

Milpark News

for Students, Clients and Friends of Milpark Business School

Volume 6, Issue 1

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CEO's Message

Most of us are already aware that South Africa is slowly beginning to emerge out of the recession. There is no question, though, that there is still much work ahead of us all, particularly in light of the upcoming FIFA World Cup.

All round it seems, 2010 is set to be a good year. In addition to giving us many hours of exciting television and the opportunity to support our favourite team in person, the Soccer World Cup offers lots of exciting opportunities for many businesses. In fact, most businesses will already have planned the major part of their operations around the Cup and its events. Travel for purposes other than "the football" is likely to be all but impossible, and some South Africans are escaping the influx into South Africa to head north for the winter, although most will hopefully be staying to support their national soccer team. Milpark Business School is no exception and we have ensured that no exams will be written on any match day thus, hopefully, serving the dual purpose of allowing students to escape the traffic rush in trying to get to a venue on time and, perhaps even as importantly, the opportunity to cheer for a favoured side!

Milpark Business School also has several new offerings. For example, MBS will provide support to employees in the financial services sector for the upcoming Regulatory Examinations. Details of this support are available on our website. Our three new programmes (the Postgraduate Diploma in Business Administration, the postgraduate Diploma in Financial Planning, and the Bachelor of Business Administration) launched in January 2010 and interest in the programmes was high. The students registered on these programmes are progressing well.

We also continue with our critical community engagement activities under the aegis of the Milpark Foundation. The Foundation expects to award up to 1600 laptops to deserving learners during the 2010 academic year. By providing laptops to qualifying students registered on MBS learnerships, the Foundation ensures that graduates are not only adequately educated and skilled but also appropriately equipped to become active contributors to South Africa's economic, social and political development. Contributions to the Foundation are always welcome and appreciated. Further information can be found in the article on page 6 of this issue.

Brian Pearce

An inspiring achievement

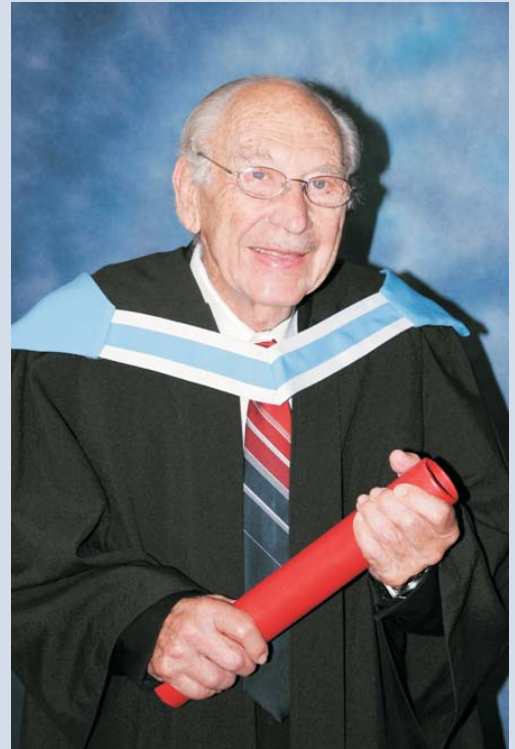
Arthur Nafte had been a registered student at Milpark Business School since 2006 and he graduated with the Certificate in Financial Planning on 4 March 2010.

Arthur is no typical student, not even a “mature” one who studies part-time: he celebrated his 86th birthday in January this year!

He was born in Bethal in the old Eastern Transvaal in 1924 and he grew up and matriculated there. Arthur managed his father’s farm for 9 years and after that he managed a hotel for another 9 years. Only after this did he get involved in the insurance business. He soon became the manager of the Roodepoort Legal and General Insurance Company and dedicated his career to the industry.

When asked why he decided to study some more (and at the age of 83), Arthur says he wanted his independence...

Arthur’s wife, Sheila, their children and nine grandchildren, all dote on their clever *oupa*.



Milpark Business School delivering Management Development Programme

Milpark Business School (MBS) was appointed by the BANKSETA as the provider to design, develop and implement a programme that will equip the junior and middle managers in the Banking and Micro Finance sector with the requisite knowledge and competencies to enhance their roles within their organisations.

The MBS programme creates an opportunity for junior and middle managers, who have been identified by their employers as suitable candidates, to be further skilled through the completion of a registered and accredited management development programme, as specified by the BANKSETA. As per the BANKSETA’s requirements the training provided will serve as building blocks for attaining higher management qualifications which will in turn create a pipeline of managers who will eventually contribute to the bench strength of the bank at which they are employed. The MBS qualification for this programme is the *Certificate in Management Development* (NQF level 5, SAQA ID 62269).

Candidates on the programme are individuals who either have the capacity to operate as managers, or are already operating at managerial level. Candidates have been put forward on the basis of their roles and functions and not because of their job titles. These candidates have further undergone psychometric testing to identify those individuals who have the

potential ability to engage fully at managerial level and are committed to completing an intensive management development programme.

Completion of the *Certificate in Management Development* NQF level 5 qualification provides for articulation onto the MBS NQF level 6 *Advanced Diploma in Management*, ensuring continuity with regards to management training. The foundation laid by this NQF level 5 qualification fulfils the educational needs identified by the sector and provides students with the opportunity to continue with further Higher Education (HE) study. The qualification will adequately assist the banks in building the required bench strength for the future.

One hundred and fifty learners are currently attending the Induction Block throughout the country, which includes a customised module – *Introduction to Basic Management Principles*. In addition to these learners, a further 54 candidates (previous beneficiaries of the JaMM Institute of Bankers’ (IOB) 2008 – 2009 programme), have the opportunity to be awarded the *Certificate in Management Development*, by completing only three of the Programme Modules. These candidates are eligible for exemption from the remaining three modules. Through the inclusion of these individuals, the programme will upskill an even wider group of individuals, thereby furthering the impact of this BANKSETA initiative.

TRAINING IN SUPPORT OF REGULATORY EXAMINATIONS

From 2010 the Financial Services Board (FSB) will conduct the first level Regulatory Examinations (RE) in terms of the Fit and Proper regulations of the FAIS Act. All financial services providers, representatives and key individuals are impacted by these examinations, which will be conducted by approved examining bodies. Milpark Business School (MBS) will offer various support options for both the level 1 and level 2 regulatory examinations.

1. Three electronic practice examinations

A unique user name and password will be allocated to students on registration and this will allow students three opportunities to practice for the FSB Regulatory Examination. These examinations will be internet-based and students will be able to access the examinations via a standard browser anywhere at any time. Questions are set on a similar basis as those of the official FSB examination and will provide excellent preparation for their examination.
COST: R375.00

2. Study material

Study material will be offered in the user friendly MBS format and will be couriered to you on completion of the registration process with MBS.
COST: R225.00

3. Study material with three electronic practice examinations and tutor support

This offering is a combination of options one (1) and two (2) above with the additional support of an online Tutor.
COST: R750.00

4. One, Two, or Three-day workshops plus material plus practice examinations

MBS will be conducting public workshops in selected regions. These workshops will focus on examination techniques (the approach to Multiple Choice Questions) as well as the content of the selected Regulatory Examination. For small brokerages/groups (minimum 12 students) these workshops can be tailored and offered at company premises across South Africa at convenient times. Students will be issued with study material prior to attendance and will need to have prepared thoroughly for the workshop by working through the material before attending the workshop.

After completion of the workshop, the attendees will be issued with the user name and password required to complete the 3 practice examinations online within a designated time.

COST:

Public workshops

One-day workshop package (workshop, material and practice exams): R1 485.00

Two-day workshop package (workshop, material and practice exams): R2 070.00

Three-day workshop package (workshop, material and practice exams): R2 655.00

RESEARCH UNDERTAKEN

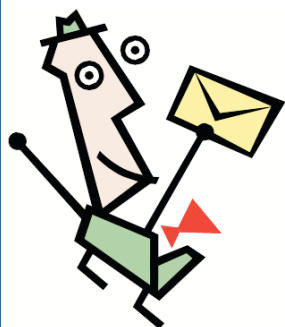
While historical results are no indicator of future performance, MBS researched results from numerous FAIS related modules written with MBS since 2006. Our research clearly indicates that, despite high quality materials, a tutor help-line and numerous self-test questions, students struggle without face-to-face interventions being provided. Throughput rates increased significantly when students attended workshops offered by MBS and it is our recommendation that one of the workshop offerings is selected.

For further information please contact one of our Educational Consultants at the nearest campus:

Cape Town 021 673 9100

Johannesburg 011 718 4000

Durban 031 266 0444



How to **INTERACT** with us:

Subscribe to our **RSS Feeds**

Follow us on **Twitter**: <http://twitter.com/MBSza>

(Links to the above can be found on www.milpark.ac.za)

Email your general feedback to info@milpark.ac.za

Email your queries about courses to enquiries@milpark.ac.za



Tracker has launched a thought-provoking video to show the very real link between the so-called 'lesser crimes' in South Africa and violent crime syndicates. The two-minute video illustrates, to graphic effect, how by supporting piracy and other counterfeit crimes, South Africans may unknowingly be fuelling violent crime in the country.

Gareth Crocker, *Tracker's* Communications Manager says:

"Our primary objective is to create awareness that violent criminal syndicates don't care how they make their money, just that they do. This obviously means that many of them are involved in a wide range of crimes. If the public starts to understand that if they support the so called 'lesser crimes' they may inadvertently be supporting violent crime, then we believe we can change some of that behavior.

"So much of vehicle crime in South Africa is driven by the need for spare parts on the black market. We also want people to realise that a stolen or counterfeit item may not have blood on it, but that does not mean that blood wasn't spilt in acquiring it. It's an important message."

Visit www.tracker.co.za to view the video.

Introducing a new qualification

PG Dip (BA)

What does it stand for?

Postgraduate Diploma in Business Administration.

Who can do this diploma?

Applications from persons who have obtained a Bachelor's degree (NQF level 6 / HEQF level 7) or an equivalent qualification in any faculty from a recognised university or institution will be considered.

Applicants with extensive work experience and/or proven leadership skills in their particular field of endeavour may also apply in terms of our Recognition of Prior Learning policy; however, admission on these grounds is limited

Why do this diploma?

The Postgraduate Diploma in Business Administration is designed to perform two functions. The first is to cap a Bachelor of Commerce degree with the skills and knowledge required to operate at a more senior level in the business environment. The second is to provide an academic bridge to further study at Master's level.

How many modules do you need to complete?

You need to complete eight modules in total.

Who have enrolled this semester?

Students from all industries and racial groups. The oldest student in class is 53 years old and the youngest student is 22 years old.

What are they like?

Bright, intelligent species that are eager to learn. However, they currently suffer from an information overload! They completed their first 16 hours of lecturing per module and also recently had to hand in all their assignments.

Who lectures on the programme?

We have sourced highly qualified facilitators from the industry whose primary objective is to ensure that students develop the skills required to solve problems in the business world, using critical and creative thinking.

Quality Assurance and Regulatory Affairs

Old-fashioned teamwork and solid cooperation between the staff in the QA and Regulatory office and academic members of staff in the three faculties produced positive results for the Business School in the 2009 and 2010 academic year.

To recap quickly: MBS received accreditation from the Higher Education Quality Committee (HEQC) for three new programmes in 2009. We added two Postgraduate Diplomas, one in Financial Planning and the other in Business Administration, and an undergraduate Bachelor of Business Administration to our list. We also received our registration certificate which permits us to operate as a Private Further Education and Training College (PFETC) from the newly-merged Department of Higher Education and Training (DoHET) and accreditation by Umalusi, the Quality Council for Further Education and Training (FET). In 2009 we submitted nine of our programmes for reaccreditation to the HEQC. Although public providers do not have to undertake reaccreditation, it is a regulatory requirement for all private providers to do so. The HEQC will inform all private providers of the outcome of reaccreditation not later than the end of April 2010.

Although we are only three months into 2010, we have already received our letter of scope from the BANKSETA, and have had a site visit from INSETA for the Certificate in Financial Products on 2 March conducted on behalf of Umalusi. Annual reporting to Umalusi has gone in, and April is reporting month for both HE and FET to the DoHET. We continue to enjoy working within a solid quality assurance framework and are encouraged by recent developments in the DoHET which appear to be aimed at streamlining the often repetitive demands made on private institutions. We will continue to update you on our QA and Regulatory achievements as they take place.

Gloria Castrillón: Director Quality Assurance and Regulatory Affairs

"Female Entrepreneurs too timid"

Women who see an opportunity to start their own businesses seem wary of approaching banks to raise capital.

Financiers say they continue to see a low level of applications from women entrepreneurs. A number of venture capital firms also indicated that less than 15% of applications come from women. The general view is that women tend to be too conservative about going into business for themselves.

Colette Symanowitz, local entrepreneur and founder of online MBA community *MBAConnect* said anecdotal evidence seems to underscore this. "A lot of men want to build big businesses from the outset, whereas women tend to go into businesses which are complementary to their lifestyle," she said. This would involve women building up skills and experience in a particular industry, and then opting to go on their own when they felt comfortable.

This view is backed up by Elizabeth Malumo, who heads up FNB's *Women in Business*. She said women are far too cautious when it comes to seeking financing for small businesses. "Women are intimidated about coming to a bank for financing," said Malumo. "They would rather save and build up their own capital for their business."

Asked what the main factors holding women back were, Malumo said there is a false perception that banks have closed financing taps for small firms. She also said lack of financial acumen is a concern. "Banks see women as a really good credit risk, because very often they are starting businesses for survival and are careful about how they manage their finances," Malumo said.

While it is difficult to draw parallels between an MBA qualification and entrepreneurship, more and more women are studying towards a high-level business qualification. This could boost the ranks of female entrepreneurs.

According to Symanowitz, 37% of the *MBAConnect*'s community consists of women. This is slightly higher than the average at a number of leading academic institutions including Milpark Business School (35%), the University of the Witwatersrand Business School (33%), the University of Cape Town Graduate School of Business (26%) and Management College of South Africa (30%).

With a number of MBA programmes now being aimed at entrepreneurship, this could have further positive spinoffs for women in small business.

Source: www.Fin24.com

You can help us to make a difference!

What is the Milpark Foundation?

The Milpark Foundation is a registered Public Benefit Organization (PBO), and the community engagement vehicle for the Milpark Business School. As a PBO, the Foundation is registered in terms of Section 18A of the Income Tax Act making donations to the Foundation tax-deductible.

What does the Foundation do?

The Foundation aims to develop our communities by contributing to the lives of selected disadvantaged individuals. Through whole or partial bursaries for study, young South Africans are given the opportunity to obtain a qualification and thus to seek employment. In this way, we aim to transform not only the individual student's life, but also the lives of their families and communities. In this way, Milpark Foundation contributes to the transformation of our students, our society and our economy.

Since 2007, the Foundation has also provided 2 744 successful graduates from the Letsema and Kuyasa learnerships (in association with the BANKSETA) with laptops. As these graduates are also FAIS compliant, they can use their workplace technology effectively or create entrepreneurial opportunities for themselves.

Who benefits from the Foundation's activities?

All the beneficiaries of the Milpark Foundation are drawn from previously disadvantaged communities. We focus our attention on deserving, disadvantaged individuals with the commitment and motivation needed to become skilled contributors in the workplace. By funding their studies through bursaries, the Foundation ensures that these students have the skills needed to enable the current need for transformation in South Africa.

What is the relationship with Milpark Business School?

Milpark Business School is the founding member of the Milpark Foundation. The Milpark Business School is in the ideal position to impact directly on the reach of the Foundation and works through and with the Foundation to provide potential and existing students with opportunities for personal growth and development.

What can you do?

It's a truism that teaching someone to fish feeds him for a lifetime. By contributing to the Foundation you will be teaching someone to 'fish'. Beneficiaries of the Foundation's work will learn to value education and their employment. By becoming active, skilled participants in our burgeoning economy they will, in turn, contribute to teaching others how to fish.

Make your contribution today and set a deserving young South African on the path to learning and employment.

For more information and to find out how to make a donation, visit our website:

www.milparkfoundation.co.za



Katisa Boitumelo

Studying for:

BBA (Bachelor in Business Administration)

How did you hear about the MBS bursary?

"I heard about MBS from my brother; he saw the information on the internet. I approached MBS and was told that I could apply for a bursary."

How do you find the course?

"I enjoy studying at MBS – it is such a great experience for me to be able to learn about business and how to be able to manage operations."

Plans after graduation?

"I want to work as a recruitment specialist or human resource manager."

Registrations Department

Session 1 closed mid February but Sessions 2 and 3 are still open for registration - please refer to the close of registration dates below.

Please note that the **Taxation 2010/2011** book for Certificate in Financial Planning and National Certificate in Financial Planning will be ready for distribution on 1 July 2010.

Nandi Mabuto is the newly appointed programme administrator for the Higher Diploma in Banking - a contact list for the different programmes follows on page 8.

Close of Registration Dates 2010

BANKING FACULTY

Closing Date:

Certificate in Bank Credit (5)	Session 2 (October exams)	16 July 2010
Certificate in Banking (Financial Services) (5)	Session 3 (October exams)	25 June 2010
Certificate in Sales (Banking Services) (5)	Session 2 (November exams)	26 July 2010
National Certificate in Banking Services Advice	Session 2 (September exams) Session 3 (November exams)	11 May 2010 16 July 2010
Higher Diploma in Banking (6)	Session 2 (September exams) Session 3 (November exams)	11 May 2010 26 July 2010
BCom Banking (6)	Session 2 (November exams)	16 July 2010

INSURANCE FACULTY

Closing Date:

Certificate in Financial Products (4)	Session 2 (September exams) Session 3 (November exams)	11 May 2010 26 July 2010
Certificate in Financial Planning (5)	Session 3 (October exams)	6 July 2010
National Certificate in Financial Planning (6)	Session 3 (October exams)	6 July 2010
Post Graduate Diploma in Financial Planning (7)	Session 2 (October exams)	9 July 2010

MANAGEMENT & LEADERSHIP FACULTY

Closing Date:

Certificate in Management Development (5)	Session 2 (November exams)	25 June 2010
Advanced Diploma in Management (6)	Session 2 (November exams)	25 June 2010
Bachelor in Business Administration (6)	Session 2 (November exams)	25 June 2010

IMPROVE YOUR VOCABULARY IN 2010

BLAMESTORMING: Sitting round in a group discussing why a deadline was missed or a project failed and who was responsible.

CUBE FARM: An office filled with cubicles.

PRAIRIE DOGGING: When someone yells or drops something loudly in a cube farm and people's heads pop up over the walls to see what's going on. (This also applies to applause for a promotion because there may be cake.)

OH-NO SECOND: That minuscule fraction of time in which you realise you've just made a BIG mistake – e.g. you've hit "reply all".

Registration Programme Administrators

BANKING FACULTY

Certificate in Bank Credit (5)	Ursula Strever (ursula@milpark.ac.za)
Certificate in Banking (Financial Services) (5)	Laureen Derrocks (laureen@milpark.ac.za)
Certificate in Sales (Banking Services) (5)	Ursula Strever (ursula@milpark.ac.za)
National Certificate in Banking Services Advice (5)	Veruschka Tennyson (veruschka@milpark.ac.za)
Higher Diploma in Banking (6)	Nandi Mabuto (nandi@milpark.ac.za)
Bachelor of Commerce in Banking (6)	Ursula Strever (ursula@milpark.ac.za)

INSURANCE FACULTY

Certificate in Financial Products (4)	Natalie Booysen (natalie@milpark.ac.za)
Certificate in Financial Planning (5)	Chantel Petersen(chantel@milpark.ac.za)
National Certificate in Financial Planning (6)	Chantel Petersen(chantel@milpark.ac.za)
Post Graduate Diploma in Financial Planning (7)	Chantel Petersen(chantel@milpark.ac.za)

MANAGEMENT & LEADERSHIP FACULTY (JHB)

Certificate in Management Development (5)	Chantel Venter (chantelv@milpark.ac.za)
Advanced Diploma in Management (6)	Chantel Venter (chantelv@milpark.ac.za)
Bachelor in Business Administration (6)	Joy Basson (joy.basson@milpark.ac.za)
Post Graduate Diploma in Business Administration (7)	Joy Basson (joy.basson@milpark.ac.za)
Master of Business Administration (8)	Elmarie Viljoen (elmarie@milpark.ac.za)

Financial Planning and Insurance Faculty Update

New Addition to the Team

The Financial Planning and Insurance Faculty has a new addition to the academic staff. Marilize Putter started on 15 February in the role of Programme Manager for the qualification Certificate in Financial Products (NQF4). Marilize has a BCom Marketing Management degree and obtained her Post Graduate Diploma in Financial Planning through the University of Stellenbosch in 2009 where she was one of the top students.

Certified Financial Planners ®

Certified Financial Planner ® accreditation is awarded by the Financial Planning Institute (FPI) to candidates who meet strict criteria – amongst other the successful completion of a Post Graduate Diploma in Financial Planning (NQF7), as well as passing the FPI's Board Exam with a mark of at least 60%. Two of our faculty's Programme Managers, Michelle Swanepoel and Marilize Putter, will be inducted as Certified Financial Planners ® at the FPI's induction ceremony on 29 March. This is certainly a unique achievement.

Update on new qualifications

As previously mentioned the Financial Planning and Insurance Faculty is now offering the Post Graduate Diploma in Financial Planning (NQF7/new HEQF 8) from 2010. Enrolments exceeded our expectations and students enrolled for first semester modules are well on their way with their studies. We are hoping to have our first graduates at the 2011 graduations .



Ian Joubert - Top MBA Student

Brian Chicksen - Top Dissertation

Edith Kanza - Top Dissertation

Are leaders born or made?

Leadership is a process of influencing people while operating to meet organizational requirements and improving the organization through change. Leadership is the foundation of all organizations, whether corporate, nonprofit or government.

Leadership is a high calling and responsibility, upon which all else the organization is or does, rests. Moreover, leadership is always top down, never bottom up. The key feature of leadership is performed through communicating, decision making, and motivating.

The question is: Are leaders born or made? You be the judge!

Leaders possess special attributes not commonly found in other people. Their characteristics or qualities set them apart from the rest of the pack. Leadership attributes are the inner or personal qualities that constitute effective leadership. These attributes include a large array of characteristics such as values, character, motives, habits, traits, competencies, motives, style, behaviors, and skills.

Most leadership **attributes** are clustered into **four** overarching categories:

1. Demonstration of personal character
2. Setting directions
3. Mobilizing individual commitment
4. Engendering organizational capability

Great leaders of the world possess the following attributes:

1. **Leaders embrace authenticity:** Good leaders are genuine and their integrity is beyond question.
2. **Leaders are models (for safety, values etc):** Leaders are role models of the positive variety, through and through. They don't take their role of model to others lightly.
3. **Providing context and alignment:** As the environment inevitably changes, the leader provides the necessary support to assist in clarifying specific targets and goals.
4. **Provide coaching and empowerment:** Leaders of note are great one-on-one coaches, but not only that, they can influence individuals in the collective environment, embracing opportunities to provide feedback and encouragement. They don't overdo supervision and they trust their charges.
5. **Leaders develop their team:** Leaders don't see investment in people as a threat and they don't become disconcerted when well-developed team members go on to better things; they simply wish them well, and have the ability to be genuinely thankful for their contributions.
6. **Leaders communicate well and broadly:** Leaders pitch their language, pace, tone, and media for the situation, and they also recognize the impact of broadening the message so that everyone can benefit.
7. **Leaders show empathy and care:** Finally, leaders are people who care for others. They have the ability to experience joy and sorrow at appropriate times and in appropriate ways. Team members of great leaders have no problem sharing their concerns, frustrations, and disappointments, as well as their successes.

By Rufus Ledwaba (source: www.skillsportal.co.za)



Leadership Summit for School Leaders II

Milpark Business School hosted its second Leadership Summit on Saturday 6 March 2010. This was a follow-up on the one that we hosted in October 2009. This summit was attended by 47 school leaders from 24 Schools in Gauteng.

The theme this time was **Leadership in Action**. Dr Cobus Oosthuizen presented a session on Inspirational Leadership which he illustrated with a case study of Sir Ernest Shackleton and how he inspired his team and brought them back safely from the South Pole after being stranded there for 2 years.

The feedback was very positive and we are investigating the possibility of extending the summit over a weekend.



Academic Profile: Jan Meyer

Dr Jan Meyer is the Deputy Director of the Management and Leadership (M&L) faculty at the Melville Campus.



As a child, what did you want to do when you grew up?

The wish changed over time but initially it was to become a preacher until around grade 7. This changed to becoming a pilot which stayed with me until after matric (grade 12).

Tell us about your early career: you joined the SAAF after school and resigned in 1995.

I had applied for pilot admission and training and was accepted as a navigator based on my mathematical skills. In those days (1974) navigation depended on your ability to 'shoot the stars', an expression used for navigating by means of star plots. During the training period (being a rebel) I decided due to a number of reasons not to continue as navigator and to re-apply for the pilot course. While I was awaiting the application board sitting, the new concept of defence force computer programmers was introduced. I volunteered for this novelty, was accepted as a student programmer and by 1979 I was a system analyst. The machines we were working on were the IBM "Big Blue's" 370/158 and 360/145 (Virtual Machines) with a phenomenal 8 MB real storage capacity (these machines were housed in rooms the size of Milpark's Melville campus!). As crazy as it sounds today these machines controlled manned space flights. During 1979, I moved back to the Air Force Logistics (Operations), planning and managing airfreight to the then South West Africa areas. After this a number of logistics positions followed, usually to do with resolving issues at the bases (offices) were I was sent to. In the meantime, I completed my BA in political studies, the Certificate in Logistics Management and my Masters in Business Leadership. I had also completed a number of qualification courses in the Air Force in order to attain the rank of Colonel. In 1995, Xcel IT, a private company, approached me to work for them as a project manager at which point I resigned from the Air Force.

How did the move into an academic career come about?

During 2002, a placement company approached me and offered me the job at Monash South Africa. At that time I was involved with the e-Justice program at the Department of Justice. The offer came at the right time, so I accepted and thus my journey started with academia.

You started studying relatively late (in your life) and then ended up completing a doctoral degree in 2003! What were the processes / evolution that shaped these choices?

Initially I started studying a BSc (computer science) but found that the studying interfered with my private life. Later (1987) I realised that my passion for knowledge may be satisfied by studies. I again enrolled at UNISA, for a BA (Political Sciences) as this intrigued me (and I had the notion of becoming a politician until I realised you had to be of less noble intent to be a good politician). This resulted in me taking up my second pleasure, namely logistics and completing the Certificate in Logistics Management at UP. On completion of the one qualification, I enrolled for the MBL at UNISA (SBL) in 1990 and completed this in 1995, allowing 2 years for financial accounting (still the least loved of any subject). After taking a break of some 3 years I entered into the PhD program at the UP faculty of business and economic sciences completing my PhD (Public Affairs Information Management) in exactly 5 years in June 2003.

What is the most challenging part of your role as deputy director of the Management and Leadership Faculty?

In all honesty, there is no challenge too great or small that cannot be dealt with in faith. So, although life comprises challenges, the answers are also available. I call this faith.

Tell us more about the South African Association of Professional Managers, which you currently preside over.

The APM was founded in 1952 as the South African Association for Business Management by the Postgraduate School of Business Management of the University of Pretoria. The APM is a professional organization for professional managers. The association commits itself to the promotion of professional management standards with a view to making genuine contributions to the solutions of management related problems. It currently has approximately 250 members throughout South Africa. Membership is open to anybody holding a MBA/MBL or equivalent (and higher) qualification. The M&L faculty is investigating the possibility of publishing some of the excellent MBA dissertations in the SAJBM (journal) which is published under the APM name.

How do you spend your free time?

Cycling and hiking are my main hobbies. I intend to do the Argus in 2011 – this will be the seventh time. For the rest I love time with my wife and chatting to her about topics which we share and consider important in our lives. Then there is the Internet and research. I am at this time researching material for a book, or at least chapters for a book, on Supply Chain Management, specifically Integrated Logistic Support and Project Management.

The Path of Leadership

The recent presentation of a case study based on *Shackleton's Way – Leadership Lessons from the Great Antarctic Explorer* by Margot Morrel and Stephanie Capparell at the school leadership summit posed the inevitable question, "What makes the difference?"

The words of Frank Wild, Shackleton's second in command on the epic two-year survival quest, provide some clues: "I have served with Scott, Shackleton, and Mawson, and have met Nansen, Amundsen, Peary, Cook, and other explorers, and in my considered opinion, for all the best points of leadership, coolness in the face of danger, resource under difficulties, quickness in decisions, never-failing optimism, and the faculty of instilling the same into others, remarkable genius for organization, consideration for those under him, and obliteration of self, the palm must be given to Shackleton, a hero and a gentleman in very truth."

With a plethora of leadership literature available on the shelves and at the click of a mouse, what more can possibly be learnt about the subject that has not already been said? Strikingly different, however, is the pragmatism of the leadership phenomenon embroidered in a storyline tapestry of this true-life event.

Joel Barker, well known leadership guru said: "A leader is someone you choose to follow to a place where you wouldn't go by yourself." This is a very apt description of what Shackleton did. He faced many of the same challenges encountered by managers today: bringing a diverse group together to work toward a common goal; handling the constant pessimist; inspiring the perpetual worrier; keeping the disgruntled from poisoning the atmosphere; battling boredom and fatigue; bringing order and success to a chaotic environment; working with limited resources. Yet, he managed to bring all 27 of his crew safely home after a nearly two-year long ordeal in the Antarctic.

How did Shackleton manage this unprecedented feat? What made him so special? *Shackleton's Way – Leadership Lessons from the Great Antarctic Explorer* is rich in practical pointers against which

any organisational leader could measure him- or herself, and from which to draw to develop their own leadership skills. Consider the following pointers taken from *Shackleton's Way* for developing your own leadership skills:

- Cultivate a sense of compassion and responsibility for others. You have a bigger impact on the lives of "your crew" than you might imagine.
- Do your part to help create an optimistic climate at work. A positive and cheerful workplace enhances productivity.
- Broaden your cultural and social horizons beyond your usual experiences. Learning to see things from different perspectives will give greater flexibility in problem solving at work.
- In a rapidly changing world, be willing to venture down new paths to pursue new opportunities and learn new skills.
- Be bold in vision and careful in planning. Dare to try something new, but be meticulous enough in your proposal to give your ideas a good chance of succeeding.
- Learn from past mistakes – yours and those made by others. Sometimes the best teachers are the bad bosses and the negative experiences.
- Never insist on reaching a goal at any cost. It must be achieved at a reasonable expense, without undue hardship for your staff.
- Don't be drawn into public disputes with rivals. Rather, engage in respectful competition. You may need their cooperation someday.

Leadership development is a life-long process and does not stop after attaining an MBA or when reaching a certain age. One must work at it daily, consistently, obviously not to be ranked high on the "popularity index", but because one chooses to "make meaning" with one's life and help make the world a better place.

By Dr Cobus Oosthuizen, Director of the Faculty of Management and Leadership

BEAT THE CREDIT CRUNCH...

DON'T waste money on expensive iPods. Simply think of your favourite tune and hum it. If you want to "switch tracks" simply think of another song you like and hum that instead.

DON'T waste money buying expensive binoculars; simply stand closer to the object you wish to view.