



**UN Principles for Responsible Management Education Report  
Sharing Information on Progress (SIP)**

**Johannesburg, South Africa June 2016**

**PRME**

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

## Table of Contents

<b>RENEWAL OF COMMITMENT.....</b>	<b>4</b>
<i>Prof Nicola Kleyn.....</i>	<i>4</i>
<b>UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION.....</b>	<b>5</b>
<i>PRINCIPLE 1.....</i>	<i>5</i>
<i>PRINCIPLE 2.....</i>	<i>5</i>
<i>PRINCIPLE 3.....</i>	<i>5</i>
<i>PRINCIPLE 4.....</i>	<i>5</i>
<i>PRINCIPLE 5.....</i>	<i>5</i>
<i>PRINCIPLE 6.....</i>	<i>5</i>
<b>INTRODUCTION AND BACKGROUND.....</b>	<b>6</b>
<b>Report notes .....</b>	<b>8</b>
<b>KEY OBJECTIVES .....</b>	<b>9</b>
<i>The 4<sup>th</sup> Global Conference on Responsible Leadership.....</i>	<i>9</i>
<i>The GIBS Integrated Value Lab.....</i>	<i>9</i>
<i>Project Orbit .....</i>	<i>9</i>
<i>The GIBS Ethics and Governance Think Tank.....</i>	<i>10</i>
<i>GIBS' Continued Commitment to Societal Developments.....</i>	<i>10</i>
<b>SUPPORT .....</b>	<b>11</b>
<b>KEY ACHIEVEMENTS IN THE PAST 24 MONTHS .....</b>	<b>12</b>
<i>PRINCIPLES 1 and 2 .....</i>	<i>12</i>
<b>ACADEMIC PROGRAMMES.....</b>	<b>12</b>
Assurance of Learning.....	12
Doctoral Programme Post Proposal Thesis Topics .....	13
.....	13
Academic Courses.....	13
<b>EXECUTIVE EDUCATION .....</b>	<b>15</b>
The Inclusive Markets Programme .....	17
<b>PRINCIPLE 3 .....</b>	<b>18</b>
The Disruptors: Social entrepreneurs reinventing business and society.....	18
UNICON Directors' Conference 2015 – “Leading Learning in Dynamic Markets” .....	19

The GIBS Dynamic Market Index.....	20
<b>PRINCIPLE 4</b> .....	<b>21</b>
Faculty research and publications.....	21
<b>PRINCIPLE 5</b> .....	<b>24</b>
Forums 2015 .....	24
Forums 2016 .....	25
Executive Education .....	25
The GIBS Network for Social Entrepreneurs .....	25
The GIBS Enterprise Development Academy.....	26
<b>PRINCIPLE 6 – DIALOGUE</b> .....	<b>27</b>
<i>Centre for Leadership and Dialogue</i> .....	27
<i>Executive Education</i> .....	27
National Treasury Executive Leadership Programme: The Cities Programme .....	27
Crafting the Gauteng Provincial Government Economic Development Framework.....	28
Gauteng Business Consultative Forum .....	29
Health and Humanitarian Conference .....	29
Discovery GIBS Executive Breakfast – Shared Value Business Model .....	30
<b>SUSTAINABILITY AT GIBS</b> .....	<b>31</b>
<i>Updates on GIBS Corporate Social Responsibility</i> .....	31
School-led CSR activities.....	31
<b>APPENDICES</b> .....	<b>35</b>
<i>Appendix 1</i> .....	35
<i>Appendix 2</i> .....	36
Centre for Leadership and Dialogue .....	36
Centre for Business Analysis and Research .....	37
<i>Appendix 3: GIBS at a Glance</i> .....	38

## **RENEWAL OF COMMITMENT**

From its inception, GIBS has sought to occupy a position as a business school that is responsive to the needs of business. As such, we understand the continuous and growing need for responsibility and sustainability to be deeply embedded in management education, practices and research activities in which we as a School engage.

Prior to joining PRME, the School had always been committed to the values embodied in The Principles for Responsible Management Education and the UN Global Compact. Since becoming a PRME signatory the School has actively sought to integrate the PRME framework in ways that ensures that the principles have become the way of doing things rather than what we do to ensure compliance. GIBS is committed to continuing along this trajectory, ensuring further engagement and continuous improvement.

Since the last PRME SIP report, GIBS has undergone a review of its mission statement and in April 2015, the mission statement was adapted to better reflect the ethical, moral and responsible conduct advocated and practiced by the School. The inclusion of the word 'responsible', referencing both individual and organisational responsibility, in the mission statement is further testament to GIBS' commitment to the principles of PRME.

GIBS remains a progressive business school that is an active partner in societal dialogue, engaging with both social agents and government in order to fulfil this mission to improve the quality of organisational and business leadership.



**Prof Nicola Kleyn**

Dean

Gordon Institute of Business Science, University of Pretoria

## **UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION**

As institutions of higher learning involved in the education of current and future managers we are voluntarily committed to engaging in a continuous process of improvement of the following Principles, reporting on progress to all our stakeholders and exchanging effective practices with other academic institutions:

### **PRINCIPLE 1**

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

### **PRINCIPLE 2**

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

### **PRINCIPLE 3**

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

### **PRINCIPLE 4**

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

### **PRINCIPLE 5**

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

### **PRINCIPLE 6**

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

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

## INTRODUCTION AND BACKGROUND

The Gordon Institute of Business Science (GIBS) is the graduate school of business of the University of Pretoria, which is the largest residential university in South Africa. The School is located on a dedicated campus in Johannesburg and operates with high levels of autonomy from the University. The Vice-Chancellor and Principal, Professor Cheryl de la Rey, is the Chief Executive of the University. There are nine faculties in the University (including Faculty of Economic and Management Sciences) which serve all undergraduate students and offer specialist honours, masters and doctoral degrees. GIBS functions within the university as a separate school with a focus on general management at post-graduate level. All academic degree programmes offered by GIBS are accredited through the University of Pretoria by the South African Council on Higher Education (CHE).

GIBS was established in 2000 and initially offered a Master of Business Administration (MBA) and a Postgraduate Diploma in Business Administration (PDBA) as well as a small portfolio of Executive Education (EE) courses. Since then the School has extended its MBA to include a number of formats and introduced a Doctor of Business Administration (DBA) and more recently, a PhD (Doctor of Philosophy). In addition to this growth in academic programmes, the School now has a sizeable executive education portfolio and serves a large number of institutional clients with requirements for customised leadership and management development programmes. The School's Executive MBA programme continues to be ranked in the top 100 on the Financial Times (FT) Executive MBA ranking, and the School ranks in the top 50 for the FT Executive Education ranking and is the top South African and African business school on this measure. The School's MBA and DBA programmes are accredited by the UK-based Association of MBAs (AMBA) and has recently completed a Peer Review Team assessment by the Association to Advance Collegiate Schools of Business (AACSB) for accreditation and is awaiting the outcome. GIBS is also accredited by the Council on Higher Education (CHE) and is a member of the South African Business Schools Association (SABSA), the European Foundation for Management Development (EFMD) and the Association of African Business Schools (AABS).

Although the School delivers programmes far beyond South Africa (over 23 countries in 2015), its primary impact is in its home country. In excess of 10 000 students and executives attend programmes on the campus each year, and in a busy month, the campus will host up to 13 000 (including repeat) visitors.

### **Mission and supporting processes**

The mission of the Gordon Institute of Business Science is worded as follows:

**At GIBS we significantly improve responsible individual and organisational performance, primarily in South Africa and increasingly in our broader African environment, through high-quality business and management education.**

From the time of its inception, GIBS has sought to occupy a position as the business school that is responsive to the needs of business in order to build capability in general management in the South African and the greater African context, is innovative in programme design, teaching and increasingly research, is engaged with the wider community, is alert to global perspectives and is committed to the process of continuous improvements in all aspects including responsible management education practices.

In the main, the School serves post-experience students who seek to grow their knowledge and skills in general management. Academic Programmes and executive development form the programmatic bedrock of the School's activities. The establishment of the practitioner-oriented Centre for Leadership and Dialogue (CL&D) has enabled the school to broaden its reach to include broader stakeholders who seek to engage and promote responsible leadership and dialogue in the context of the relatively newly fledged democracy in which the majority of our clients and students create impact. The Enterprise Development Academy (EDA) which was formed off the back of the School's appointment to deliver the Goldman Sachs 10 000 Women Programme has increased the School's focus on developing entrepreneurial talent in partnership with the corporate sector.

As GIBS enters into its sixth year as a signatory to the United Nations Principles for Responsible Management Education (PRME) a sub-charter of the Global Compact, the School continues to participate actively in both UN Global Compact and PRME academic think tanks and global business school development initiatives. GIBS signed the United Nations Principles for Responsible Management Education (PRME) in November 2009.

## **Report notes**

This report summarises GIBS' activities under the PRME ambit in the past two years since the school's last SIP released in January 2014.

The GIBS SIP Report (January 2012 and January 2014) can be downloaded [here](#)



## KEY OBJECTIVES

As confirmation of our continued commitment to the PRME, the business school aims to ensure that our management education remains relevant to both the business community and society at large, and that we continue to embed our focus on the social-business nexus.

In addition to the continuation of the general focus expressed in the 2014 PRME SIP, the highlighted key objectives and activities, planned at GIBS in the near future include the following:

### The 4<sup>th</sup> Global Conference on Responsible Leadership

In March 2017 GIBS together with The Albert Luthuli Centre, the Leadership Collaboratory at the Copenhagen Business School and the Globally Responsible Leadership Initiative will host the 4<sup>th</sup> Global Conference on Responsible Leadership. The conference theme is focused on “**Leadership Challenges That Matter**” and a collaboration between scholars of leadership, business, organization, environmental studies and the humanities to grapple with complex and pressing challenges confronting business and society in a problem-driven, solution-oriented, and collaborative manner is expected. For more information on the conference please visit: <http://www.grli.org/event/4th-intl-conf-on-responsible-leadership/>.

### The GIBS Integrated Value Lab

GIBS is currently conceptualising and testing The GIBS Integrated Value Lab (IV Lab) - A centre of excellence in integrated value, strategic futures, systematic leadership, sustainable enterprise inclusive business and circular economy. See Appendix 1. The newly established GIBS Integrated Value Lab, chaired by Prof Wayne Visser, aims – in collaboration with business and academics in the Southern African context – to identify, understand and promote the connections between subject matter experts who have an interest in best practices of integrated value. It aims to be a centre of excellence for leading edge experimental research and learning through collaborative discovery.

### Project Orbit

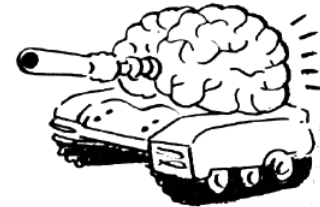


As part of a strategic focus on research development, the School has introduced the Orbit Research Project which is aimed at understanding how business is conducted in an emerging market context, with a special focus on Africa. The theme of responsible management has been embedded in conceptualisation of this new research project which will be piloted in the second half of 2016.

### The GIBS Ethics and Governance Think Tank

In May 2016 GIBS launched the GIBS Ethics and Governance Think Tank. This ground breaking initiative is the first of its kind in South Africa and it aims to confront the challenges of ethical failures and social problems that threaten South Africa's future. The initiative aims to do this by bringing together many leaders who have remarkable ethical, professional and intellectual credentials in order to develop creative ideas and pragmatic solutions. The GIBS Ethics and Governance Think Tank has already begun to host a series of events that will allow for the facilitation of dialogue and the development of partnerships through collaboration. The next public event is Titled: Hard Talk: Ethical Challenges and Opportunities for South African Business: a national conversation about business ethics which will be translated into a practical action plan.

### ETHICS THINK TANK



### GIBS' Continued Commitment to Societal Developments



GIBS' maintains its continual commitment to societal development. GIBS has always put social responsibility at the forefront of our goals. GIBS will continue to ensure that its students, academic staff and professional staff become involved in community service projects during their time at GIBS. GIBS has a number of ongoing community-oriented projects which will remain a priority. Social responsibility is a focus of the school's activities

and is integrated into the education and training of professionals to be leaders. Refer to the Sustainability at GIBS section for further examples of socially responsible activities in which GIBS is engaged in.

## **SUPPORT**

Opportunities for cross collaboration between PRME signatories continue to be identified as follows:

- Case study writing and production support (content writers and contributors).
- Research collaboration opportunities, particularly pan-African focused.
- Visiting, short-stay faculty

## KEY ACHIEVEMENTS IN THE PAST 24 MONTHS

### PRINCIPLES 1 and 2

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

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

### ACADEMIC PROGRAMMES

#### Assurance of Learning

In 2015 the programme learning goals for the 2016/17 curriculum for all academic programmes were reviewed and revised as a result of the revision of GIBS' mission in 2015. The 2016 learning goals continue to include a focus on responsible leadership, social responsibility and inclusivity.



An example of one of the relevant MBA Goals include:

#### **Learning Goal 2: Drive competitive and responsible organisational performance**

Students will be able to demonstrate that they have the necessary knowledge and skills to drive competitive and responsible organisational performance.

#### **Learning Objectives:**

By the end of the MBA Programme, students will be able to:

- 2.1 Demonstrate an understanding of the theories and practices of leadership.
- 2.2 Demonstrate an understanding of how the development imperatives at a country or regional level influences business strategy and performance, specifically in Africa.
- 2.3 Demonstrate an understanding of the roles and responsibilities of business leaders within and across the multi-cultural context of an emerging market environment.
- 2.4 Demonstrate how to measure and review competitive, ethical and responsible business performance.

The learning goals form the foundation from which all academic course outcomes are developed therefore, ensuring that the determined principles and values are deeply embedded in the curricula. Through the process of assurance of learning, students' achievement of the learning goals is determined and GIBS' is able to monitor, evaluate and take action where necessary.

## Doctoral Programme Post Proposal Thesis Topics

GIBS continues to ensure that students have the opportunity to conduct research in topics that relate directly to the principles of PRME. The updated list below provides examples of current students thesis topics that are relevant when considering Principles 1 and 2.

- Divergent Patterns of Institutional Entrepreneurship of Multinationals in Emerging Markets: Comparing EMNEs and DMNEs
- Strategic Value Capture through Public-Private Collaboration - Myth or Reality?
- Antecedents and enablers of supply chain value creation: a perspective of SMEs participation in local procurement in Uganda
- Ethical leadership across cultural value orientations
- Cultural Distance, Relationship Bonding and Trust in Strategic International Public-Private Partnerships (SIPPPs)
- An Effectual approach to Sustainable Entrepreneurship
- The Entrepreneurial Process: Resource mobilisation in resource constrained environments
- Human capital investments and skills outcomes specific to the different entrepreneurship phases
- Towards a trust governance theory: explaining the dimensional structure of trust between a board of directors and the CEO
- Negotiating Public-Private Partnerships in resource-constrained projects: perspectives on processes from housing projects
- Extending the theory of storage to a perishable commodity in an underdeveloped market

## Academic Courses

GIBS offers a number of core and elective courses that are directly address the issues of responsibility, sustainability and ethics.



These include:

Programme	Course
Post Graduate Diploma in Business Administration	<b>Ethics and Sustainability</b> is a core course offered on the PBDA programme
Post Graduate Diploma in General Management	Both the <b>Financial Accounting</b> and <b>Management Accounting</b> core course outcomes include a strong emphasis on responsible and ethical reporting with a focus on the triple bottom line.
Master in Business Administration	<b>Leadership and Corporate Accountability</b> is a core course on the MBA programme. The course examines the often conflicting ethical, social and economic responsibilities of business leaders operating in a dynamic environment

<p>Master in Business Administration (Elective courses with an intensive focus on social responsibility and sustainable value)</p>	<ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Business Opportunities and Innovation in Africa</li> <li>• The Moral Leader</li> <li>• Women in Leadership</li> </ul>
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During the 2014 and 2015, GIBS introduced the following new courses on the masters programme which further addresses the issues of responsibility, sustainability and ethics:

- **Environment of Business**



This course is designed to help students to engage with the dynamic external context of business, which presents a variety of political, economic, technological, social, legal, and environmental risks, challenges and opportunities that companies must prepare for, and respond to, if they are to survive and thrive. The course places significant emphasis on the fact that the continued

availability of natural capital, upon which life depends, is under severe pressure, highlighting that this is threatening the objectives of many developing nations and the traditional economic growth and consumption models around the world. It further iterates that at the same time, many populations are still facing the challenges of poverty, corruption and human rights. Consequently, business leaders are increasingly required to incorporate social and environmental factors alongside economic and technological ones in their pursuit for economic sustainability. Business leaders are beginning to realise that, in the future, companies and economies will not have permission to grow at the expense of social justice and environmental security

- **Dynamics of Competitiveness**



This course is designed to immerse students in different contexts and the challenges faced by South Africa in terms of financial, economic, social and other dynamics, so that students gain a deep understanding of the current state of affairs. Students travel to secondary and informal economies identified outside the city of Johannesburg and experience a wide range of factors which have shaped the communities' way of life and how they approach surviving their daily

challenges. Furthermore, students examine what pressures and opportunities the increase in the number of foreigners, who have relocated and settled in these towns, brings to these communities.

- **Innovation for future fitness (Elective)**

This course uses the 5-S Future-Fitness Framework developed by Dr Wayne Visser at Kaleidoscope Futures Lab. Ltd as a lens through which to view emergent issues and trends. This forms the basis of this course. The 5-S' of future-fitness are:

- **Safe** – a future in which we are more healthy, secure and resilient (looking at OH&S, toxicity, risk & emergency preparedness)
- **Smart** – a future in which we are more educated, connected and responsive (looking at connectivity, access to knowledge, R&D investment)
- **Shared** – a future in which we are more fair, diverse and inclusive (looking at value distribution, stakeholder participation, diversity)
- **Sustainable** – a future in which we are more renewable, enduring and evolutionary (looking at cradle-to-cradle resourcing, externality pricing and footprint analysis)
- **Satisfying** – a future in which our lives are more beneficial, beautiful and meaningful (looking at quality standards, levels of satisfaction, happiness)

- **Innovating business at the base (Elective)**

Through this course, students share, review, apply and co-create new insights and frameworks (to understand), and methodologies and tools (to design, implement, innovate and improve) business models at the BOP that work. The ultimate aim is to innovate, implement, and scale economically sustainable models that have a significant measurable impact on serving needs at the BOP. Where “sustainable” means systemic funding from customer payments, donors, governments and/ or companies to make it economically sustainable.

## **EXECUTIVE EDUCATION**

At a programmatic level, GIBS Executive Education (EE) focuses its design on building critical ‘core capabilities’ that allow individuals and teams to compete more effectively through their human capital capabilities and enables responsible individual and corporate performance. The GIBS philosophy is modelled loosely on the leadership pipeline at the organisational levels perspective and then the levels of change focus (namely (1) leading self, (2) leading teams, and (3) leading within the organisation). At an institutional level, EE has been designed for personal and organisational impact. Two practices are embedded across EE. For programmes focused on developing leadership and management development that are longer in duration, every programme has a Personal Development Plan to develop participants at the individual level, and a Workplace Improvement Project to get participants to work in cross-functional teams and to apply their skills to a critical business issue. For shorter, skills-based programmes, every course has an action-planning template which requires executives to reflect on the new knowledge and skills gained, as well as actions, resulting in a 90-day action plan on how they will apply the learning. This is directly aligned to the GIBS mission and

focuses on ‘significantly improving responsible individual and organisational performance’ directly

The School’s EE programmes are designed with a strong knowledge of, and emphasis on, context. Managing and building institutions in the South African and broader African socio-political and economic context predetermines a business school’s responsibility towards balancing growth and development, considering social issues in business management, and improving ethical leadership for moral challenges in leadership choices. The School’s EE programme design, for both Open and Custom programmes, is enriched by thorough research into, and engagement with, the local context. EE programmes build responsibility through domestic and foreign immersions, local cases, and critical cases for decision-making.

In addition to the foundational elements of the PRME principles that underpin Executive Education Programmes, a few key examples of the integration of responsible leadership, sustainability and ethics in some key and relevant EE programmes that took place during 2015 and 2016 are highlighted below:

### The Bloomberg Media Initiative Africa (BMIA) – Executive Training Programme



The BMIA Executive Training program, incorporates a philosophy around sustainability and ethics in particular. The programme has a set of Guiding Principles (Meta Content) that underpin the program design and delivery. Whilst not “taught” as stand-alone modules, the specific themes are referenced by the teaching faculty (where applicable) and are incorporated into the integration sessions during the study blocks. The integrated Guiding Principles include: Rigour, accuracy, truth-seeking, Social justice and awareness, Democratic values, Innovation, Inclusivity, Integrity and ethics and Environmental impact.

The **Transnet Global Executive Leadership development Programme** is a programme designed for the senior executives at Transnet which holds a strong focus on sustainability. The programme contains a local module on all aspects of sustainability presented by Dr Wayne Visser and includes a 3-hour session on global sustainability with a local expert during the Brazil immersion.

The **Comair Take-Off Programme** required delegates to complete a half day module on Ethics which was facilitated by Leon van Vuuren who works for the Ethics Institute of South Africa.

The **Teta International Executive Development Programme** contains a module on Governance, Ethics and Reporting and the **Teta International Leadership Development Programme** contains two modules with a specific focus on responsible leadership and ethics; 1. Ethics, Labour Law and Essential Legislation and 2. Leading change (an immersion module



where students visit constitutional court and are exposed to real experiences of social challenges)

The **NAMPAK Managers Development Programme Plus** expects students to complete a half day module on Ethics as well as a half day module on Sustainability.

The **Murray and Roberts Core Leadership Programme** contains a socially relevant leadership immersion in a surrounding township

The **Nedbank Middle Management Programme** requires delegates to complete an Action Learning Project which is linked to the Nedbank foundation and is a team challenge where delegates have to demonstrate the learnings from the programme by using a particular CSI project/ community upliftment project.

The **Discovery Advanced Peak Performance Programme** contains a full day immersion where delegates are exposed to social realities to highlight the need to be a force for social good.

### **The Inclusive Markets Programme**

The Inclusive Markets Programme is a partnership with business that focuses on building sustainable and inclusive strategies for low-income markets to include micro enterprises in informal markets into their value chain. The programme focuses on the following:

- Immersion into informal market spaces to drive awareness of living conditions and context
- Research to build understanding of social and economic challenges
- Driving and innovating private sector business models which are inclusive and create shared value
- Employing and training local guides from the communities we work in
- In some programmes such as MBA and visiting MBA's, getting syndicates to consult to micro enterprises creating consulting solution to drive efficiency and scale. Post intervention, we have noted dramatic improvements in the operations and confidence of these enterprises

### PRINCIPLE 3

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

GIBS has continued the activities of the Centre for Leadership and Dialogue, Centre for Business Analysis and Research and the Centre for Dynamic Markets as outlined in the 2014 PRME SIP and updated in Appendix 2.

In addition to the creation of such educational frameworks, materials, processes and environments facilitated through these Centres, the following key activities are highlighted:

#### **The Disruptors: Social entrepreneurs reinventing business and society.**

In 2016 GIBS launched *The Disruptors: Social entrepreneurs reinventing business and society* in response to a need for an academic reference book and framework that can be used in the classroom. The book, which is co-authored by Kerry Krige – Head of the Network for Social Entrepreneurs (NSE) at GIBS, contains academic sections which have been integrated into the individual stories in order to create layers of knowledge around responsible leadership in the South African context with a specific focus on Social Enterprise (a blended model adapted by considering the best practices in business and the current needs or challenges faced by civil society). The academic sections of the book provide educational material that can be used in the classroom together with four academic teaching case studies that have been written.



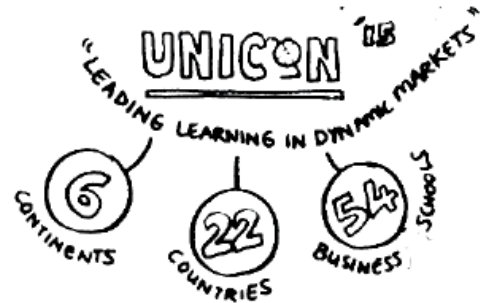
In addition to the academic case studies derived out of the book, the Network for Social Entrepreneurs have been invited to guest edit the Emerald's Emerging Markets Case Studies Collection titled: "Special Issue on Social Entrepreneurship in Africa" which contains 11 submissions received from across the continent, including Senegal, Rwanda, Ghana, Tanzania, Kenya and can be used as a methodology for teaching responsible leadership.

In 2015, GIBS and the NSE became the lead academic institution on the first National Mapping Study of Social Enterprises in South Africa. This is a three-year study to be completed end 2017.

## **UNICON Directors' Conference 2015 – “Leading Learning in Dynamic Markets”**

UNICON is a forum for Executive Education Directors at leading business schools from across the globe to share best practices, conduct research into topics of concern and provide benchmarking data for members.

Notably, 2015 was the first year that the UNICON Directors' Conference was awarded to a member organisation in a developing country as well as on the African continent. The GIBS 2015 UNICON Directors' Conference was delivered from 8-10 April 2015, to 70 global attendees from top business schools around the world, with the theme of “**Leading Learning in Dynamic Markets**”. The attendees of the conference represented six of the seven continents, over 22 countries were present, and 54 business schools in total.



The 2015 UNICON Directors' Conference was designed and delivered to impact on the member's current views around dynamic markets, executive education as well as showcasing various innovative methodologies utilised at GIBS with a specific focus on better understanding experiential learning and how it can be applied to aid and facilitate learning.

Conference Intent:

**To explore the growth and potential of Africa with a view to leading learning in dynamic environments around the world.**

During the conference participants had the opportunity to:

- Explore a unique context enabling an understanding of dynamic markets with a view to offering / delivering programmes that prepare individuals, teams and organisations for business in Africa
- Reflect on their role in leading learning in client organisations and programme participants
- Explore how business schools can help their clients understand and address leadership development in dynamic markets
- Experiment with a range of learning methodologies with a focus on whole person learning and contextual learning
- Share experiences, expertise and insights throughout current and new networks
- Build networks within UNICON, GIBS, South Africa and Africa
- Meet counterparts in African organisations delivering management leadership development

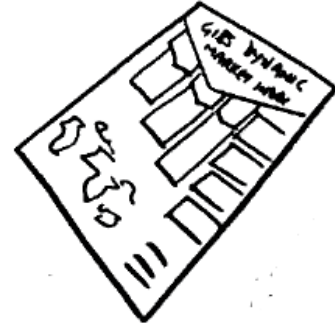
It was the intention that participants come away with:

- A deeper awareness of Africa and its opportunities and challenges
- Samples of learning approaches which can be transferred to dynamic contexts all over the world
- New learning methodologies to enhance design

### **The GIBS Dynamic Market Index**

GIBS Dynamic Market Index (2016), Centre for Dynamic Markets, Gordon Institute of Business Science, University of Pretoria, Johannesburg

The 2016 GIBS Dynamic Market Index was launched in June. The index measures the competitiveness performance of countries through the measure of institutions – looking at how institutions have improved and evolved over a period of time in these countries. The Index is used as an academic framework and is prescribed and taught in relevant academic courses.



## PRINCIPLE 4

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

### Faculty research and publications

A list of the 2015 – 2016 faculty research publications which are relevant and related to environmental, social and governance issues, including academic journal articles, conference papers and case studies are presented below: These are in addition to the publications listed under Principle 3.



### Reports

The Future of Water Security in South Africa & SADC (2016), Gordon Institute of Business Science, University of Pretoria.

### Journal Articles

Edwards, I. (2015). The role of intellectuals in the state-society nexus. South African Journal of Science, 111(5-6) Retrieved from [www.scopus.com](http://www.scopus.com)

Price, G., & Muto, L. (2015). An offender's perspective of what motivates and deters white collar crime in the South African workplace. South African Journal of Labour Relations, 38(2).

Rautenbach, R., Sutherland, M., & Scheepers, C. B. (2015). The process by which executives unlearn their attachments in order to facilitate change. South African Journal of Labour Relations, 39(2).

Saville, A. D., & White, L. (2015). Ensuring that Africa keeps rising: The economic integration imperative. South African Journal of International Affairs, 22(1), 1-21.

Taljaard, C., Ward, M., & Muller, C. (2015) Board diversity and financial performance: A graphical time-series approach. South African Journal of Economic and Management Sciences, 18(3), 425-448.

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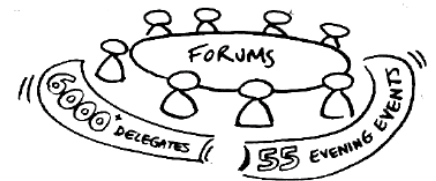
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## PRINCIPLE 5

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

In 2015 GIBS hosted over 55 forum evening events with more than 6000 attendees. We invite a wide range of business and civil society leaders to speak at our evening forums, where they share their challenges and experiences. GIBS offers our broad constituency an easy way to assimilate knowledge regarding how many other organisations meet their shareholder, social and environmental responsibilities.



### Forums 2015

<ul style="list-style-type: none"> <li>• Jeffrey R Immelt Chairman and CEO of General Electric (GE NYSE)</li> <li>• Creating Brands that Resonate with Millennials. What Can Business Learn from Jay-Z and JR?</li> <li>• CEO of EOH Holdings, Asher Bohbot</li> <li>• Discuss Gauteng's Budget with MEC Barbara Creecy</li> <li>• The Key to Career Success: Surrounding Yourself with the Best</li> <li>• From SUPER Yachts to SUPER Cars to SUPER-market Trolleys</li> <li>• Revised BBBEE Codes of Good Practice, Mzwandile Masina, Deputy Minister: Trade and Industry</li> <li>• The transformational power of mobile in Financial Services across Africa</li> <li>• Executive Lessons from India</li> <li>• Tax Reform with Judge Dennis Davis</li> <li>• Raising the next generation of talent for the new world of work</li> <li>• Building a Competitive Manufacturing Sector</li> <li>• Exploring Sustainable Energy Options for South Africa</li> <li>• The New World of Disruptive and Collaborative Business</li> <li>• Growing Entrepreneurs in Africa Key Lessons from Silicon Valley</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Frontiers Unlocking Change through Business, Leadership and Technology</li> <li>• Stop Trying to Manage Millennials and Learn How to Lead Them</li> <li>• Mark Lamberti, CEO of Imperial Holdings</li> <li>• CEO of Vodacom, Shameel Joosub</li> <li>• Wayne Duvenage, A case study on civil society, leadership and activism</li> <li>• Mark Bowman, Managing Director, SABMiller Africa</li> <li>• The Cost of Complexity in Manufacturing with Nampak CEO, André de Ruyter</li> <li>• Is Water the New Business Risk?</li> <li>• How Long Will South Africa Survive, Ferial Haffajee in conversation with RW Johnson</li> <li>• Digital Disruption – The Game Changer</li> <li>• Gold Mine of the Future</li> <li>• How can companies manage complexity without getting complicated?</li> <li>• Cosatu in crisis</li> <li>• South Africa An economy headed to crisis, or not A view from Goldman Sachs</li> <li>• Foresight 2016</li> </ul>
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### Forums 2016

<ul style="list-style-type: none"> <li>• What if there were no whites in South Africa?</li> <li>• Reflections from Davos for Business in Africa</li> <li>• Dueling with Lions</li> <li>• Clem Sunter “Flag Watching, How a fox decodes the future”</li> <li>• The Business of Aviation with Comair CEO Erik Venter</li> <li>• David Vs Goliath. Start-ups take on Telkom, Vodacom and MTN</li> <li>• Cash in, Cash Out- The Fundamo Story</li> <li>• Investing in Turbulent Times</li> <li>• The Fourth Industrial Revolution</li> <li>• State of the Nation</li> <li>• Minimising the gaps between strategy formulation and execution</li> </ul>	<ul style="list-style-type: none"> <li>• Business Under Scrutiny: The Cost of Secrecy</li> <li>• CEO Engage: Adapt or Die with Post Office CEO, Mark Barnes</li> <li>• CEO Engage: Shared Growth with Barclays-Africa CEO, Maria Ramos</li> <li>• The Get-Together: Creativity, Innovation and Entrepreneurial Thinking</li> <li>• Hard talk: ethical challenges and opportunities for SA business</li> <li>• COO Engage: A chain of trust: agency and investing with Rob Dower COO, Allan Gray</li> <li>• Youth forum #engagingtheyouth</li> <li>• Ethical Business Leadership: Securing a Sustainable Future for South Africa</li> </ul>
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### Executive Education

The School’s Custom Programmes conducts extensive work with a large number of organisational clients per year, delivering a significant number of programmes each year. This set of critical organisational relationships is the primary source of trusted advisor relationships the School had with industry leaders. The long-term nature of this type of relationship, the intimacy built, and the knowledge of the organisation and sector developed within the Custom Programmes team, leads to strong, mature relationships with many of South Africa’s executives. Apart from serving the School’s strategic intent, this proximity to business and set of ongoing relationships strengthens the School’s connection with companies and organisations, and provides critical opportunities to GIBS to better understand the social and environmental challenges these businesses face. This further provides opportunities to design elements of programmes that address these needs and allows for the development of potential solutions to relevant social and environmental issues.

### The GIBS Network for Social Entrepreneurs



The Network for Social Entrepreneurs (NSE) is a division of the Centre for Leadership and Dialogue and is a broad network designed for those individuals who want to think innovatively and creatively about social impact, and who want to develop their skills and capacity as entrepreneurs, leaders and managers.

The NSE hosts a number of events in addition to the programmes they have on offer. These events are designed to generate dialogue and inspire leaders in the social sector to push boundaries and find creative new approaches to society's toughest challenges through forums, breakfast debates and workshop. The NSE also provide short and long courses which equip social entrepreneurs and intrapreneurs with the business skills they need to build powerful and sustainable initiatives.

### **The GIBS Enterprise Development Academy**

The Enterprise Development Academy (EDA) is a centre of excellence specialising in tailor-made, practical business education and support services delivered by leading faculty and industry specialists to entrepreneurs, nationally. To address the challenges faced by small business in South Africa, the Academy's primary focus is making business education accessible to start-up, micro and small business entrepreneurs, especially those who have been underserved or marginalised. In doing so, its purpose is to help small business owners to develop sustainable, efficient enterprises that are able to employ more people.



### **The Green Economy Small Business Boost Programme**

The EDA offers a 'Small Business Boost Programme' which is specifically focused on Entrepreneurship education for those in the green economy. The Small Business Boost Programme, funded by J.P. Morgan, aims to promote small business growth and job creation for those involved in providing solutions for the green economy. The programme will provide four months of business and management education and six months of support services to 100 small businesses in Gauteng. It seeks to empower entrepreneurs with the knowledge, skills and resources to grow in this niche sector.

## **PRINCIPLE 6 – DIALOGUE**

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

### **Centre for Leadership and Dialogue**

GIBS continues the practices outlined in the 2014 SIP report with regards to its Centre for Leadership & Dialogue (CL&D). CL&D is a distinctive part of GIBS' engagement beyond traditional organisations and students. The CL&D was established in order to enable members of the business community to engage more broadly with representatives from government, labour and civil society through experiential learning and meaningful dialogue to affect social cohesion, foster public and private engagement and catalyse change to strengthen both society and the economy. The CL&D hosts a number of distinctive programmes including the Spirit of Youth which is a leadership development programme targeted at school leaders from a diverse range of schools in three provinces. In the past year the School has also been able to play a role in providing a safe space for business to engage with government. Examples of such interventions include hosting forums and programmes at which members of provincial government have engaged with local CEO's from a number of Indian owned companies and members of the American Chamber of Commerce. At a recent programme funded by national treasury which focused on city mayors and managers, GIBS was able to facilitate interactions between delegates and senior business leaders.

Whilst the CL&D is instrumental in facilitating dialogue among GIBS stakeholders, there are a number of additional and new initiatives that have taken place in 2015/16 some of these include:

### **Executive Education**

#### **National Treasury Executive Leadership Programme: The Cities Programme**

The Executive Leadership Programme on City Economic Development Strategies and Activities was hosted by the National Treasury Cities Support Programme (NTCSP) with the auspices of the Intergovernmental Relations Division, and was the third in a series of highly successful courses designed for senior political and managerial leadership of city governments in South Africa. This programme was delivered against the background of the 2015 Budget Speech which, emphasized the importance of the inclusive growth of city economies in national economic growth and development to senior executives of the 8 largest cities in South Africa

The aim of the programme was to position inclusive economic development as the overarching objective of city strategy and service delivery.

Programme Objectives included:

- Build a greater understanding of the potential, possibilities and limits of city-level economic action in and around cities and in the region
- Change mind-set from delivering services to delivering economic development
- Improve the sense of accountability and responsibility among city leadership, especially in respect of city economic development
- Increase city voice in national policy debates and actions
- Enhance understanding of the importance of connecting with stakeholders, developing relationships, building networks & highlighting opportunities for synergy & learning.

Programme Outcome: A framework for city leadership to foster economic developments; improved knowledge of technical aspects of ED to enable city leadership to effectively serve economic investors.

### **Crafting the Gauteng Provincial Government Economic Development Framework**

GIBS was asked to engage a wide variety of stakeholders from business, labour, civil society and academia to put together a draft Economic Development Plan. The plan took these insights and coupled it with sector analysis in 17 priority sectors for the province.

The overall plan included:

- Profiling the Gauteng City Region, against peer city regions
- Sector insights and analysis in 17 sectors
- Cross cutting enablers that would drive growth and inclusive economic development. These included youth unemployment, skills, infrastructure and innovation
- Economic positioning of the GCR with global peer city regions
- Clustering initiatives that will support the development of globally competitive and inclusive sectors.

The draft plan was presented to a group of 500 leaders and government, business, labour, academia. Delegates included the Deputy President of South Africa, the Chairperson of the African Union, the Minister of Finance in South Africa as well as the Provincial Premier for the Gauteng Province.

Inputs from the 500 leaders have been consolidated into a final Gauteng Economic Development Plan.

## Gauteng Business Consultative Forum



The Premier of the Gauteng Province, Mr. David Makhura launched the Gauteng Business Consultative Forum (GBCF), a forum to bring together politicians, officials and business leaders to expedite the implementation of the Provinces 10-point development plan in fulfilment of the National Development Plan (NDP). In his address, the Premier stated the forums objective:

“...to build and cement transformative partnerships between government, business and various sectors of society” while providing assurance that “the GBCF will be a Forum for action and not just another talk-shop. It will be a forum through (which) we will transform, modernize and re- industrialize the Gauteng City Region economy.”

GIBS, has been appointed to facilitate these fora. GIBS will facilitate twelve closed door sector engagements, which will be made up of government ministers and CEOs within the sector. GIBS was identified as a collaborative intermediary that could act as a bridge between politicians, officials and business leaders to deliver the economic growth objectives of the province and contribute to combatting the triple ills of South Africa’s economy, namely unemployment, inequality and poverty.

## Health and Humanitarian Conference

The 7th annual Health and Humanitarian Logistics Conference brought together NGOs, Academics, Government, business and field workers involved in the global health and humanitarian logistics sector together, at GIBS, to discuss and debate pertinent cutting edge issues facing developing nations. The conference consisted of panel sessions and workshops on the latest thinking and actions around ‘Supply Chains for Ebola Response in West Africa’, ‘Improving Public Healthcare Systems in Developing Countries’, ‘Planning for Complex Humanitarian Emergencies’ and ‘Infrastructure and Capacity Building’.

Some highlights from the conference included:

- Keynote address from Girish Sinha, former Head, UNMEER.
- Visits to important health and humanitarian sights, where private and NGO responses to health and humanitarian issues are bearing fruit.
- A delegation of about 160 delegates and speakers from over 54 countries.
- GIBS’ global partner schools, Georgia Tech Health and Humanitarian Logistics Center, the INSEAD Humanitarian Research group, and the MIT Humanitarian Response Lab and Northeastern University who endeavored together to make the conference a success.

## **Discovery GIBS Executive Breakfast – Shared Value Business Model**

In July 2015, Discovery and GIBS hosted an executive breakfast conference with a focus on the Shared Value Business Model. Shared value creates measurable business value by identifying and addressing social problems that intersect with business. It enhances the competitiveness of a business while simultaneously advancing the economic and social conditions. Discovery and GIBS brought together leading corporate practitioners and experts to discuss the importance of shared value as a management strategy for companies and as a new model for the role of business in society.

### **Topics included:**

- Can businesses really profit from doing good?
- Turning risks into opportunities to remedy social and environment constraints;
- Developing profitable products and services;
- Increasing productivity of company and culture of innovation;
- Enhancing company competitiveness and business sustainability;
- Leadership and role at board level;
- CSR vs SV vs Sustainability;
- New partnerships for shared value insights;
- Key principles for successful execution and implementation;
- Measuring business value and tracking progress;
- New approaches, experiences and lessons learned; and
- Challenges and next steps for future of corporate engagement.

## **SUSTAINABILITY AT GIBS**

GIBS continues the activities and commitments with regards to GIBS' environmental responsibility, community involvement, skills development, sponsorships and donations and health and wellness as described in the 2014 PRME SIP. Through the process of pursuing AACSB accreditation, GIBS actively documented some key examples where impact, innovation and engagement were experienced. Appendix 3 is an illustration of this and in many ways, captures GIBS' ongoing commitment to the principles of PRME.

### **Updates on GIBS Corporate Social Responsibility**

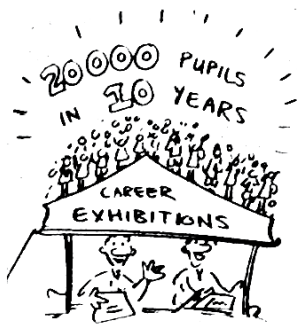
The School continues to embark on a number of CSR activities both independently and in partnership with other institutions. Participation in CSR activities by employees and students is actively encouraged.

#### **School-led CSR activities**

**School Development Programme:** GIBS approached Infundo Consulting in 2011 to conduct a systems approach project with three Alexandra Primary schools: Gordon; Emfundisweni and Ekukhanyisweni Primary. Infundo worked primarily with the leadership of the three schools in 2012: building capacity; leadership and cohesion across the School Management Team (SMT) groups. On the basis of the shifts seen in the schools in 2012, it was agreed to extend the project into 2013 to embed the change and to ensure that deeper wider growth would be integrated more significantly into each school and then into the broader community. This programme has continued in 2014 and 2015 and will remain relevant until 2017 with the success of the project which has been realised from the teacher education and personal mastery courses offered.

**Spirit of the Youth Programme:** This programme, which is delivered by CL&D, is a forum for 11th and 12th grade learners to critically discuss and engage in relevant issues so that they may define the country in which they wish to live. Students are selected from varying social, economic, geographic and educational experiences and each show distinguished leadership attributes in their community. The aim of the programme is to develop these learners and in turn impact on the communities that they represent. The programme is fully donor-funded and the core focus is the development of these young leaders. GIBS has secure funding for this programme for 2017.





**Career Expo:** In 2016, 2300 Grade 11 and 12 learners from diverse socio-economic backgrounds attended a Career Expo host at GIBS and facilitated through CL&D. School learners have access to each other and information, key corporate exhibitors (35-40), funding relationships (bursaries and scholarships) and higher education opportunities that impact their career choices. Over 100 educators from these schools also go through a skills and morale boosting programme on the same day.

**Gordon Primary Feeding Scheme:** GIBS and Westbury Food Concepts fund the Gordon Primary feeding scheme. Gordon Primary receives food twice a week, on Monday and Friday. The learners are well nourished each week and the school has seen greater improvement of attendance of learners.



**Enterprise Development:** The two small enterprises under GIBS are:

- William Tshilongo of Tompo Garden Services
- Car Wash service operated by four pairs of upcoming entrepreneurs.



**Give as you Earn:** *GIBS Give as you Earn* provides a flexible way for employees to give directly from their salaries to a non-profit organisation of their choice, with the added benefit that GIBS will match every Rand donated, doubling the donation to the charities. Staff can choose from 14 organisations.

**Recycling:** GIBS has regular recycling programmes, with an increasing estimated carbon footprint reduction from year to year. According to Apple Green, the recycling company responsible for removing GIBS' non-toxic recyclables, GIBS responsibly disposed of more than 10000 kg of dry waste each year. The IT department continues to dispose of campus e-waste (old computers, monitors and electrical equipment) through DESCO on on-going basis.



**Team GIBS:** Team GIBS was started by a group of Alumni students in 2014 who, through the 94.7 charity event, started a bursary/ financial assistance programme for matric learners. The programme supports learners who have achieved well in matric but are unable to fund further tertiary education. Team GIBS is associated and administered with CAFSA and 2016, the team funded the first Grade 12 learner to study an engineering degree at the University of Pretoria.



**Take a Child to Work Day:** The annual event takes place at GIBS with a group of grade 10 and 11 learners from a disadvantaged school being invited for an intensive career guidance day. Rich panel discussions around life-orientation are held and selected GIBS staff spends time sharing about their careers.

**Nelson Mandela Day:** This annual event takes place on 18 July. The charity event varies per year. The event is meant for all GIBS staff as part of the volunteer work towards charity. In 2015 the following activities took place:

- Nelson Mandela Day / NGO Faire
  - GIBS hosted nine NGO's including Joburg Children's Home, SA Guide Dogs association, Lambano Children's Sanctuary and Kid's Haven
  - All delegates and staff enjoyed a lunch on the lawn with the NGO's
  - Give as you earn programme received an additional 10% contribution sign up for some NGO's
  - Coaches were arranged from the Centre of Leadership and Dialogue and Personal and Applied Learning to coach NGO's and volunteers
- Nelson Mandela Day/ MES Impilo
  - Nine staff members went to MES Impilo for the day. The volunteers painted the recreation room at the home for the improvement and benefit of the people staying there



**PMD 39 group:** In 2015, the PMD 39 group collected blankets / beanies and toys for the Alexandra Children's home which were handed out to the children who were invited to attend the GIBS family day.

**Outreach:** GIBS also makes regular collections for outreach programmes, where both staff and students at GIBS are encouraged to donate items to various needy organisations. This encourages a sense of goodwill throughout the campus.

The CSR portfolio is managed by the General Manager for Operations, while the employee volunteering and outreach activities are managed and co-ordinated by the HR department. The School believes that what motivates an employee to join, engage and stay with an organisation is not only the financial reward on offer but also the unique opportunities that come from being a member of that organisation, a level of synergy between individual and organisation in values, and opportunities for employees to enact their jobs in a way that is consistent with their personal values and ethics.

The School monitors, evaluates and communicates the impact and successes of its various outreach programmes in ways that are dependent on the nature of the activities. Due to the

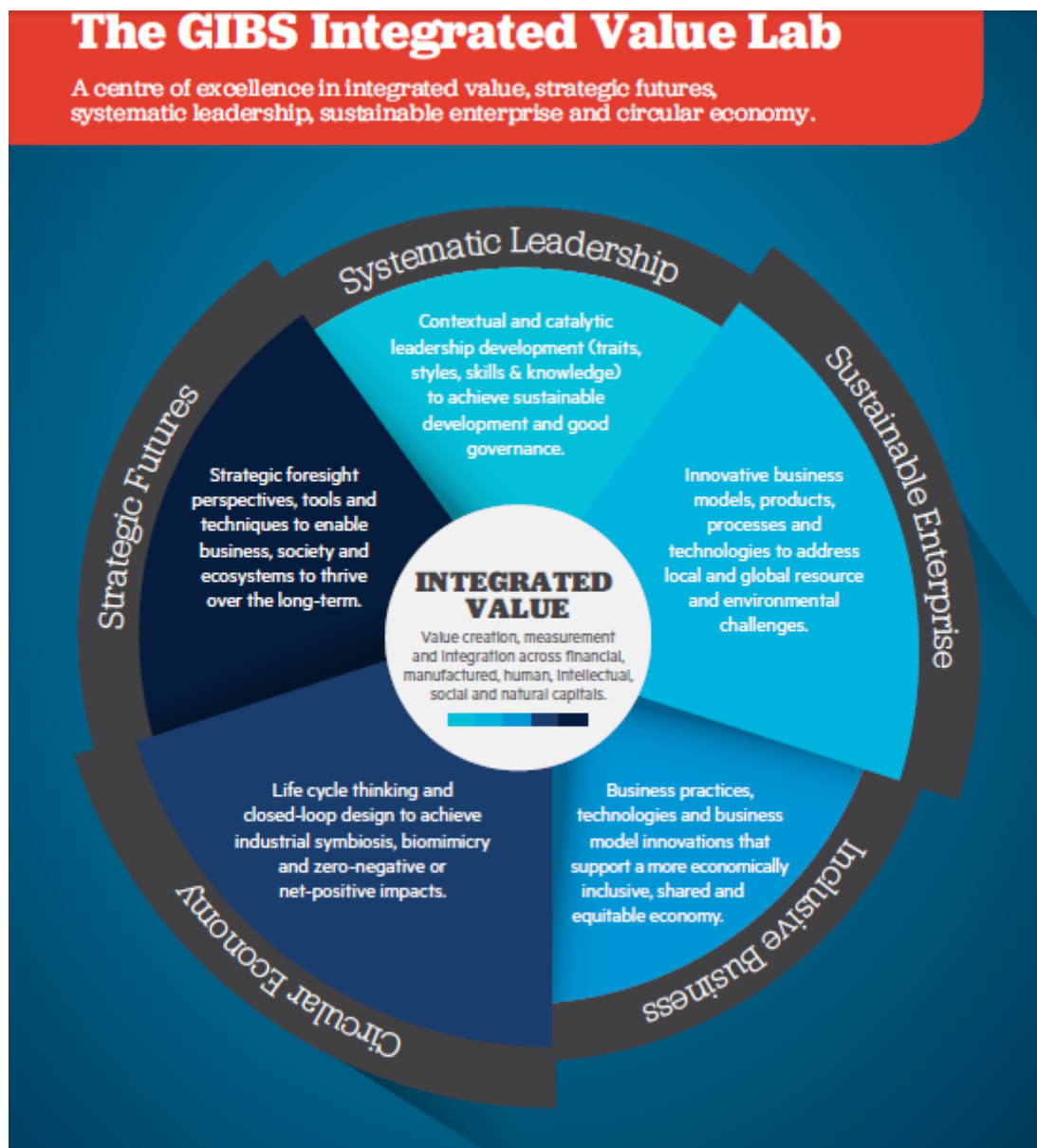
sensitive nature of the Teacher Development Programme, progress reports are not publicly communicated. However, various metrics for success were determined at the outset of the

projects and progress against these metrics is reported annually or quarterly to the various stakeholders involved in the programme. A net-positive improvement across all three schools has been experienced since the start of the development programme and GIBS remains committed to the process and its partners in the project.

The School's other staff volunteering activities, such as the annual Nelson Mandela Day, are monitored according to staff participation rates, while these initiatives are communicated informally through internal notice boards and awareness promotions, and more formally through calls-to-action via internal emails and management meetings.

## APPENDICES

### Appendix 1



## Appendix 2

### Centre for Leadership and Dialogue

The Centre for Leadership and Dialogue aims to create a new generation of leaders, armed with the capacity and insights to lead their businesses, public institutions and social enterprises—all of which are essential to achieving success in an increasingly complex world. GIBS's Centre for Leadership & Dialogue works with a broad range of leaders and hosts strategic dialogues to resolve the most urgent and complex South African and global challenges. This body of work requires delegates to use the exploration of the South African social-political landscape to better understand and strategically develop their internal leadership motivation and practice.

This work falls into two categories: (1) dialogue work; and (2) leadership programmes.

The GIBS/Tshikululu dialogue programme helps leaders of national influence reflect on the evolution of our young democracy and share these lessons with the aim to address intractable problems and volatile situations. These dialogues focus on bringing together leaders who would not easily have access to one another but who in conversation may be able to address a given challenge in a multi-faceted fashion.

The CL& D dialogues work includes:

- Thought Leadership Dialogues
- Societal Leadership Dialogues
- Next Generation Programme
- National Dialogue

The centres leadership programme supports leaders to build a wide angle lens view of the South African context and develop awareness of their own role in the issues. We help participants develop their 'map' of the environment and their 'mirror' for understanding their potential for impact.

The Centre's leadership programmes include:

- Nexus
- Leading Women
- The Spirit of Youth.
- The Career Expo
- The Social Entrepreneurs Certificate Programme (SECP)
- The Network for Social Entrepreneurs (NSE)

## **Centre for Business Analysis and Research**

CBAR was created in 2010 to nurture collaboration and identify critical synergies among the various programmes and initiatives undertaken at GIBS. The full weight of GIBS' renowned faculty and academic networks are brought to bear on delivering pertinent academic programmes and building a central core of knowledge and research to support business.

Over the past few years GIBS has initiated a number of programmes, the central purposes of which are to:

- Bring to the fore the most critical and pressing issues facing businesses in developing countries
- Extend and deepen the content of GIBS' academic core
- Facilitate and enrich GIBS' interactions with broader society and the business context
- Contribute to the internationalisation of GIBS' perspectives and networks
- Promote the GIBS brand in the field of management education
- Position GIBS as a leading expert on South African-focused management research.

These programmes take a variety of forms, ranging from both academic to practical, and are led by experts in their fields who wish to make a contribution to research, global best practice and sharing this knowledge with South African businesses to enhance competitiveness. The programmes are collaborative, organic, innovative and flexibly attuned to the business agenda in order to remain relevant.

GIBS is fortunate to have attracted support and funding for many of these initiatives, and to work in close collaboration with these partners to develop general management.

Programmes offered under the auspices of CBAR to date include:

- Inclusive Markets Programme
- Programme for Digital Business
- The GIBS Broad-Based Black Economic Empowerment (BB-BEE) Unit
- IMPERIAL Logistics Supply Chain & Logistics Programme (concluded 2013)
- IMPERIAL Logistics Supply Chain & Logistics Executive Round Table (initiated 2013)

Appendix 3: GIBS at a Glance

# GIBS *at a glance...*

