Daniel Malan
Senior Lecturer: Ethics & Governance
Head: Unit for Corporate Governance in Africa
KPMG Special Advisor: Ethics & Governance

UN Headquarters, New York – 5 December 2008
University of Stellenbosch Business School

- Programmes
  - MBA (663 students), Masters in Development Finance (183 students with 96% from African countries), PhD (39 students) & 4 000 participants in Executive Education programmes

- Only South African business school to have signed up to the PMR ranking of SA business schools 2008

- In Global Top 50 of Financial Times Executive Education survey

- Top 100 in Beyond Grey Pinstripes

- Accreditation
  - EQUIS (1st in Africa; 1st outside Europe)
  - AMBA (1st in Africa)
It is my endeavour to gear up the University, using the existing vision as point of departure, to an institution in Africa that does not only want to be significantly ‘different’, on the basis of our past, but also wishes to be significantly ‘better’, as viewed against our commitment with regard to the future of the people of our country and the continent.

Prof Russel Botman
Vice-chancellor
11 April 2007
Main focus areas

- To offer responsible management education, business schools have to succeed in balancing potential conflicts:
  - Rigorous academic content which is also relevant for management practitioners
    - Requirement: partnerships with external organisations who can provide input into curriculum design, development of case studies, etc.
  - A balance between global values and standards and how they apply at the local level
    - Requirement: local stakeholder engagement and an understanding of the potential tension between local flexibility and global integrity
Relevant courses on MBA programme

- **Sustainable Leadership**
- **Business Environment**
- **Strategic Management**
- **Marketing Management**
- **Operations and Information Management**
- **Information Systems Management**
- **Cost Accounting**
- **Financial evaluation**
- **Management Accounting**
- **Business Communication**
- **Systems thinking**
- **Business Finance**
- **Economics for Managers**

- Strategies for Non-profit Organisations and NGOs
- Negotiation
- Environmental Finance
- Portfolio Management
- International Finance
- Emotional Intelligence
- Social entrepreneurship
- Business strategy for China
- Business Strategy in Emerging Market Economies
- Doing Business in Africa
- Broad Based Black Economic Empowerment
Sustainable Leadership

Organisational Leadership
Organisations have no objective life or existence of their own. They are the results of decisions taken and influence applied by leaders. The success of leadership, the innovative capacity of organisations, and the ability to tap into perpetual learning is intimately linked to our personal growth.

Personal Leadership
My personal capacity as a leader is rooted in my own authentic and inner diversity; the magnificent construct of my brain; and in the mysterious interplay of my soul, spirit, mind and body. My personal success as a leader, and my capacity to enhance the innovative capacity of organisations, is rooted in my ability to tap into perpetual learning and ongoing personal growth.

Group Leadership
(W)holeness and integration is achieved when people - as individuals and groups - submerge their interests to the (W)hole because they believe it serves their needs as well. Transformation, leadership, action and learning are all rooted in the expanse or limitations of our individual and collective human capacity. It is as big or small as we are.

Societal Leadership
The complexity of leadership, and how I view the strategic environment, are reflections of human nature. They have no objective reality. It is a manifestation of my and our personal values, world views, experience, perceptions, and the subjective human choices that I and we make.
Partnership between KPMG and USB

- Joint research and publications
- Use of KPMG tools in the classroom
- Credibility for KPMG’s advisory services
- Potential global application
UNIT FOR CORPORATE GOVERNANCE IN AFRICA

UN Global Compact / NBI
Public Investment Corporation (4 junior research fellowships)
Addis Ababa Chamber of Commerce
Hermes Equity Investment Ltd

MBA Programme (USB)
Masters in Development Finance (USB)
USB Executive Development Ltd
Global vs Local

**Global Standards**: Global Compact, Global Reporting Initiative (danger of merely presenting these as global standards)

**Local Interpretation**: What does non-discrimination mean for South Africa? How do you balance developmental needs with environmental responsibility?
Recommendations

- Get students to be interested – guest speakers from industry, research opportunities, relevant case studies
  - Speakers over the last year: Sir Mark Moody-Stuart, Tom Donaldson, PIC Governance Specialist, PWC Global Ethics Leader, UNPRI representative
- Encourage pracademia
- Enter into formal partnerships with clearly defined deliverables and mutual benefits – times are too tough to merely ask for donations
- Monitor global trends and focus on local applications