



UNIT FOR  
CORPORATE GOVERNANCE  
IN AFRICA





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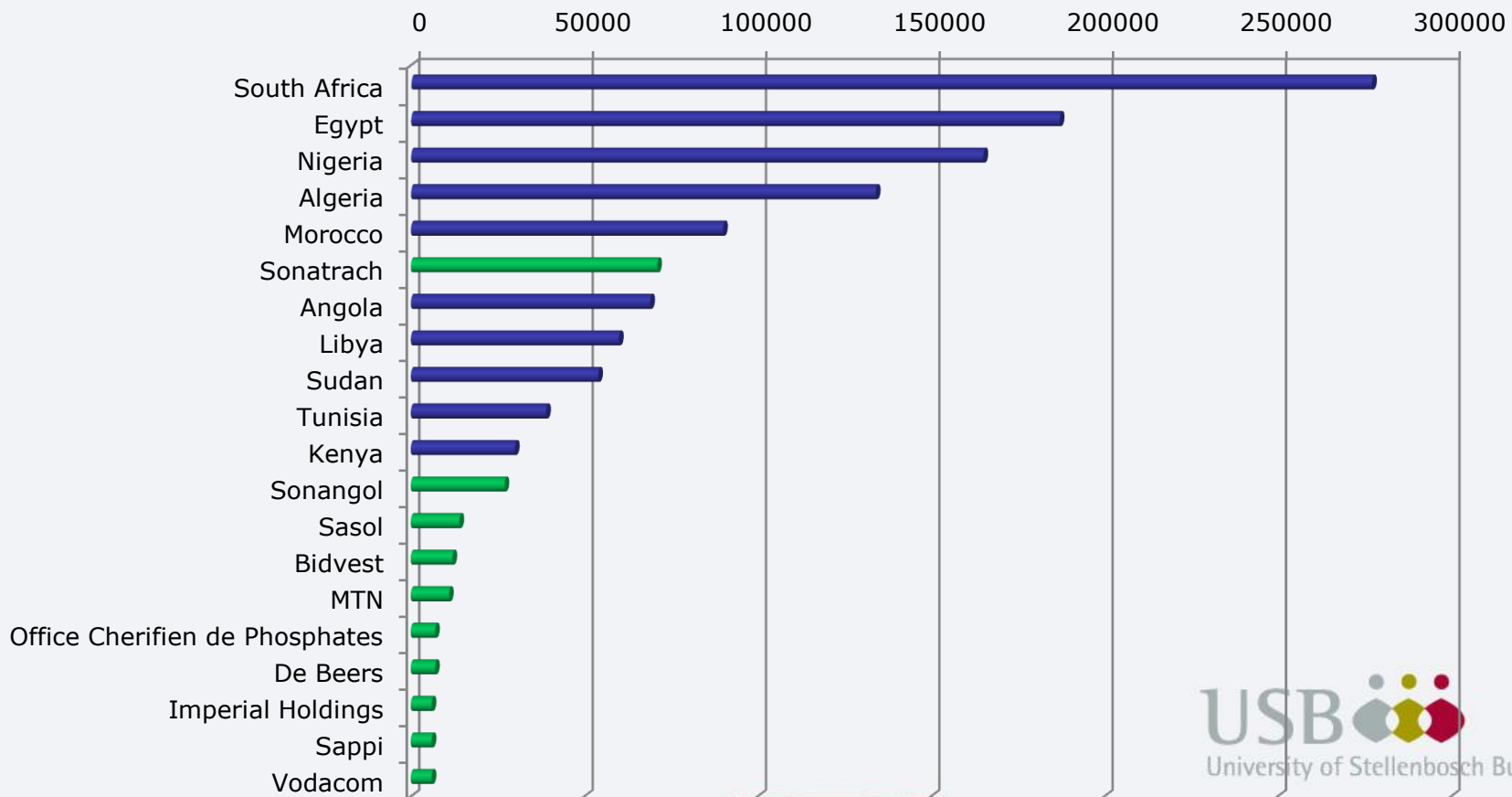
# **What is responsible management education in Africa?**

Daniel Malan  
University of Stellenbosch Business School  
23 March 2011



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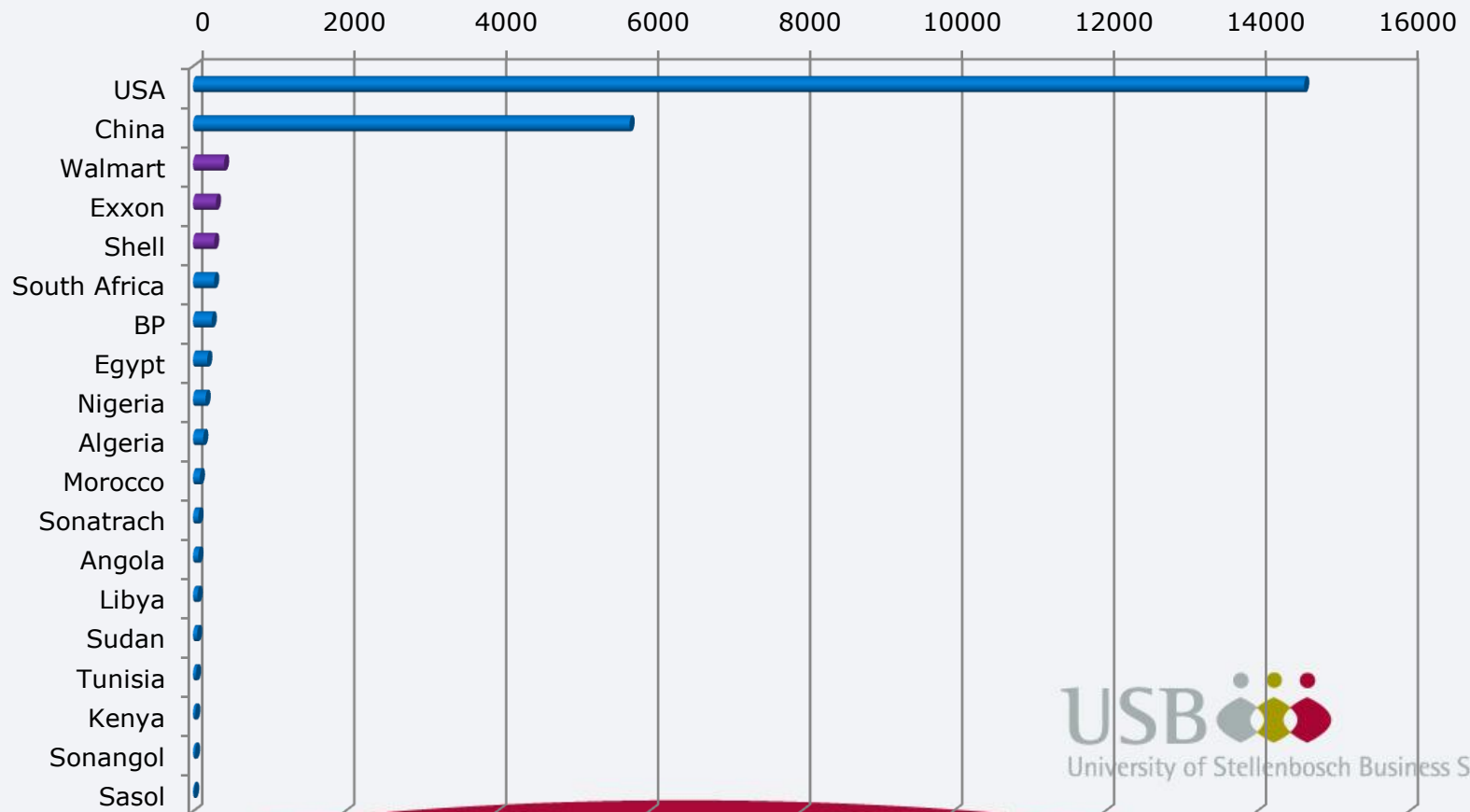
## Africa (GDP vs Turnover - \$ millions)





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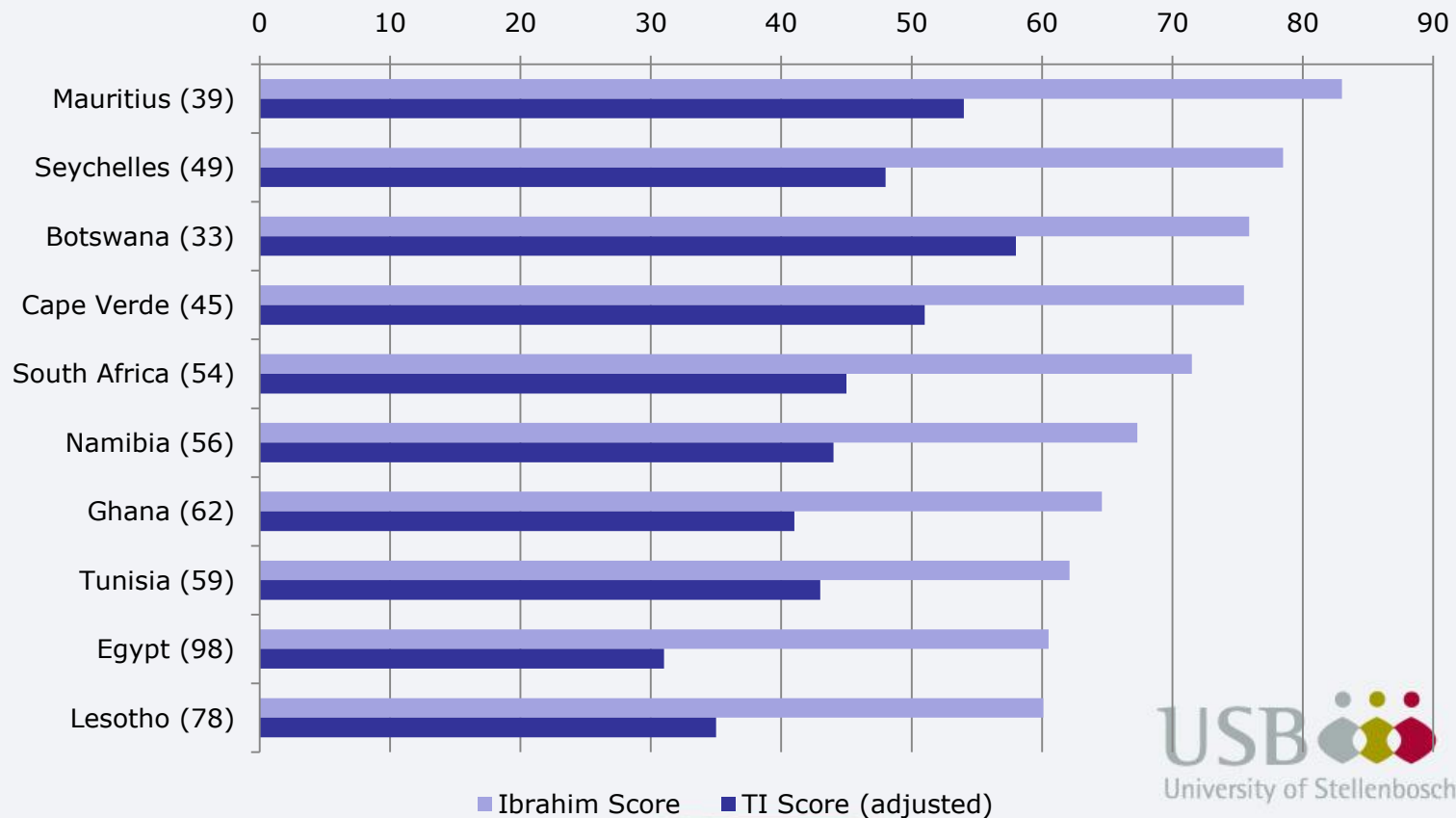
## GDP vs Turnover – US\$ billion





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## Governance and Corruption Perceptions



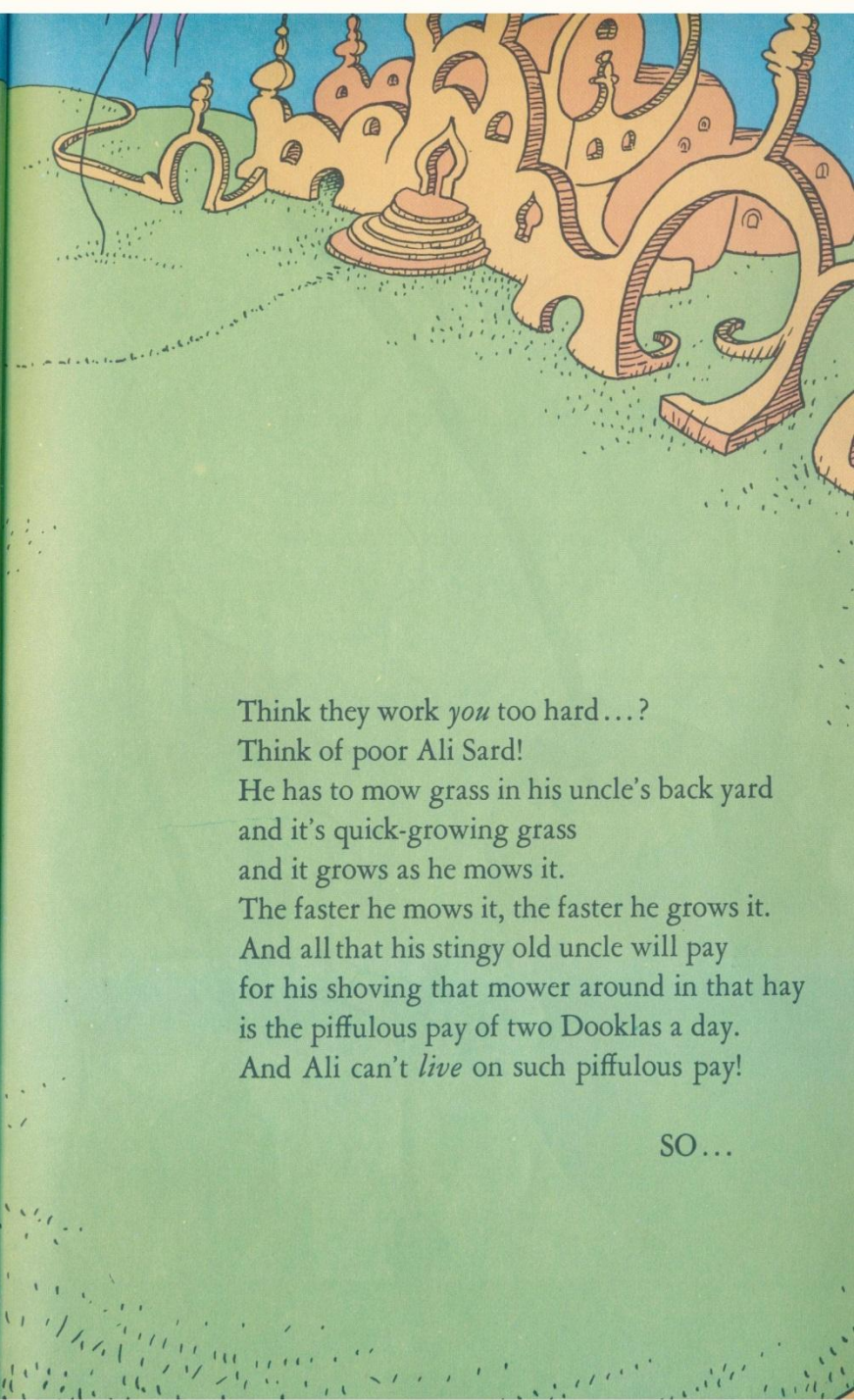
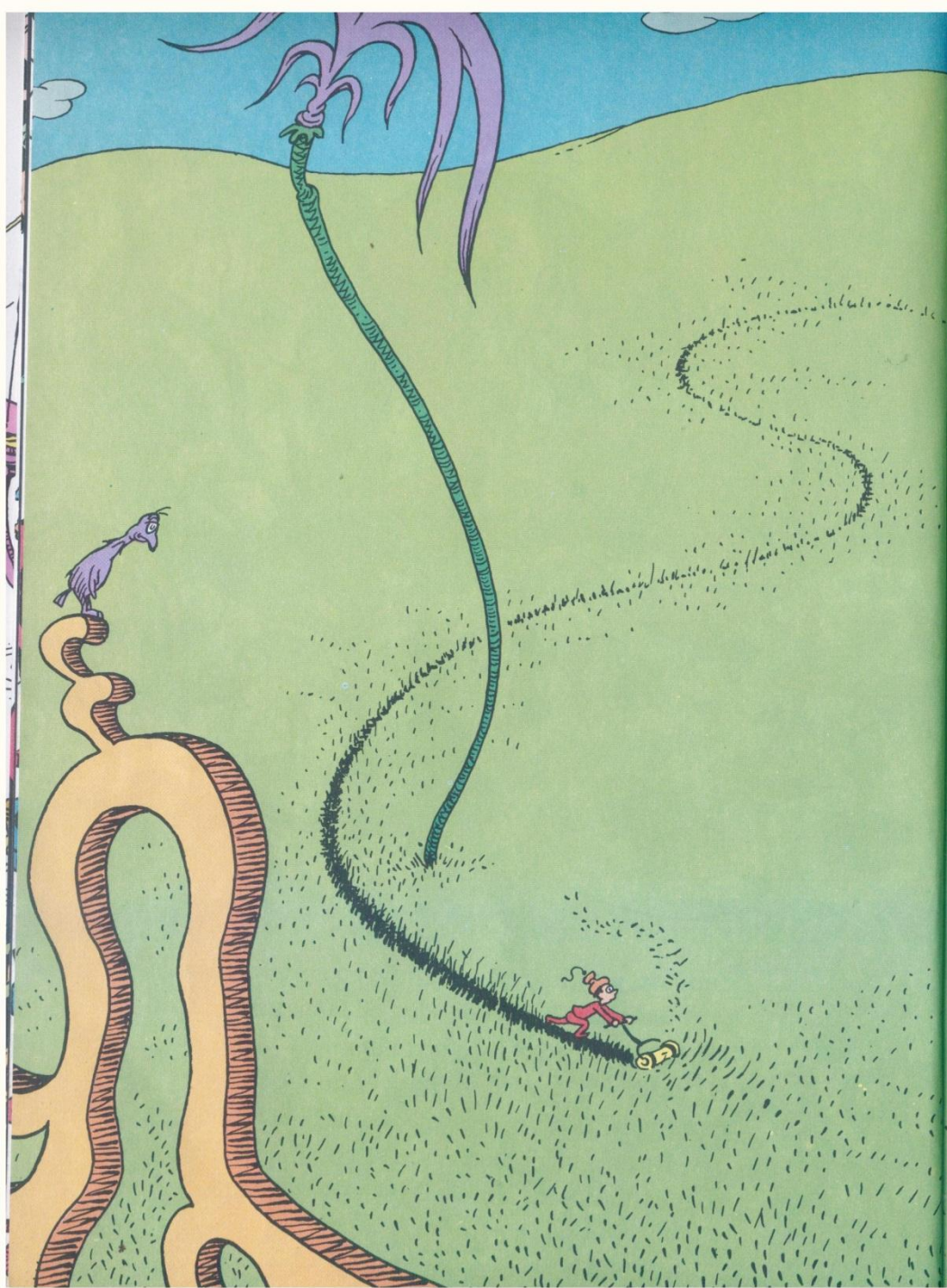
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## Conceptual clarification

- Management education
  - Any programme aimed at the development of existing or future managers
  - Academic programmes (MBA) or executive development programmes
- Responsibility (Goodpaster and Matthews)
  - Someone is to blame
  - Something has to be done
  - Some form of trustworthiness can be expected



Think they work *you* too hard...?  
Think of poor Ali Sard!  
He has to mow grass in his uncle's back yard  
and it's quick-growing grass  
and it grows as he mows it.  
The faster he mows it, the faster he grows it.  
And all that his stingy old uncle will pay  
for his shoving that mower around in that hay  
is the piffulous pay of two Dooklas a day.  
And Ali can't *live* on such piffulous pay!

SO...



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## Corporate Irresponsibility

- “Those businessmen who argue that business has responsibilities to provide employment, eliminate discrimination and avoid pollution are preaching pure and unadulterated socialism” (Milton Friedman)
- “We cannot and must not expect formal organizations, or their representatives acting in their official capacities, to be honest, courageous, considerate, sympathetic, or to have any kind of moral integrity. Such concepts are not in the vocabulary, so to speak, of the organizational language game” (John Ladd)



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## Responsibility

Understanding

Taking

Regulating

Reporting

Governing /  
managing



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PRME	USB
Purpose	Social Impact Initiative Degrees with focus on Africa and development Executive development Student initiatives
Values	Business ethics and corporate governance Business in society Leadership
Method, Partnership, Dialogue	Unit for Corporate Governance in Africa Africa Centre for Dispute Settlement Base of the Pyramid Learning Lab Centre for Business in Society
Research	Faculty research Student research (MBA, MDevF, PhD)



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