

Association of African
Business Schools



Report of Activities January – December 2009

OUTGOING CHAIRMAN'S REPORT 2009

It has been my pleasure to serve as the second AABS Chairperson for the last two years between 2008 and 2009 albeit under very difficult circumstances, as I had just moved to a new business school which was not a member of AABS. During the period, I literally had no institutional support and my travelling to attend AABS activities was very much curtailed. My thanks to a competent Secretariat and the full co-operation of the Governing Board members, all of whom were instrumental in keeping AABS afloat. I am also consoled by the fact that I managed to put the School where I was (School of Finance and Banking, Kigali) on a path towards qualifying for AABS membership.

At the beginning of the year I smoothly handed over the helm of AABS to Jonathan, who is also the Executive Director of the Gordon Institute of Business Science (GIBS) of the University of Pretoria, South Africa. Let me congratulate Jonathan Cook, for being unanimously elected to become the third AABS Chairperson for the period 2010 – 2011. Jonathan has worked closely with me and with the first Chairperson, Prof Nick Binedell and, indeed, he was the brain behind our leadership. Jonathan is a very highly focused person, with a very long-sighted vision for AABS. All that Jonathan needs is full support from the members to enable him to steer the Association to higher heights. Best wishes, Jonathan.

During my Chairmanship, AABS has made several strides and achievements. The Association now has a three-year strategic plan that will continue to give bearing to the Association's future direction. AABS' vision, mission, goals and objectives are more focused, thanks to the inputs from some of our Advisory Board members. Several projects have been implemented during the period, including Teaching the Practice of Management (TPM); Researching the Practice of Management (RPM); Case study competition; Deans' and Directors' visits, etc.

We have continued to raise standards of member schools through more networking activities. The visits by Deans and Directors have allowed our schools to be better integrated with international business schools in the USA, Europe and Asia. AABS has continuously reviewed membership criteria. We have now created another category of membership – "pipeline membership." In terms of faculty development, TPM and RPM have continued to be the flag-bearers of AABS as we are getting ready for the second RPM to be held at the Dar es Salaam University Business School in May 2010 and the sixth TPM to take place at GIBS next June. It is probably the right time now to make an assessment of the impact these programmes have made on our business schools. AABS has continued using its website as a repository for case studies.

The Governing Board held a strategic retreat to review, focus and refine AABS' vision, mission, goals and objectives. The retreat was facilitated by Michael Hay of London Business School who is also a member of AABS Advisory Board. Views and ideas developed during the retreat were shared with members from whom more inputs were made.

Several factors have contributed to AABS' success, and these include a strong and devoted founding team, the generous financial support from the IFC and a good anchoring member institution – GIBS – which has remained the home of AABS. Other factors include the timing of the launching of the Association when its real need was so evident. The activities AABS has engaged itself in ab initio have added a lot of value and earned credibility for the Association. Last but not least, AABS has had a very capable, competent and dedicated Secretariat that has tirelessly made all the above happen.

As AABS continues to record success, it is also facing challenges. Funding by IFC has just ended. The Association has to create sources of sustainable funding of its activities. As activities of the Association are increasing, the Secretariat has been strengthened to be able to cope with the increased demand on its services. We need to think very critically as to how we shall make AABS stronger, where our strategic focus should be, at what rate the Association should grow, our strategies for fundraising and the strategic partnerships which need to be strengthened.

AABS continues to face problems of being financially self-sustaining in terms of funding its major operational and strategic activities. The next biggest challenge facing AABS is how to increase membership and make the Association a real representative of African Business Schools. Currently, AABS membership is yet to be spread evenly across the continent. More efforts need to be made to capture more of the business schools in the francophone part of Africa as well as business schools in the northern part of the continent. This will only be possible if AABS can demonstrate it is adding value to its members.

I thank the Governing Board and the Secretariat for the support they gave me during my tenure as Chairman. We all share the appreciation for the success that AABS has recorded during my period of Chairmanship. I, however, remain responsible if I may not have lead AABS to the level of expectation. I will be fully supportive and committed to AABS's course and I assure you all that I will remain an active member of AABS

Prof Erasmus Kaijage (AABS Chairperson, January 2008 - December 2009)

INCOMING CHAIRMAN'S REPORT

Professor Erasmus Kaijage has already reported on the past year, so I will look ahead. Let me begin by paying tribute to Professor Kaijage's leadership over the past two years. We are grateful that he did not allow the challenges of his demanding contract in Kigali to distract him from leading AABS; he has steered us well. One of his major contributions was quite rightly to insist that we go away as the Board for two days last year to clarify our mission and strategy, which proved to be an important milestone in our thinking. I look forward to benefiting further from his wise guidance in the future. Thank you, Erasmus.

I can think of no arena of activity more crucial to Africa's economic and social development than the one we are privileged to work in. Africa needs competitive companies and effective institutions if we are to thrive as we should. For this to happen we need competent and energetic managers. That is our prime contribution as business schools. Therefore, to the extent we do our jobs well, we carry the future success of Africa on our shoulders. AABS exists to build quality in our members so that we can do this job well, so I am highly motivated to work with you over the next two years to achieve our goals, and to discover new and greater contributions we can make to Africa's development.

AABS is now four years old and has had a good start. I would describe the character of AABS that has emerged during these formative years as one of value, quality and vision:

- Value, in the sense that we create activities that add concrete value to our members, rather than merely meeting for passive discussion;
- Quality, in that we prefer the challenge of raising standards, rather than making it easier to be a member; and
- Vision, in that we choose to see our member schools as agents for Africa's economic development through management education, and not just vehicles for awarding degrees.

I would like to add a fourth AABS characteristic, which is responsibility. This year we became a partner in the Principles of Responsible Management Education (PRME). This gives us an opportunity to reflect on our own standards of responsible management education and to make a contribution to what the rest of the world understands by responsible management.

The Board strategy workshop a year ago identified the following goals:

- A set of strong member business schools contributing substantially to economic growth and development with high membership standards which are maintained.
- A waiting list for membership and mentoring of those schools that are applying for membership.
- 30 members who meet the AABS requirements in five years.
- Six business schools who meet EQUIS, AACSB or AMBA accreditation in five years.

To achieve this we have in mind the following priorities this year:

1. We will be considering the proposal that we embark on accrediting member schools. This will be a big step, but I think we are ready for it and need it. This will help us to continue on our quest to define what excellence in management education means specifically in Africa, and will give us the means to formalise further the excellent process we have begun in the form of peer visits.
2. I hope we shall be welcoming two new schools to membership. We now want to grow the concept of Pipeline Schools. These are schools in the pipeline towards membership, who do not yet meet the criteria of membership, but who will join in our activities and work with us to achieve membership. This is the way in which we shall spread our influence beyond our immediate membership.



AABS Members' meeting - IAM

3. Capacity building. We will continue developing faculty capacity through the sixth Teaching the Practice of Management programme in June and the second Researching the Practice of Management programme. Then we will continue building the capacity of business school leaders through the fourth deans' trip in September, which this year will be to Europe to meet with colleagues in the European Foundation for Management Development (EFMD) in Portugal and then in the Central and East European Management Development Association (CEEMAN) in Naples. I am particularly pleased about the CEEMAN visit, because they are older and further developed than AABS, but like us are grappling with the needs of schools in transitional economies. I think we shall have much to discuss. I would like to propose that leadership development in business schools should be a major emphasis over the next two years. The role of the dean/director is critically important for the effectiveness of a school, and I think we should consider how we can continue to support the people in this room and begin now building the capacity and the vision of those who will follow us.
4. Partnerships: We have growing visibility among our colleagues around the world. This year we will be cementing ties with the EFMD and CEEMAN. As I mentioned, we have joined PRME. We already have good links with AMBA and the AACSB, and we welcome GMAC and AACSB to the AABS. I would like to see more south-south contact over the next two years.
5. Funding remains a challenge.
6. Finally, I am searching for a way in which business schools might grow to play a more significant role in identifying and dealing with the obstacles that prevent business thriving in Africa and identifying and opening up new opportunities for growth. We have not yet worked out quite how to do this, but I am sure that it will include getting a whole lot closer to our major partners – the business communities in our countries, governments, development agencies and continent-wide bodies that have similar dreams to ours. I think AABS could serve to generate a growing sense of urgency and creativity in what we do. Our business school community in Africa includes some real gems; but on the whole we are too few, too small, too passive and too trapped in the internal battle to survive institutionally.

I thought up some testing questions which might help us keep our feet on the ground:

- Does the quality of teaching in a business school improve as a result of joining AABS?
- Is the quality and relevance of research in AABS member schools higher than that in non-member schools?
- Do deans of AABS member school lead more effectively as a result of belonging to AABS?
- Do students of member schools become better managers because their school belongs to AABS?
- Do countries that have AABS member schools perform better economically than countries without member schools?

Africa's population is rapidly closing in on that of India and China. There are already more Africans than Europeans in the world. According to UN projections, by 2050 (one generation away), Africa will have 20% of the world's population - approximately equal to what the populations will be then of Europe, North America and Latin America combined! At the moment Africa does not exist on the world's economic map, except maybe as a source of raw materials. But by the time our children's generation are running our business schools, the map will look very, very different. Are we ready to take ourselves seriously?

Jonathan Cook (AABS Chairperson, January 2010 – December 2011)

1. MEMBERSHIP

As at December 2009 membership of AABS stood at 18 members drawn from seven countries. These include:

1	Catholic University of East Africa	Kenya
2	Ghana Institute of Management and Public Administration	Ghana
3	Gordon Institute of Business Science	South Africa
4	Insitut Suprerieur de Management	Senegal
5	Institut Africain de Management	Senegal
6	JKUAT School for Human Resource Development	Kenya
7	Lagos Business School	Nigeria
8	Nelson Mandela Metropolitan University Business School	South Africa
9	Obafemi Awolowo University	Nigeria
10	Srathmore Business School	Kenya
11	Unisa Graduate School of Business Leadership	South Africa
12	United States International University	Kenya
13	University of Botswana	Botswana
14	University of Cape Town, Graduate School of Business	South Africa
15	University of Dar es Salaam Business School	Tanzania
16	University of Nairobi School of Business	Kenya
17	University of Stellenbosch Business School	South Africa
18	Wits Business School	South Africa
19	ESCA School of Management	Morocco*

*ESCA School of Management, Morocco joined AABS in January 2010.

Meetings of AABS member schools are convened at least once a year. The 2009 AABS members' meeting was held at IAM and ISM in Dakar, Senegal in May 2009. In 2010 the AABS members' meetings will be held at the University of Dar es Salaam Business School, Tanzania.

As part of the process of ensuring that AABS member schools are at the forefront of raising the standards of management education in Africa and ensuring that new schools are being mentored to join AABS Membership, the Governing Board approved the following revisions to the membership criteria for the organisation.

Criteria for full AABS Membership 2010

A business school is eligible for membership if it is an Africa-based business school that meets all the non-negotiable criteria and satisfies the committee in respect of the other criteria.

Negotiable criteria may be interpreted flexibly and as a whole, to meet the spirit of the requirement rather than the letter.

Schools which do not yet meet one of the negotiable criteria may be provisionally admitted to full membership if they submit a plan to meet the requirements within a maximum of two years.

1. Staff

- 1.1. Applicants must have a minimum of 12 permanent resident, full-time faculty members, with relevant postgraduate degrees or qualifications. (Non-negotiable criteria)
- 1.2. At least six permanent full-time faculty members must hold doctoral degrees. (Non-negotiable criteria)
- 1.3. Applicants must demonstrate a sustainable staff development programme by providing a written document describing faculty development.

2. Intellectual contributions

- 2.1. Each institution must have an output of two points per full-time faculty equivalent during the three preceding years. Points to be calculated as: book – two points, refereed article – two points, case study or practitioner article – one point, chapter in a book – one point and conference paper – one point.

3. Teaching requirements

- 3.1. Applicants must have at least 500 hours classroom time in the MBA programme or equivalent Masters programme. (Non-negotiable criteria)
Distance learning institutions must demonstrate that students engage in activities equivalent to 500 hours of classroom time in the MBA programme or equivalent Masters programme. This can be done through:

- Regular scheduled contact, either face to face or by electronic media with faculty members
- Required study schools throughout the course of the year
- Study groups of students meeting according to a prescribed timetable during the course of a year
- Assignments which require students to engage in the application of the material in the workplace, including engaging with executives and colleagues. (Non-negotiable criteria). This information must be provided in a written document.

- 3.2. Applicants must provide a written document describing their teaching methods, illustrating the use of participative learning, for example through the use of case studies, syndicate groups, action learning and projects.
- 3.3. Applicants must demonstrate that materials and cases include local and African market content.

4. Fees

- 4.1. Applicants' minimum annual full tuition fee for the MBA programme or equivalent must be at least \$3 500 per student.

5. Executive education

- 5.1. Applicants must provide at least 40 days of executive education per year. (Non-negotiable criteria)
- 5.2. The executive education fee should be no less than \$100 per day per participant.

6. Quality assurance

- 6.1. Applicants must demonstrate the use of an independent quality assurance system on the MBA programme, such as a national accreditation body, external examiners or another quality controlling body. (Non-negotiable criteria)

7. Association's website

- 7.1. All faculty members from business schools applying for AABS Membership must register on the Association's website.

Applicant schools must complete the online application form at www.aabschools.com which will be submitted to the AABS Board for review.

AABS members for 2010:

1. Join the AABS network
2. Are listed as AABS members on the AABS website and in AABS correspondence
3. Will receive a visit from a mentor (from the AABS Advisory Board, AABS Board, or an AABS consultant) for a three-day period once every three years
4. Are encouraged to host AABS meetings or events
5. Can display the AABS logo on their correspondence, website and school
6. Attend AABS workshops and meetings at discounted rates

AABS Pipeline Schools

Schools that do not yet meet all the non-negotiable criteria for membership of AABS but would like to aspire to meet those criteria in the next two years can join AABS as AABS Pipeline Schools.

AABS Pipeline School applicants:

1. Join the AABS network
2. Would be eligible to attend the annual AABS members conference
3. Will be assigned a mentor (from the AABS Advisory Board, AABS Board or an AABS consultant) for a one-year period which could be extended if required. The mentor will visit the school for a three-day period once per year. They will also be available for e-mail and telephonic contact and support during the year
4. Be able to join AABS Workshops at discounted AABS member rates
5. Receive AABS peer visits.

AABS Pipeline Schools for 2010 will need to:

1. Submit an online application form
2. Meet at least two of the five non-negotiable criteria
3. Offer an MBA programme or equivalent Masters programme
4. Pay an annual potential applicant fee of \$2 500 per year
5. Aspire to meet the AABS non-negotiable criteria within a maximum period of three years.

Applications to be an AABS Pipeline School can be submitted at any time.

Meetings of AABS member schools are convened at least once a year. The 2009 AABS members' meeting was held at IAM and ISM in Dakar, Senegal in May 2009. In 2010 the AABS members' meetings will be held at the University of Dar es Salaam Business School, Tanzania.

2. GOVERNANCE

The Association of African Business Schools was established in October 2005. In September 2007, the organisation was formally registered by the Government of South Africa as a Not for Profit Organisation (058 719 NPO).

Overall oversight of the activities of the organisation is vested in the Governing Board elected from among member schools. The Board has delegated the day-to-day management activities to a Programme Director, Sarah Tinsley - Myerscough, in Johannesburg. Members of the Board during the reporting period have been:

Prof Erasmus Kaijage (Chairperson, 2009)

Mr Jonathan Cook (Chairperson, 2010 – 2011)

Mr Idrissa Mbengue

Prof Juan Elegido

Prof Franklyn Manu

Prof David Abdulai

Prof Gerald Atheru

Dr Marcellina Chijoriga

University of Dar es Salaam Business School

Gordon Institute of Business Science, South Africa

Institut Supérieur de Management (ISM), Senegal

Lagos Business School, Nigeria

GIMPA Business School, Ghana

UNISA School of Business Leadership, South Africa

Catholic University of East Africa, Kenya

University of Dar es Salaam Business School, Tanzania

Prof Erasmus Kaijage has completed his two-year term as Chairperson of AABS. His term ended in December 2009. Jonathan Cook, Executive Director of the Gordon Institute of Business Science, South Africa has taken over as the new chairperson from January 2010 to December 2011.

Prof Juan Elegido left the AABS Board in May 2009 to focus on his new position as Vice-Chancellor of the pan-African University in Nigeria. Prof David Abdulai, Prof Gerald Atheru and Dr Marcellina Chijoriga joined the AABS Board in May 2009.

The Governing Board is required to meet at least twice a year to consider ongoing and future activities of the organisation. In 2009 the Board met on the following occasions:

- 10 February 2009: Lagos Business School, Nigeria
- 14 May 2009: ISM Institute of Superior Management, Senegal
- 16 October 2009: UNISA School of Business Leadership, South Africa

Since January 2009 an Advisory Board has been put in place to help promote the aims, objectives and funding of the Association, to assist in the development of the Association's mission and strategy and to advise the Association in respect of its programmes.

AABS Advisory Board members include:

Prof Debora Spar

Mr Guy Pfeffermann

Prof Landis Gabel

Baroness Lynda Chalker

Prof Michael Hay

Sir Sam Jonah

President, Barnard College

Founder and CEO, GBSN

Emeritus Professor of Economics and Management, INSEAD

Founder and Chairman, Africa Matters

Faculty, London Business School

Executive Chairman, Jonah Capital

3. PROGRAMME ACTIVITIES

To achieve the AABS mission of improving the quality of management education in Africa, AABS works with a range of partners to support member schools with faculty training, development of teaching materials, training of programme managers and administrators as well as other capacity-building programmes. Programme activities implemented in 2009 included:

o Teaching the Practice of Management (TPM 5)

A faculty training programme conducted annually in collaboration with faculty trainers from Harvard Business School, Columbia University, IESE, Indian Institute of Management, the Gordon Institute of Business Science and other leading business schools around the world. TPM 5 was held at the Ghana Institute of Management and Public Administration (GIMPA) in Accra, Ghana in July 2009. Forty faculty from 17 business schools in 12 countries attended TPM 5.

"I have learnt a lot and hope that from today I have the confidence that I can teach using cases effectively. I was highly impressed and will recommend all my colleagues to attend TPM 6." **Bernard Obeng, GIMPA**

"It was a paradigm shift in teaching methodology." **Mary Njoroge, University of Nairobi Business School**

"TPM 5 was very insightful and I learnt a lot of new thinking. I will definitely be changing my teaching style." **Khahid Swahibiri, University of Dar es Salaam Business School**

"The workshop has helped me to know that whatever the subject, you can use case studies to teach it." **Ebenezer Okyere, GIMPA**

TPM 6 is scheduled for June 2010 at the Gordon Institute of Business Science, Johannesburg, South Africa. This will be the sixth Africa-wide workshop to be held, focusing on "practice-based" teaching methods held for African management and business school faculty. This TPM will take on a different format to previous TPM's and will specifically be for alumni from previous TPM's. Therefore any faculty member who has attended a previous TPM workshop will be welcome to join TPM 6 to entrench their previous learning.

TPM 6 aims to continue focusing on "practice-based" teaching but taking it beyond case studies. TPM 6 will look at the discussion method using non-case material, experiences with simulations and role playing, company visits, debates and the use of multimedia amongst others. As TPM 6 will be taking place just before the 2010 FIFA World Cup we hope to incorporate site visits, company visits and panel discussions with those companies, people and media involved in the 2010 FIFA World Cup. There will still be plenty of opportunity to wrestle with management issues and decisions through a variety of participant-centered learning methods. Participants will also have the opportunity to share their teaching experiences and learn from each other.

o International Study Visits

Learning visits to leading business schools across the world provide deans, managers and faculty at member schools with an opportunity to learn from the experience and lessons of top-ranked institutions.

In March 2009, 13 delegates from business schools in six countries participated in an AABS study visit to India, Singapore and China. Delegates visited:

- Indian Institute of Management, IIMA Ahmedabad, India
- Indian School of Business, Hyderabad, India
- INSEAD, Singapore
- Singapore Management University, Singapore
- Chicago Booth, Singapore
- CEIBS, Shanghai, China
- Antai College, Shanghai, China

Delegates attending the AABS study visit included:

Title	Surname	First Name	Institution/Business School/Affiliation	Country
Dr	Asaolu	Taiwo Olufemi	Obafemi Awolowo University	Nigeria
Dr	Chama	Shadrack	School of Business, Copperbelt University	Zambia
Dr	Chijoriga	Marcellina	University of Dar es Salaam Business School	Tanzania
Mr	Cook	Jonathan	Gordon Institute of Business Science	South Africa
Dr	Diane	Abdoulaye	ISM-Dakar	Senegal
Ms	Feroza	Essop	Gordon Institute of Business Science	South Africa
Prof	Kerenge	Apollonia	Eastern and Southern African Management Institute	Tanzania
Dr	Mungai	Edward	Strathmore Business School	Kenya
Mrs	Nchimbi	Mariam	University of Dar es Salaam Business School	Tanzania
Dr	Ngoma	Wendy	Wits Business School	South Africa
Mrs	Okonedo	Enase	Lagos Business School	Nigeria
Mr	Sylla	Tijane	Institut Africain De Management	Senegal
Ms	Tinsley	Sarah	Association of African Business Schools	South Africa



AABS Study Visit - CEIBS

"Start high, if you start low after a few years in such a fast changing environment, then you start defending the mediocre progress made."
(Prof Rolf Cremer, Dean, CEIBS - 2009)

"To be great a university needs great faculty, great student body and great facilities. In order to have these things it needs a substantial endowment, learn to raise money, lots of it. And finally a great university needs to be imbued with great spirit which is inspirational, cohesive kind of ambience."
(Prof Rolf Cremer, Dean, CEIBS - 2009)

"It uses same energy to think big as it does to think small, so think big"
(Prof Ajit Rangnekar, Dean, ISB - 2009)



AABS Study Visit - CEIBS

"One thing that stood out for us is the attitude of "letting the faculty do the teaching and research and the professionals to run/manage the schools". At our university and probably in many others, the faculty are overloaded with the administrative workload and at the end of the day either or both may suffer. Success of any business school therefore depends on professionalism and high level of commitment from all staff, the leader needs to create an inspirational and cohesive kind of ambience."

(Dean Marcellina Chijoriga, University of Dar es Salaam Business School - 2009)

"This trip and subsequent visits and discussions show that it is possible to raise the standards of teachings, research and overall contribution of African business schools as in the East based on the local realities."
(Prof Abdoulaye Dian, ISM - 2009)

"What remains noticeable is the entrepreneur attitude of the deans and their capacity to involve companies, alumni and emigrants for the institution's development".
(Dean Tijane Sylla, IAM - 2009)



AABS Study Visit Indian School of Business:
 Dean Ajit Rangnekar



AABS Study Visit - CEIBS

"Both in Singapore Management University & CEIBS, the support of the government was crucial in starting. AABS members supported by government should take the challenge to demand more from the relevant people in government. For all AABS members, we have an obligation to continuously get our governments to support Business School initiatives which in turn will assist the economy."
(Prof Edward Mungai, Dean, Strathmore Business School - 2009)

"The trip was very educative. At ESAMI we can choose business as usual and defend mediocrity or implement our vision and be the best in the world. All it takes are committed faculty to do their best. Let us all apply ourselves to be next to none. International institutions are already in our market we have to beat them in their own games. Lets us all think BIG."
(Prof Appolonia Kerenge, ESAMI Business School - 2009)

"One important lesson of the deans trip lies in the necessity to play global by developing cooperation within AABS members and with Asian business schools."
(Dean Tijane Sylla, IAM - 2009)

o **Consultants to visit AABS Member Schools**

The Association offered to member schools a visit by a consultant with expertise in the leadership of business schools in the global market. In 2009 Michael Hay from London Business School visited the University of Dar es Salaam Business School and Michael Diamond from the University of Southern California visited the University of Botswana.

AABS initiative to assist member schools: Success story of the Faculty of Business, University of Botswana.

University of Botswana's strategic plan emphasised the importance of strengthening engagement with the community by developing enterprise through knowledge engagement and transfer. The strategic plan also recommended that this had to be achieved by the establishment of a Graduate School of Business in the University of Botswana.

One of the activities of the AABS during 2009 was to provide expert assistance to member schools in capacity building and graduate business school development. University of Botswana was fortunate to benefit from this assistance and a consultant was assigned the task of developing a proposal to establish a Graduate School of Business in the University of Botswana under the Faculty of Business. Prof Michael A. Diamond of University of Southern California, Marshall School of Business was sponsored by AABS to undertake this exercise. He visited the University of Botswana in July 2009 and conducted a series of discussions with both internal and external stakeholders of the University with a view to evaluate options related to the future of business education and research at the University of Botswana and to examine options for the University to consider with regard to the establishment of a Graduate School of Business. In particular, the consultant was expected to look at how the Faculty of Business through a Graduate School of Business could expand its graduate programmes and executive education, deliver a more research-intensive mission and become a regional centre for excellence in business education, research and engagement with industry. Prof Diamond's report was well received by all stakeholders and the Faculty of Business prepared a final document based on the consultant's report for the establishment of UB Graduate School of Business. The proposal was finally approved by the UB Council on 5 March 2010. The UB Graduate School of Business will commence its formal operation effective from 1 April 2011.

Sathyamoorthi
Dean, Faculty of Business, University of Botswana



May meetings 2009



Strategy Retreat February 2009, Lagos Business School



AABS Members' meeting May 2009:
Dakar, Senegal



AABS Members' meeting 2009: Dakar, Senegal

o **Research and the Practice of Management**

The first Research and the Practice of Management workshop (RPM) was held on 8 -10 September 2009. The aim of RPM is to help improve research capacity amongst African faculty. Twelve delegates attended the two-day workshop hosted by the Gordon Institute of Business Science, South Africa. The workshop was supported by the Canadian Social Science Research Council, University of Manitoba and the Association of African Business Schools (AABS). The second RPM will take place at the University of Dar es Salaam Business School in May 2010.

o **Representation of African business schools**

Representation of African business schools at international management education forums provide AABS and member schools with the opportunity to build networks with other similar organisations in other regions. In January 2009 AABS was represented at the EFMD conference as well as at the GBSN conference held in May 2009.

AABS also seeks to encourage the development and sharing of locally relevant case studies and other teaching materials for participant-led learning. As part of this endeavor the Board has approved a case study competition where faculty members from member schools submit locally developed case studies to a committee selected by the Board. The first case competition was held in May 2008 with 10 cases submitted. In 2009 15 cases were submitted. AABS has formed a partnership with Emerald for the 2010 AABS – Emerald Case Competition. The AABS website also has a provision for members to submit case studies that they would like to make available (for free or at a fee) to other organisations. Currently there are over 360 cases loaded on the searchable database.

A review document for management education in Africa has been drafted and was used for a peer review of ISM and IAM at the May 2009 members' meeting. This document will form a basis for accreditation which will be formalised in 2010 and will commence in 2011.



IAM May meetings 2009



AABS Case Study Competition Winner Dr Helena Barnard being congratulated by Prof Erasmus Kajjage



Strategy Retreat - Michael Hay - AABS Advisory Board Member



AABS Members' meeting May 2009: Dakar, Senegal



AABS Members' meetings May 2009



Incoming AABS Chairperson Jonathan Cook and outgoing Chairperson Erasmus Kajjage

4. FINANCES

AABS activities and administrative expenses are supported by income from annual membership fees, donor grants and payments by participants attending programme activities like TPM and learning visits.

The AABS Programme Director in Johannesburg is responsible for ongoing financial management under the oversight of the Governing Board and is required to present audited financial statements at December 31 of each year. Extracts of the 2009 audited accounts are presented below.

As at December 2009, the organisation had assets valued at US\$377 944, including US\$375 444 in cash. The IFC made a final payment of \$200 000 in January 2009. The AABS Board is now focused on securing long-term funding to supplement and eventually replace funding from the IFC which has now ended. The secretariat is working together with a part-time fundraiser to try and secure funding.

1. Balance sheet

THE ASSOCIATION OF AFRICAN BUSINESS SCHOOLS - AABS

BALANCE SHEET AS AT 31 DECEMBER 2009

	Notes	2009 \$	2008 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	2	375,444	152,927
Accounts receivable	3	2,500	16,200
TOTAL ASSETS		377,944	169,127
EQUITY AND LIABILITIES			
CAPITAL AND RESERVES			
Accumulated funds		361,481	154,802
CURRENT LIABILITIES			
Trade and other payables	4	-	896
Accruals	5	16,463	13,429
TOTAL EQUITY AND LIABILITIES		377,944	169,127

2. Income statement

THE ASSOCIATION OF AFRICAN BUSINESS SCHOOLS - AABS

INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2009

	Notes	2009 \$	2008 \$
Gross revenue		362,162	220,254
Operating costs		(178,175)	(184,619)
Operating surplus	6	183,987	35,635
Net finance income	8	22,691	7,822
NET SURPLUS/(DEFICIT) FOR THE YEAR		206,679	43,457

3. Cash flow statement

THE ASSOCIATION OF AFRICAN BUSINESS SCHOOLS - AABS

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2009

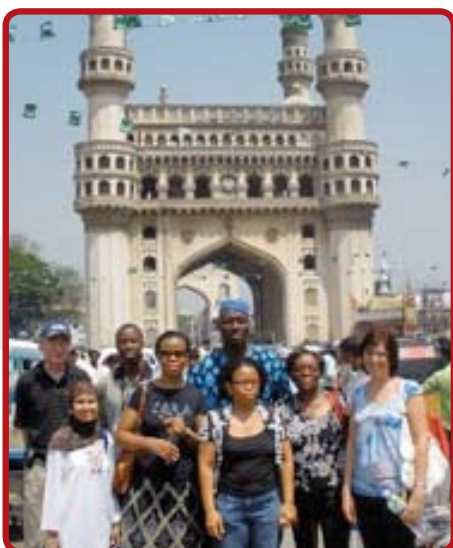
	Notes	2009 \$	2008 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts		375,863	209,026
Cash paid to suppliers		(176,036)	(201,038)
Cash generated from operations	7	199,826	7,988
Interest received		22,691	7,822
Net cash from operating activities		222,517	15,810
INCREASE IN CASH AND CASH EQUIVALENTS		222,517	15,810
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		152,927	137,117
CASH AND CASH EQUIVALENTS AT END OF THE YEAR		375,444	152,927



AABS Study Visit: CEIBS -
Dean Rolf Cremer



AABS Study Visit



AABS Study Visit 2009



AABS Study Visit 2009



AABS Study Visit: Shanghai and chopsticks!

Association of African
Business Schools



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