



Association of African
Business Schools



Association of African Business Schools

Report of activities: January 2008 – December 2008

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Chairman's Note:

With the admission of the Nelson Mandela Metropolitan University Business School (NMMU) (South Africa) and Jomo Kenyatta University of Agriculture and Technology (JKUAT) (Kenya), membership of AABS has now increased to 19 business schools. Although growth of AABS in terms of membership may look to be slow over the last few years, the Association has indeed recorded a significant growth in terms of its recognition and visibility both within Africa and internationally. AABS is now well known to be the representative of business schools in Africa. The Association has continued working closely together with individual business schools/universities as well as with associations of similar missions like the South African Business Schools Association (SABSA); Global Business Schools Network, (GBSN); European Foundation for Management Development (EFMD); the Association to Advanced Collegiate Schools of Business (AACSB); and the Global Foundation of Management Education (GFME). It is, for example, through such relationships that AABS is now jointly planning with EFMD for an African-European business schools' conference to be held in Lisbon in year 2010.

During the period under review AABS has recorded significant progress in its activities. We have continued to raise standards of member schools through activities like facilitation of deans' and directors' visits to other international business schools; making assessment and peer visits, and have continuously reviewed our membership criteria. In terms of faculty development, "Teaching the Practice of Management" (TPM) has continued to be the flag-bearer of AABS as we are getting ready for the fifth programme that will take place at GIMPA in Ghana next July. Preparations for running a series of workshops on "Researching for the Practice of Management" (RPM) are in advanced stages, thanks to GIBS for its continued support and for agreeing to run the first RPM in November 2009. AABS has continued using its website as a repository for case studies.

At the beginning of this year 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 will be shared among the members for further inputs and deliberations.

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 also faces a lot of challenges. Funding by IFC is just enough to take the association through mid next year's projects. The association has to create sources of sustainable funding of its activities. As activities of the association are also increasing, the Secretariat needs to be strengthened to be able to cope with the increased demand on its services. We therefore need to have a very well thought out mid and long term strategic plan that will give us guidance in our future activities. We need to think very critically as to how we shall make AABS stronger, where our focus should be, at what rate the association should grow, our fundraising strategies and the strategic partnerships we should strengthen, just to mention a few.

May I take this opportunity to thank those who have accepted to serve on the AABS Advisory Board. We look forward to their guidance and support. I want to also acknowledge the full support I have received from the Governing Board and from the Secretariat, without whom the achievements would not have been attained. Further acknowledgment goes to all our well wishers, financiers and supporters for their support.

Finally, I welcome NMMU and JKUAT, the two new schools that have joined the Association. We look forward to their valuable contribution to the course of AABS.

Erasmus S. Kajjage
AABS Chairperson

1. Membership

As at December 2008 membership of AABS stood at 17 members drawn from seven countries:

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

*Nelson Mandela Metropolitan University Business School and JKUAT School for Human Resource Development joined AABS in January 2009.

As part of the process of ensuring that AABS member schools are at the forefront of raising the standards of management education in Africa, in 2008 the Governing board approved the following revisions to the membership criteria for the organisation.

Updated Membership Criteria

1. Staff should have a relevant postgraduate degree or relevant qualification
2. Schools should have a minimum of 12 full time faculty, of which six should have a PhD qualification
3. Members should be able to demonstrate sustainable staff development. Members will need to provide a document stating what they are doing to develop their faculty
4. MBA teaching hours at least 500 hours
5. MBA minimum fee of \$3 000
6. Forty teaching days of executive education with a minimum fee of \$100 per day
7. One refereed journal article per full time faculty equivalent over 3 years
8. Schools will need to submit a document describing their use of participative learning such as case studies, syndicate groups, action learning, projects
9. Schools will need to demonstrate that materials and cases include local and African market content
10. Schools will need to demonstrate use of an independent quality assurance system on the MBA program e.g. national accreditation body, external examiners, quality controlling body
11. For continued membership all new members must register on the AABS website

Each member school submitted a self reflection document in December 2008 showing whether they were meeting the above criteria. Those schools that are not meeting all of the criteria have until the end of 2009 to ensure that they meet all the criteria in order to retain membership of the Association.

Meetings of AABS member schools are convened at least once a year and the 2008 AABS members' meeting was held at USIU in Nairobi, Kenya. The 2009 AABS members' meeting will be held at IAM and ISM in Dakar, Senegal in May.



2. Governance

From inception to September 2007, AABS activities were administered by the Gordon Institute of Business Studies (GIBS). In September 2007, the organization was formally registered by the government of South Africa as Not for Profit Organization (058 719 NPO).

Overall oversight of the activities of the organization 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) in Johannesburg. Members of the board during the reporting period have been:

Prof Erasmus Kajjage (Chairperson 2008)

School of Finance and Banking

Rwanda

Mr Idrissa Mbengue

Institut Supérieur de Management (ISM)

Senegal

Prof Franklyn Manu

GIMPA Business School

Ghana

Mr George Njenga

Strathmore Business School

Kenya

Prof Frank Horwitz

University of Cape Town Graduate School of Business

South Africa

Prof Juan Elegido

Director, Lagos Business School

Nigeria

Mr Jonathan Cook

Gordon Institute of Business Science

South Africa

Prof Erasmus Kajjage has a two year term as Chairperson. His term will end in December 2009.

Prof Frank Horwitz resigned as a board member in December 2008 as he has taken a position as Director of Cranfield Business School as of April 2009 and George Njenga is on sabbatical from the AABS Board while he pursues his PhD.

The Governing Board is required to meet at least twice a year to consider ongoing and future activities of the organization. In 2008 the board met on the following occasions:

- 23 February 2008 (University of Cape Town, South Africa)
- 16 May 2008 (Strathmore Business School, Kenya)
- 12 September 2008 (Kigali School of Finance and Banking, Rwanda)



3. Program Activities

To achieve the AABS mission of improving the quality of management education, AABS works with a range of partners to support member schools with faculty training, development of teaching materials, training of program managers and administrators as well as other capacity building programs. Program activities implemented in 2008 included:

- Teaching the Practice of Management (TPM 4), a faculty training program conducted annually in collaboration with faculty trainers from Harvard Business School, Columbia University, IESE, Indian Institute of Management, GIBS Business School and other leading business schools around the world. TPM 4 was held at UISU in Nairobi, Kenya and fifty five faculty from seventeen business schools from ten countries attended TPM 4.

TPM 5 is scheduled for July 2009 at the Ghana Institute of Management and Public Administration, Accra, Ghana.

- Learning visits to leading business schools in Europe and the United States as a means of providing the deans, managers and faculty at member schools with an opportunity to learn from the experience and lessons of top-ranked institutions.

In February 2008, 9 MBA directors from member schools in Tanzania, South Africa, Kenya, and Nigeria participated in an MBA Directors' visit to European business schools where they visited the London Business School, IESE, ESADE, the Maastricht School of Management, and the Warsaw School of Economics.

Participants included:

Name	Name of School/Institution	Country
Lance Stringer	University of Cape Town Graduate School of Business	South Africa
Abel Kinoti	Catholic University of East Africa	Kenya
Lanre Nassar	Obafemi Awolowo	Nigeria
Muthayoba Baisi	University of Dar es Salaam Faculty of Commerce and Management	Tanzania
Tayo Fagbule	Lagos Business School	Nigeria
Josiah Cobbah	Ghana Institute of Management and Public Administration	Ghana
Waithaki Iraki	University of Nairobi	Kenya
Shireen Chengadu	Gordon Institute of Business Science	South Africa
Edward Gacheru	Strathmore University	Kenya
Sam Nganga	International Finance Corporation	Kenya
Jonathan Cook	Gordon Institute of Business Science	South Africa
Sarah Tinsley	Association of African Business Schools	South Africa



- **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 visits by Michael Hay from London Business School to the University of Dar Es Salaam Business School and Michael Diamond from the University of Southern California to the University of Botswana are planned.
- IESE Barcelona provided the opportunity for faculty from AABS member schools to apply for sponsorships to attend their International Faculty Development Programme in June 2008. Three full sponsorships and five partial sponsorships to eight faculty from AABS member schools were awarded. The month long program covers topics ranging from case writing and teaching, course design, institutional management, leadership issues, mentorship, coaching to self administration and reflection. Faculty members from AABS member schools were once again encouraged to apply for the 2009 programme. AABS would like to thank IESE for this wonderful opportunity provided to faculty from AABS member schools.
- **Representation of African business schools** at international management education forums, which provides AABS and member schools with the opportunity to build networks with other similar organizations in other regions. AABS had representation at EFMD and AACSB Global conference in November 2008.

In February 2008, the board also approved the signing of a formal partnership agreement with the Management and Education Research Consortium (MERC – now renamed the Global Business School Network), a US-based non-profit organisation that has been established to run the Global Business School network and provide opportunities for African Business Schools to partner with business schools in Europe, the United States etc.

- 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 ten cases submitted. AABS has formed a partnership with Emerald for the 2009 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 organizations.

At the Board meeting in May 2008 the board identified three new projects that AABS would like to introduce in 2009 including: a benchmark for management education in Africa, a faculty training program focusing on research of the practice of management in an African context, as well as a training course for program managers at business schools. A review document for management education in Africa has been drafted and will be used at the May 2009 Members meeting during peer visits to IAM and ISM. A pilot research workshop in collaboration with the Gordon Institute of Business Science and the University of Manitoba will be held in September 2009.



4. Finances

AABS activities and administrative expenses are supported by income from annual membership fees, donor grants, as well as payments by participants in program activities like TPM and learning visits.

The AABS secretariat 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 2008 draft audited accounts are presented below.

As at December 2008, the organization had assets valued at US\$145 402 and all held in cash. The IFC committed to a final payment of \$200 000 which will be made in 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 ASSOCIATION OF AFRICAN BUSINESS SCHOOLS - AABS BALANCE SHEET 31 DECEMBER 2008

ASSETS	NOTES	2008	2007
		\$	\$
CURRENT ASSETS		145,402	142,089
Cash and cash equivalents	2	145,402	137,117
Accounts receivable	3	-	4,972
TOTAL ASSETS		<u>145,402</u>	<u>142,089</u>
EQUITY AND LIABILITIES			
CAPITAL AND RESERVES			
Accumulated funds		135,377	111,345
CURRENT LIABILITIES		10,025	30,744
Trade and other payables	4	902	17,808
Accruals	5	9,123	12,936
TOTAL EQUITY AND LIABILITIES		<u>145,402</u>	<u>142,089</u>

THE ASSOCIATION OF AFRICAN BUSINESS SCHOOLS - AABS INCOME STATEMENT FOR YEAR ENDED 31 DECEMBER 2008

	NOTES	2008	2007
		\$	\$
Gross revenue		228,231	63,282
Operating costs		(204,280)	(98,091)
Operating surplus	6	<u>23,951</u>	<u>(34,809)</u>
Net finance income	8	81	128
NET SURPLUS / (DEFICIT) FOR THE YEAR		<u>24,032</u>	<u>(34,681)</u>

THE ASSOCIATION OF AFRICAN BUSINESS SCHOOLS - AABS CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2008

	Notes	2008	2007
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts		228,231	58,310
Cash paid to suppliers		(220,027)	(77,686)
Cash generated from operations	7	8,204	(19,376)
Interest received		81	128
Net cash from operating activities		<u>8,285</u>	<u>(19,248)</u>
INCREASE IN CASH AND CASH EQUIVALENTS		8,285	(19,248)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		137,117	156,365
CASH AND CASH EQUIVALENTS AT END OF THE YEAR		<u>145,402</u>	<u>137,117</u>