

Former Finance Minister Pravin Gordhan.

ORGANISATIONAL PRACTICES

WATER CRISIS

In the grip of the worst drought in living memory, the UCT GSB, in common with the rest of Cape Town, has been taking steps to ensure water conservation is at the top of the agenda.

“We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students,” says Kosheek Sewchurran, acting director of the UCT GSB.

Water conservation notices have been placed in utility areas and in hotel bedrooms. Taps have been fitted with water-flow restrictors to reduce the volume per cubic litre of water usage and a grey water system to re-use water to irrigate the gardens has been installed.

Environmental awareness is not however a new phenomenon for the school. The UCT GSB has adopted practices in line with the University of Cape Town's green policy framework that ensure responsible waste and energy management in its infrastructure. The Breakwater Campus waste management system encompasses all general waste generated by both the UCT GSB and the Breakwater Lodge, which operates on campus. Recyclable waste such as plastic, glass, cardboard and paper is sorted in a hygienically maintained waste management facility on-campus, and removed daily.

ENERGY MANAGEMENT

In the past few years, the UCT GSB has run an energy management and conservation campaign to increase awareness among staff. Waste inefficiencies are monitored and highlighted. Energy savings are made in conference venues and lecture theatres in which lights, air conditioners, heaters and fans are turned off when venues are not in use. More recently, UCT Property and Services guided the sourcing of heat pumps, which were installed to increase savings and energy efficiency. Hotel bedrooms are fitted with an ECU energy efficient vintcard system, allowing non-essential services to be turned off when the room is not in use.

INSOURCING EMPLOYEES

In 2015 following protests across South Africa, the University signed an historic agreement to insource approximately 1000 previously outsourced employees – as part of a strategy to make the institution more inclusive. The insourced employees have been an integral part of UCT's functioning for some time already, through the long-term services they have provided to UCT for the grounds and gardens, residences, transporting staff and students, and protecting the campus community, facilities and heritage. But they have not been UCT employees, and often expressed the view that they have felt excluded from the UCT family. The move has been hailed as a victory for workers' rights. It means an increase in salary and benefits like medical aid and opportunities for family members to study at the university at reduced cost.



FUTURE OBJECTIVES

The UCT GSB recognises that its commitment to the principles of PRME is a journey rather than a destination, and so, the work of the school in this regard is ongoing. The school's future direction is oriented around eight key themes, which overlap significantly with the PRME principles. These identified trends have been carefully considered in planning for the next five years and are reflected in some of the strategic decisions and activities that are planned for the school.

SUSTAINABLE ENTREPRENEURSHIP

Teaching only the basics of profit-making and running a business is not enough to attract students. Prospective students have become far more conscious of the need for business to make a sustainable impact on society, and often they enrol for an MBA in order to do something more meaningful with their lives.

This attitude changes the performance measure of a great MBA. Changes in the UCT GSB's MBA core curriculum in 2016 reflect this shift. Additionally the Bertha Centre launched a short course on Social Entrepreneurship in 2016.

INTEGRATION OF ACADEMIA AND BUSINESS

The learning of business has a strong academic and research focus that needs to be integrated more strongly with business by ensuring educators have real experience in the business world. The UCT GSB seeks to cultivate students' awareness of context, notably the challenges and opportunities of operating in an emerging market, and there are numerous occasions built into the curriculum to allow them to test-drive the knowledge they are gaining.

Through our hub in Philippi Village, for example, students can engage directly with entrepreneurs to understand and build business solutions relevant for our context.

The development of local teaching case studies, through the Case Writing centre also gives students clear insight into the local business context. This is part of a wider drive within the university to accelerate the "decolonisation" of the curriculum, and it plays a very real and practical role in helping to ground students' learning in their own experience.

INNOVATIVE AND BLENDED LEARNING

The traditional classroom method of teaching is fast changing with the advent of MOOCs (Massive Open Online Courses), but face-to-face learning is still the most desired form of learning in business schools.

The UCT GSB continues with contact/classroom learning on its key programmes, but also integrates relevant online tools to support online classroom teaching, as well as rolling out blended and fully online Executive Education courses.

SOCIAL INNOVATION AND LEADERSHIP

The impact of business on society is recognised to be of great potential value, and has led to an increase in the need to innovate and lead the development of new business models that benefit society. The Bertha Centre, the Solution Space and various courses integrated into the academic offering, speak to this trend, as does the launch of the Philippi Village hub.

FLEXIBLE LEARNING AND PROGRAMME DESIGN

Students desire programmes that fit their needs, interests and passion. The UCT GSB has discovered that they more often expect to continue working while they study, and are interested in making a difference. The modular nature of the open academic programmes (except for the full-time MBA) allows for work and study.

GLOBALLY-ORIENTED PROGRAMMES AND EXPERIENCE-BASED LEARNING

It is no longer enough to learn theoretically about doing business. There is a need to experience a number of different environments during learning. At the UCT GSB this manifests in various ways. The systems thinking, action-learning approach on our programmes gets students to embrace work-integrated experiential learning, and various learning laboratories are integrated into the MBA programmes. Additionally, UCT GSB students have a number of different opportunities to go on study exchanges abroad ranging from one-week immersion programmes to six-week, three-month and six-month programmes with leading business schools.

The UCT GSB Solution Space both on main campus and in Philippi also offers fertile ground for new entrepreneurs addressing real problems with sustainable solutions. The Venture Incubation Programme, situated within the Solution Space, offers a start-up environment for those who have completed the programme and wish to utilise the UCT GSB's network and infrastructure.

AWARENESS OF EDUCATION COST AND NEED FOR OPTIMISATION

The cost of a business education has been brought into question in the last few years, and has led to a reduction in government spending and a global search for schools that provide a quality education at a fair price. In South Africa, a country of great inequality, this issue is of particular concern. While the UCT GSB offers one of the top value-for-money MBA programmes among FT-listed business schools (rated second in 2014 and top in 2015), it has taken steps to ramp up its scholarship funding to support students who lack financial means.

The school has pooled resources from the UCT GSB Foundation – an independent trust that works with alumni of the school to raise funds in support of expanding access to education at the UCT GSB – and other existing scholarship money, to make additional funds available for students, predominantly historically disadvantaged South Africans and African citizens.

STAKEHOLDER VIEWS

“Acting in society’s interest can be and is good business. Over 40 years ago, Allan Gray was founded with this conviction and ethos, yet has managed to prosper in South Africa’s intensely competitive field of asset management. We are well placed to lead this process.”

- Allan Gray, founder of the Allan Gray Proprietary Limited talking about the establishment of the Allan Gray Centre for Values-Based Leadership at the UCT GSB.

“Whenever executives come into the [values-based leadership] course [at the UCT GSB] I lecture, the first thing they ask me is ‘Am I going to lose profitability?’ They say ‘we care about values, but we are here for the bottom line.’ Fortunately these things are not mutually exclusive. We are all searching for meaning. We are all looking for dignity.”

- Archbishop Thabo Makgoba, adjunct professor at the UCT GSB, talking about teaching values-based leadership at the UCT GSB.

“Changing how universities teach social innovation offers unprecedented learning opportunities for students, and the potential to create greater social impact.”

- François Bonnici, founding Director of the Bertha Centre.

“We realised that in order for us to increase social impact, it would be important to find likeminded organisations with the same mission to drive social change. This is where the Bertha Centre plays a big role, as they have been very instrumental in the work of R-Labs and many other social enterprises across South Africa.”

- Marlon Parker, founder of R-Labs, a social enterprise that works in marginalised communities and townships and partner of the Bertha Centre.

“NBS South Africa offers a unique space where sustainability practitioners and researchers can gather and discuss their findings and experiences. This is important to shape the kind of research that takes place in, on and with businesses, and indeed shapes the work that is done by the participating practitioners and researchers. It is also an important supportive change space, this kind of peer network, where candid and courageous conversations about real challenges can take place. I hope that the NBS based at the UCT GSB will be able to continue providing this kind of learning and sharing and supportive space.”

- Vanessa Otto-Mentz, Head of Group Strategy at Santam and PhD candidate at the UCT GSB on NBS-South Africa.

“Business schools have also had to reflect on what we can do to ensure that the recent corporate failures in South Africa don't happen again. As part of the EMBA programme at the UCT Graduate School of Business, we have grappled extensively with how we produce leaders that will act ethically and authentically with purpose. Within the EMBA programme, we are seeking to do exactly this by teaching the practice of mindfulness, together with reflection on concepts to reshape an understanding of mundane, everyday management practices.

We called our intervention Phronesis Development Practices (PDP), borrowing the Ancient Greek term for practical wisdom used in Greek philosophy. It required students to reflect every day on their moods, tensions and personal practices.”

- Kosheek Sewchurran, Acting Director of the UCT GSB.

PRME is the leading global platform for open dialogue and collaborative learning on responsible management and leadership education. Launched at the 2007 UN Global Compact Leaders' Summit in Geneva, the Principles for Responsible Management Education (PRME) initiative is the first organised relationship between the United Nations and business schools, with the PRME Secretariat housed in the UN Global Compact Office, as can be read on PRME's official webpage unprme.org.

The mission of PRME is to inspire and champion responsible management education, research and thought leadership globally. The six principles of PRME are inspired by internationally accepted values, such as the United Nations Global Compact's 10 Principles, and provide an engagement structure for academic institutions to advance social responsibility through incorporating universal values into curricula and research. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

CONTACT

Physical address

Portswood Road
Green Point
Cape Town, South Africa

Postal address

Private Bag X1
Rondebosch
7701
Cape Town, South Africa

Telephone: +27 21 406 1922

Email: admissions@gsb.uct.ac.za

Website: www.gsb.uct.ac.za

