FACULTY OF MANAGEMENT
Developing sought after organisational leaders creating legacies

ANNUAL REPORT 2016
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## THE FACULTY AT A GLANCE

### TOWARDS GLOBAL EXCELLENCE AND STATURE

#### STRATEGY

<table>
<thead>
<tr>
<th>Our vision is to develop sought after organisational leaders creating legacies</th>
<th>Our mission is developing future-fit leadership</th>
<th>We strive to live the UJ values honouring the power of imagination, conversation, regeneration, and ethical foundation.</th>
<th>Our value proposition centres on partnering for future-fit leadership</th>
</tr>
</thead>
</table>

#### REPUTATION MANAGEMENT

The 2016 QS World University Rankings by Subject reflect exceptional high scores in Business and Management Studies (Citations 63%, h-index 68%), thereby moving the Faculty from the 6th national position in 2015 to the 4th fourth position in 2017. The School of Tourism and Hospitality performed well in the discipline of Hospitality and Leisure Management (Citations 69%, h-index 78%) and now leads nationally in the 1st position.

Since 2011, new markets for quality Continuing Education Programmes yielded 50% growth, now enrolling close to 6 000 students. An unintended spinoff was that growing industry trust lead to an increase in industry sponsorships and commissioned research from R4 million (2011) to R16 million by 2016.

Total third stream revenue generated by the Faculty from 2011 to 2016, has grown from R52 to R109 million. This enabled the faculty to reinvest R23 million from the Dean's Trust Fund into Global Excellence and Stature (R8.9 million, 39% of investment), Talent Management (R3.55 million, 15%), Departmental support of strategic initiatives (31%, R7.02 million) and student support (R3.41 million, 15%).

#### STRUCTURE

- Department of Applied Information Systems
- Department of Business Management
- Department of Industrial Psychology and People Management
- Department of Information Knowledge Management
- Department of Marketing Management
- Department of Public Management and Governance
- Department of Transport and Supply Chain Management

- School of Tourism and Hospitality
- School of Leadership

- Centre for Work Performance
- Centre for Public Management and Governance
- Centre for Information and Knowledge Management
- Centre for Small Business Development
- Centre for Social Entrepreneurship and Social Economy

- Institute of Transport and Logistics Studies (Africa)

#### TALENT MANAGEMENT

<table>
<thead>
<tr>
<th>Recruitment</th>
<th>Since 2011, full time academic staff increased from 130 to 149</th>
<th>Since 2011, administrative staff was reduced from 63 to 59 (-6%)</th>
<th>Since 2011, academics from designated groups increased from 34 to 61 (+79%), and black international academics from 3 to 18</th>
</tr>
</thead>
</table>

| Development | 44 academics continue to develop their leadership potential through the UJ Accelerated Academic Mentoring Programme | The number of academics holding doctorates has since 2011 increased from 49 to 70 (+43%) and 38 colleagues got promoted. | In 2016, the Faculty Integrated Knowledge Creation Policy Framework was entirely revised to support future endeavours within the framework of Organisational Justice. |

| Retention | Since 2011, the Faculty has, on average, gained 14 academic appointments per year and lost 11 academics per year implying a 93% retention rate. | | |

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Faculty of Management | Annual Report 2016
PROGRAMMES AND ENROLMENT

- Continuing Education serves 5,557 students
- Undergraduate programmes serve 8,282 students
- Postgraduate programmes serve 1,171 students
- 415 full-time International students

GRADUATE OUTPUT

- 2,412 graduates of whom 74% (1,804) were undergraduates
- Since 2011, undergraduate output has grown from 1,602 to 1,804 in 2016.
- Since 2011, postgraduate output has grown from 378 to 608 in 2016.
- Investing R14 million a year into innovative teaching and learning practices improved module success rates from 78% in 2011 to 86% in 2016.
- Employment rate of 67% within three months and 93% within 12 months.

KNOWLEDGE PRODUCTION

- An all-time record of 348 books, chapters, conference proceedings and journal articles in 2016 (15% of UJ output and equivalent to 220 DHET credits)
- 58% of this research output was listed in ISI, IBSS, Nordic List, ScELO and Scopus accredited journals
- 13 NRF-rated academics
- We actively forged research partnerships with at least equal, or better universities, centred on Africa-centric knowledge in management, leadership, and culture distinguishing Africa. By 2016, the Faculty hosted six Distinguished Visiting Professors, 15 Visiting Professors, 40 Senior Research Associates and 20 Research Associates contributing 28% of research output in collaboration with Faculty researchers.

PARTNERSHIPS

- Our growing intellectual footprint in Africa, e.g. by research on the war on terror in the Horn of Africa.
- The Centre for Public Management & Governance has achieved national recognition as a local government advisory and training institution.
- Since 2015, we have extended productive partnerships with 17 African Universities, four African Governmental Organisations, 69 industry partners and NPOs.
- 2,000 students’ understanding of what it takes to solve complex problems and add value to the lives of others, are grown through community engagement projects in partnership with ENACTUS. ENACTUS was crowned National Champions in 2016 and then competed with teams from 35 countries at the Enactus World Cup, hosted in Toronto, Canada.

TOP FIVE MATTERS

- These developments have driven the redesign of UJ management education since 2014. July 2017 will see the inception of the UJ College of Business and Economics, merging the Faculty of Management and the Faculty of Economic and Financial Sciences.
- Located in Johannesburg, the College is strategically positioned to be at the centre of new business growth and regeneration in Africa.
- The College will offer a range of exciting programmes and will forge a pan-African and international footprint. As part of the drive for greater pan-African and global stature, the College will include the following six schools:
  1. Johannesburg Business School (JBS), including the Departments of Business Management (including Centre for Entrepreneurship), Finance, Industrial Psychology and People Management and Transport and Supply Chain Management,
  2. School of Accounting,
  3. School of Consumer Intelligence and Information System, including the Departments of Applied Information Systems, Information Knowledge Management, and Marketing Management,
  4. School of Economics,
  5. School of Public Management, Governance and Public Policy, including the Department of Public Management and Governance and the School of Leadership, and
  6. School of Tourism and Hospitality.
FACULTY LEADERSHIP TEAM

Prof Daneel van Lill
Executive Dean

Prof Jane Spowart
Vice-Dean: Teaching and Learning

Prof Gert Roodt
Vice-Dean: Research

R. Ronél Toerien
Marketing Manager

Lee-Anne Govender
Head of Faculty Administration

Barbara Hadjiapostolou
Executive Secretary

Prof Chris Rensleigh
Head of Department: Information and Knowledge Management

Prof Theo Veldsman
Head of Department: Industrial Psychology and People Management

Prof Geoff Goldman
Head of Department: Business Management (New)

Antoinette Kanfer
Business Partner: HR

Sheldon Olsen
Business Partner: Finance

Prof Cecile Nieuwenhuizen
Head of Department: Business Management (Outgoing)

Prof Deon de Bruin
Centre for Work Performance

Prof Jane Spowart
Vice-Dean: Teaching and Learning

R. Ronél Toerien
Marketing Manager

Lee-Anne Govender
Head of Faculty Administration

Barbara Hadjiapostolou
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Business Partner: HR

Sheldon Olsen
Business Partner: Finance

Prof Cecile Nieuwenhuizen
Head of Department: Business Management (Outgoing)

Prof Deon de Bruin
Centre for Work Performance

Dr Barnabas Gatsheni
Head of Department: Applied Information Systems

Prof Geoff Goldman
Head of Department: Business Management (New)

Dr Sydne Mufamadi
Director: School of Leadership

Prof Christine de Meyer
Head of Department: Marketing Management (Outgoing)

Prof Mercia Mpinganjira
Head of Department: Marketing Management (New)

Prof Christine de Meyer
Head of Department: Marketing Management (Outgoing)

Prof Mercia Mpinganjira
Head of Department: Marketing Management (New)

Prof Emma Auriacombe
Director: Centre for Public Management and Governance

Prof Jackie Walters
Head of Department: Transport and Supply Chain Management

Prof Geoff Goldman
Head of Department: Business Management (New)

Dr Vain Jarbandhan
Head of Department: Public Management and Governance

Prof Mercia Mpinganjira
Head of Department: Marketing Management (New)

Prof Emma Auriacombe
Director: Centre for Public Management and Governance

Prof Jackie Walters
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Director: Centre for Public Management and Governance

Prof Jackie Walters
Head of Department: Transport and Supply Chain Management

Dr Sydne Mufamadi
Director: School of Leadership

Institute of Transport Logistics (Africa)
EXECUTIVE SUMMARY

“Let the truth come out the way it wants to come out. Let the hearers utilize a different area of themselves to try to understand.”

(Malidoma Patrice Somé – The Healing Wisdom of Africa)

2016 was a roller coaster year that left South Africa at a crucial junction. On the one hand, we were inspired by the collaborative endeavours of government, business and labour. Here we are reminded of progress towards reducing debt, the National Youth Service Programme, the CEO Initiative Pledge, national minimum wage and labour reform agreements, and preserving our crucial investment grade rating.

One the other hand, real GDP growth (3.0% y-o-y since 1994) is insufficient to develop and employ the six million South Africans looking for work, despite having tripled from the decade preceding the onset of democracy (0.8% y-o-y). At this junction point, South Africa is unpacking how to manoeuvre out of a low-growth phase to a growing, deracialised economy.

These developments have driven the redesign of University of Johannesburg (UJ) management education since 2014. July 2017 will see the inception of the UJ College of Business and Economics, merging the Faculty of Management and the Faculty of Economic and Financial Sciences. Located in Johannesburg, the College is strategically positioned to be at the centre of new business growth and regeneration in Africa.

The College will offer a range of exciting programmes and will forge a pan-African and international footprint. As part of the drive for greater pan-African and global stature, the College will include the following six schools:

1. Johannesburg Business School (JBS), including the Departments of Business Management, Finance, Transport and Supply Chain Management, and Industrial Psychology & People Management,
2. School of Accounting,
3. School of Consumer Intelligence and Information Systems, including the Departments of Applied Information Systems, Information Knowledge Management, and Marketing Management,
4. School of Economics,
5. School of Public Management, Governance and Public Policy, including the Department of Public Management & Governance and the School of Leadership;
6. School of Tourism and Hospitality.

The Faculty of Management dedicates its last Annual Report to the multitude of private and public stakeholders with whom we are exploring solutions to daunting continental challenges. This report explicates how 275 members of Faculty staff, the broader UJ community, the private and public sector best served 15 000 management students in 2016. We express our deep appreciation for individual and collective commitment to our future-fit cause.

Following is a summary of highlights from change targets driven during the course of 2016.

1. Major improvement in the quality of knowledge creation

1.1 Faculty investment in global and continental partnerships increased by 9% to R15.5 million and yielded 348 books, chapters, conference proceedings and journal articles representing 15% of UJ output.
1.2 Most gratifying was the 19% shift in research quality over the last two years with 58% of research output listed in ISI, IBSS, Nordic List, SciELO and Scopus accredited journals.

1.3 Prof Chris Rogerson received the 2016 Vice-Chancellor Award for Outstanding Researcher of the Year. Professors Cecile Nieuwenhuizen and Rene van Wyk were recognised with Best Paper Awards at two global business conferences.

1.4 We hosted six Distinguished Visiting Professors, 15 Visiting Professors, 40 Senior Research Associates and 20 Research Associates in 2016.

1.5 The Faculty Knowledge Creation Policy Framework was entirely revised to support future endeavours.

2. Alignment of teaching and learning with global best practice

2.1 PQM Reimagined
Since 2011, extensive reviews included the Faculty of Management International Review in 2014, international postgraduate governance reviews in 2013 and 2015, and a total of 133 academic programmes reviewed by a total of 258 national industry leaders and academic peers from Southern African industries and universities. Consequently, the quality of the programme qualification mix continuously improved by combining internal quality and external market response data.

2.2 Catalysing undergraduate socio-economic transformation
From 2011 to 2015, UG enrolment has decreased by institutional design from a headcount of 9 167 to 7 749 (-15%). Over the same time, UG output has grown from 1 620 to 1 788 graduates (+10%).

Over the last five years, continuous investment into innovative teaching and learning practices has returned a gradual, credible improvement of module success rates from 78% to 86%, supported by an extensive tutor system equivalent to an investment of R4.4 million per year.

In response to the #FeesMustFall campaign, the Faculty has contributed over R2.5 million to the UJ drive in support of the "missing middle" (students above the National Student Financial Aid Scheme threshold, but for whom university education is unaffordable.)

Diplomas and degree minimum time graduation rates were on the 25% benchmark, while graduation rates within five years increased from 60% to 70%. Study interruption is caused by students who often work for a year to generate funds and then continue their studies.

2.3 Catalysing socio-economic transformation at the postgraduate level
From 2011 to 2015, PG enrolment has increased by institutional design from a headcount of 902 to 1 191 (+32%), while PG output has grown from 378 to 585 (+55%). The Honours Graduation Rate is 21% above the 60% benchmark and the Masters rate is 5% above the 33% benchmark. Improvement of the Doctoral graduation rate (5% below the 20% benchmark) is imperative.

2.4 Incorporating the power of Artificial Intelligence
Major shifts in the Faculty business model, framed by the impact of the 4th Industrial Revolution, are accomplished through enrolment planning and application of technology in teaching and learning. In 2016, nine new on-line programmes were developed and await national approval, with the first two programmes to be implemented in September 2017.

In addition, we have developed an on-line Specialisation Certificate focused on the ethical and moral dimensions of leadership. This partnership includes the UCLA Anderson School of Management (USA), the Darla Moore School of Business (University of South Carolina, USA); and the Beijing Language and Culture University (BLCU), China.
2.5 Regeneration of products and services

Since 2011, new markets for Quality Continuing Education Programmes were explored. Showing 50% growth, the CEP portfolio now enrols close to 6,000 students. Consequently, third stream revenue derived from CEPs has since 2011 grown from R48 million to R93 million in 2016 (+94%).

An unintended spinoff was that industry trust grew, leading to an increase in industry sponsorships and commissioned research from R4m in 2011 to R16 million in 2016 (http://www.thenewage.co.za/transnet-graduates-celebrate-2/)

Total third stream revenue generated by the Faculty from 2011 to 2016, has grown from R52 million to R109 million. This enabled the Faculty to reinvest a total of R23 million from the Dean’s Trust Fund into Global Excellence and Stature (R8.9 million, 39% of investment), Talent Management (R3.55 million, 15%), Departmental support of strategic initiatives (R7.02 million, 31%) and student support (R3.41 million, 15%).

3. Thought leadership and entrepreneurial action

3.1 Enactus UJ, a student organisation that promotes community service learning, was crowned National Champions and then competed with teams from 35 countries at the Enactus World Cup, hosted in Toronto, Canada.

3.2 Our Digital Pilot Project identifies, showcases and connects community-driven social impact solutions. The project, managed by Ms Adelaide Sheik (UJ) and Ms Julie Adair (Glasgow Caledonian University, Scotland), also qualified for substantial funding by the Erasmus Plus Fund (EU) to set up hubs in three provinces in South Africa.

3.3 Our footprint extends beyond Gauteng through the Pfunanani Entrepreneurship Development Project, a rural entrepreneurship development programme in Mpumalanga, boosting 60 local businesses in collaboration with The Jobs Fund, Sabi Sand Pfunanani Trust and the Buffelshoek Trust.

3.4 The UJ Centre for Entrepreneurship (UJCE), led by Ms Moipone Molotsi, hosted the UJ/Raymond Ackerman Academy of Entrepreneurial Development. This once-in-a-lifetime opportunity comes at minimal cost to students. Raymond Ackerman, patron of this initiative, conferred 120 certificates in 2016.
4. Growing staff capabilities to be responsible citizens and to cope with disruptive change

4.1 Alumnus Arthur Gillis has received a Dignitas Award, while Prof Chris Rogerson received the Vice-Chancellor’s Award for excellence in research.

4.2 Nine academic members of staff were promoted.

ASSOCIATE PROFESSOR PROMOTED TO PROFESSOR

Prof M Mpinganjira
Head of Department: Marketing Management

SENIOR LECTURERS PROMOTED TO ASSOCIATE PROFESSORS

Prof S Dhliwayo
Department of Business Management

Dr T Tichaawa
School of Tourism and Hospitality
4.3 Six lecturers achieved their doctorates in 2016. A total of 44 academics continued to develop their leadership potential through the UJ Accelerated Academic Mentoring Programme.

4.4 Mr Sizwe Mkhwanazi (Assistant Lecturer) was awarded the Mandela-Rhodes Scholarship to study at Oxford University.

4.5 A total of 219 members of staff participated in an intensive programme to deepen our collective understanding of the emotional work embedded in transformation.

5. **Enlargement of our intellectual footprint in our continent**

5.1 Our growing intellectual footprint in Africa is demonstrated by the project, led by Dr Sydney Mufamadi, on the war on terror in the horn of Africa, which entailed interviews with peace-making practitioners from the African Union (AU) and AU-accredited diplomats from Kenya, France, China and the USA.

5.2 The Centre for Public Management and Governance, led by Prof Christelle Auriacombe, achieved national recognition as a local government advisory and training institution. Productive collaborators include the Institute of Local Government Studies of Ghana, the UgandaLocal Government Association, the Rwanda Association of Local Government Authorities, and the City of Johannesburg.

5.3 New partnerships were formalised with the University of Zimbabwe, the University of Mauritius, the University of Botswana and the HO Polytechnique Ghana.

Thank you for helping us to look back at 2016 with a sense of meaning.

Executive Dean
Faculty of Management
OPERATING CONTEXT

Our Future-fit mission

The UJ Faculty of Management envisages the “development of sought-after organisational leaders creating legacies”, missioning towards “developing future-fit leadership”. Future-fitness is interpreted as creating a learning environment where lecturers and students alike formulate sensible future-orientated questions, source appropriate information, and action sustainable solutions. The Faculty brand is grown through partnering for future-fit leadership.

Our operating environment

Unemployment is the most pressing socioeconomic problem facing South Africa. About 75% of potentially economically active South Africans under 24 are faced with a life of continued poverty and despair.

It is against this backdrop that the Faculty enables and empowers 9 547 residential and 5 500 off-campus students to forge a desirable future.

Travelling far requires travelling together. In responding to global and local change, the 275 staff member team drive postgraduate, undergraduate and continuing education programmes, organised into five interdisciplinary groups. These are:

1. Consumer Intelligence and Information Systems;
2. Private Sector Management & Leadership;
3. Public Sector Management & Leadership;
4. Transport & Logistics; and
5. People Leadership.

In the following, results will be discussed, supported by quantitative measurements in 2011, 2015 and 2016, as well as the average year-on-year shifts since 2011.

Table 1: Quantitative Progress from 2011 to 2016 in Internal Academic Citizenship and Academic Leadership

<table>
<thead>
<tr>
<th>KPA3: INTERNAL ACADEMIC CITIZENSHIP AND ACADEMIC LEADERSHIP</th>
<th>2011</th>
<th>2015</th>
<th>2016</th>
<th>Shift (y-o-y)</th>
<th>Change since 2011</th>
<th>Shift: Last two years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third Stream Revenue (R million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEPs</td>
<td>R 48</td>
<td>R 90</td>
<td>R 93</td>
<td>R 10</td>
<td>94%</td>
<td>R 3</td>
</tr>
<tr>
<td>Industry Sponsorships</td>
<td>R 4</td>
<td>R 15</td>
<td>R 16</td>
<td>R 2</td>
<td>300%</td>
<td>R 1</td>
</tr>
<tr>
<td>All streams</td>
<td>R 52</td>
<td>R 105</td>
<td>R 109</td>
<td>R 12</td>
<td>110%</td>
<td>R 4</td>
</tr>
<tr>
<td>Talent Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time Academic Staff</td>
<td>130</td>
<td>144</td>
<td>149</td>
<td>4</td>
<td>15%</td>
<td>5</td>
</tr>
<tr>
<td>Part-time Academic Staff</td>
<td>126</td>
<td>52</td>
<td>46</td>
<td>-18</td>
<td>-6</td>
<td>-6</td>
</tr>
<tr>
<td>Part-time Academic Staff</td>
<td>97%</td>
<td>36%</td>
<td>31%</td>
<td>-14%</td>
<td>-66%</td>
<td>-5%</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>63</td>
<td>59</td>
<td>59</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>49%</td>
<td>41%</td>
<td>40%</td>
<td>-1%</td>
<td>-9%</td>
<td>-1%</td>
</tr>
<tr>
<td>Staff qualified at D-level</td>
<td>49</td>
<td>65</td>
<td>70</td>
<td>4</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>Staff qualified at D-level</td>
<td>38%</td>
<td>45%</td>
<td>47%</td>
<td>1%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>Designated Academics</td>
<td>34</td>
<td>57</td>
<td>61</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Designated Academics</td>
<td>26%</td>
<td>40%</td>
<td>41%</td>
<td>3%</td>
<td>15%</td>
<td>1%</td>
</tr>
<tr>
<td>Black International Academics</td>
<td>3</td>
<td>16</td>
<td>18</td>
<td>3</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>Black International Academics</td>
<td>2%</td>
<td>11%</td>
<td>12%</td>
<td>2%</td>
<td>10%</td>
<td>1%</td>
</tr>
</tbody>
</table>
EMPLOYEE PROFILE

Stakeholders include all who have an interest in and are affected by the Faculty. Key internal stakeholders are Faculty staff who are pivotal in conveying the Faculty brand. Therefore, the management of talented academic, administrative and support staff is the Dean’s first priority. Since 2011, we have invested much thought into aligning Faculty talent management, performance management and business strategies.
Shifts in the Faculty staff profile

Five new appointments in 2016 grew full-time academic staff to 149 by consolidating the temporary budget. Since 2011, the number of academics from designated groups has grown from 34 to 61 (3% y-o-y) and black international academics from 3 to 18 (2% y-o-y). Recruits were qualified at least at the master’s level, with industry experience. Academics qualified at the doctoral level grew by 1% y-o-y to 70. By 2016, the support staff per academic had decreased by 1% y-o-y to 41% of all staff.

Academic staff development

Six lecturers achieved their doctorates and nine were promoted. Colleagues continued to contribute as editors of journals, serve on ministerial committees, and receive awards for best papers, lifetime achievements and fellowships for intellectual contributions. A total of 44 academe participated in the Accelerated Academic Mentorship Programme. From 2012 to 2016, the number of National Research Foundation (NRF) rated researchers increased from 3 to 11.

NRF RATED FACULTY RESEARCHERS

Prof CM Rogerson
School of Tourism and Hospitality

Prof D de Bruyn
Department of Industrial Psychology and People Management

Prof G Roodt
Vice-Dean: Research, Faculty of Management

Prof A Thomas
Department of Industrial Psychology and People Management

Prof G Cloete
Department of Public Management and Governance

Prof C Marnewick
Department of Applied Information Systems

Dr L Leonard
Department of Tourism Management
School of Tourism and Hospitality

Dr K Njenga
Department of Applied Information Systems

Newly appointed visiting Professors

Prof Rico Merkert
Deputy Director of ITLS, University of Sydney

Prof Sergio Oliveria
Director: School of Public and Environmental Management, Indiana University

Prof Benon Basheka
Vice-Chancellor, Uganda Technology and Management University

Prof Matthijs Bal
Lincoln International Business School, University of Lincoln, UK
Visiting scholars
Six Distinguished Visiting Professors added substantial weight to producing and disseminating knowledge and best practice. These scholars are:

- Prof Arnold Bakker
  Erasmus University of Rotterdam, Work and Organisational Psychology

- Prof Eva Demerouti
  Eindhoven University of Technology, Organisational Behaviour and Human Decision Making

- Prof Naresh Malhotra
  Georgia Institute of Technology, Marketing Research and Consumer Behaviour

- Prof Jarkko Saarinen
  University Oulu, Sustainability Management

- Prof Howard Thomas
  Singapore Management University, Strategic Management

- Prof Maureen Pirog
  Indiana University, Public Management and Leadership

Retirements
Vice-Dean: Teaching and Learning, Prof Jane Spowart, retired after 35 years of excellent service to UJ. Prof Theo Veldsman retired after eight years of service at UJ as the Head of Department of Industrial Psychology and People Management.

Faculty administration
The Faculty would not function without committed, hardworking administrators who take a broad view of the University, the Faculty and our students’ best interests. The Head of Faculty Administration, Lee-Anne Govender, led the Faculty Office team, including four Senior Faculty Officers, five Faculty Officers and five Administrative Assistants. This team provided indispensable support to Heads of Departments, the Vice-Deans and Dean in managing admissions, registrations, examinations and graduations, and working closely with other UJ student services. Faculty Administration offered a one-stop shop to over 9 000 enrolments, ranging from Diploma up to PhD level.
Dr Aletta Odendaal was elected Honorary Research Fellow of the International Society of Coaching Psychology, and was also co-opted to the Educational Committee of the Health Professions Council of SA.

Dr Paul Laughton was elected to the Executive Committee of Data for Science and Technology, International Scientific Unions.

Dr Peta Thomas, who heads Rotary International, started Rotaract clubs under Rotary e-9400 on all UJ campuses.

Dr Rica Viljoen was awarded the Management, Spirituality and Religion Interest Group Outstanding Reviewer Award from the Academy of Management.

Dr Sydney Mufamadi was appointed as trustee on the Nkosi Chief Albert Luthuli Peace Institute, and as a curriculum advisor to the National School Government in respect of an exchange programme between the NSG and the Chinese Academy.

Ms Mariette Frazer was elected Vice-Chair of Wholesale & Retail Seta Higher Education and Training Forum, SA.

Prof Byron Adams was invited as an expert psychologist to attend an Expert Meeting on Human Rights and Psychology in Italy.

Prof Christelle Auriacombe was appointed as an International Advisor for the Rwanda Association of Local Governments and as Visiting Professor at the Uganda Technology and Management University.

Prof Geoff Goldman, Prof Cecile Nieuwenhuizen and Dr Darelle Groenewald were elected to the International Advisory Board of the Krakow Business School, Poland.

Prof Theo Veldsman and Dr Andrew Johnson published a most timely book titled Leadership Perspectives from the Front Line.
Stakeholder impact

The School of Tourism and Hospitality (STH), led by Dr Diane Abrahams, hosted an alumni fundraiser in support of the “missing middle”. The STH also had an ongoing collaboration with the City of Johannesburg, Penn State University (USA), and the Institut Paul Bocuse (France).

STH Alumnus, Mr Arthur Gillis, was honoured with a UJ Alumni Dignitas Award, which celebrates the achievements of UJ alumni who have excelled in their respective fields. He is the CEO of Platinum Hospitality Holdings and the Non-Executive Chairman, Africa Development, for Marriott International. Ms Elizabeth Kobilski (CEO: Rich Products) was acknowledged as the 2016 Golden Circle Alumnus of the School of Tourism and Hospitality.

The Institute of Transport and Logistics Studies (Africa) responded to industry needs for independent, unbiased, relevant and up-to-date research. Board members are Mervin Chetty (Transnet SOC), Abrie de Swardt (Consultant), Siyabonga Gama (Transnet Freight Rail), Prof David Hensher (University of Sydney), Thys Heyns (Larimar Group), Thandeka Mgoduso (Jojose Investments) and Piet van Hoven (Chairman: BA/Comair).

Understanding transformation

The Faculty has actioned a deepening of the collective understanding of the emotional work embedded in transformation. The Faculty collective was capacitated to use critical diversity literacy as a lens through which to explore the impact of internalised dominance and inferiority in work environments.

Mitigating risk in talent management

In mitigating talent retention risk, the Faculty implemented a “Future-fit Talent Management Strategy” overseen by the Dean. We revised our Promotions Policy and increased investment in “growing our own timber”. Multi-disciplinary team research promoted job satisfaction and work identity among academics involved in designing innovative organisational solutions. Major investment was directed towards the development of the teaching and learning competence of academics.

Since 2011, full time academic staff increased from 130 to 149 with new posts resulting from a consolidation of part-time academic contracts (-63%). Over the same period, administrative staff was reduced from 63 to 59 (-7%). Academics from designated groups increased from 34 to 61 (+79%), and black international academics from 3 to 18.

In 2014, the Dean’s Leader Development programme was initiated. To date, an internal investment of R3.55m enabled and empowered future Faculty leaders to gain exposure to international best practice and to engage in multi-disciplinary academic work.

The number of academics holding doctorates has since 2011 increased from 49 to 70 (+43%) and 38 have been promoted.

44 academics continue to develop their leadership potential through the UJ Accelerated Academic Mentoring Programme.

The Faculty Knowledge Creation Policy Framework was entirely revised to support future endeavours with input by 219 staff members, contributing within the framework of Organisational Justice. The spinoff was that we have deepened our collective understanding of the emotional work embedded in transformation.

The Faculty has since 2011, lost on average 11 academics per year, among which 75% were resignations, 19% retirements and 6% either deceased, dismissed or transferred. Of all resignations, 60% were academics from non-designated groups. Resignations resulted from substantial promotions at other universities (45%), better financial prospect in either the public or private sectors (29%), family concerns (19%) or resigning before incapacity hearings on grounds of not having achieved a masters despite substantial support (6%).

Dr Diane Abrahams, hosted an alumni fundraiser in support of the “missing middle”.

Prof J Walters serves on the 2017 International Organising Committee of the Thredbo International Series of Conferences on Competition and Ownership in Land Passenger Transport, to be held in Stockholm, Sweden.

Prof M Roberts-Lombard was elected as Marketing Director of the International Business Conference, and was re-elected as South African Chair of the Global Business and Technology Association.

Prof Shepherd Dhlawayo was appointed to the Policy and Research Steering Committee, National Department of Small Business Development.
Long service awards

The Faculty acknowledges our long-serving and dedicated staff members who have helped build UJ up, brick by brick, student by student, day by day. Their efforts reflect passion, dedication and perseverance inspiring us all.

25 YEARS LONG SERVICE AWARD RECIPIENTS

Ms R Ribeiro
Department: Applied Information Systems

Prof H de Bruyn
Department: Business Management

20 YEARS LONG SERVICE AWARD RECIPIENTS

Dr L Fourie
Department: Industrial Psychology and People Management

Ms L Landman
Department: Industrial Psychology and People Management

Ms P Mashinini
Dean’s Office: Faculty Officer, Soweto Campus

Ms Emily Ramoroa
School of Tourism and Hospitality

Mr Pieter van der Westhuizen
School of Tourism and Hospitality

Ms Magriet Snyman
Department: Public Management and Governance

Mr Innocent Nkosi
School of Tourism and Hospitality
UNDERGRADUATE TEACHING AND LEARNING FOOTPRINT

Our undergraduate footprint represents 86% of total enrolment. Vice-Dean: Teaching and Learning, Prof Jane Spowart, led this portfolio in collaboration with the Faculty Academic Committee and various other Faculty committees on student support.

The employability of our students and their impact on their organisations are strategic imperatives. We have learnt that talented academics are the source of excellent programmes, which in turn improve market reputation that then draws quality students, and ultimately boosts graduate throughput and employability.

Table 2: Quantitative Progress from 2011 to 2016 in Teaching and Learning

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Enrolment Profile</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>CEP Enrolment</td>
<td>3848</td>
<td>5275</td>
<td>5626</td>
<td>381</td>
<td>46%</td>
<td>351</td>
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<tr>
<td>UG Enrolment</td>
<td>9167</td>
<td>7749</td>
<td>8282</td>
<td>7800</td>
<td>-149</td>
<td>-15%</td>
<td>-482</td>
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<tr>
<td>PG Enrollment</td>
<td>902</td>
<td>1126</td>
<td>1177</td>
<td>1191</td>
<td>52</td>
<td>32%</td>
<td>14</td>
</tr>
<tr>
<td>PG / UG</td>
<td>9.8%</td>
<td>13.6%</td>
<td>13.3%</td>
<td>15.3%</td>
<td>0.8%</td>
<td>5.4%</td>
<td>2.0%</td>
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<tr>
<td>Students with an APS&gt;35</td>
<td>10.0%</td>
<td>18.7%</td>
<td>21.5%</td>
<td>21.5%</td>
<td>2.2%</td>
<td>11.5%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Attraction of students from Q1 and Q2 Schools</td>
<td>17.3%</td>
<td>19.7%</td>
<td>19.8%</td>
<td>28.6%</td>
<td>1.3%</td>
<td>2.5%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Attraction of students from Q3 Schools</td>
<td>32.2%</td>
<td>30.1%</td>
<td>34.5%</td>
<td>37.3%</td>
<td>0.9%</td>
<td>2.3%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Attraction of students from Q4 and Q5 Schools</td>
<td>50.5%</td>
<td>50.2%</td>
<td>45.7%</td>
<td>34.1%</td>
<td>-2.2%</td>
<td>-4.8%</td>
<td>-4.5%</td>
</tr>
<tr>
<td>Graduate Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduates</td>
<td>1620</td>
<td>1788</td>
<td>40</td>
<td>10%</td>
<td>-199</td>
<td></td>
<td></td>
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<tr>
<td>Postgraduates</td>
<td>378</td>
<td>585</td>
<td>54</td>
<td>55%</td>
<td>37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UG Graduation Rates (Min Time)</td>
<td>21.1%</td>
<td>0.5%</td>
<td>2.0%</td>
<td>-0.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PG Graduation Rates (Min Time)</td>
<td>39.9%</td>
<td>48.7%</td>
<td>2.0%</td>
<td>22.1%</td>
<td>3.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UG Diploma Graduation Rates (Min Time + 2)</td>
<td>54.6%</td>
<td>4.2%</td>
<td>4.2%</td>
<td>4.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UG 3Y Degree Graduation Rates (Min Time + 2)</td>
<td>54.4%</td>
<td>3.2%</td>
<td>3.2%</td>
<td>3.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UG BTech Graduation Rates (Min Time + 2)</td>
<td>70.0%</td>
<td>2.7%</td>
<td>7.6%</td>
<td>-2.2%</td>
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<td></td>
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<tr>
<td>PG Hons Graduation Rates (Min Time + 2)</td>
<td>80.9%</td>
<td>0.6%</td>
<td>4.2%</td>
<td>6.4%</td>
<td></td>
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</tr>
<tr>
<td>PG Masters Graduation Rates (Min Time + 2)</td>
<td>42.0%</td>
<td>-2.0%</td>
<td>-0.5%</td>
<td>2.3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PG Doctoral Graduation Rates (Min Time + 2)</td>
<td>25.0%</td>
<td>-4.8%</td>
<td>-9.6%</td>
<td>-9.6%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quality Interventions</td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Cumulative Academic Programme Reviews</td>
<td>1</td>
<td>132</td>
<td>133</td>
<td>31</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Year Dropout</td>
<td>26%</td>
<td>21%</td>
<td>-0.33%</td>
<td>-25.7%</td>
<td>-21.40%</td>
<td></td>
<td></td>
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<tr>
<td>Module Success Rates</td>
<td>78.0%</td>
<td>85.5%</td>
<td>1.7%</td>
<td>-78.0%</td>
<td>-85.5%</td>
<td></td>
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</tr>
</tbody>
</table>
**Student profile**

The Faculty housed 9,509 residential and 5,500 non-subsidised students in 2016. First-year students with an Admission Point Score of at least 35 improved from 10% in 2011 to 25% in 2016. About 34% of students come from more affluent communities, 37% from middle class communities and 26% from the poorest communities. In 2016, the Faculty attracted 446 international students (5% of enrolment). The yield on international applications was about 73%, which was 15% better than the South African market. Our targeting of the continental market requires much improvement.
New subsidised programmes
Fourteen new programmes have been submitted and are at various stages of approval within SAQA, DHET and the CHE.

Service learning
Collaborative service learning was experienced by students who leveraged the benefits of the flipped classroom and blended learning. Students worked in multicultural teams and shared their experiences to find solutions to the problems experienced by co-operatives.

Work-integrated learning
Work-integrated learning continued to be a strategic strength of diploma programmes, and included all undergraduates attending career preparedness workshops offered by the University counselling services (PsyCaD).

Non-subsidised academic programme enrolment
Continuing education enrolments have grown by 50% since 2011 to an enrolment of 5,557 students, showing progress in exploring new markets. Overall, CEP turnover grew from R77 million in 2013 to R110 million by 2016, highlighting the credibility of our products and services to external markets.

A critical success factor in delivering non-subsidised academic programmes is productive three-party agreements. These typically involve UJ, a multinational or parastatal, and a global partner, for example, the partnership between the Department of Transport & Supply Chain Management, Transnet and the Glasgow Caledonian University in delivering a BSc Railway Operations. Partnerships also led to consistent delivery of excellent learning products and services, as well as well-planned articulation into diploma and degree programmes.

Student success and experience
Employer engagement is essential to ensure the academic relevance of Faculty programmes. Faculty initiatives are especially aimed at exposing our students to prospective employers or opportunities for self-employment. Our sincere appreciation to the private and public sector organisations for their generous contribution of opportunities to enrich our students.

Programme improvements
All UG programmes have been reviewed over the last three years and improvement plans are being implemented to ensure that programmes are differentiated, employer-orientated, and curriculum coherent.
We have invested in deepening our understanding of the meaning of “Africanisation” in applications of management science by tapping into the intellectual trusts found among the leaders of competitive industries, visiting scholars, our students and our research. It is clear that people who honour their indigenous ways of knowing can make original contributions to the body of knowledge. Global business respects and trusts those who are inspired, directed and energised by their cultural heritage. Culture is a determinant of mind-set and, therefore, determines the behaviour required to achieve success, peace, conceptualising futuristic innovations and a sound moral code. Therefore, we argue in favour of a cultural revolution, championed by the people of Africa, aimed at upping our ability to generate new ideas and to combine these with technology.

Programme improvement also centres on the impact of the Fourth Industrial Revolution, and, more specifically, on the future of management education in an era of uncertainty. Online learning has fully emerged as a strategic driver, evidenced by the number of universities ramping up online offerings. In 2016, nine new online programmes were developed and await national approval.

**Undergraduate employability**

The 2016 Undergraduate Employability Survey revealed that respondents were on average 25 years old with 81% having had part-time jobs during their studies. After graduation, 67% were employed within three months and 93% within 12 months. Employment resulted from student networking opportunities (20%), exposure during work-integrated learning (13%), web-applications (10%) and recruitment agencies (9%). Overall, 89% of respondents indicated that a UJ qualification helped them to be employed.

**Mitigating the risk of first-year dropout rate**

Passing the first year remains a major hurdle for university entrants. Up to 60% of first-year students at South African universities drop out, and of the remaining students, less than 50% graduate. The dropout rate of first-year students in the Faculty has slowly come down since 2011 to 21% in 2016. Initiatives have included a First Year Seminar, a peer mentoring programme, substantial tutoring and intensive revision sessions.

**Student volunteering**

Student volunteering in support of communities flourished with projects such as blanket knitting, the “Tops and Tags” initiative in collaboration with Interwaste Environmental Solutions, online marketing campaigns in collaboration with the Faculty of Engineering and the Built Environment and business plans for NGOs. Over 200 senior students volunteered and were trained to support first-year students.

**Student recognition**

The Department of Marketing Management awarded top students with membership into our Club 15.
The winner of the UJ 2-Minute Dissertation Competition, hosted by the UJ Postgraduate School (UPGS), Mr. Tatenda Chabata from the Department of Marketing Management, was supervised by Prof. Mercy Mpinganjira.

At the Final Varsity Athletics Meeting in Stellenbosch, the gold medallist was BTech Transport Management student, Jeromy Andreas, winning the 1-mile for men with a time of 4:04.35.

Our 44 UJenius students were provided with opportunities to attend conferences.
The School of Tourism & Hospitality celebrated its annual top achievers with generous sponsorships in the range of R250 000.

Department of Transport & Supply Chain Management, Transnet and the Glasgow Caledonian University Graduation
### Table 3: Quantitative Progress from 2011 to 2016 in Knowledge Creation

<table>
<thead>
<tr>
<th>KPA2: KNOWLEDGE CREATION</th>
<th>2011</th>
<th>2015</th>
<th>2016</th>
<th>Shift (y-o-y)</th>
<th>Change since 2011</th>
<th>Shift: Last two years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Trust Funds Investment (R million)</td>
<td></td>
<td></td>
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<tr>
<td>Research Support</td>
<td>R 5.0</td>
<td>R 14.3</td>
<td>R 15.5</td>
<td>R 2.4</td>
<td>207%</td>
<td>R 1.2</td>
</tr>
<tr>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appointment of Distinguished Visiting Professors</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appointment of other Visiting Scholars</td>
<td>3</td>
<td>61</td>
<td>75</td>
<td>15</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>All Visiting Scholar appointments</td>
<td>3</td>
<td>64</td>
<td>81</td>
<td>16</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Number of NRF-rated Researchers</td>
<td>3</td>
<td>13</td>
<td>13</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Attraction of postgrads from other universities</td>
<td>12.3%</td>
<td>18.2%</td>
<td>16.7%</td>
<td>0.8%</td>
<td>4.4%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Research Output (DHET Credits)</td>
<td>118</td>
<td>201</td>
<td>209</td>
<td>22</td>
<td>77%</td>
<td>8</td>
</tr>
<tr>
<td>Research Output per Senior Lecturer Unit</td>
<td>0.84</td>
<td>1.21</td>
<td>1.29</td>
<td>0.11</td>
<td>54%</td>
<td>0.09</td>
</tr>
</tbody>
</table>

**Postgraduate programmes**

Faculty postgraduate programmes are outlined at http://www.uj.ac.za/EN/Faculties/management.

**Postgraduate output**

Over the last five years, the Faculty has conferred 2,490 postgraduate degrees, among which, 2,096 honours degrees (84% of total output), 337 master’s degrees (14%) and 57 doctorates (2%). Postgraduate output grew from 418 degrees in 2012 to 546 in 2016 (+6% y-o-y) and represented about 22% of university postgraduate output. Since 2012, growth has been seen for honours (8% y-on-y) and master’s (4% y-o-y) output, whereas doctoral output has declined by 14% y-o-y.

**Postgraduate recruitment**

Ten international doctoral students were recruited from universities in Ghana, Zimbabwe, Uganda and Rwanda with bursaries as a result of the Dean’s Senior Leadership development programme. The School of Leadership grew its footprint into parts of Southern Africa by attracting parliamentarians from Botswana, Swaziland and Zambia.

**Research output**

Since 2012, the Faculty has contributed a total of 1,288 accredited publications, worth 798 subsidised research credits. Accredited research output grew from 112 credits in 2012 to a record high of 209 in 2016 (+17% y-o-y). Contributions of books, book chapters, conference proceedings and journal articles grew by about 9% annually.
Emphasising quality research
An internal review of postgraduate programme efficiency in 2014 identified substantial variation among postgraduate programmes. This prompted a closer strategic review of the postgraduate portfolio, focusing on international and national competition, benchmarking and positioning. In response, the Faculty Higher Degrees Committee tightened postgraduate governance in terms of more rigorous selection and supervision practices, as well as student monitoring and support measures.

Annual honours poster competition
The Annual Honours Poster Competition is an example of developing student interest in postgraduate studies. This competition also serves as a research methodology benchmark across disciplines in the Faculty. The first prize entails cash (R10 000) and sponsored attendance of an international conference.

What our researchers write about
An analysis of research titles showed that Faculty researchers’ intellectual pursuit has shifted since 2011 from general business dynamics to South African and continental business challenges, notably in the field of market intelligence.

Research productivity
In 2016, the People Leadership Hub contributed the largest number of postgraduates (324), accounting for 26% of postgraduate output.

The Department of Public Management and Governance was the most productive department, contributing 7 credits per Senior Lecturer Unit (SLU).

The predominant group contribution (33% of all output) was from the research network coordinated by Prof Deon de Bruin in the Department of Industrial Psychology and People Management yielding an excellent 5 credits per SLU.

An outstanding individual contribution of 13 credits per SLU was achieved by Prof Chris Rogerson (School of Tourism and Hospitality).

About 28% of research credits were generated in collaboration with visiting scholars.
INTERNATIONALISATION

Staff exchanges

The Uganda Technology and Management University appointed Prof Roberts-Lombard, Prof De Meyer-Heydenrych and Prof Mpinganjira as Visiting Professors and Dr Wait as Visiting Lecturer in the School of Business and Management.

Global stakeholder engagement

The Faculty developed active relationships with the following institutions:
1. Civil Service College Uganda (Jinja Municipality, Uganda)
2. Dar Es Salaam University (Dar Es Salaam, Tanzania)
3. Ghana Institute of Management and Public Administration (Accra, Ghana)
4. Institute of Local Government Studies (Accra, Ghana)
5. International Swedish Governmental Agency (Stockholm, Sweden)
6. Jamhuriya University of Science and Technology (Mogadishu, Somalia)
7. Jimma University (Jimma, Ethiopia)
8. Lagos Business School, Pan-Atlantic University (Lagos, Nigeria)
9. Mount Crest University (Accra, Ghana)
10. Riara University School of Business (Nairobi, Kenya)
11. Rwanda Association of Local Governments (Kigali, Rwanda),
12. SKL International AB (Stockholm, Sweden)
13. Uganda Local Governments Association (Kampala, Uganda)
14. Uganda Technology and Management University (Kampala, Uganda)
15. University Cheikh Anta Diop De Dakar (Dakar, Senegal)
16. University of Development Studies (Tamale, Ghana)
17. University of Ghana Business School (Accra, Ghana)

Department of Business Management students invited for a 3-month internship at the Rijks University of Groningen
COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Public lectures
Forty public lectures included topics such as Doing Business in Africa -co-hosted with Dr Ian McCloy and Professor Sander van der Leeuw; “South Africa, How are you?” and conversations about “Women in Leadership”.

Workshop on Doing Business in Africa -co-hosted with Dr Ian McCloy and Professor Sander van der Leeuw
Centre for Social Entrepreneurship and Social Economy Book Discussion

Public Lecture by Prof. Alexis Alexiev on Boundaryless organisations and the Future of management education

Dr Richard Maponya – UJ Annual Lecture on Entrepreneurship
RESOURCE MANAGEMENT AND SUSTAINABILITY

Table 4: Quantitative Progress from 2011 to 2016 in External Academic Citizenship and Academic Leadership

<table>
<thead>
<tr>
<th>KPA4:TERNAL ACADEMIC CITIZENSHIP AND ACADEMIC LEADERSHIP</th>
<th>2011</th>
<th>2015</th>
<th>2016</th>
<th>Shift (y-o-y)</th>
<th>Change since 2011</th>
<th>Shift: Last two years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment from the Dean’s Trust Fund (R million)</td>
<td></td>
<td></td>
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<tr>
<td>- GES</td>
<td>R 4.7</td>
<td>R 6.8</td>
<td>R 1.1</td>
<td>x 3.5</td>
<td></td>
<td>R 2.11</td>
</tr>
<tr>
<td>- Talent Management</td>
<td>R 1.1</td>
<td>R 1.0</td>
<td>R 0.2</td>
<td>x 2.1</td>
<td>-R 0.62</td>
<td></td>
</tr>
<tr>
<td>- Departmental Strategic Initiatives</td>
<td>R 0.8</td>
<td>R 2.3</td>
<td>R 0.3</td>
<td>x 2.6</td>
<td>R 1.51</td>
<td></td>
</tr>
<tr>
<td>- Student Support</td>
<td>R 0.7</td>
<td>R 2.0</td>
<td>R 0.4</td>
<td>x 9.6</td>
<td>R 1.34</td>
<td></td>
</tr>
</tbody>
</table>

Subsidised programmes
The Faculty generated a total subsidised revenue of R380 million, of which 50% was from subsidies and 50% from tuition fees. Expenditure was at R179 million (+12% compared to 2015) with salaries accounting for 94% (R168 million) and operational expenses for 6% (R11 million). Subsidised programmes were managed at a gross margin of 53% (-3% compared to 2015). After institutional overheads, a net deficit of about R11 million (-3%) realised.

A dynamic shift towards third-stream revenue
The Faculty generated R110 million third-stream revenue (+5% compared to 2015) from Continuing Education Programmes (85%) and private sector contributions (15%). Expenditure of R56 million (+24% compared to 2015) was accounted for by salaries (22%, -7% compared to 2015) and operational expenses (52%, +6% compared to 2015). Third-stream revenue was managed at a gross margin of 57% (+8% compared to 2015) and realised a net profit of about R3 million (3%) after institutional overheads were deducted.

CONCLUSION AND WAY FORWARD
The 2016 Annual Report reflects that we rediscovered our strengths and weaknesses in the past year. Project South Africa and our respective roles in UJ and our Faculty require crossing several thresholds if we truly wish to contribute to the well-being of the next generation.

In the short term, we look forward to the inception of the UJ College of Business and Economics and to continue forging a pan-African and international footprint.

Personal perspectives which will serve us well over the longer term reemphasise that successful strategy depends on excellent feedback loops. Valuable signals can be missed in the “busy-ness” of everyday business.

Pockets of excellence and random acts of transformation are often amplified by using measurable outcomes to indicate that all may be well in the system. Adopting a positivist approach to a transformation journey becomes a problematic approach when leading transformation.

Secondly, innovation flourishes in an environment devoid of egos and where new ideas are welcomed.

Thirdly, inclusive growth, political stability and credible state institutions are essential to attract the attention of investors, which clearly defines where the Faculty should catalyse change.

The UJ Faculty of Management community have many reasons to celebrate, and as many reasons to improve. We gratefully acknowledge the role of deities and the human spirit, life partners and business partners, co-workers and collaborators, families and friends, love and leisure for such opportunity.