



# INSIGHTS

# Newsletter



## Editorial



### In this Issue

#### 1. Editorial

#### 2. Expert Viewpoint – Land Grabs & Financialisation

#### 3. Interesting Facts about Africa

#### 4. Social Entrepreneurship & Social Innovation

#### 5. Research & Innovation Planning for the MBA Dissertation – Why the Dissertation?

#### 6. BRICS – BRICS to Launch a New Bank

#### 7. What Every Driver knows about Climate Change – What is Global Warming

#### 8. News & Events

- Study Trips to Shanghai in China & Russia
- MBA Open Day
- Business & Executive Education Programmes
- Quiz and Puzzles

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Welcome to the monthly **INSIGHTS** Newsletter. We have taken a huge leap forward from the last issue by venturing into a complete new look and design for the new format. In endeavouring to please our readers, we will make every effort to keep you informed about news and events, opinion pieces, critical management and leadership issues, problems and challenges facing mother earth, research and innovation matters and many other trendy topics. We take this opportunity to convey our heartfelt thanks to all our readers for all the accolades you have showered on us for the introduction of this timeous newsletter – **INSIGHTS**. We promise to keep exceeding your expectations! Given the networking has become a new phenomena in the current age of globalisation, we urge you to share some of the knowledge, ideas and innovations with your colleagues and inform them about the quality of knowledge production at REGENT Business School – your *alma mater*, or soon to be.

After a successful advent of the **INSIGHTS** Newsletter, this issue incorporating a revamped design and new format, deals with issues regarding “The Financialisation and Land Grabs” and how this new phenomena is redefining the Land Question in Africa. In terms of Social Entrepreneurship and Social Innovation, we look at how a young Kashmiri girl used her imagination to create a mobile phone app to inform others about important facts about Kashmir. In terms of Research and Innovation the article besides providing assistance, suggest that the MBA proposal should be the scaffolding for the dissertation. If done well, the proposal could assist in determining a very successful end product. Under General, we have two articles of immense interest to students: the first is on the issue of BRICS Bank – a serious challenge to the World Bank; and the second article features Climate Change and why it is important for all who live in spaceship earth, to make a concerted effort to reduce carbon emissions. The final section deals with News and Events at REGENT Business School.

We hope that you like this new issue of **INSIGHTS**, and await your comments, criticism and appreciation. Please feel free to post your comments to Fikile [alumni@regent.ac.za](mailto:alumni@regent.ac.za) on the articles. Remember **INSIGHTS** is your Newsletter and your involvement can only make it better.

Till the next issue, we wish you a Happy Reading! Cheers!

**The Editorial Committee**



## Expert Viewpoint



Experts from REGENT Business School argue that ...

# Investments and Land Grabs are Redefining the Land Question in Africa

Osman Seedat \* Ridwaan Asvat \* Bhan Bisnath

In the wake of global problems such as climate change, water and food scarcity, unmitigated population growth rates and the increasing demand for resources, the land question is currently being reappraised and greater importance is being attached to land tenure issues.

The functioning of land tenure systems is crucial for agricultural production and the dynamics of overall social transformation. Africa is no exception. The African land question is replete with issues of increasing landlessness, insecure tenancy, eviction and conflict.

In the context of African Land Tenure and Foreign Land Ownership, commonly referred to as *Land Grabs*, we raise questions as to whether such a phenomenon poses a threat or provides opportunity for sustainable development in Africa. More specifically, we contend that the current land acquisitions by foreign investors have put the land question in Africa back on the global development agenda. We also argue that land ownership and land use in Africa is a highly emotive subject. It is a contested

issue, in the sense that it is central to “identity, livelihoods and food security”. The new phenomenon of land outsourcing spawns its own discourse. The African land question, therefore, is replete with issues of increasing landlessness, insecure tenancy, eviction and conflict.

Many researchers are of the opinion that Africa’s land question cannot be understood from the perspective of the mistaken perception that the continent has an abundant and not a scarcity of land resources. On the contrary, the extent of developed arable land available for agriculture is limited despite the continent’s large size.

Notwithstanding the above, these researchers admit that although the land question is central to the African livelihoods, land tenure system is in favour of larger commercial interests. In some reports, it is even suggested that the modern day land question in Africa is characterised by extensive degradation of fragile land resources and increasing elite control of the prime lands under conditions of agricultural

land scarcity, and the exclusion of the peasantry from land. Consequently, the discourse of land has been, and continues to be, central to the lives of most Africans, and to the social transformation and political economy of African countries.

The concept of land, therefore, is complex and incorporates many different aspects. Even when land is narrowly defined as a question of control over agricultural and pastoral land (rather than rights to natural resources such as water, minerals or forests, which are linked to, and to a large degree, embedded within the question of land rights), the land question is multi-dimensional, with economic, political, social and spiritual facets – it is as one civil society activist put it, “When one loses their land not only do they lose their livelihood, but they also lose their identity”.

The land question stems from the fact that in Africa, many people have no documentation for their ownership of land. Instead, communities believe that they own their land because they have lived there for thousands of years.

In recent times, though, governments of various African states have begun to embrace tenure dualism in a more proactive and enduring way. Yet, it would seem that even in the contemporary period, the statist approach, through land reform programmes has completely failed to establish functioning land tenure systems for all their people.

Many governments still ignore the interconnection between customary and statutory law, vacillate between semi-feudal,

socialist and capitalist experiments with imported legislative blueprints, and allow rent-seeking, corruption and land grabbing by new and old elites.

In fact, during the period 2007 to 2008, when the food insecurity crises pervaded the globe, the land question and tenure systems took on a new meaning and direction. Africa has become the new frontier for global food and agro-fuel production. Billions of dollars are being mobilised to create the infrastructure that will connect more of Africa’s farmland to global markets, and billions more are being mobilised by investors to take over those farmlands to produce for foreign markets.

In a rapidly globalizing world, land demands are to an increasing extent driven by factors anchored exogenously. Products derived from land use are often not consumed where they are produced. The globalisation of the economy implies that local land use changes are increasingly driven by demands for products that are part of commodity chains with a large geographical span. Local human needs and local capital input are not necessarily as important determinants for land as was the case in many land use systems before the phenomena of globalisation swept the world. In this respect, the land question in Africa has come to the fore, once again. However, this time around, Africa has become the new frontier of land acquisitions – not by local people, but by foreigners.

Various terminologies have been used to describe the phenomenon of land outsourcing in Africa and other developing countries. Terms such as

“commercialisation”, “colonisation”, “new imperialism”, “neo-colonialism”, “land grabbing”, “agro- investments” and “new land invasions” are being used to describe the land acquisition process in Africa.

Some investigators contend that the direct control of land by foreign companies is only part of a general trend towards the commodification of land in Africa. They warn that in this period of globalisation, a new inherent tension of security of property rights is born in a hegemonic form, and this in turn, is based on the right to exclude and alienate land. In this respect, it is the peasantry which suffers the most, especially being alienated and evicted from their customary land, once again.

A combination of higher and more volatile global commodity prices, demand for green energy, population growth, urbanization and globalisation and its overall effects on economic development are the main macro-level factors that have contributed to the land grab phenomena. More specifically, though, the strategic programmes for land acquisition are of food security, particularly in the investor countries, bio-fuels for energy markets in the developed world, finance and hedge funds for land speculation, and more recently, biochar production for the carbon market accreditation.

Given the recent financial meltdown, all sorts of players in the finance and food industries, investment houses that manage workers’ pensions, private equity funds looking for a fast turnover, hedge funds which are driven off the now collapsed derivatives market and grain traders seeking

new strategies for growth are turning to land, for both food and fuel production - as a new source of profit. Land itself is not a typical investment for a lot of these transnational firms. Indeed, land is so fraught with political conflict that many countries don’t even allow foreigners to own it. And land doesn’t appreciate overnight like gold.

To get a return, investors need to raise the productive capacities of the land. But the food and financial crises combined have turned agricultural land into a new strategic asset. Globally, food prices are high and land prices are low and most of the “solutions” to the food crisis talk about pumping more food out of the land that is available. Clearly, there is money to be made by getting control of the best soils, near available water supplies, as fast as possible.

While the benefits for land-seekers are obvious, the benefits to African countries may not be as apparent. For example, one of the most important patterns to notice in these transnational land acquisitions is the limited importance of financial transfers. Recent reports by the Food and Agricultural Organisation reveal that the main benefit to the host country is perceived to be investor commitments like employment creation and infrastructure development.

Similarly, other reports indicate that such land agreements can provide macro-level benefits like GDP growth and greater government revenue, raise local living standards, and bring technology, capital and market access. In addition, improving the productivity of African agriculture

undoubtedly serves as a huge point of interest for governments seeking foreign investment and in turn transnational land leases.

Despite the possibility for benefits associated with such land transfers, reactions from land-based movements, civil society organisations and organisations like the Oakland Institute and GRAIN have been highly critical and the perceived costs to the local land users appear high. Complaints about the lack of transparency in land agreements are widespread, a problem which can easily spur corruption and unfair negotiations. Many reports describe unbalanced power relationships where rich governments or international companies have an obvious advantage in negotiating with African nations that may not always be politically stable or respectful of the rights of their citizens and may lack the institutional frameworks necessary to enforce contracts.

Equally, the issue of land tenure comes up repeatedly, as African governments are criticized for failing to protect their agricultural workers from exploitation in this regard and accused of leasing land that they only “nominally own.” Land deals are often done in secret without informing the current land users, which causes them to be suddenly dispossessed. Such a position is defensible because in Africa, where much of the land is held under customary tenure, the government is the ‘owner’ of the land, and they may not always consult with or get the consent of people who will be affected.

Land grabs in the contemporary period are reminiscent of the colonial era with

foreign nations again staking a claim on the continent. Moreover, since African governments are partnering with foreign investors in the land grab, onlookers are left to question if this is another case of corrupt African leaders selling their citizens short or simply governments pursuing an economic development opportunity. Evidence suggests a marked disparity in the benefits received by those involved in and affected by these transnational land acquisitions, particularly for those originally dwelling on the land. Such a problem deserves both increased international attention and country-level debate to ensure such agreements provide more equal benefits to all parties involved.

The new phenomenon of land outsourcing spawns its own discourses and prescriptions as to how land should be held and how disputes and conflicts should be adjudicated and the institutional frameworks that should underpin such systems. Thus holistically viewed, land outsourcing has to be understood within the context of two mutually inclusive processes, i.e. the macro level (global, regional and national levels) and the micro level (the peasantry and the intermediary administration). In this respect, it is essential to understand nuances and narratives at the intersections of the two, in order to establish what is really going on within the land acquisition process.

The possibility of volatile land conflicts also loom large within the context of the land acquisition process. Given that most of these acquisitions are for macro scale crop production, it is highly likely that a large number of vulnerable rural inhabitants will be displaced. As long as the African

peasantry feel and experience economic exclusion, they are more likely to protest politically about their lack of access to land.

Finally, we contend that the new phenomenon of land acquisition begs the question of how to make the new agreements consensual endeavours as opposed to unwelcomed “land grabbing” that infringes upon the rights of local land holders. While there are definite possibilities for macro level economic benefits for African countries from foreign investment in agriculture and land development, these gains may not be felt by those originally dwelling on the land. The issue must be seriously and immediately debated by African governments, civil society organizations, policy makers, politicians and scholars.

Business educators and managers can contribute significantly by introducing issues

of social responsibility and social justice in their programmes, especially when they deal with investment portfolios. Certainly investors can make huge profits through new international hedge funds, but at what cost?

The authors welcome any suggestions, questions or critique.

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### **Interesting Facts That You Might Not Know About Africa**

- *Africa is a continent of extremes. It's extremely large, extremely dry, extremely poor, and extremely young. In fact, over half the continent is under the age of 25.*
- *Africa is the second most populous continent with about 1.1 billion people or 16% of the world's population.*
- *Arabic is spoken by 170 million people on the continent, followed in popularity by English (130 million), Swahili (100), French (115), Berber (50), Hausa (50), Portuguese (20) and Spanish (10).*
- *The continent's population will more than double to 2.3 billion people by 2050.*
- *All of Africa was colonized by foreign powers during the “scramble for Africa”, except Ethiopia and Liberia.*
- *Africa has over 85% of the world's elephants and over 99% of the remaining lions are on the African continent.*
- *Lake Victoria is the largest lake in Africa and the second-largest freshwater lake in the world.*





## Social Entrepreneurship & Social Innovation

### Young Kashmiri Girl Makes an App to Bring Kashmir on the Fingertips

*Mehvish Mushtaq's 'Dial Kashmir' phone app is a one-stop source for information on healthcare, education, transport, police and many other sectors.*



In terms of Social Entrepreneurship and Social Innovation we profile the efforts of 23 year old Mehvish Mushtaq, a young Kashmiri entrepreneur who is using the power of technology to bring about a change in Kashmir. In fact, Mehvish is the first Kashmiri woman to develop an android application.

One of the realities of Kashmir today is the movement of thousands of Kashmiri youth to other parts of the country in order to seek better career opportunities for themselves, especially in the field of information technology. One young woman, Mehvish Mushtaq, 23, is determined to buck this trend. Instead, the one ambition she nurses is to create opportunities for young people at home, so that they could win laurels for themselves and for Kashmir.

But who is Mehvish? She happens to be the first Kashmiri woman to develop an android application that goes by the name 'Dial Kashmir'. A Srinagar girl, Mehvish did not receive an education in a fancy elite college or university. After completing her schooling from Presentation Convent School, she sat for the All India Engineering Entrance

Examination (AIEEE) examination. Disappointment followed. Having failing to clear the AIEEE, Mehvish joined the SSM College of Engineering and Technology at Pattan, in Baramulla district of north Kashmir.

Mehvish Mushtaq's 'Dial Kashmir' phone app is a one-stop source for information on healthcare, education, transport, police and many other sectors. (Credit: Yawar Kabli\WFS)

"I was always interested in technology and fortunately my family supported me in my decision to go into this field. In fact, no one in the family has ever forced me to do anything," says Mehvish, whose father has served as officer with the Indian Foreign Service. Her mother is a homemaker while her brother is pursuing his education in Delhi.

Mehvish completed her three-year Bachelor's course in 2012 and was wondering on what to do next when life took an unexpected turn. She puts it this way, "I was generally going through my Facebook profile, when an advertisement popped out and caught my attention. It seemed interesting so I clicked on it."

That was how Mehvish joined an online course for developing applications. Always a person who wanted to get deeper into subjects that interested her, she found herself immersed in the world of application development. “The course itself was not long – it was completed in one month. But during that course, we were given a project to develop an application,” Mehvish explains.

The idea of ‘Dial Kashmir’ struck her at that juncture. Kashmir had no yellow pages or dedicated websites with reliable information unlike other regions of India. This meant that people faced a lot of problems trying to track down contact numbers of different departments and services. Mehvish, knowing well that there were many users of android mobile phones in the Valley, felt that if she came up with the right app she could be addressing an urgent need.

After two weeks of hard work, without any assistance or help, ‘Dial Kashmir’ became a reality for Mehvish. It provides users detailed information such as addresses, phone numbers and email ids of various essential services and relevant government departments in Kashmir. It is a one-stop source for information on healthcare, education, transport, the police and so many other sectors and meant that no one now needs to spend time and tedious effort surfing through internet pages, official websites and directories. Her application has witnessed an average rating of 4.7 out of 5, with a thousand plus downloads on Google Play.

It disturbs Mehvish to note the absence of proper educational and career opportunities for infotech aspirants, which in turn forces thousands of young people to leave home every

year. “The absence of relevant colleges and universities is a big issue in Kashmir. Our youth are not able to develop their potential here,” she says.

Mehvish has experienced for herself the innumerable hurdles that prevent Kashmir’s dynamic young innovators from realising their potential. But she would like them not to lose hope and keep dreaming big. Mehvish’s particular dream is to set up her own software company – which could provide employment opportunities for many and contribute to the world of infotech. Says she, “There is no point in just complaining that there are no opportunities. While that is certainly the case, I believe we have to find ways to create opportunities – not just wait endlessly for the government to act. It’s time we stood up and got noticed.”

Mehvish is working to add more contacts to the application and upgrade it further. She is also contemplating on developing a dictionary for the Kashmiri language. Says the young woman firmly, “I want to contribute to my motherland by staying right here. I do not want to move out of Kashmir, either to study or to work.”

***Written by Sana Altaf for Women’s Feature Service and republished here in arrangement with WFS.***

***See more at:***

<http://www.thebetterindia.com/8726/young-kashmiri-girl-makes-app-bring-kashmir-fingertips/#sthash.1MwaUGpS.dpuf>

## **What is Social Entrepreneurship and Social Innovation?**

Self-help health groups and self-build housing; telephone help lines and telethon fundraising; neighbourhood nurseries and neighbourhood wardens; Wikipedia and the Open University; complementary medicine, holistic health and hospices; microcredit and consumer cooperatives; charity shops and the fair trade movement; zero carbon housing schemes and community wind farms; restorative justice and community courts. All are examples of social entrepreneurship innovation – new ideas that work to meet pressing unmet needs and improve peoples’ lives.





# Research & Innovation

## Some Ideas in Planning for your MBA Dissertation

Getting things right from the start will help you write a great research proposal for your dissertation. In this article, we are going to break down what is required of candidates and then provide you with some ideas for getting the best possible result. Writing a research proposal and dissertation should be seen as one joined up process. Much of the work that you provide in your research proposal can either be used as it is or act as a starting point for more in-depth content.

### The Research Proposal Needs to Inform your Dissertation

The main chapters of a dissertation are: introduction, literature review, methodology, findings, analysis, conclusion and recommendations. To save time and allow for a fluid process, you can present the same introduction and methodology that you submit in your research proposal, but remember to change the tense to past tense. You may also use the same literature review presented in the proposal, but this should be expanded to include at least 20-30 authors and 5-6 sources. Furthermore, the literature should be critically reviewed by including your own opinion of the presented theories and by incorporating evidence of theoretical debate.

The research objectives that you highlight in your proposal can be used as sub-headings when presenting the research findings, analysis, conclusion and recommendation chapters. When it comes to presenting your quantitative findings, you should include attractive graphs, tables and charts. And for your qualitative findings, the focus should be on providing a holistic discussion instead of explaining the responses received for individual questions.

### Some Tips for Writing the Dissertation

- Just because the introduction comes first, it does not need to be written first. You should proceed whichever way suits you best
- Consider each chapter as an essay in itself, with a clear introduction and conclusion, using the conclusion to link back to the overall research question
- Picture the main argument of your dissertation as a river, with each chapter a tributary feeding in to it. While the different sub-chapters will carry their own arguments, they should all contribute to the main flow

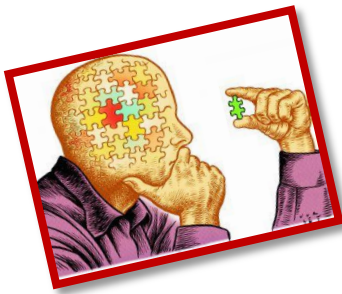
- Always remember to break down large and unappealing tasks into smaller ones
- Tackle your more straightforward tasks when you are not in a good thinking mood, like compiling the bibliography or working out the title page
- If you are confused about a task jot down a few lines to summarise what your research is about. This can help you regain focus
- Use all available support, including your friends and your supervisor. Discussing your progress with them can help clarify your thinking
- Leave plenty of time at the end for a final read through, in order to catch any mistakes or typos
- Remember, good presentation matters – it provides an air of professionalism and lifts the reader's mood
- Make sure you leave adequate time to proof-read your dissertation before you design your layout. This will affect your final result

Although your dissertation may be the longest document you have ever written, following an organised approach will keep you focused throughout the process. Writing your final dissertation is an exercise that combines knowledge and expertise. Setting plans and schedules for completing stages and staying in control of your workload will allow you to focus your efforts on making the dissertation's content as strong as it can possibly be.

## **Why does the MBA Student have to do a Dissertation?**

**Here are some reasons why the MBA student has to write a dissertation.**

- The dissertation adds to knowledge production by creating new ways of looking at the status quo.
- It tests existing knowledge as it might apply to new situations.
- The exercise familiarises a student with the literature in a given area of discourse;
- It provides a critical structuring of what is known with a view to addressing a problem;
- The research process helps develop analytical skills;
- The dissertation is an integrating piece of work, demonstrating that the student has addressed a management problem competently



# General News

## BRICS to Launch a New Bank

Leaders of the BRICS nations will launch their long awaited development bank at a summit next week and decide whether the headquarters should be in Shanghai or New Delhi, Russian Finance Minister Anton Siluanov said.

The creation by Brazil, Russia, India, China and South Africa of a US\$100bil bank to finance infrastructure projects has been slow in coming, with disagreements over its funding, management and headquarters.

“The (headquarters) issue will be decided on the level of the heads of the countries,” Siluanov told journalists, adding that the choice is between China’s Shanghai and India’s New Delhi. BRICS leaders will meet July 1516 in the Brazilian coastal city of Fortaleza.

The launch of the bank will be the group’s first major achievement after struggling to take coordinated action following an exodus of capital from emerging markets last year, triggered by the scaling back of US monetary stimulus.

The new bank will symbolise the growing influence of the BRICS, something that Russia has hoped for after the West imposed sanctions on Moscow in the spring for annexing part of Ukraine and its continued involvement in the country’s crisis.

Capitalisation of the new bank has been a major sticking point, but Siluanov confirmed that the funding would be divided equally, with an initial

total of US\$10bil in cash over seven years and US\$40bil in guarantees.

### Flash News .. Flash News .. Flash News

**At the time of going to press, Shanghai, China was chosen as the location of the new BRICS Bank. India will hold Presidency of the Bank.**

The US\$50bil will be eventually built up to US\$100bil, and the bank will be able to start lending in 2016, he said.

The bank was first proposed in 2012. The proposal was approved last year at a BRICS summit in South Africa but failed to be launched during the meeting in Russia last autumn of the Group of 20 developed and developing nations.

The bank will be open to other countries that are United Nations members, but the BRICS share is never to decline below 55%, Siluanov said.

The chairmanship, with a term of five years, will rotate among the members, but the first chairmanship is yet to be decided, Siluanov said.

The heads of the BRICS will also sign a blueprint agreement on the group’s other project a US\$100bil fund to steady the currency markets, which has also been off to a slow start.

The initiative became more acutely needed after an inflow of cheap dollars fuelled a boom in the BRICS for a decade and then reversed to a sharp outflow last year.

“We have reached an agreement that, in current conditions of capital volatility, it is important for our countries to have this buffer in addition to the International Monetary Fund,” Siluanov said.

But the framework agreement to be signed in Brazil will not include any direct commitments, which are due to come later when the central banks sign agreements.

The BRIC countries label refers to a select group of five large, developing countries, Brazil, Russia, India and China and South Africa. The four BRIC countries are distinguished from a host of other promising emerging markets by their demographic and economic potential to rank among the world’s largest and most influential economies in the 21st century (and by having a reasonable chance of realizing that potential). Together, the five BRICS countries comprise more than 2.8 billion people or 40 percent of the world’s population, cover more than a quarter of the world’s land area over four continents, and account for more than 25 percent of global GDP.

**Global warming** is the increase of earth's average surface temperature due to the effect of greenhouse gases. These greenhouse gases such as carbon dioxide and methane absorb heat that would otherwise escape from earth. Global Warming has emerged as the biggest environmental issue in the two decades. According to Environmental Protection Agency (EPA) reports, the earth's temperature has increased by 0.8 degrees Celsius over the past century. More than half of this increase has happened in the last 25 years. It seems that the temperature is rising at a rate faster than ever before. Human activities like burning of fossil fuels, deforestation, industrialization and pollution are considered as few of the factors responsible for global warming. See <http://www.conserve-energy-future.com/various-global-warming-facts.php#sthash.8LvLPHnv.dpuf>

# Stopping Distance: What Every Driver Knows about Climate Change



**Stephen R. Palumbi**  
July 8, 2014

Everyone learning to drive knows the concept of stopping distance: how far a fully braked vehicle will travel before stopping. Depending on conditions, you might stop in 12 feet or two hundred. It depends especially on the speed of the car; a fast moving, heavy car with a lot of momentum will take a long time to stop.

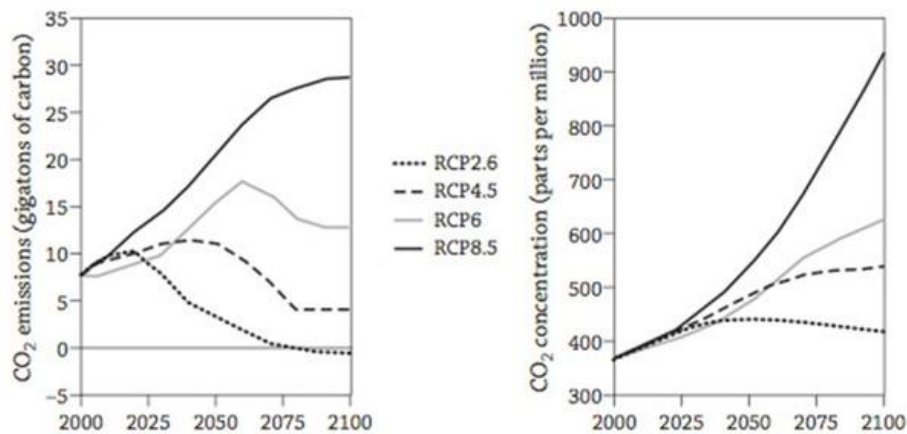
Reaction time matters too; an alert driver can see an obstacle and hit the brakes in about a second and a half. If she brakes too hard, she'll enter a skid. The vehicle will lose traction and take even longer to stop. We demand all drivers learn these lessons: 1) it takes a while to stop, and 2) poor judgment will lead to a dangerously counter-productive skid.

Climate change is just the same: it won't stop suddenly. It's got planetary mass, after all, and climate change is speeding along very quickly. Suppose the governments and people of the world somehow found the will to stop producing excess CO<sub>2</sub>. Suppose we did this today, freezing CO<sub>2</sub> emissions at their present levels. It would still take decades for extra CO<sub>2</sub> to be scrubbed from the atmosphere. This is part of the climate change stopping distance.

The Intergovernmental Panel on Climate Change has been thinking about *what it will take to reduce the impact of climate change*, and the consequences of failure. It plotted out a number of scenarios, projecting various approaches to carbon emissions. In two possible futures, dubbed RCP6 and RCP4.5, emissions begin declining by 2040 or 2060 and drop below present levels by the optimistic date of 2100. (See figure on left below.) But CO<sub>2</sub> content in the atmosphere will not stop dropping by the year 2100; it will take another century or more for CO<sub>2</sub> levels to drop. So, the stopping distance for climate change is at best 50 to 100 years.

We have a few decades from now to come to grips with CO<sub>2</sub> emissions and haul them back down to levels of previous centuries. *Even if we do*, from that point, CO<sub>2</sub> continues to increase for 50 years, increasing the impact of climate change for that whole time. But beyond 2100, under this scenario, the trajectory of CO<sub>2</sub> and climate is more hopeful, and some species, some corals, some rain forests,

may be beginning to recover. We can make the 22nd century a century of climate recovery. But only by acting by the mid-21st century.



**Figure:** Predictions of CO<sub>2</sub> emissions (left) and CO<sub>2</sub> levels (right) based on various future scenarios of global response to climate change. The RCP 8.5 scenario (solid line) is currently the most likely as it represents no future controls on emissions. This scenario would lead to an exponential increase in oceanic CO<sub>2</sub> with serious impact on global life from about 2100 onward. Only if CO<sub>2</sub> emissions were to begin to decline by 2020 (for example in the RCP 2.6 scenario (dotted lines)), would CO<sub>2</sub> in the atmosphere begin to decline by 2100. Intermediate scenarios (RCP 4.5 and RCP 6.0) would see CO<sub>2</sub> levels increasing for the foreseeable future. Figure from S. R. Palumbi and A. R. Palumbi, *Extreme Life of the Sea*, Princeton U. Press. 2014.

The stopping time for climate change, like the stopping time for a car, is longer the faster your vehicle plummets toward its doom. And the longer we wait, and the more severe the climate damage, the longer the stopping time. Waiting until ecosystems are collapsing at the end of the 21st century would impose something like a century more of stopping distance. And the continued ecosystem damage during that 100 years of extra stopping period would create even more havoc, pushing more species past their extreme limits, and pulling more ecosystem services out from under the human economy, as one species after another slammed up against its ecological limits. Even a controlled braking couldn't save our metaphorical car from a shattering accident. Remember: even a teenager knows to stop before skidding.

The good news is that by applying the brakes, our civilization might arrive at a gentle non-skidding halt. The bad news is that, if we don't, we will exhaust the ability of the Earth to pay the climate tax by 2100, and after that the world will collapse ecologically.

A reasonable timeline for action looks like this. First, set a goal to plateau atmospheric CO<sub>2</sub> levels by 2100 because if we do not, then climate meltdown is likely to ensue. Second, to achieve this goal, CO<sub>2</sub> emissions need to drop to low levels by 2050. That gives us 35 years to replace most fossil fuels with renewables—about 3 percent replacement a year and another 2 percent increase for economic growth. Is 5 percent higher renewable power each year achievable? This is the challenge we face to bring climate change effects to a screeching halt. And that is the challenge that the political, social, technical, and financial sectors of our society should take up.

**Stephen R. Palumbi** is the Jane and Marshall Steel Professor of Biology at Stanford University.





# News & Events

## Study Tour to Shanghai in China

**Application Date Extended to  
31<sup>st</sup> July 2014**

Regent Business School will be embarking on a life changing Study Tour of Shanghai (China). The study tour will take place in September 2014. Besides being a life changing experience, the study tour will provide you with an opportunity to experience at firsthand how business operates in another country-China. In addition, you will be able to see a variety of companies in various industries.

There is no experience that can substitute for taking one's learning global, especially given the future of the world economy.

China is a country that is on track to overtake the United States as the world's largest economy. For the past twenty years, Shanghai has been growing at a significant pace and is the destination of the 2014 study tour. Shanghai, being a key business hub, having an extravagant culture, magnificent infrastructure and a fluid transportation system, provides a wonderful introduction to China.

Shanghai is anticipated to be an interesting learning experience. Expect to be charmed by exploring the city and its infrastructure, experiencing its culture and consumer behaviour and tasting its exotic cuisine.

The delegates will be given the opportunity to attend lectures, meetings and discussions which will provide insight into logistical and social dynamics. This experiential tour will make the city, the railway system, the restaurants, the streets, the infrastructure and taxis of Shanghai expand the minds and perspectives of delegates, thereby becoming their classroom

## Study Tour to Russia

**Application Date Extended to  
31<sup>st</sup> July 2014**

REGENT Business School is proud to announce the latest addition to our annual tour selection – a study tour to Russia. As the world's largest country, the biggest supplier of natural gas and second-largest oil producer, Russia embodies superlatives. The country is a remarkably varied landscape spanning nine time zones, from the sprawling expanse of Volga River's bucolic birch forests to the balmy beach resorts along the Black Sea.

Whilst many are aware that Russia is a key player in Brazil, Russia, India, China and South Africa (BRICS) community, very few are attentive to the fact that Russia has made the most progress among the biggest emerging economies in implementing policies to improve its business environment. According to a World Bank Report (2013), the major drivers of growth for the country have been an exceedingly conducive investment climate and an ambitious target of creating 25 million high-quality jobs by 2018. Russia has certainly opened its doors to international business. Along with the edifying business lectures and stimulating company visits, participants will have the opportunity to immerse themselves amid chapters of folkloric tradition, imperial intrigue, European engagement, a Communist revolution, Cold War politics and the nation's resurgence as a modern power.

The tour will explore two of Russia's biggest cities – Moscow and Novosibirsk. During the tour of the latter, participants will have the pleasure of attending lectures at the Novosibirsk State University of Economics and Management (NSUEM) as well embark on an enthralling expedition of this captivating city. Other highlights of

the tour include: (i) introducing participants to a wide range of leading Russian and international enterprises, (ii) enabling participants to interact with renowned Russian scholars and network with business leaders.

**Seats for these Tours are Limited. If you are interested in an Opportunity of a Lifetime, Please Visit our Website for more information.**

[www.regent.ac.za](http://www.regent.ac.za)



## Brown Bag Seminar Series

The Brown Bag Seminar Series for the second semester resumes on the Friday 2<sup>nd</sup> August 2014. The theme for this semester is **Issues in Critical Management Studies**. For more information on the seminars, please visit <http://regent.ac.za/wp-content/uploads/2014/07/Brown-Bag-S2-Final.pdf> In order to attend you have to reserve a seat. Please contact Fikile at: [alumni@regent.ac.za](mailto:alumni@regent.ac.za)

## MBA Open Day – Hilton Hotel - Durban



More than 200 hundred MBA potentials attended REGENT Business School's Open Day at the iconic Hilton Hotel in Durban. The house was addressed by the Principal, Professor Marvin Kambuwa and the Managing Director, Mr Ahmed Shaikh. Both speakers informed the delegates about the process of globalisation, the explosion of knowledge and the information society. They stressed how these new phenomena were impacting on business and the management of business. Mr. Shaikh also referred to the new narrative of Africa Rising and the need for a new brand of leaders. The MBA at REGENT Business School he argued was geared specifically for the training of new managers and leaders for Africa and the world at large.

Potential students then raised some very interesting questions. Amongst the many questions, the issue of the cost of the MBA emerged. Mr. Shaikh informed the potential students that REGENT Business School was established specifically to address the issue of **Access**. The question of affordability, relevance and quality of the MBA programme was uppermost in their minds of the founding fathers. Comparatively, Mr Shaikh further added, the cost of the MBA at REGENT Business School was the most affordable in Southern Africa.

**Registration for the new intake of MBA Students is currently open. If you, or a colleague who may be interested, please contact the Recruitment Division at REGENT Business School, URGENTLY**

# Business & Executive Education Programmes

In addition to its Degree and Diploma curricula Regent Business School (RBS) also prides itself in offering Executive Education programmes which are fully certified and accredited. Recently, RBS has been involved in various programmes to empower Women Councillors from throughout KwaZulu Natal. This programme was held under the auspices of cooperative Governance and Traditional Affairs (COGTA). Other similar programmes to empower community development activist was also held in Nkandla, north of Durban, South Africa.

The institution also provides similar executive programmes for the private sector as well. Mr Ridwaan Asvat, Director for Business Development at RBS says the organisation is providing an invaluable service to the nation. "There is no better joy than seeing the impression on the faces of people who have been empowered" he goes on to say. If you or your organisation has similar training needs, please do not hesitate to contact Regent Business School – we aim to deliver and empower. We have some of the best Corporate Facilities for training programmes or we can come to you.

## Certificate in Municipal Financial Management

The reforms in the Municipal Finance Management Act (MFMA) requires all municipalities to improve their financial and technical competencies and performance

RBS is an accredited provider with the National Treasury to provide training of the Certificate in Municipal Financial Management which ensures that minimum competency requirements are met.

In offering the above training programme, RBS will be assisting municipalities to meet the requirements of the MFMA and ensure municipalities have the skills to make them viable and sustainable.

If you are employed at a municipality or know of a municipality in need of such training, please contact: [training@regent.ac.za](mailto:training@regent.ac.za)

## Transforming Local Government Local Government Programmes

▪ <b>Diploma in Local Government</b>	<b>NQF 6</b>
▪ <b>Certificate in Municipal Financial Management</b>	<b>NQF 6</b>
▪ <b>Higher Certificate in Local Government</b>	<b>NQF 5</b>
▪ <b>Certificate in Local Government</b>	<b>NQF 5</b>
▪ <b>National Diploma in Public Financial Management</b>	<b>NQF 5</b>
▪ <b>National Certificate in LG Councillor Practices</b>	<b>NQF 5</b>
▪ <b>National Certificate in Municipal IDP</b>	<b>NQF 5</b>
▪ <b>National Certificate in Local Economic Development</b>	<b>NQF 5</b>
▪ <b>National Certificate in Municipal Governance</b>	<b>NQF 5</b>
▪ <b>National Certificate in Local Economic Development</b>	<b>NQF 4</b>
▪ <b>FET Certificate in Municipal Finance and Administration</b>	<b>NQF 4</b>
▪ <b>FET Certificate in Leadership Development</b>	<b>NQF 4</b>
▪ <b>National Certificate on Local Economic Development</b>	<b>NQF 4</b>
▪ <b>National Certificate in Local Government Support Services</b>	<b>NQF 3</b>
▪ <b>National Certificate in Ward Committee Governance</b>	<b>NQF 3</b>

If you have specific training needs at the corporate office or workplace, please do not hesitate to contact REGENT Business School. We will tailor-make a programme to suit your specific training needs. Contact: Mr Asvat: [asvatr@regent.ac.za](mailto:asvatr@regent.ac.za) or [training@regent.ac.za](mailto:training@regent.ac.za) .

# MANAGEMENT QUIZ

## Answers in the Next Issue

**1. Tyrone currently holds a management position at XYZ Corporation. He is excellent at time management and does not hesitate to delegate tasks to subordinates. Tyrone feels the most challenged and performs at his best level when unique problems arise at his company. He is most often one of the first managers to come up with an effective solution for the problem. Which of these can be stated of Tyrone?**

- [A]Tyrone is excellent with programmed decisions
- [B]Tyrone relies too heavily on the work of others
- [C]Tyrone is apparently risk averse
- [D]Tyrone excels at deriving non-programmed decisions

**2. The success of an organization greatly depends on the decisions that managers make. Decision-making is the process by which a course of action is selected so as to deal with a specific problem. It is a systematic process and involves a series of steps. Feedback is usually used in which of the following stages of the decision-making process?**

- [A]Problem identification stage
- [B]Resources and constraints identification stage
- [C]Alternative evaluation stage
- [D]Monitoring stage

**3. Every company wants to gain competitive advantage over its competitors. So, a company follows certain strategies to achieve it. If a company is able to be unique in its industry in a manner widely valued by the market, it is likely to follow a**

- [A]Diversification strategy
- [B]Differentiation strategy
- [C]Focus strategy
- [D]Cost-leadership strategy

**4. An objective is the object or aim of an action. It implies an explicit direction or the action taken and a specific quality of work to be accomplished within a given period of time. Decisions relating to determining organizational objectives and designating the corresponding action necessary to reach them are**

- [A]Operational control decisions
- [B]Strategic planning decisions
- [C]Management control decisions
- [D]Management information decisions

**5. As an organization grows in size and complexity, specialization of various tasks becomes a necessity, in most of the cases. Which of the following refers to the tendency of a system to move towards increased specialization of various tasks?**

- [A]Equifinality
- [B]Focus
- [C]Differentiation
- [D]Dynamic Homeostasis

**6. The eight key result areas in which Peter Drucker advises managers to set objectives include all of the following except**

- [A]Market standing
- [B]Productivity
- [C]Public responsibility
- [D]Inventory control

**7. If you were responsible for setting up an MBO program, which of the following steps would you need to complete before the others?**

- [A]Establish specific goals for various departments, subunits and individuals
- [B] Formulate action plans
- [C] Clarify organizational roles
- [D] Implement and maintain self-control

**8. Management by Objectives (MBO) is a management process that is popular in many organizations. It is the joint setting of goals and objectives by superiors and subordinates. A major difference between traditional objective setting and MBO is**

- [A]In MBO, there are multiple objectives covering a range of organisational activities
- [B]In traditional objective setting the objectives, once formulated, provide direction for management decisions
- [C]In traditional objective setting the objectives, once established, form the criteria against which actual accomplishments can be measured
- [D]Traditional objective setting is 'top down' only, while MBO is both a 'top down' and 'bottom up' process

**9. A local firm has earned a good reputation because of quality paper bags manufactured by it. Moreover, it is environmental conscious and makes use of only recycled paper for manufacturing the bags. So when the firm advertises that it uses only recycled paper products, it is**

- [A]Meeting its social obligation
- [B]Being socially responsive
- [C]Meeting its ethical responsibilities
- [D]Paying attention to the bottom line

**10. Complex interactions between the manager's stage of moral development and the various moderating variables determine whether he will act in an ethical or unethical manner. Moderating variables include individual characteristics, structural design of the organization, the organizational culture and the intensity of the ethical issue. Which of the following is/are not individual characteristic(s)?**

- [A]Perception
- [B]Attitudes
- [C]Motivation
- [D]Roles

**11. The most important resources of an organization are its employees - the people who work in the organization and give it their talent, creativity and drive. Employees are vital for effective operation of a company. Which of the following is/are true about organizationally committed and satisfied employees?**

- [A] Lower rates of turnover and absenteeism
- [B] Higher rates of voluntary turnover
- [C] Higher rates of absenteeism
- [D] Low motivation

**12. The social responsiveness of an organization can be measured on the basis of which of the following criteria?**

- [A] Contributions to profit-oriented projects
- [B] Fair treatment of employees; fair pay and safe working conditions
- [C] Unequal employment opportunity
- [D] Unsafe and poor quality products to customers

**13. An open system model is based on organization-environment interaction. A business takes the inputs, processes and transforms them and gives the output. There is a set of interactive subsystems in such a system. Identify from the following, the interactive subsystems.**

- [A] Technical and managerial
- [B] Managerial and accounting
- [C] Accounting, non-technical and organizational
- [D] Technical, managerial and boundary spanning

**14. There are many steps to be followed in creating sustainable competitive advantage for any firm. Which one of the following is not a part of this process?**

- [A] Identify the specific target market the firm wants to serve
- [B] Identify the potential opportunities that have not been tapped
- [C] Analyze the resources and abilities to find out whether it can exploit the opportunities that have been identified
- [D] Motivate employees

**15. The principle of preventive control makes a sharp distinction between analyzing performance reports and determining whether managers adopted the established principles in actual practice. All of the following are advantages of preventive control except**

- [A] One need not have a thorough understanding of managerial principles, functions and techniques and the management philosophy
- [B] Greater accuracy at work is achieved in assigning personal responsibility to managers
- [C] Managers will be able to take corrective actions in time
- [D] It encourages self-control

Management is doing things right; leadership is doing the right things.

Peter Drucker

Read more at [http://www.brainyquote.com/quotes/topics/topic\\_leadership.html#xVPwZSvdKLTzjZVX.99](http://www.brainyquote.com/quotes/topics/topic_leadership.html#xVPwZSvdKLTzjZVX.99)

# SODUKU PUZZLE

Answer in the Next Issue

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The Editorial Team of the INSIGHTS Newsletter may publish articles deemed useful, from other sources, including members of the management academic staff, students and research staff. Essential to the function of the INSIGHTS Newsletter is its ability to express views that may not reflect those of other RBS constituencies and entities. Information contained within the pages of the INSIGHTS Newsletter is Open Source material and may be downloaded subject to the content be accredited to INSIGHTS Newsletter.

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