



UNIVERSITY
OF
JOHANNESBURG

COLLEGE OF BUSINESS
AND ECONOMICS

CBE Annual Report 2018

**The Future
Reimagined**

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Looking Forward

2018 Highlights

The CBE develops critical thinkers and problem-solvers who address business, economic and societal challenges.



During the course of 2018

10

Programmes RECEIVED ACCREDITATION FROM THE CHE

10

Programmes WERE REGISTERED BY SAQA

30

Programmes ARE ACCREDITED BY INTERNATIONAL INSTITUTIONS

170

Visiting scholars

AMONG OF WHOM 13 PROFESSORS OF PRACTICE, ADDING SUBSTANTIAL WEIGHT TO KNOWLEDGE AND BEST PRACTICES

71

Academics participated

IN THE ACCELERATED ACADEMIC MENTORSHIP PROGRAMME

8 & 13

Master's degrees

WERE ACHIEVED BY STAFF MEMBERS

13

Academic staff members

WERE PROMOTED

Student teaching and learning



In house, over

250

SENIOR STUDENTS VOLUNTEERED AND WERE TRAINED TO SUPPORT FIRST-YEAR STUDENTS

First-year dropout rate decreased from **15 to 13%**

Undergraduate graduation rate improved from **22 to 25%**

R4M

Invested IN BLACKBOARD TRAINING TO IMPROVE TEACHING AND LEARNING EFFICIENCY

Internal efficiency has clearly improved



CBE CONFERRED

1 355

Postgraduate qualifications

460

POSTGRADUATE DIPLOMAS

706

HONOURS DEGREES

160

MASTER'S DEGREES

29

DOCTORATES

During the 2018 Student Satisfaction Survey



CBE respondents expressed a higher level of satisfaction with their lecturers compared with other faculties

THE STATEMENT 'LECTURES ARE CONSULTING WITH STUDENTS DURING THEIR CONSULTING TIMES'

scored the highest

Entrepreneurs in action

5

start-ups

THROUGH UJCE INTERVENTIONS, REPRESENTED UJ AT SLUSH 2018 IN HELSINKI, FINLAND

UJ Centre for Entrepreneurship extended their footprint beyond Gauteng



THROUGH THE PFUNANANI ENTREPRENEURSHIP DEVELOPMENT PROJECT

and boosted

60

LOCAL BUSINESSES

UJ/ Raymond Ackerman Academy of Entrepreneurial Development initiative



ONCE-IN-A-LIFETIME OPPORTUNITY AT A MINIMAL COST TO STUDENTS

conferred

120

CERTIFICATES IN 2018

CBE generated R1226 MILLION

REVENUE (R MILLION)

TUITION FEES (LESS BAD DEBT)	R508
TEACHING INPUT GRANT	R326
CONTINUING EDUCATION	R139
TEACHING OUTPUT GRANT	R124
DONATIONS	R53
BURSARIES AND GRANTS	R16
RESEARCH OUTPUT GRADUATE GRANT	R14
PUBLIC SALES	R13
PUBLICATIONS SUBSIDY	R13
CONTRACT RESEARCH	R9
NRF-FUNDED RESEARCH	R7
CONSULTANCY	R3

CBE Enrolment 25 305

Undergraduate	22 377
CONTINUING EDUCATION	6 228
UG DEGREES	9 756
UG DIPLOMAS	6 393
Postgraduates	2 928
PG DIPS	926
HONOURS	1 070
MASTERS	731
DOCTORATES	201

By end 2018, CBE investment in global and continental partnerships stood at

R9 MILLION

SO DOING, RESEARCH PARTICIPATION HAS GROWN BY

33%

IN TERMS OF IMPACT, **72%**

CBE RESEARCH OUTPUT WAS LISTED IN ISI, IBSS, NORDIC LIST, SCIELO AND SCOPUS ACCREDITED JOURNALS.

Common Good First provides an online directory of innovative social projects for learning and teaching

AS WELL AS OFFERING OPPORTUNITIES FOR COMMUNITY ENGAGEMENT TO STUDENTS

the **1ST**

DIGITAL LAB WAS LAUNCHED IN PORT ELIZABETH

and

UJ'S SATELLITE LAB HAS BEEN SET UP ON THE SOWETO CAMPUS.

The number of National Research Foundation (NRF) rated researchers increased from

13 to 17

The number of postdoctoral research fellow appointments increased from

10 to 35

Global THE and QS rankings

Field of Tourism and Hospitality

1st ON THE CONTINENT

20th IN THE WORLD

Best Department of Marketing Management on the continent

3rd IN BUSINESS AND MANAGEMENT STUDIES

4th IN ECONOMICS AND ECONOMETRICS

4th IN ACCOUNTING AND FINANCE

Overview



PROF DANEEL VAN LILL

Executive Dean – College of Business and Economics

To develop critical thinkers and problem solvers who address business, economic and societal challenges.

The Fourth Industrial Revolution (4IR) frames the impact of technological advances on humanity. Unpacking this impact reveals a tangled mass of connections, which even the architects of artificial intelligence (AI) battle to fully understand. The manner in which AI processes data generated from billions of searches on the World Wide Web in the so-called ‘black box’ remains mysterious.

Of interest is that the search engine Google, head-quartered in the USA, is blocked by the Great Chinese Firewall. In China, the top search engine is Baidu, an equally powerful global AI and Internet company. What these competitors have in common, is that their search results are being kept notoriously secret.

On the face of it, humans are not in control of this new, scary world. This poses a typical wicked problem in the sense of being difficult to resolve, because knowledge is either incomplete or contradictory, a huge number of people and opinions are involved, and it carries a large economic burden involving many interconnected problems.

The UJ College of Business and Economics (CBE) addresses wicked 4IR-related problems through five questions:

- Who generates data?
- Who owns data?
- To what purpose?
- How do we equip graduates for the future? Reflecting on the future of learning and research, Anna McKie writes that interdisciplinarity is required to mitigate these challenges as AI raises a host of issues stretching across computer science, law, ethics and social policy (www.twitter.com/annamckie). She cautions “*that the interdisciplinary spirit has typically penetrated less deeply into teaching*”.
- How do we improve society’s techno-savvy beyond the level of falling prey to exploitation, especially in Africa and our part of the continent? It is reported that 44% of Africa’s population is connected by cellphones when compared to the world average of 66%. This gap impacts on users and firms wanting to do business in Africa and emphasises the need to tackle the impact of technology to benefit South Africa.

Moving closer to home, President Cyril Ramaphosa, in his 2019 State of the Nation Address, elaborated on 4IR impact and announced the establishment of the Presidential Commission on the Fourth Industrial Revolution. He linked this major policy intervention directly to South Africa’s future prosperity as a nation, saying that the commission must “*ensure that our*

country is in a position to seize the opportunities and manage the challenges of rapid advances in information and communication technology”. South Africa clearly does not want to be left behind.

The CBE, cognisant of this national urgency and agency, is purposed to develop critical thinkers and problem solvers who address business, economic and societal challenges. Our initiatives are clearly aligned to the recently approved UJ Global Excellence and Stature 4.0 Strategy.

The CBE 2018 Annual Report reflects a counter-disruptive strategy built on the strengths of its School of Accounting (SoA), the Johannesburg Business School (JBS), the School of Consumer Intelligence and Information Systems (SCiIS), the School of Economics (SoE), the School of Public Management, Governance and Public Policy (SPMGPP), the School of Tourism and Hospitality (STH), and an agile academic governance force directed by the Deanery.

The CBE community progresses by using technology to educate more people than ever before in business and economics. We impact by generating knowledge, adding value to learning, and teaching how to be better informed, to be healthier, to be safer, to behave better, to connect, and to learn faster. In so doing, we ensure that the ‘black box’ is not as mysterious as first feared. In the following we report on highlights and key trends from the College’s activities during 2018.

CBE 2018 Snapshot

Input

ENROLMENT PROFILE	2017	2018	2019	TREND
Total enrolment	25 401	25 052	25 247	-77
UG enrolment	22 525	22 124	22 350	-88
Subsidised diplomas	6 773	6 393	6 150	-312
Subsidised degrees	10 088	9 748	9 700	-194
Non-subsidised	5 664	5 983	6 228	418
PG enrolment	2 876	2 928	2 897	11
Honours	1 259	1 070	1 155	-52
PE diploma	713	926	795	41
§Master's headcount	735	731	740	3
Doctoral headcount	169	201	207	19
International enrolment	1 149	1 224	1 220	36
International UG	907	927	930	12
International PG	242	297	290	24
Undergraduate profile				
Q1 and Q2 schools	23%	25%	26%	2%
APS ≥35	36%	37%	37%	0,3%
NSFAS bursary holders	2 089	4 588	8 040	2 976

TALENT MANAGEMENT

Staff members	478	515	521	22
Academic staff number	332	339	344	6
– Professors	30	29	27	-2
– Associate Professors	27	30	35	4
– Senior Lecturers	123	125	115	-4
– Lecturers	146	145	146	0
– Assistant Lecturers	6	10	21	8
Administrators	94	125	125	16
Operations	52	51	52	0
Staff profile				
Senior lecturer units	338	290	321	-9
Women academics	49%	51%	53%	2%
Academics (designated)	45%	46%	46%	1%
Academics (non-designated)	46%	42%	40%	-3%
Academics (international)	9%	12%	14%	3%
Academics with a doctorate	107	116	114	4
Academics with a master's	-	-	189	-
Academics who are CAs	-	-	69	-

BUDGET

Operations budget (Rm)	R314	R332	R352	R19
Ops budget per student head (Rm)	R15 909	R17 410	R18 772	R1 431

Output

GRADUATE OUTPUT	2016	2017	2018	TREND
Total graduate output (n)	5 297	5 251	5 348	26
UG output	3 910	3 865	4 026	58
PG output	1 387	1 386	1 322	-33
PG below M (honours)	1 179	830	706	-237
PG below M (PG diploma)	33	370	460	214
Master's graduates	164	163	160	-2
Doctoral graduates	11	23	29	9
Workload				
UG per senior lecturer unit	67	76	70	1
PG per senior lecturer unit	9	10	9	0

STUDENT PROGRESS

Undergraduate				
Module success rate	84,6%	84,6%	84,7%	0,1%
First-year dropout rate	15,4%	13,7%	13,0%	-1,2%
UG Graduation rate	22,2%	22,9%	24,9%	1,4%
% of UJ Top Achievers	51,0%	52,0%	54,0%	1,5%
Postgraduate				
Graduation rate	46,4%	48,2%	47,2%	0,4%
Hons and PG Dip throughput	50,5%	56,6%	64,4%	7,0%
Master's (2 years) throughput	23,2%	22,7%	14,4%	-4,4%
Doctorates (4 years) throughput	18,2%	13,0%	33,3%	7,6%

RESEARCH OUTPUT

DHET Credits	276	285	354	37
Articles	193	201	214	9
Conference proceedings	47	44	84	19
Book chapters	22	26	18	-2
Books	14	14	38	12
Output per senior lecturer unit	0.82	0.98	1.09	0.14

THIRD-STREAM REVENUE

	AMOUNT	%
Total third-stream revenue	R253m	-
Contract research	R9.04m	4%
NRF-funded research	R7.34m	3%
Publications subsidy	R12.81m	5%
Bursaries and grants	R16.03m	6%
Continuing education	R138.75m	55%
Donations	R52.82m	21%
Public sales	R12.84m	5%
Consultancy	R3.36m	1%

CBE Enrolment Profile

In reimagining CBE impact, access to our best programmes was widened at the bottom of our educational pyramid (Higher Education Qualifications Framework Level 5) through a well-designed and sensibly articulated system into Levels 6 to 7.

CBE's subsidised undergraduate (UG) headcount enrolment decreased, largely in accordance with institutional enrolment planning, by a headcount of 406, from 16 861 in 2017 to 16 149 in 2018 (-4%).

CBE's non-subsidised undergraduate headcount enrolment in Continuing Education Programmes (CEPs) was grown from 5 664 in 2017 to 6 228 in 2018 (+10%).

CBE's PG headcount enrolment was stabilised from 2017 to 2018, according to supervision capacity, at about 2 900 enrolments, with PG enrolment below master's level at a headcount of 1 950 students and master's enrolment at 735 students.

Our focus on increasing doctoral enrolment resulted in an increase from 169 to 201 candidates by 2019.

Curriculum renewal and the development of new offerings in the postgraduate environment has resulted in a rich mix of honours, postgraduate diplomas, master's and doctoral programmes that promote knowledge production and awareness in critical areas of society and the economy.

CBE'S SUBSIDISED UNDERGRADUATES



CBE'S NON-SUBSIDISED UNDERGRADUATES IN CONTINUING EDUCATION PROGRAMMES (CEPs)



CBE'S PG HEADCOUNT ACCORDING TO SUPERVISION CAPACITY



OUR FOCUS ON INCREASING DOCTORAL ENROLMENT



CBE Talent Management



**MR ROBERT
MICHAEL
"BOBBY"
GODELL**

HONORARY DOCTORATES

Honorary Doctorates were conferred on two individuals whose lives serve as a source of life-long wisdom and humanity inspiring the CBE.

Prof Robert Engle, 2003 Nobel Laureate in Economics, for developing methods to analyse unpredictable financial market movements.

Bobby Godsell, former CEO: Anglo American Corporation, CEO: AngloGold Ashanti Limited, President of the Chamber of Mines, Chairperson of Business Leadership South Africa, Chair of the World Gold Council, Board Member of the Industrial Development Corporation, member of the National Planning Commission. His leadership style and contribution to the CBE prototype excellence.

PROF ROBERT ENGLE

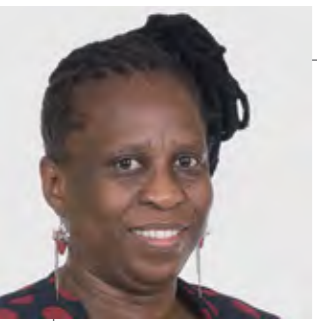
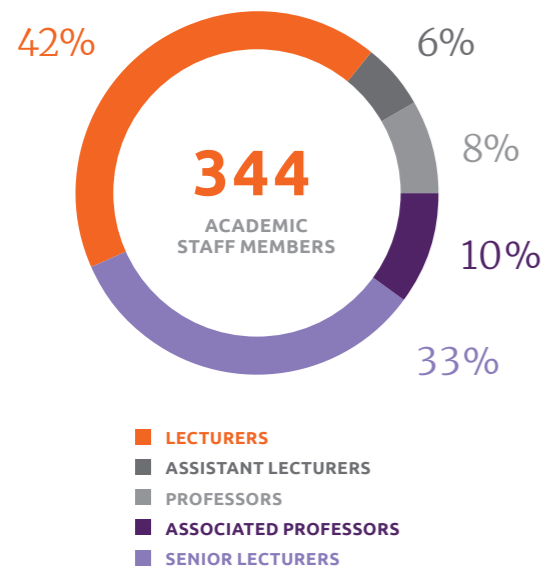
*Honorary Doctorate,
Doctor Robbie Engle,
Nobel Laureate*

Enriching the CBE with talented academics and practitioners, administrative and support staff alike, is the Dean's priority.

DISTINGUISHED VISITING SCHOLARS

In the course of 2018, 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 Maureen Pirog (Indiana University, Public Management and Leadership), Prof Jarkko Saarinen (University Oulu, Sustainability Management), and Prof Howard Thomas (Singapore Management University, Strategic Management).

In addition, the CBE hosted 16 visiting professors, two visiting associate professors, 10 professors of practice, 36 senior research associates and 63 research associates. Prof Vassi Naidoo, Chairperson of Nedbank and past CEO of Deloitte, for example, was appointed as Professor of Practice in the CBE School of Accounting, Department of Accountancy.



MS MARIA MOTAUNG

MS ELMARIE VERMEULEN



PERMANENT STAFF

The CBE consists of 344 academic members of staff, among whom are 6% assistant lecturers, 42% lecturers, 33% senior lecturers, 10% associate professors and 8% professors.

Some 53% of our academic staff are women.

Academic staff include 45% academics from designated groups and 14% internationally recruited academics, mostly of African origin.

CBE ACADEMIC ADMINISTRATION

The College would not function without its 125 committed, hardworking professional administrators and 45 operational staff members who take a broad view of the University, the College and our students' best interests.

The CBE Administration renders a one-stop service to some 25 365 registered students on three different campuses, ranging from certificate up to doctorate level, which represent 42% of the University's student population.

This foremost responsibility is divided between two CBE Heads of College Administration, Ms Maria Motaung and Ms Elmarie Vermeulen. In 2018, both have achieved the highest performance ratings of Heads of Administration across UJ. Congratulations to them and their team consisting of eight senior college officers, 10 college officers and eight administrative assistants.

SARCHI CHAIRS



Prof Erika Kraemer Mbula (School of Economics) was awarded the Africa-UK Trilateral SARCHI Chair, notably at Tier 1. This SARCHI Chair resulted from a partnership between the University of Johannesburg, the University of Sussex and the African Centre for Technology Studies (ACTS), Kenya.



Prof Cecile Nieuwenhuizen (Department of Business Management) was awarded the SARCHI Chair in Entrepreneurship Education at Tier 2.



Prof Fiona Tregenna (holder of the SARCHI Chair: Industrial Development, School of Economics) has been awarded inaugural Community of Practice (CoP) Funding from the NRF of up to R7 million over an initial two-year period.

NRF RATED RESEARCHERS

In 2018, the number of National Research Foundation (NRF) rated researchers increased by 3 to a total of 17.

POSTDOCTORAL RESEARCH FELLOWS

In addition, the number of postdoctoral research fellow appointments increased from 10 to 35.

IMPROVED STAFF QUALIFICATIONS

Some 32% of academic staff hold doctorates. Doctorates were conferred on 10 staff members during 2018: Dr Chris Schachtebeck, Dr Leon Janse van Rensburg, Dr Corlise le Roux, Dr Talent Zwane, Dr Danny Ditsele, Dr Adele Oosthuizen, Dr Mdu Biyase, Dr Magdelene Wilson, Dr Ilse Karsten, Dr Lukishi Mamaile, Dr Cor Niemand, Dr Guy Toko and Dr Nicola Wakelin-Theron.

Some 55% of academic staff hold master's degrees, and 20% are CAs.

Eight staff members achieved their master's degrees during 2018: Ms Modi Dolamo, Ms Wadzanai Mabuto, Mr Brian Mogapi, Mr Milan de Wet, Mr Milan van Wyk, Mr Hoosain Coovadia, Ms Annamarie Janse van Rensburg and Ms Rachel Khoza.

STAFF DEVELOPMENT

A total of 71 academics participated in the Accelerated Academic Mentorship Programme, of whom 46 (65%) are from designated groups and 37 (52%) women.

PROMOTIONS

A total of 13 academic staff members were promoted in 2018.

STAFF ACCOMPLISHMENTS

The accomplishments of CBE staff on the international and national stage are too numerous to mention in detail. Staff have been elected to the boards of learned societies, been appointed as visiting professors at global universities, given keynote presentations at international conferences, secured notable international conferences for South Africa, and hosted conferences that brought leading experts together for dialogue and networking.

Within the College, the Dean acknowledges notable accomplishments by means of a series of sought-after Dean's Awards, for staff ranging from Top Professor, and Top Innovator to Most Promising Young Teacher.

TO SENIOR LECTURER

1. Dr Beate Stiehler-Mulder
2. Dr Mdu Biyase
3. Dr Shoppee Dube
4. Dr Cor Niemand

TO ASSOCIATE PROFESSOR

5. Prof Talita Greyling
6. Prof Crystal Hoole
7. Prof Vain Jarbhandan
8. Prof Kotie Viljoen
9. Prof Dominique Uwizeyimana
10. Prof Danielle Nel
11. Prof Johane Dikgang
12. Prof Rose Luke

TO FULL PROFESSOR

13. Prof Ilse Botha

STUDENT ACCOMPLISHMENTS

CBE students, too, have again made their mark both locally and nationally. Two CBE students were awarded Mandela Rhodes Scholarships: Sicelo Chris Gama (BCom Hons: Financial Planning) and Shandr  Hoffman (MA: Industrial Psychology) for postgraduate study in Oxford. Mr Biswas Kapasule was selected as a Top 10 Finalist in the renowned 2018 Global Peter Drucker Essay Competition. His essay, 'Reclaiming individuality in the age of AI', was selected among 470 submissions received from 60 countries of whom only three were finalists from Africa.

Students from the School of Accounting have been particularly successful. In 2018, a total of 93% of UJ candidates passed the strenuous first SAICA qualifying examination, contributing the largest number of successful candidates of all residential universities.

UJ also produced the largest number of successful black candidates of all residential universities. Two UJ students were placed in the Top 10: Simon Basson, first, and Brett Black, tenth.

Of the six UJ students placed in the Top 100 of the student leadership Gradstar Awards 2018, five were from the School of Accounting. In addition, five of the 30 finalists in the Student Leadership Summit 2018 came from the Department of Accountancy.

Ivette du Toit was awarded Best Master's Graduate in the 2018 Tax Thesis Competition of the South African Institute of Professional Accountants, and the prestigious Abe Bailey Travel Bursary for 2018 went to Accountancy student, Sibongakonke Kheswa.



TOP LEFT: Ivette du Toit was awarded Best Master's Graduate in the 2018 Tax Thesis Competition of the South African Institute of Professional Accountants. TOP RIGHT: the Abe Bailey travel bursary for 2018 went to accountancy student, Sibongakonke Kheswa. BOTTOM: Simon Basson, top candidate in the South African Institute of Chartered Accountants' ITC exam.

CBE Reputation

GLOBAL REPUTATION

The CBE global footprint grows steadily. The CBE made its debut in the 2019 Times Higher Education (THE) Business & Economics Subject Rankings, being ranked among the Top 500 worldwide in the 401-500 band for Business and Management Studies, Economics and Econometrics, and Accounting and Finance. This is the first time that we have qualified for THE rankings.

We are ranked first in the field of Tourism and Hospitality in the continent and twentieth world-wide.

The CBE maintained active relationships with 20 institutions in the continent, beyond South Africa.

We have the best Department of Marketing Management on the continent. In South Africa, we are rated in Africa: third in Business and Management Studies, fourth in Economics and Econometrics, and fourth in Accounting and Finance.









In 2018, the School of Accounting contributed the largest number of successful candidates who have passed the SAICA ITC exams and the highest number of black candidates.

The CBE maintained active relationships with 20 institutions, ranging from universities to municipalities and government departments, with a focus on, Ethiopia, Ghana, Kenya, Nigeria, Rwanda, Senegal, Somalia, Tanzania and Uganda.



GLOBAL STAKEHOLDER ENGAGEMENT

In 2018, the College developed active relationships with the following institutions:

- | | | | |
|---|---|---|--|
|  | Australia
The University of Sydney |  | Portugal
The Leiria Polytechnic |
|  | Botswana
<ul style="list-style-type: none"> Botho University University of Botswana |  | Socialist Republic of Vietnam
Hi Chi Minh National Academy of Politics (HCMA), Hanoi |
|  | Hong Kong
The Hong Kong Polytechnic University (PolyU) |  | Singapore
Nanyang Technological University – Centre for Public Administration (NCPA) |
|  | Finland
Laurea University |  | Russia
The National Research University, Moscow |
|  | France
Institute Paul Bocuse |  | Zambia
Higher Education Authority |
|  | Germany
Centre for Mathematical Economics, Bielefeld University |  | Zimbabwe
The University of Zimbabwe, Harare |
|  | Lucerne
World Tourism Forum |  | Uganda
Makerere Business School |
|  | Mauritius
The University of Mauritius |  | United Kingdom
<ul style="list-style-type: none"> University of Strathclyde Glasgow Caledonian University |
|  | New Zealand
Auckland University of Technology |  | USA
<ul style="list-style-type: none"> Penn State University, Pennsylvania The University of South Carolina The Texas A & M International University, Florida |
|  | Poland
<ul style="list-style-type: none"> Krakow University of Economics University of Gdansk | | |



PROF
LYAL WHITE

THE JOHANNESBURG BUSINESS SCHOOL (JBS)

The JBS, directed by Prof Lyal White, is purposed to be a Pan-African Business School with a global mind-set, preparing people and organisations to be future fit, through innovation and purpose in society at large.

The newly established JBS aims to grow into one of the big five South African business schools towards 2024. In meeting this growth target, the JBS will introduce the UJ MBA in 2020. A Postgraduate Diploma (Business Acceleration) that articulates into the MBA is under way. The JBS has also hosted a range of executive education programmes themed on the 4IR and a range of customised corporate programmes. The Centre for African Business was also established within the JBS.

The JBS focusses with academic rigour and expertly designed programmes to equip and develop effective, ethical, impactful and enterprising leaders and managers.

COMMON GOOD FIRST – DIGITAL STORY-TELLING PROJECT

South Africa’s voiceless communities can now tell their own stories with the support of our Common Good First – Digital Story-telling Project, in partnership with Nelson Mandela University. The first digital lab was launched in Port Elizabeth; UJ’s satellite lab has been set up on the Soweto Campus. CBE staff involved in the project are Ms Adelaide Sheik, Ms Joyce Sibeko and Dr Chris Schachtebeck.

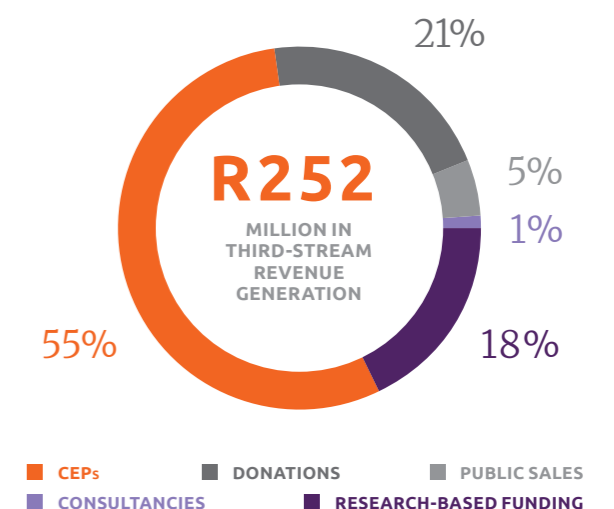
The Digital Story-telling Project was conceptualised to grow the emerging South African social innovation sector, by creating a digital network – known as Common Good First – to capture and showcase social impact projects in South Africa, connecting them to each other, academics and HEIs around the world.

It provides an online directory of innovative social projects for learning and teaching, as well as offering opportunities for community engagement to students in South Africa (SA) and the European Union (EU). In so doing, it also addresses the issue of the ‘digital divide’, as identified by the country’s National Development Plan 2030, by supporting the growth of e-skills among community groups. Innovative digital storytelling modules will be co-designed and taught by young people in our partner HEIs and in community projects. Modules in digital storytelling created for both student engagement with the wider community, and community projects themselves, will be rolled out in mobile labs, focusing on rural, peri-urban and urban locations.

CBE – A SHIFTING BUSINESS MODEL

In 2018, the CBE generated R252 million in third-stream revenue, showing a substantial shift in strategic revenue generation. Some 18% of this source of revenue was derived from research-based funding, including contract research, NRF-funding, publication subsidies, and URC grants. The remaining 82% consisted mostly of income from CEPs (55%), donations (21%), public sales (5%) and consultancies (1%).

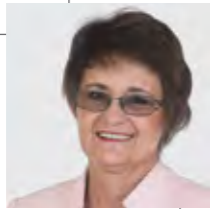
A critical success factor in delivering non-subsidised academic programmes is productive three-party agreements. These typically involve UJ, a multinational or parastatal, and a global partner. For example, the partnership between the Department of Transport and Supply Chain Management, Transnet, and the Glasgow Caledonian University is delivering a BSc in 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.



CBE Teaching and Learning



PROFESSOR
SIVAN CHETTY



PROFESSOR
MARITA
PIETERSEN

CBE Teaching and Learning is overseen by Prof Sivan Chetty, Vice-Dean: Teaching and Learning, supported by Prof Marita Pieterse, Head: Quality Assurance.

PROGRAMME ADDITIONS AND IMPROVEMENTS

Major shifts in the college business model, framed by the impact of the Fourth Industrial Revolution, are being accomplished through enrolment planning and the application of technology in teaching and learning. Curriculum amendments have been made to various modules in a range of programmes to take into account technological advancements.

Ten programmes received accreditation from the Council on Higher Education (CHE), and ten were registered by the South African Qualifications Authority (SAQA) in 2018.

This was partly achieved as a result of continuous programme reviews; the CBE Programme Qualification Mix (PQM) responds dynamically to the complex and evolving world of business and economics. Factors, such as the need for economic and environment sustainability, the Fourth Industrial Revolution and decoloniality, are of critical importance in determining the nature and scope of our PQM.

In 2018, eight CBE subsidised programmes were part of a pilot project on a proposed new quality review framework, expected to be completed in 2019.

Several short learning programmes in the Centre for Competition Regulation and Economic Development (CCRED) were reviewed in 2018.

At the same time, a number of programmes, in online and contact modes and ranging from higher certificates to master's degree offerings, were submitted for accreditation in 2018.

Some 30 CBE programmes are accredited by international institutions.



10
Programmes
RECEIVED
ACCREDITATION
FROM THE CHE

10
Programmes
WERE
REGISTERED
BY SAQA

30
Programmes
ARE ACCREDITED
BY INTERNATIONAL
INSTITUTIONS

STUDENT SUCCESS

The UG module success rate, from 2016 to 2018, has remained constant at 85%. Over the same period, the first-year dropout rate decreased from 15% to 13%, while the UG graduation rate improved from 22% to 25%. Internal efficiency has clearly improved.

Major drivers were the R4 million per year invested in CBE staff training on the effective use of Blackboard software, the First Year Seminar, a peer mentoring programme, substantial tutoring, and intensive revision sessions.

Apart from innovative and relevant curricula, the CBE prepares students for the world of work by actively engaging students to reflect on their learning through practical assignments, collaborative projects, case studies, and various forms of service and work-integrated learning.

Various enrichment opportunities are also provided to develop critical thinking skills, leadership, entrepreneurship and active citizenship. In response to the #FeesMustFall Campaign, the College has contributed over R15 million to the UJ drive in support of the 'missing middle' (students above the National Student Financial Aid Scheme (NSFAS) threshold, but for whom university education is unaffordable).

Employer engagement is essential to ensure the academic relevance of college programmes. College 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.



TOP: Signing of the PRIMEDIA and UJ 2018 agreement.
BOTTOM: DSA UJ Project in the limelight!

3 526

usable questionnaires

WERE EXTRACTED FROM CBE STUDENTS



THE STATEMENT 'LECTURES ARE CONSULTING WITH STUDENTS DURING THEIR CONSULTING TIMES'

retrieved the highest mean

92%

CBE respondents in their fourth year

ARE MORE SATISFIED THAN THE OTHER YEAR-GROUPS WITH THE SUPPORT PROVIDED TO THEM

2018 STUDENT SATISFACTION SURVEY

In 2018, CBE students expressed a higher level of satisfaction than in previous years in all items pertaining to lecturers' support. In addition, CBE respondents expressed a higher level of satisfaction with their lecturers compared with other faculties. The statement 'Lecturers are consulting with students during their consulting times' retrieved the highest mean.

ENTREPRENEURIAL ACTION

Enactus UJ, a student organisation that promotes community service learning, continued as the CBE major mode of community engagement.

Five start-ups, through UJCE interventions, represented UJ at Slush 2018 in Helsinki, Finland (www.slush.org).

The UJ Centre for Entrepreneurship extended our footprint beyond Gauteng through the Pfunanani Entrepreneurship Development Project, a rural entrepreneurship development programme in Mpumalanga, where we boosted 60 local businesses in collaboration with the Jobs Fund, Sabi Sand Pfunanani Trust, and the Buffelshoek Trust.

The School of Consumer Intelligence and Information Systems collaborated with the Direct Selling Association in 2018 to provide final-year undergraduate students with selling experience. This project resulted in sales worth R3 million, with 405 students benefiting R750 000 in commission.

The School of Public Management, Governance and Public Policy promotes community service learning as a major mode of community engagement, nationally in the local government sector, and internationally with an international community service student programme in cooperation with UN Humanitarian Affairs.

The UJ Centre for Entrepreneurship, 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 2018.

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).

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. In house, over 250 senior students volunteered and were trained to support first-year students.

Students in the School of Public Management, Governance and Public Policy contributed to 10 volunteering projects in 2018 in terms of community engagement initiatives carried out by students focusing on the Sustainable Development Goals.

UJ Centre for Entrepreneurship extended their footprint beyond Gauteng



THROUGH THE PFUNANANI ENTREPRENEURSHIP DEVELOPMENT PROJECT

and boosted

60

LOCAL BUSINESSES

UJ/ Raymond Ackerman Academy of Entrepreneurial Development initiative



ONCE-IN-A-LIFETIME OPPORTUNITY AT A MINIMAL COST TO STUDENTS

conferred

120

CERTIFICATES IN 2018

CBE Knowledge Generation and Dissemination



PROFESSOR
KELVIN BWALYA

Postgraduate enrolment and research output serve as a pull factor in the CBE strategy. Vice-Dean, Prof Kelvin Bwalya, joined the Deanery in October to lead the CBE research portfolio.

The CBE Higher Degrees Committee has tightened postgraduate governance in terms of more rigorous selection and supervision practices, as well as student monitoring and support measures.

POSTGRADUATE OUTPUT

In 2018, the CBE conferred 1 355 postgraduate qualifications, among which were 460 postgraduate diplomas (34% of total), 706 honours degrees (52%), 160 master's degrees (10%) and 24 doctorates (2%). The STH graduated its first doctoral student since the inception of the programme in 2015.

POSTGRADUATE RECRUITMENT

Through bursaries offered by the Dean's Senior Leadership Development Programme, ten international doctoral students were recruited from universities in Ghana, Rwanda, Uganda and Zimbabwe. The School of Leadership grew its footprint into parts of Southern Africa by attracting parliamentarians from Botswana, Eswatini (formerly Swaziland) and Zambia.

IMPROVED KNOWLEDGE GENERATION

By end 2018, CBE investment in global and continental partnerships stood at R9 million. Books, chapters, conference proceedings and journal articles produced by CBE staff represented 17% of UJ output. The final total research output increased from 285 credits in 2017 to a record-breaking 353 credits in 2018 (+23%), of which 60% were published in journals, 24% in conference proceedings and 16% in books and book chapters.

All Schools have upped their research output. Most encouraging is that research output per academic has improved to more than 1 credit per academic, meaning that research participation has grown by 33%.

The most productive contributions were made by the School of Public Management, Governance and Public Policy (seven credits per senior lecturer unit), followed by the School of Tourism and Hospitality (five credits per senior lecturer unit). The School of Economics and the School of Consumer Intelligence and Information Systems Performed contributed mid-range at two credits per senior lecturer unit, while the Johannesburg Business School and the School of Accounting contributed about one credit per senior lecturer unit.

In terms of impact, some 72% of CBE research output was listed in ISI, IBSS, Nordic List, SciELO and Scopus accredited journals.

An analysis of research titles showed that College researchers' intellectual pursuits have shifted since 2017, from general business dynamics to South African and continental business challenges, notably in the field of market intelligence.

ANNUAL HONOURS POSTER COMPETITION

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

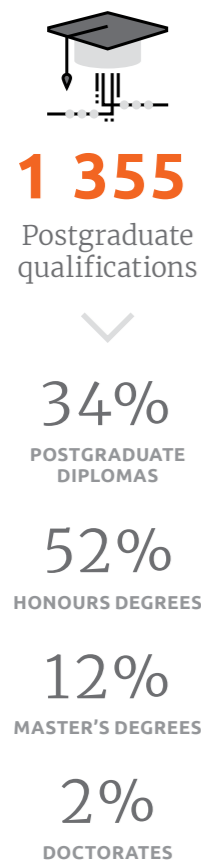
INSTITUTE OF TRANSPORT AND LOGISTICS STUDIES (ITLS (AFRICA))

ITLS (Africa), located within the Department of Transport and Supply Chain Management, responds to industry needs for independent, unbiased, relevant and up-to-date research. Its international partner institution is the Institute of Transport and Logistics Studies at the University of Sydney.



TOP: UJ Transport and Supply Chain Management 50th celebration. BOTTOM: CCRED Department of Trade and Industry 2018 Reporting.

In 2018, the contribution of ITLS (Africa) ranged from surveys on trends in transport, logistics and supply chain management to once-off specialist research projects, such as the skills gaps in Kenya, Namibia, and Zimbabwe. Of significance is a new agreement with the World Bank, the World Resources Institute, the World Council on Transportation and Research Society and five African universities, which will further joint research, exchange and training programmes.





LEFT: Honours Poster Competition. RIGHT: Doctoral and Master's (Cum Laude) Graduates 2018.

CENTRE FOR AFRICAN BUSINESS (CAB)

The Centre for African Business (CAB) aims to contribute towards making the University of Johannesburg's business school recognised for excellence in management and leadership capacity building in Africa and internationally. The CAB's principal activity is to develop and publish teaching case studies. The CAB is dedicated to delivering contextually relevant case studies and is committed to the decolonisation of teaching, learning and the broader curriculum – using Africa-specific examples and outputs.

The Centre also runs various events (seminars, workshops and conferences), short courses and learning immersions into various African countries linked to its research outputs, and geared towards driving the Pan-African agenda and strategy of the JBS and the College of Business and Economics at large.

Research, focused on Africa, through the publication of opinion editorials, white papers and journal articles, is another important area of focus for the Centre.

The Centre collaborates widely with other centres at the University of Johannesburg and beyond, seeking partnerships with similar centres of African business and networks of experts.

CENTRE OF LOCAL ECONOMIC DEVELOPMENT (CENLED)

CENLED, directed by Dr Marius Venter, partnered in an international research study on strengthening urban engagement of universities in Asia and Africa, funded by the British Academy. The project includes six other international partners from Iran, Iraq, the Philippines, Scotland, Tanzania, and Zimbabwe.

CENLED entered into a three-year capacity building programme for Gauteng Department of Economic Development officials. The third phase started in 2018 with the training of officials in Local Economic Development short learning programmes; the value of this contract is R900 000 for 2018/2019.

CENTRE FOR COMPETITION, REGULATION AND ECONOMIC DEVELOPMENT (CCRED)

CCRED, directed by Prof Simon Roberts, specialises in industrial development, competition and barriers to entry, and regional value chains. CCRED, for example, has secured a research grant to promote the ambitions of the Anti-Corruption Evidence Research Consortium, which seeks to examine cartels as a source of private corruption in SADC countries. The project emphasis is on the steel sector and effective enforcement of competition law in Malawi, Tanzania and Zambia.

CCRED and the SA Research Chair in Industrial Development, both from the CBE School of Economics, convened the Digital Industrial Policy Colloquium in November 2018. This conference sought to support the national Department of Trade and Industry by deepening insight into 4IR-related disruption and firm-level responses and directions for industrial policy. The implications for global value chains were deliberated, as well as financing of investment and skills requirements.

The colloquium integrated CCRED research findings, international business experience and contributions by leading global experts, such as Dr Antonio Andreoni (SOAS, University of London, UK); Dr Rashmi Banga (United Nations Conference on Trade and Development); Parminder Jeet Singh (IT for Change, India); Prof David Kupfer (Federal University of Rio de Janeiro, Brazil); Prof Stefano Ponte (Copenhagen Business School, Denmark); Dr Tim Sturgeon (MIT Industrial Performance Centre, USA) and Dr Jinkeun Yu (Senior Research Fellow, Korea Institute for Industrial Economics and Trade).

FOOD EVOLUTION RESEARCH LABORATORY (FERL)

FERL, headed by Dr Hema Kesa, is a virtual laboratory within the STH focusing on enhancing the lifestyles of people across generations by focusing on nutrition, health and wellness. FERL was established in partnership with Penn State University.

PUBLIC AND ENVIRONMENT ECONOMIC RESEARCH CENTRE (PEERC)

The Public and Environment Economic Research Centre, directed by Prof Johane Dikgang, is dedicated to strategic research in environmental economics.

CENTRE FOR PUBLIC MANAGEMENT AND GOVERNANCE (CPMG)

CPMG, directed by Prof Christelle Auriacombe, caters for professional public sector capacity building by way of a Higher Certificate in Local Governance and an Advanced Certificate in Municipal Governance, which articulate into subsidised programmes in the field of public management and governance. Also noteworthy was the acknowledgement of the standing of the CPMG through the nomination of three students and four staff members to participate in the UN Humanitarian Affairs Asia Peace Summit of Emerging Leaders in Bangkok, in November 2018.

UJ CENTRE OF ENTREPRENEURSHIP (UJCE)

UJCE, directed by Ms Moipone Molotsi, hosted the 'Think smart before you start up' Entrepreneur Fair in partnership with Fasken and ProBono.Org to support entrepreneurs growing streams of new business to success.

Looking Forward

We express our deep appreciation for individual and collective commitment to our future impact.

Overall, the CBE has progressed well in 2018. Underpinning the mind-set of all the staff in the College is the theme of connectedness, of productive and active interdisciplinary connections within the College, as well as a vast set of continental and international connections, to ensure that globally, the UJ College of Business and Economics is top of mind and top of class.

There is still much work to be done to realise the ambitions of our country and our continent. We are confident that the CBE, with the collaboration of all role-players across the private and public sectors, as well as civil society, will help to turn business into a powerful engine that drives our economy forward.

TOP LEFT: Staff Day. TOP RIGHT: 100% Enrolement – Deans' thank you braai. BOTTOM LEFT TO RIGHT: CBE Madiba Day sandwich project. our aim was to make 1 000 sandwiches and the end result was 15 740. The sandwiches were distributed to shelters and support organisations.





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