



## AABS Newsletter # 8

May 2008 – August 2008

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### 1. AABS BOARD AND MEMBERS MEETING - MAY 2008

The AABS Board had their second meeting of 2008 on 16 May 2008 at Strathmore Business School and the annual AABS members meeting was held on the 17 May 2008 at USIU, Nairobi, Kenya.

Schools represented included the: Catholic University of East Africa, Faculty of Commerce and Management – UDSM, Gordon Institute of Business Science, IAM, ISM, Lagos Business School, Obafemi Awolowo, Strathmore, UCT GSB, USIU, University of Botswana and the University of Nairobi.

Three main points from the meeting included:

#### 1. AABS membership criteria:

AABS membership criteria are going to be increased. For new membership applications as of May 2008 schools will apply using the revised criteria. All AABS members schools will need to complete a self assessment document demonstrating that they meet the new criteria and submitted by 1st November 2008. Schools who can't meet all of the new criteria will still remain AABS members for 2009 but will have to fulfill all the criteria by 1 November 2009 in order to remain AABS members for 2010.

#### Revised AABS membership criteria:

1. Staff should have a relevant postgraduate degree or relevant qualification;
2. Minimum number of full time faculty is 12 of which 6 should have PhD's;
3. Sustainable staff development programme: Schools will need to provide a document stating what they are doing to develop their faculty;
4. MBA teaching hours will be increased from 400 – 500 hours. 25% increase;
5. MBA minimum fee to be increased to \$3 000;
6. 40 teaching days of executive education with a minimum fee of \$100 per day;
7. Refereed journal article: 1 article per full time faculty equivalent over 3 years;
8. Teaching methods: schools will need a document describing their use of participative learning such as case studies, syndicate groups, action learning, projects;
9. Demonstrate that materials and cases should include local and African market content;
10. Quality Assurance: demonstrate use of an independent quality assurance system on the MBA programme such as a National accreditation body, external examiners, quality controlling body.

## 2. AABS Projects in 2009:

- Following on from the benefits of the AABS Deans/Directors trip in 2007 and the AABS MBA Directors trip in 2008, it was agreed to run an AABS Deans/Directors study visit to the East in 2009.
- Two new workshops will be implemented in 2009. "Researching the practice of Management" for African Faculty and a course for Programme Managers "Effective Programme Management."

## 3. The establishment of an AABS Advisory board.

It was agreed that AABS should begin to establish an Advisory board to assist with guiding the future of the Association as well as assist in fundraising and the awareness of AABS on an international scale. The advisory board will be established by the 1st January 2009.

The AABS board will have their final meeting of 2008 on the 12 September 2008 at the School of Finance and Banking in Kigali, Rwanda.

## 2. TPM 4 REPORT BACK

The fourth Africa-wide workshop for African management and business school faculty focused on participant-centered and practice-based teaching methods took place at UISU from the 18 – 25 May 2008. The Teaching the Practice of Management Programme was designed by faculty from the Gordon Institute of Business Science (GIBS) of South Africa and Lagos Business School (LBS) of Nigeria with the involvement of leading international business schools including Harvard Business School, IESE, and Columbia Business School to address the changing needs of teachers of management for Africa's new generation of business and community leaders.

"This program enables us to bring together fifty five faculty from seventeen business schools from ten countries across the African continent to work together in developing practice-based teaching skills. This is critical for enhancing the capabilities of African business schools and better connecting them to the business community" said Erasmus Kaijage, Chairman of AABS.

The program focuses on introducing into African management education curricula practice-based teaching and learning methods, often involving classroom discussion of case studies, which are used in many leading international business schools.

"The term "practice-based" encompasses discussion, participant-centered, and case teaching methods to emphasize the objective of exposing students to the practice of management in the classroom," said Nick Binedell, Director, Gordon Institute of Business Science.

"This approach enables students to develop judgment and problem-solving skills by wrestling with management decision-making through the use of case studies and class discussions."

The program, a one-week intensive course, is designed for faculty from business schools in Africa that are committed to incorporating discussion and practice-based teaching into their curriculum and for faculty members who will play major roles in leading curriculum development in their schools over the next decade. The faculty included:

Nick Binedell                      South Africa  
Gordon Institute of Business Science

Jonathan Cook                      South Africa  
Gordon Institute of Business Science

Mbithe Mbaya                      Kenya  
USIU

Paddy Miller                      Spain  
IESE

Enase Okonedo                      Nigeria  
Lagos business School

Terrence Taylor                      South Africa  
Gordon Institute of Business Science

Mike Ward                      South Africa  
University of Pretoria GSB



### TPM Delegates on the USIU library steps

“Absolutely useful, stimulating and highly invaluable for those who are teaching management education. I am surely a better teacher because of this course” *Pedro Motau, University of Botswana*

“It was a great course. I gained self awareness and I have developed a plan to improve my case teaching. It was a privilege to be on this course” *Karen Scheepers, GIBS*

I learnt so much from the diversity of professors, on different subjects with different teaching styles. It was an excellent opportunity to network” *Ifedapo Adeleye, Lagos Business School*

“Using cases is going to be so helpful to students to help them realise what practical decisions managers have to make, what a good course” *Anne Omano, Jomo Kenyatta University of Agriculture and Technology*

TPM 5 will be taking place at the Ghana Institute of Management and Public Administration in June 2009.

### 3. AABS CASE STUDY COMPETITION

In order to promote the writing of cases that are specific to the African context AABS introduced its first case study competition.

Congratulations to the three winners of the competition, they are:

1. **Jimmy Macharia – USIU, Nairobi, Kenya**
2. **Gretchen Wilson – GIBS**
3. **S. Townsend; L Beder - WITS**

If you would like information on the winning cases visit our AABS Case study database search engine on [www.aabschools.com](http://www.aabschools.com) and type in “AABS Case Competition”.

Submissions for next year’s competition will open on the 3 November 2008. Further information can be found on the website.

### 4. IESE INTERNATIONAL FACULTY DEVELOPMENT PROGRAMME: FEEDBACK FROM AABSDELEGATES

The Association of African Business Schools would like to thank IESE Barcelona and particularly Prof Jose Santoma and Izabela Kordecka for giving AABS faculty members the opportunity to apply for three Full Scholarships and five Partial Scholarships for the International Faculty development Programme which took place in June 2008. The Association of African Business Schools also gave one full scholarship to the programme.

The International Faculty Development Program (IFDP) concentrates on teaching methodologies in management education, research and development of curricula. It is designed for faculty members of Business Schools worldwide. The overall aim of the program is to improve the general quality of management education. The AABS faculty members who received the scholarships where:

Name	Surname	Country	University
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### TOTAL SCHOLARSHIP IESE

Samuel	Adams	Ghana	Ghana Institute of Management and Public Administration
Joe	Sevilla	Kenya	Strathmore University
Jako	Volschenk	South Africa	University of Stellenbosch

### PARTIAL SCHOLARSHIP IESE

Thomas Hyacinthe	Compaore	Senegal	The African Institute of Management
Ikechukwu	Kelikume	Nigeria	Lagos Business School, Pan-African University
Daniel	Malan	South Africa	University of Stellenbosch
Yvonne	Saini	Zambia	Wits Business School
David	Wangombe	Kenya	Strathmore University

### TOTAL SCHOLARSHIP AABS

Odilon	Dizon	Kenya	Catholic University of Eastern Africa
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“For me, the IFDP was one of the highlights of my career. It has inspired me to become a better teacher, and I look forward to applying my newly gained knowledge at my home institution. I would strongly recommend this programme to any faculty member who is interested in improving his / her management education skills.” **Daniel Malan**

“IFDP is one of the best courses for faculties at business schools. The program covers important topics ranging from case writing and teaching, course design, institutional management, leadership issues, mentorship, coaching to self administration and reflection. One of the best modules is on persuasive communication. This was a highlight for me for it covers how to balance basic principles of communication (logos, pathos & ethos). This was new to me and I will use this in my teaching. The other great benefit is meeting great people from all over the world and networking opportunities. We were 33 from 22 different countries! I wish every member of staff would be given the opportunity to attend this course.” **Yvonne Saini**

“I am grateful for the opportunity to partake in the IESE Faculty development program in 2008. This was made possible by the scholarship / grant given me by the IESE fellowship program through AABS.

The program was beneficial on many fronts. First, is the IESE program itself with dedicated faculty that is committed to improving management education with a special focus on the case method. They are very understanding and did relate to us as colleagues. The main benefit was not so much being able to teach cases well, but more important the challenge to write cases that are specific and relevant to the conditions in my country. Obviously, I left IESE having made the commitment to write cases that can be used in both the undergraduate and graduate courses

that I teach. Second, though the focus was on the Case Study method, the program gave me the opportunity to learn of alternative teaching methods, develop my communication skills and understand issues of institutional development as it relates to my professional and personal development. There was also an emphasis on the need to maintain a balance between teaching, research and service requirements as it pertains to my institution to help in my career development.

Finally, I will always remember the question asked by Professor Pont: are you happy? Thus, we can only make our students happy or have a positive effect on them if we are happy ourselves, and hence the need to take my own personal development seriously. Furthermore, one aspect that was so enjoyable that I will miss is the diversity of the people from all over the world. The memory of relationships and networks that were formed I am sure will be forever. Truly, the friendship established helped to promote learning and sharing, which are very important ingredients for growth. In the end, I am sure all that I learnt can only help to improve my quality of teaching and overall professional development. Indeed, I am glad I was able to attend the program. It was a wonderful experience, which I surely needed.” **Samuel Adams**

“If I could quantify the amount of experience I gained by attending the International Faculty Development Program during June 2008, I would say it would have taken me ten years under normal circumstances to gain the same insights. In many instances, the course exceeded my expectations. I came here to acquire knowledge. Instead I acquired skills and was forced to think hard about my own assumptions. I went to Barcelona to learn from others, and instead learnt more about myself. I went to Barcelona to meet people, and instead I had to say goodbye to good friends at the end of the month.” **Jako Volschenk**



D. Malan, Prof Santoma (Director: IFDP program), J.Volschenk, at IESE campus overlooking Barcelona and Samuel Adams in class.

#### 5. AABS WEBSITE REVAMP

The AABS website has had a revamp. It was relaunched on Tuesday 12 August 2008. The address is [www.aabschools.com](http://www.aabschools.com). Some of the changes include:

1. Updating of the case study database and a search engine that allows you to search by title, author, school, publisher and topic.
2. AABS members can upload cases onto the AABS website.
3. A searchable faculty database.
4. Information on AABS, AABS membership criteria and application forms
5. Downloadable versions of the AABS brochure, annual report, press and AABS newsletters.

We hope you will enjoy the site and look forward to your feedback on [tinsleys@gibs.co.za](mailto:tinsleys@gibs.co.za)

#### 6. AABS DEANS AND DIRECTORS TRIP EAST - MARCH 2009

At the members meeting on the 17th May 2008 it was decided due to the success of the previous two study visits to do another study visit in 2009. The study visit will be to the East to visit Schools in India, Singapore and China. The dates for the visit will be the first two weeks in March 2008. This visit will be for AABS member schools' Deans and Directors and one other person from their school that they would like to be on the trip. AABS will subsidise one third of the costs of the trip. Airfares to India and returning home from China and visas will be for delegates own account. If you would like more information on the trip, please email [tinsleys@gibs.co.za](mailto:tinsleys@gibs.co.za) or visit the website.

#### 7. BEYOND GREY PINSTripES SURVEY



### THE ASPEN INSTITUTE CENTER FOR BUSINESS EDUCATION

Beyond Grey Pinstripes is a research survey and alternative ranking of global MBA programs. The survey is conducted every two years and seeks to identify all classroom teaching, faculty research, and extracurricular activities that are related to the **social and environmental impacts of mainstream business**.

Business schools are invited to participate in the 2009-2010 edition of Beyond Grey Pinstripes, a biennial survey and alternative ranking of business schools organized by the Aspen Institute's Center for Business Education ([www.AspenCBE.org](http://www.AspenCBE.org)).

The 2007-2008 survey included the direct participation of 111 MBA programs in 20 countries. The survey website ([www.BeyondGreyPinstripes.org](http://www.BeyondGreyPinstripes.org)) receives 1,000,000 visits each year, and survey information supports our monthly white paper series and our recent MBA Guide Book, published by Berrett-Kohler.

The research survey for Beyond Grey Pinstripes 2009-2010 will be distributed in the fall of 2009. We typically work with AACSB and EFMD to invite every **internationally-accredited, in-person MBA program with full-time enrollment** throughout the world to participate. Additionally, a special effort is made to invite leading schools from areas of the world where the accreditation bodies are less present. Last year, a total of 111 educational institutions took part in the survey.

Beyond Grey Pinstripes is administered as part of a broader effort to ensure that MBA programs are preparing future business leaders to both identify the opportunities and mitigate the costs of business' relationship with society and the environment. Specifically, the program has two main goals:

- Provide a detailed "map" of what is currently taught, so that faculty, administrators, students and alumni can benchmark their school and identify best practices from around the world.
- Offer public recognition of the faculty, departments, and schools that are doing good things, so that it becomes easier to allocate resources to this aspect of MBA education.

In addition to contributing to a major rigorous research effort aimed at improving MBA education around the world, the MBA programs that participate in the Beyond Grey Pinstripes research survey have identified several direct benefits:

- **Standardized assessment and benchmarking** of a school's achievements in teaching on social and environmental issues. Many schools have never conducted a thorough review of these topics. The Beyond Grey Pinstripes survey allows a school to follow a standard format that is easily compared to peer schools.
- **Reward for faculty and staff** who have worked on these issues. At many schools, Beyond Grey Pinstripes is the opportunity to internally praise and raise the profile of individuals who have built powerful programs in an area sometimes considered to be out of the mainstream.  
National PR / Marketing:

The 2007-2008 Beyond Grey Pinstripes survey was covered by The Financial Times, Business Week, The Economist, The Washington Post, The Chronicle of Higher Education, and many other publications. Our survey-based white paper series, A Closer Look at Business Education, reaches 30,000 thought leaders and our websites record one million visits per year.

- **Internal Marketing / Alumni Relations:** Schools very often report on outcomes from the research survey in alumni magazines and via local press outreach. Alumni are increasingly interested in learning how their schools fare on social and environmental issues.

The Beyond Grey Pinstripes research survey is a substantial undertaking. An effective submission will require some dedicated staff attention. The time taken to fill out the survey varies depending on a school's experience, whether the data has already been collected for other purposes, and how much teaching on social and environmental issues is present. Schools have reported spending 8-25 hours or more of staff time on this survey.

For further information please contact  
Justin.Goldbach@aspeninstitute.org

## 8. FEEDBACK AND COMMENTS

We welcome feedback and comments on the AABS newsletter as well as member news, conferences/events relating to Management in Africa and articles regarding management education in Africa to be considered for the AABS newsletter. Please send enquires to [tinsleys@gibs.co.za](mailto:tinsleys@gibs.co.za)

**Association of African Business Schools**

**[www.aabschools.com](http://www.aabschools.com)**

**[info@aabschools.co.za](mailto:info@aabschools.co.za)**

**+27 82 374 5535**