

**Enrico Uliana**

**Curriculum Vitae**

**May 2008**

<b>PERSONAL DETAILS</b>
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Name:	Enrico Orlando Uliana
Nationality:	South African / Italian.
Family:	Married with 3 adult children, 2 grandchildren
Highest Degree:	PhD.
Professional Qualification:	C.A.(S.A.)
Other Degrees:	M.Com B.Com (Hons) CTA (Top ten student)

## EDUCATION

### School

- Savio College Claremont. Matriculated 1967 (JMB).
- Deputy Head Prefect, Sports Captain, House Captain.
- Won academic awards every year.
- Founded, captained and coached the 1st cricket side, which won promotion at the end of the first season.

### Academic Qualifications

- **CTA (UCT)**, 1973. Graduated 4th in class never having failed a subject nor had to write a supplementary exam. (I believe only about 5 or 6 students achieved this.) 9 Firsts and Upper Seconds. (This was achieved during a period when such grades were rare).
- **B.Com (Hons.)** in Advanced Financial Accounting, (UCT), 1979.
- **M.Com.** (UCT), 1986 Thesis Title: The Identification and Evaluation of Factors Influencing the Use of Quantitative Methods in South African Business. Supervisor, Professor A. Money.
- **Ph.D.** (Stellenbosch), 1992. Dissertation Title: The Effect of Control Structures on the Financial Strategies of Companies Listed on the Johannesburg Stock Exchange. Supervisors, Professors J. Van Zyl Smit and J. Maritz.

### Professional Qualification

- **CA(SA)** 1974.

## EMPLOYMENT

### Profession

- Dekker Nash (now PricewaterhouseCoopers). Articles till 1973, then held the position of audit manager till 1975. Left the practice for an extended trip to Europe.
- Baker Rabkin (now Moores Rowland). 1976 to 1978. Held the position of audit manager, which entailed being in control of half of the clients of the practice and responsible for a staff of about 15, ranging in experience and development from new clerks to qualified Chartered Accountants.
- UCT. Acting Director of Finance April-December 2000, on secondment.
- UCT. Executive Director Finance since January 2001.

### Academia

- Joined the Department of Accounting at UCT in 1979, promoted to Senior Lecturer in 1980, Associate Professor in 1989, Chair in Accounting 1994. Only four full Professors have been appointed since 1969.
- Received several merit awards.
- Head of department 1997-2000.

## RESEARCH and PUBLICATIONS

### Peer Reviewed Journals and Books

#### 2008

1. The effects of behavioural factors in investment decision making: a survey of institutional investors operating at the Nairobi stock exchange. *Int. J. Business and Emerging Markets*. Forthcoming. With N.Waweru and E.Munyoki
2. Executive compensation schemes in the banking industry: a comparative study between a developed country and an emerging economy. *Academy of Accounting and Financial Studies Journal*. Subject to revisions. With N.Waweru and P. Gelinas
3. Predicting change in Management Accounting Systems: A Contingent Approach. Under review With N. Waweru.
4. Four other papers in advanced progress but not yet submitted, one is ready for submission.

#### 2006

5. *Financial Management* 6th Edition, Juta and Co. With C.Correia, D.Flynn, and M.Wormald.

#### 2005

6. Towards reporting human capital. *Meditari Accountancy Research*. Volume 13:2 167-188. With J Macey and P Grant.
7. Predictors of management accounting change in South Africa: Evidence from five retail companies. *SA Journal of Accounting Research*. Volume 19:1 37-71. With N Waweru.
8. A survey of management accounting practices in South Africa. *Int. Journal of Accounting, Auditing and Performance Evaluation*. Volume 2 No. 3, 226-263. With N Waweru and Z Hoque.

#### 2004

9. Management accounting change in South Africa: case studies from retail services. *Auditing Accounting and Accountability*. Volume 17:5 675-704. With N Waweru and Z Hoque.
10. Market segmentation and the cost of equity of companies listed on the Johannesburg stock Exchange. *SA Journal of Accounting Research*,.Volume 18:1 65-86. With C Correia.

#### 2003

11. *Financial Management* 5th Edition, Juta and Co. With C.Correia, D.Flynn, and M.Wormald.

#### 2002

12. Finding the bottom line in a university. *Cases from Management Accounting Practice*. [http://www.imanet.org/content/interest\\_groups/academics/](http://www.imanet.org/content/interest_groups/academics/) Volume 17 Case No 9

#### 2001

13. Eskom, a case study in productivity and strategy. *Cases from Management Accounting Practice*. [http://www.imanet.org/content/interest\\_groups/academics/](http://www.imanet.org/content/interest_groups/academics/) Volume 16 Case No 10 pp 154-171. With C Cooper.
14. Evidence of Value-Growth on the JSE. *Investment Analysts Journal*. No 53 7-18 2001. With M Graham.
15. Adoption of AMT by South African Manufacturers. *Integrated Manufacturing Systems*. Vol. 12:1 15-34 2001. With A Sohal, R Schroder and W Maguire.

#### 2000

16. *Financial Management* 4th Edition, Juta and Co. With Correia, Flynn, and Wormald.
17. Assessing Strategy. *Excellence in Financial Reporting*. Ernst & Young, 2000.

## 1999

18. The efficiency of rights on the JSE. *SA Journal of Accounting Research*. Vol. 13:2 77-97 1999. With R Alston.
19. Transparency will cure exploitation fears. *Productivity South Africa*. Vol. 25:6 22-24.
20. *Cost Accounting in South Africa: A Managerial Emphasis*. Prentice Hall International. With C Horngren, G Foster, S Datar. 1999

## 1998

21. Productivity accounting for transfer pricing in imperfect markets. *Productivity South Africa* Vol. 24:5 1998

## 1997

22. New Directions in Management Accounting Research. *Journal of Management Accounting Research*. Vol. 9 1997. With A Atkinson, R Balakrishnan, P Booth, J Cote, T Groot, T Malmi, H Roberts, A Wu.
23. Productivity Statements. *Europe Productivity Ideas*. Vol. 1 1997. Republication of Productivity South Africa 1996.

## 1996

24. Productivity Accounting: from the Factory to the Boardroom. Commended by International Federation of Accountants, and published in *Accountancy SA* June 1996, *The Management Accountant (India)* June 1996, *Journal of ICMA Bangladesh* May/June 1996 and *Productivity SA* October 1996. With J. Miller.
25. Accountants as Provocateurs for Social and Economic Achievement: or they can Count Beans. *Accountancy SA*. October 1996.
26. Productivity Statements. *Productivity SA* Vol. 22:2 Nov/Dec 1996.

## 1994

27. A Note on Failure Prediction Models as Aids to the Credit Evaluation Procedure in a South African Commercial Bank. *De Ratione*, Vol8:1 Winter 1994. With G. Garbers.
28. The Impact of Share Splits on Shareholder Wealth. *Meditari Accountancy Research*, Vol. 2:1 1994. With A Manan.
29. Management Accounting in South Africa in 2004. *International Federation of Accountants*. September 1994. Reprinted in *Accountancy SA*. Sept 1994.

## 1993

30. Corporate Strategic Management and Financial Performance. *Zeitschrift fur Planung, (Journal of Planning)*, Vol. 4 No 4, 1993.
31. The Attainment of Growth through Debt. *Meditari Accountancy Research*, Vol.1 No 1, Dec. 1993.
32. *Financial Management* 3rd Edition 1993, Juta and Co. With C Correia, D Flynn, and M Wormald.

## 1990

33. An Evaluation of Corporate Ownership Structures on Employee, Management and Shareholder Compensation for JSE Companies. *De Ratione*, Vol. 4 No 1, Winter 1990. With T. Cohen.
34. Corporate Control, Economic Conditions and Financial Performance. *De Ratione*, Vol. 4 No 1, Winter 1990. With R. Day.
35. Strategic Planning as a Defensive Tool. *South African Journal of Economic and Management Sciences*, Vol. 4, Nov. 1990.
36. *Accounting for Managers*. 3rd Edition 1990, Juta and Co. With D. Marcus.
37. *Finansiele Bestuur*, 1990. Juta and Co. With C Correia, D Flynn, and M Wormald.

## 1989

38. Transfer Pricing in Selected South African Listed Companies. *South African Journal of Business Management*. Vol. 20 No 1, March 1989. With A. Geboers and P. Dugmore.
39. *Financial Management*, 2nd Edition 1989, Juta and Co. With C Correia, D Flynn, and M Wormald.

### **1988**

40. The Impact of Corporate Control on the Financial Variables of Companies Listed on the JSE. *De Ratione*, Vol. 2 No 2, Summer 1988.

### **1987**

41. Quantitative Methods in a Developing Country: Managers' Perceptions and Desires *Omega International Journal of Management Science*, October 1987. With J. Affleck-Graves and A. Money.
42. *Financial Management* 1987. Juta and Co. With C Correia, D Flynn, and M Wormald.

### **1985**

43. Strategic Planning for Legal Practices. *De Rebus*. Published in 3 parts in June, July and August 1985. With P. Dugmore and P. Smith.
44. *Accounting for Managers*. 2nd Edition 1985, Juta and Co. With D Marcus.

### **1984**

45. Management Control in a University Department. *Journal of Public Administration*. June 1984.
46. Strategic Planning for Audit Practices. *Accountancy South Africa*. Published in 3 parts in October, November and December 1984. With P. Dugmore.

### **1982**

47. Ratio Analysis: A Framework for Students. *The South African Chartered Accountant*. With N D Shapiro.
48. *Accounting for Managers*. 1st Edition 1982. Juta and Co. With D Marcus.

### **Working Papers**

1. Adoption of AMT by South African Manufacturers. No 12/1999, Dept of Accounting, University of Cape Town. With A Sohal, W Maguire. 1999
2. Evidence of a Value-Growth Phenomenon on the Johannesburg Stock Exchange. No 11/1998, Dept of Accounting, University of Cape Town. With M Graham 1998.
3. A comparison of the All Share and Financial and Industrial markets in providing parameters for the calculation of the cost of capital of companies listed on the Johannesburg Stock Exchange. No 09/1998, Dept of Accounting, University of Cape Town. With C Correia 1998.
4. Audit Committees as a Means of Contributing to the Normalisation of South Africa. No 01/1995, Dept of Accounting, University of Cape Town. With R Clayton 1995

### **Conference Papers**

1. Paper accepted for conference in 2008 with N.Waweru
2. Towards financial sustainability in tertiary education institutions: Planning, financing and resource strategies. *HESA, CUT AND IFG (Africa) Conference*. Bloemfontein July/August 2006.
3. Aligning Spending with Strategy: Insights from Cost Driver Analysis. *Seminar on Activity-Based Management for Organisations and Higher Education Institutions*, UNISA 30 August 2005
4. Decision Making: Governance and Value Creation. *Conference of Higher Education Financial Officers*. Port Elizabeth August 2005.
5. A Survey of Management Accounting Practices in South Africa. *American Accounting Association - 11th Annual International Accounting Section Mid-year Conference*. San Antonio, Texas USA. February 2005. With NM. Waweru and Z Hoque.
6. Towards the Measurement and Management of Human Capital. *American Accounting Association -*

- Management Accounting Section Conference*. Scottsdale, Arizona USA, January 2005 poster session. With J Macey and P Grant.
7. IAAER conference Durban 2004. Panel discussant on Management Accounting interface between theory and practice.
  8. A Survey of Management Accounting Practices in South Africa. Emerging Financial Markets & Services in Asia-Pacific Conference, Sydney Australia, May 2004 With NM Waweru and Z Hoque.
  9. Decision rights and financial management. *Dept of Education Annual Workshop*, Johannesburg, October 2003
  10. Managing the Finances in a university. *HERS Conference*, Cape Town, September 2003
  11. Achieving a Business-Like Financial Management Approach in a University. *Higher Education User Group Conference*. Tunica, Mississippi, USA, April 2003.
  12. Calculating the Bottom Line in an educational Institution. *Conference of Higher Education Financial Officers*. Port Elizabeth August 2002.
  13. Finding the Bottom line at UCT. *American Accounting Association - Management Accounting Section Conference*. Austin Texas, USA, January 2002.
  14. Eskom, a case study in productivity and strategy. *American Accounting Association - Management Accounting Section Conference*. Savannah, USA, January 2001. With C Cooper.
  15. Accounting Earnings and Cashflows as Measures of Share Performance on the JSE. *European Accounting Association Conference*, Munich, Germany, March 2000. With N Ogle.
  16. Market Segmentation and the Cost of Equity of Companies listed on the Johannesburg Stock Exchange: Review and extensions. *Accounting Association of Australia and New Zealand Conference*, Cairns, Australia, July, 1999. With C Correia
  17. Market Segmentation and the Cost of Equity of Companies listed on the Johannesburg Stock Exchange. *Irish Accounting and Finance Association Annual Conference*, Cork, Ireland, May, 1999. With C Correia
  18. A comparison of the All Share and Financial and Industrial markets in providing parameters for the calculation of the cost of capital of companies listed on the Johannesburg Stock Exchange. *International Accounting Education and Research Conference*, Chicago, USA, October 1998. With C Correia
  19. Market parameters on the JSE, a comparison of attributes of the All Share and Financial and Industrial markets. *Southern African Accounting Association National Conference*, Johannesburg, July 1998. With C Correia
  20. Using Total Factor Productivity for Transfer Pricing. *International Conference of the Association of African Academic Accountants*. Gabarone, Botswana, June 1998.
  21. The information value of productivity related ratios. *Southern African Accounting Association National Conference*, Pietermaritzburg, July 1996.
  22. A Preliminary Examination of the True Determinants of Growth. . *Southern African Accounting Association Western Cape Regional Conference*, Cape Town, July 1993.
  23. Agency theory a new perspective on Corporate Objectives. *Southern African Accounting Association Western Cape Regional Conference*, Cape Town, July 1992.
  24. An Agency Perspective on Dividend Policy. *South African Finance Association Conference*. Johannesburg, Feb. 1992.
  25. The Impact of Corporate Control on the Financial Variables of Companies Listed on the JSE. *European Accounting Association Conference*. Nice, France April 1988.
  26. An Evaluation of Strategic Planning as a Defensive Tool. *Conference for Economic and Management Sciences*. Pietermaritzburg, Oct. 1987.

### **Current Research**

- New developments in management accounting and the effect these have on decision making and strategy, for example improved cost allocation methods, strategic cost analysis, performance measures including non-financial.

- Valuation of companies, including the continued relevance of traditional measures and modern business, issues in the determination of the cost of capital, economic value added and cash flows, the separation of ownership and control.

### **Research Awards**

- Runner up for best paper in SA Journal of Accounting Research Volumes 17 and 18 2003/4
- SA Accounting Association. Ernst and Young award for outstanding contribution to accounting research
- Rated researcher by National Research Foundation
- Funding awards, Bremner Travel Grants, Public Accountants and Auditors Board, SA Institute of Chartered Accountants, University Research Committee block grants, Centre for Scientific Development

### **Supervision**

- Graduated 20 masters' students, and 2 PhDs.
- Currently supervising 7 master's candidates, 2 MBAs and 2 PhDs.
- Supervised countless honours and MBA research reports.

## MANAGEMENT AND LEADERSHIP

- Executive Director Finance since January 2001.
- Head of Department of Accounting from 1997 - 2000. Total staff 50, academics 35, 10,000 student courses. Full responsibility for academic leadership, professional relevance, standards, and strategic development and administration. Main challenges are to develop strategies and provide the leadership to ensure standards and professional competence are maintained while facilitating access and success for increasingly larger bodies of underprepared students.
- University Finance Committee from 1999
- Faculty Research Committee. (Chair). To 2000
- Doctoral degrees board. To 2000
- Higher Education South Africa, Finance Committee.
- Chair AFRc (Pty) Ltd. 2000 to date
- Director Innovation@UCT (Pty) Ltd
- Director of Sports Science Institute of South Africa (Pty) Ltd. 2002 to date
- Director PBS (Pty) Ltd. 2004 to date.
- Task team of the university strategy committee to review Graduate School of Business.
- Previous university appointments include, Educare advisory board, CUE teaching quality, Upper campus safety and risk management committee (Chair), Admissions working group, Trustee of Student Enterprises.
- Various department, faculty, university and professional committees.

## TEACHING

Mainly responsible for post-graduate studies, although have taught at all levels across a wide range of courses.

At the post-graduate level my evaluations are most satisfactory, with average ratings tending towards 'excellent'. This applies to Masters and Honours programs, and the MBA electives.

At the slightly lower level, such as PGDA and MBA core course, my evaluations are generally in the 'good' to 'very good' range. I do not spoonfeed students nor do I tell them what they need to know, I challenge them and show them how uncertain accounting data is for decision making purposes, and how they can use this information creatively to manage organisations better. This does not give them great comfort for the forthcoming exams because there are no right answers.

Invited to offer my Management Control Systems electives at the Rotterdam School of Management.

## EXTENSION SERVICES

### **Professional**

- Regular presenter of courses on the management of University finances for Higher Education South Africa.
- Opening address at tertiary education procurement conference, Stellenbosch, October 2004.
- Invited to speak to Fort Hare U. executive and finance department on financial management. June. 2004.
- Invited to speak to U Natal executive and finance department on financial management. Nov. 2003.
- Higher Education South Africa (formerly South African University Vice-Chancellors Association), Management Development Programmes for DVCs, Deans, Registrars 2003 to date.
- Invited by the Accounting Practices Board to participate in a meeting with the National Treasury on moving from cash accounting to GAAP accounting. September 2003.
- Consulted to various organisations, in management accounting, finance and strategy, including listed companies and overseas. Examples include:
  - Advised on the cost of capital for the Swiss Air bid for South African Airways;
  - Valuation of a start-up business for an acquisition by a listed company in Australia.
- Provide expert opinion in legal disputes. Examples include:
  - The lost value to a business in a dispute between a South African company and a Saudi Arabian client.
  - A dispute between the State and a clothing retail chain on costing and duties.
- On review panel for the King Commission into corporate governance in South Africa.
- Panel discussant on GAAP for Higher Education Institutions. Conference of Higher Education Financial Officers. Port Elizabeth August 2001.
- The SA Institute of Chartered Accountants. Capital budgeting with particular reference to the cost of capital, risk and inflation. With W. Maguire. Presented in Johannesburg September 1982, Cape Town August 1983 and Durban September 1983.
- The Institute of Cost and Management Accountants. Strategic planning in medium sized companies. With P.Dugmore. Cape Town October 1983.
- Other. Seminars for accounting and legal practices, commercial, industrial, NGO and social organisations.

### **Academic**

- External examiner for PhD candidate University of Stellenbosch. 2006.
- External examiner for PhD candidate University of Strathclyde, Scotland. 2005.
- Invited to speak to North West U. staff on research in accounting Nov. 2004.
- Invited to evaluate candidate for Professorship by University of Malaysia.
- Executive committee for SA Institute of Chartered Accountants Research unit.
- Editor of SA Journal of Accounting Research.
- On Editorial Board of Meditari Accountancy Research, and SA Journal of Economic and Management Sciences.
- On Editorial Board of Journal of Accounting & Organizational Change, Australia., and Afro-Asian Journal of Finance.
- Referee for various journals.
- On review panel for National Research Foundation.
- PAAB subject specialist for review of Rhodes University.
- Review of professional and masters' programs at Wits University.
- PAAB question composers' panel.

- SAICA Managerial Accounting and Finance syllabus.
- Executive committee African Association of Academic Accountants.
- External examiner mostly at postgraduate and professional level for University of Natal, University of Stellenbosch, Rhodes University, UNISA, University of Botswana, University of the Witwatersrand.
- Visiting Professor at the Graduate School of Business UCT, the Department of Accounting NMMU, the Department of Accounting Rhodes University, Rotterdam School of Management Erasmus University.

**Association with:**

- Rotterdam School of Management.
- Bocconi University Milan
- Bologna University