

THIRD EDUNIVERSAL WORLD CONVENTION

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**Business Schools in Africa and the
Pedagogy of Hope: A Pedagogical
Framework in Support of Economic
Development and Social Upliftment**

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South Africa

Background – the recent events: primary causes

- unbridled optimism due to feel-good factor
- historical tunnel vision of financial engineers
- short-term memory erased by ease of dot-com crisis recovery
- insensitivity to Black-Swan events
- trust in and dependence on sophisticated risk management tools
- under-valuation of systemic risk (complexity)
- agency problems causing misaligned incentives (greed)
- sub-optimal corporate governance and regulation

Background – recent events: the finger pointing

Business schools responsible for:

- instilling a simplistic growth mentality
- operating behind a veil of secrecy
- teaching short-term optimising behaviour
- managers succumbing to greed
- instilling unethical behaviour

Background – recent events: the finger pointing

Minzberg/Kotler/Bennis/O'Toole/Drucker/Crainer/Dearlove

Business schools have failed to:

- create a managerial profession
- enlighten students on the strategic imperatives of the new “flat” world
- develop a sense of history
- integrate functional knowledge and skills
- develop true business leaders
- instil norms of ethical behaviour
- develop collaborative managers
- create a cadre of managers sensitive to sustainability issues
- explicitly deal with value related issues like corporate governance

The ideals of the business school

Edgar North Whitehead (1928)

- business is a highly intellectualised vocation
- preserves connection between knowledge and zest for life
- impart knowledge imaginatively
- study the complex organisations of modern business
- instil imaginative grasp of psychology of populations engaged in different occupations in different geographical locations
- reaction of the whole complex to a change in one of its constituents
- the laws of political economy
- sufficient conception of applied science

The ideals of the business school

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Edgar North Whitehead (1928)

- binding forces of human organisations
- limits of human behaviour and conditions evoking loyalty of service
- the development of character in people

A hundred years of striving for efficiency and effectiveness

- scientific management
- assembly lines
- modern corporation
- brand management
- management as “profession”
- manage by numbers
- small is beautiful
- quality management
- information and knowledge management
and of late
- leadership
- governance and ethics
- sustainability

Worldwide action

- **EFMD: Globally Responsible Leadership Initiative**
- **AACSB: Ethics Education in Business Schools**
- **Aspen Institute: Beyond Grey Pin Stripes**
- **European Academy for Business in Society**
- **Net Impact: Student perspectives**
- **Principles of Responsible Management**

A Pedagogy of Hope

- academic excellence supported by meaningful involvement in key challenges of Africa
- using millennium goals as instructional focus areas
- holds promise of multiculturalism, unity, overcoming divisions and inequalities
- achievement of justice mitigating against corruption, exploitation, intolerance and lack of compassion

Practical examples of “Hope” projects

Programmes:

- Master's in Development Finance
- Master's in Coaching

Courses:

- Negotiation
- Dispute Resolution
- Sustainability Development
- Sustainable Enterprise
- HIV / AIDS Management
- Bottom of the Pyramid Business

Practical examples of “Hope” projects

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Courses:

- Black Economic Empowerment
- Doing Business in Africa
- Training Peace Keepers in Africa

Projects:

- Training NGO officials
- Health care centres
- Primary education of children of farm labourers
- Township entrepreneurship