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1. Message from Outgoing AABS Chair:

As the year 2009 is coming to the end, I would like to ask each member School of AABS to reflect on what it has achieved over the year under the auspices of AABS against what was expected to be achieved, and thereby make evaluation of the intervention of AABS in the School's endeavor to enhance the quality of management education in Africa.

It is not only the member schools that had expectations from AABS. Probably the most critical expectations are those of non-member business schools and of other stakeholders. What we should be asking ourselves at this juncture is whether AABS has made itself visible enough to be able to attract more business schools to its membership. What value is AABS likely to have added to the existing values of the African business schools that are not members yet? A bigger picture that should come out of the responses to the above questions is whether AABS has in any way contributed towards the development of our weak African economies. As the role and importance of business schools in the development of the African economies is becoming more important, we should be answering the question whether AABS has prepared business schools adequately to meet the challenges. Are the African economies better off with the existence of AABS? Is the presence of AABS and indeed of its members visible enough in Africa and beyond? Probably time has come to have an objective impact assessment of AABS' on its stakeholders.

While reflecting on the above questions, it is worth mentioning that during the year AABS has made several achievements. The Association now has a three year strategic plan that will continue giving the bearing of the Association's future direction. Several projects have been implemented during the ending period, including the Teaching the Practice of Management (TPM); Researching the Practice of Management (RPM); Case study competition; Deans' and Directors' visits, etc. AABS vision, mission, goals and objectives are more focussed, thanks to the inputs from some of our Advisory Board members.

Despite its recorded successes, AABS continues to face problems of being self-sustaining in terms of funding of its major operational and strategic activities. The next biggest challenge facing AABS is how to increase membership and make the Association a real representative of African Business Schools. Currently, AABS membership is yet to be spread evenly across the continent. More efforts need to be done to capture more of the business Schools in the francophone part of Africa as well as business schools in the northern part of the continent.

After the above I would like to take this opportunity to inform all stakeholders of AABS that my tenure as Chairman of the Association is coming to an end by 31st December 2009. Mr. Cook, the current Executive Director of Gibson Institute of Business Sciences, GIBS, was unanimously elected during the last members meeting as the incoming Chairman of the Association with effect from 1st January 2010. I request you all to join hands with me to congratulate Mr. Cook for being elected to this position of Chairman of AABS. Mr. Cook is one of the founders of AABS and he has since the Association's inception been working closely together with Prof. Nick Binnedel and with myself as the first and the second Chairpersons, respectively. I am sure that all of us will accord Mr. Cook with the necessary cooperation to enable him to steer AABS to higher heights.

Meanwhile, I thank all of you for the support you gave me during my tenure as Chairman. I took up this position under very difficult circumstances when I was in transition from one business school to another. The School I was operating from during my AABS Chairmanship was not an AABS member; hence I did not have as much institutional support. Albeit the above circumstances, the Governing Board and the Secretariat did their best to fill in whatever gap that was left unfilled by my incapacitation. It is because of this that I ask all of us to thank the Governing Board and the Secretariat for all the success that AABS has recorded during my period of Chairmanship. I however remain responsible if I may have not lead AABS to your level of expectation. Let me assure you all that I will remain an active member of AABS, particularly now that I have come back to former base – University of Dar Salaam Business School.

Last but not least, let me take this opportunity to wish the new Governing Board, the Secretariat and all members of AABS a Merry Christmas and a Prosperous 2010.
Prof Erasmus Kaijage - Outgoing Chairman of AABS

2. AABS/Emerald Case study competition:

AABS is proud to work with Emerald on the AABS/Emerald Case Competition 2010. Cash prizes will be awarded to the three outstanding submissions. All case studies should be suitable for use in management education and should be related to managerial issues faced by organisations and individuals. The AABS/Emerald Case Competition is taking on a new form in 2010. It will be in two phases:

Phase 1

Those who submit their cases and teaching notes by the 15 January 2010 will receive feedback on their cases by mentors assigned by Emerald. Authors will receive their feedback by the 15 February 2010.

Phase 2

Entries for the actual case competition will open on 15 February 2010 and close on 1 April 2010. Entries may be submitted by those who did not submit cases to Phase 1 for mentoring.

The Winner will be announced at the AABS Annual meeting on the 4-5 May 2010 and will have an opportunity to present their case at the AABS Researching the Practice of Management Conference (date to be finalised) in 2010.

Submitted case studies should be suitable for use in management education and should be related to managerial issues faced by organisations and individuals.

Applicants

1. Applicants need to be employed by an AABS members school or an AABS pipeline school.
2. Case entries may have more than one author, and each applicant may submit one case only.
3. Cases need to be submitted in English.
4. Cases need to be submitted with a teaching note.

Evaluation criteria

Particular attention will be paid to:

1. Concept and content - the topic relevance and its ability to create a learning experience.
2. Teaching note – the analytical substance and usefulness of the teaching note.
3. Form - the style of writing, quality of presentation and clarity of data.

Submission of entries

Entries must be e-mailed to info@aabschools.com by 15 January 2010 in order to receive feedback; or by **1 April 2010** to enter into the actual competition. Entries that are submitted in Phase 1 will have to be **resubmitted** in order to enter the competition.

Entries should include:

1. The case and teaching note in a PDF format.
2. A covering letter stating the author's full name, contact mobile number, e-mail address and business school.

Prizes & Incentives

The following prize money will be supplied by Emerald:

1. Winner: \$1,500.
2. First runner-up: \$1,000.
3. Second runner-up: \$500.

Details of the winning cases will be published on the AABS website www.aabschools.com

The winner will be afforded the opportunity to work with an Emerald Editor with the ultimate aim of having their case published in an Emerald journal.

Contact

For further enquiries or further information please go to <http://www.aabschools.com/events/detail/17.html> or contact:

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3. AABS Members Meeting 2010:

Please save the date for the annual AABS Members meeting which will be held from the 4-5th May 2010 at the University of Dar es Salaam Business School in Dar es Salaam, Tanzania. Registrations will open online at www.aabschools.com from the 12th January 2010.

The University of Dar Es Salaam has invited all AABS members and non AABS members to join them from the 6 -7th May 2010 for their 12th International Conference on African Entrepreneurship and Small Business Development to be held in Zanzibar. Theme of the Conference is Internationalization and SMEs Sustainable Development. For further information on the conference or to register your place contact Dr. Esther Ishengoma, Conference Coordinator on icaesb@udbs.udsm.ac.tz

4. Research and the Practice of Management:

The 2nd Research and the Practice of Management conference (RPM) will be taking place on the 4th and 5th May 2010 alongside the AABS Members meetings. RPM is supported by the Canadian Social Science Research Council, the University of Manitoba and the Association of African Business Schools (AABS) and the workshop aims to improve and increase research collaboration amongst African faculty.

Registrations will open online at www.aabschools.com on the 12th January 2010 and delegates will need to submit a completed article or outline of research idea and possible data sources as part of the application process.

For further information contact info@aabschools.com

5. Teaching the Practice of Management 6: A workshop for African Faculty

It is with great pleasure that all TPM Alumni are invited to participate in Teaching the Practice of Management 6 : A Workshop for African Faculty at the Gordon Institute of Business Science, Johannesburg, South Africa from the **3 June 2010 – 9th June 2010**.

This will be the sixth Africa-wide workshop to be held, focusing on “practice-based” teaching methods held for African management and business school faculty. This TPM will take on a different format to previous TPM's and will specifically be for alumni from previous TPM's.

Therefore any faculty member who has attended a previous TPM workshop will be welcome to join us on TPM 6 to take the learning deeper.

TPM 6 aims to continue focusing on “practice-based” teaching but taking it beyond case studies. TPM 6 will look the discussion method using non case material, experiences with simulations and role playing, company visits, debates, the use of multi – media amongst other things. There will still be plenty of opportunity to wrestle with management issues and decisions but through a variety of participant centered learning methods. Participants will also get the opportunity to share their teaching experiences and learn from each other.

We are confident that this programme will provide an excellent opportunity for faculty to be exposed to best practices for teaching and learning in the field of Management. We aim to build a strong and long-standing network of African faculty who are committed to supporting each other in building discussion and practice-based teaching skills.

Logistics are still being finalised but we are estimating for the week long teaching experience the cost will be \$1200 all inclusive (except for travel to and from TPM). Early booking of flights and registration for TPM 6 is advised as TPM 6 is taking place the week before the Soccer World Cup.

Registrations will open on the 12 January 2010. For further information please go to <http://www.aabschools.com/events/detail/16.html> or contact info@aabschools.com

6. AABS Deans trip 2010:

The Association of African Business Schools have been invited to partner with the EFMD <http://www.efmd.org/> to run a conference on Management Education in Africa. We have also been invited to join the annual conference of the Central and Eastern European Management Association (CEEMAN). <http://www.ceeman.org/> We have decide to incorporate both of these valuable learning and networking conferences into the AABS Deans study visit for 2010 and visit some European schools between the conferences. Please save the dates which are Wednesday 15th to Sunday 22 September 2010. Further information will follow shortly.

7. AABS Membership 2010:

Currently the Association of African Business Schools has 18 members. At the members meeting in May 2009 the membership criteria were revised as follows:

A Business Schools is eligible for membership if it is an Africa - based business school that meets all the non negotiable criteria and satisfies the committee in respect of the other criteria.

Negotiable criteria may be interpreted flexibly and as a whole, to meet the spirit of the requirement rather than the letter.

Schools which do not yet meet one of the negotiable criteria may provisionally be admitted to full membership if they submit a plan to meet the requirements within not more than two years.

1. Staff

- 1.1. Applicants must have a minimum of 12 permanent resident full-time faculty members, with relevant postgraduate degrees or qualifications. (Non Negotiable criteria)
- 1.2. At least six permanent full time faculty members must have Doctoral Degrees. (Non Negotiable criteria)
- 1.3. Applicants must demonstrate a sustainable staff development programme by providing a document describing faculty development.

2. Intellectual Contributions:

- 2.1. Each institution must have an output of two points per full time faculty equivalent during the three preceding years. Points to be calculated as: book - 2 points, refereed article - 2 points, case study or practitioner article - 1 point, chapter in a book - 1 point and conference paper – 1 point.

3. Teaching:

- 3.1. Applicants must have at least 500 hours classroom time in the MBA or equivalent Masters Programme. (Non Negotiable criteria)
- 3.2. Applicants must provide a document describing their teaching methods, illustrating the use of participative learning, for example through the use of case studies, syndicate groups, action learning and projects.
- 3.3. Applicants must demonstrate that materials and cases include local and African market content.

4. Fees:

- 4.1. Applicants' minimum annual full tuition fee for the MBA or equivalent must be at least \$3 500 per student.

5. Executive Education:

- 5.1. Applicants must provide at least 40 days of executive education per year. (Non Negotiable criteria)
- 5.2. The Executive Education fee should be no less than \$100 per day per participant.

6. Quality assurance

- 6.1. Applicants must demonstrate the use of an independent quality assurance system on the MBA programme, such as a national accreditation body, external examiners or another quality controlling body. (Non Negotiable criteria)

7. Association's website

- 7.1. All Faculty Members from Schools applying for AABS Membership must register on the Association's website.

The benefits of Membership include:

1. Joining the AABS network. We are an African association that has relevance to issues affecting business schools in Africa
2. Access to a global network and the opportunity to collaborate nationally and internationally
3. Faculty development programmes
4. International study visits
5. The stimulation of being held to a standard
6. The marketing advantage derived from the quality indicated by being able to advertise AABS membership
7. Consultant visits to assist the school's leadership in improving quality
8. Programmes and resources to help with capacity building in schools
9. We plan also to offer AABS accreditation, which would be a stepping stone towards international accreditation

We have recently introduced “**AABS Pipeline Schools**”. These would be Schools who do not yet meet all the AABS criteria but would like to do so in the next three years. AABS Pipeline Schools would join the AABS network, attend the AABS events and are assigned a consultant or mentor to work with the Dean/Director to assist them in achieving the AABS membership criteria.

The application form to apply for AABS Membership or to become an AABS Pipeline School can be found online at http://www.aabschools.com/page/about_us/become_member.html

The membership fees for 2010 are The membership fees for 2010 are \$3 000 for AABS Members and \$2500 for AABS Pipeline Schools.

8. AABS online faculty forum:

We have recently launched an online faculty forum for faculty to post comments and issues relevant to teaching management education in Africa. The AABS Chairperson Prof Erasmus Kaijage started the online form writing about his “my most exciting teaching moment” . What is yours? Please share it online at

http://www.aabschools.com/blog/faculty/My_Most_Exciting_Teaching_Moment

9. Feedback and comments:

We welcome feedback and comments on the AABS newsletter as well as Member news, conferences/events relating to Management in Africa and articles regarding management education in Africa to be included for the AABS newsletter.

Please send enquires to sarah.tinsley@vodamail.co.za

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