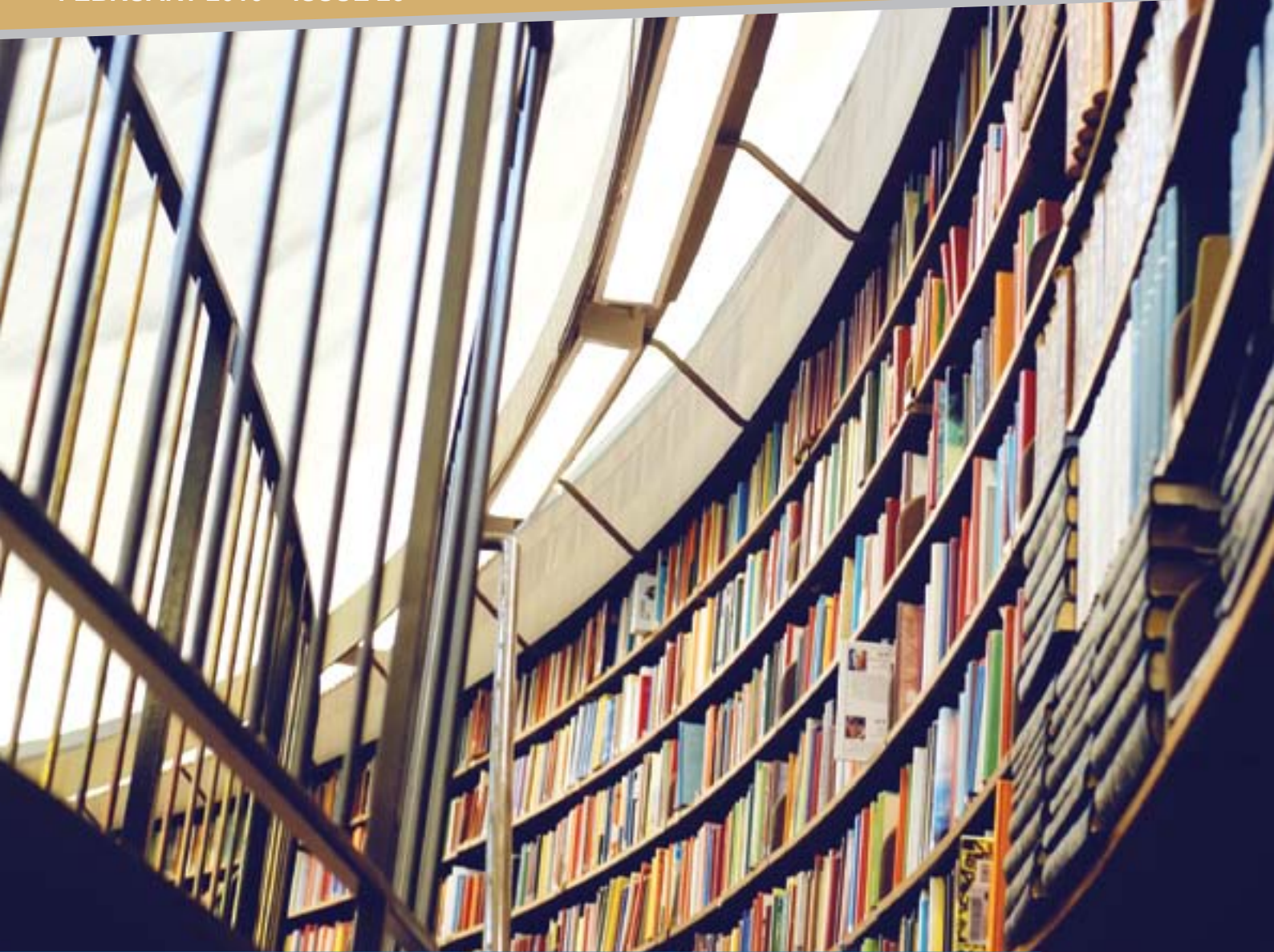





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Research at the Charles Telfair Institute



p.1

*Stepping into
Research*



p.3

Humble Beginnings



p.5

*What research is
currently underway
at CTI?*



p.8

*The Future of
Research*

Stepping into Research



Research. A word that invariably inspires awe and respect. Its implications and connotations are legend. It denotes investigation, scrutiny, the pursuit of facts and figures, discovering the new, proving or disproving the old, establishing new conclusions, launching in new directions. Here at CTI, it was originally bandied around rather hesitantly and nonchalantly as we took our first timid steps into the world of academia some 16 years ago. We were concerned, no: worried, that we were not doing enough of it. But went on to rationalize that it was too early, that the time was not ripe, that we did not have the right staff, and that, in any case, our true mission in life was to teach and look after our customers. Research would simply have to wait.

But the world around us was changing! Globalization hit home: like so many out there, we became more and more aware that our mission was to educate our students to think globally and act locally as well as act globally and think locally. Research was (is) one of the vehicles we have at our disposal in achieving this end. Next, competition began to surface: all universities carry out research and if we were to become one eventually, we too would have to follow suit. Thirdly, and more recently, our new Government made Research one of its priorities. "Another sector of focus in which we see a great future for Mauritius is in the field of Life Sciences and Research and Development," announced our Prime Minister during the setting up, in August of this year, of the high-powered committee on achieving the second economic miracle and vision. And finally, our main academic partner, Curtin University, spurred on by its wish to become AACSB-accredited, brought much pressure to bear on its Mauritian partner.

The die was cast. CTI has launched into research.

> Launch strategies

How did we do it? How are we still doing it? We began by modifying our Institute's vision to reflect our new orientation. The old vision reflected our original emphasis on teaching and learning: it proclaimed that we wished to become the region's leading centre of academic excellence, revered for its modern and passionate approach to teaching and learning. Today, we wish to become also known for our research.

Aware that a multi-pronged approach was needed, in the months that followed, we invested heavily into various strategies designed to support and achieve this new vision. Thus, we produced a formal policy in this regard, had it approved by the Board, went on to secure the inevitable extra spending, set up a Research Action Committee, recruited high-powered staff with PhDs capable of carrying out and supervising research, modified the performance criteria of all academic staff to ensure they adhere to the new vision, and spent many, many hours counselling, advising, guiding those who showed interest.

> Benefits

It requires guts to set up such a research drive. And for private institutions like ours, it costs money. Plenty of money. Why do it? Because of the indubitable benefits.

• **It satisfies a deep thirst.** As the Greek philosopher Aristotle first taught, man has always wondered about the meaning of his own being. Questions like: Who am I? Why am I here for? What is my world all about?, continue to puzzle, worry and motivate us despite the thousands of years spent working on their answers. For many years to come we will grapple with a world which puzzles and mystifies us, having as our only tool an infallible and innate weapon unique to mankind: the will to knowledge

• **Value.** Because we believe that, at the end of the day, research is the engine of progress and development for the individual and the society which he or she inhabits. This is why, at the international level, so much attention is devoted to public and private investment in research

• **Assured innovation.** It is true to say that a country can raise its level of culture through a consistently high level of education and training. It is even more true to argue that it can reach higher peaks of innovation only by investing into research

• **Enhanced status.** There is almost a visceral pleasure that one experiences as one's status is enhanced and one gains entry into an academic world hitherto the preserve of scholars and savants. As one of our lecturers put it recently, "What a thrill when you see your research and name quoted in international journals!"

• **Real contributions.** We see it every time a piece of research is completed – whether as an undergraduate project, a Masters or doctoral thesis: "This is what I have done, this is what I have proven." The look in the eyes is unmistakable, the pride in the tone unforgettable. The thrill persists

• **Opportunities.** Doors are flung open, opportunities unfold, and possibilities become endless. To quote yet another staff member: "I hope that someday, someone will benefit from this research and who knows, even use it for planning some gigantic project or evaluating the success of another!"

• **A job at posterity.** And above all the possibility that one day, somehow, someone will remember our efforts, no matter how small or insignificant they were at the time. As one of our senior staff puts it, himself an avid researcher: "As long as there is a human being left on this planet who wishes to expand his or her knowledge and understanding of our world, research, and perhaps my own research, will have a role to play"

• **Improved teaching.** It is well established that research has positive spillover effects on teaching, both in terms of accumulating knowledge and enhancing the culture of challenging conventional wisdom.

Throughout the world, discoveries by researchers are leading us to the emergence of new technologies in the fields of energy, information and nutrition. These discoveries will shape the world we'll live in both now and in the future. And this is why here at CTI, we believe so much in Research.

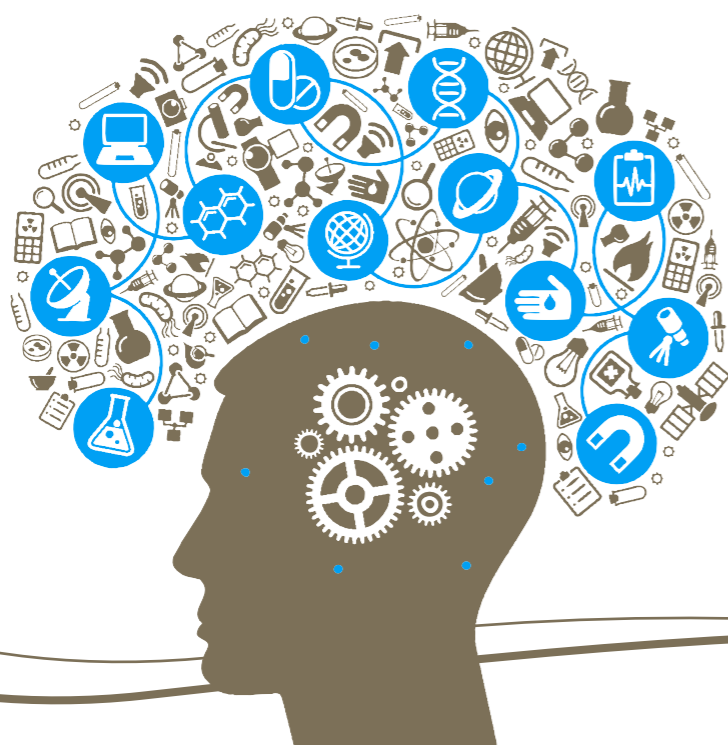
EDITORIAL

The development of our society has always been marked by the many and varied problems which afflict its nature and purpose. On a regular basis throughout the ages, we have had to face and resolve major challenges and crises. Right now our whole world has to find satisfactory answers to critical questions such as, How can sustainable development be achieved for all while addressing global climate change? How can population growth and resources be brought into balance? How can we take timeous and sound decisions during these times of unprecedented accelerating change? – and many others. These answers are so serious that they cannot and must not be based on mere beliefs, hunches, or theories. They can only be obtained through sound and unequivocal research.

Our Institute exists because it wishes to bring its own contributions in this area. It hopes that in the process, our contributions will be of benefit to the broader community locally, nationally and globally. This is why a few years ago, we took the deliberate decision of shifting our primary focus from teaching and learning to one of delivering high quality and innovative research. After a timid start, our efforts are paying off. No fewer than 20 of our academics are currently enrolled on a PhD programme and to date, the same staff has over 40 research publications that are either completed or in the process of being completed – as will be shown in the pages that follow.

Editorial Team

Eric Charoux (*Editor*), Vikash Rowtho, Christel Ramloll, Kanya Santokhee, Jeremy Charoux, Abdallah Goolamallee, Claire Moran, David de Lapeyre



Humble beginnings



Sixteen years ago, when CTI was launched, our interest was not in research. Our ambition was to become the best teaching academic institution in Mauritius and all we could afford at the time was to recruit academically-minded individuals who would one day be willing to venture into research.

Chronicles' editorial committee identified the following CTI academics (pioneers and newcomers) who have played, and are still playing, a role in setting up the framework for the arrival and development of research and publication at CTI.

OUR RESEARCH PIONEERS



Prof Eric Charoux

PhD research: *The identification of leadership potential in South African organisations. (1981-1984)*

Research thesis was submitted in partial fulfillment of the requirements of the University of South Africa for the degree of Doctor of Literature and Philosophy. The results of pioneering research on the use of the Assessment Centre method in identifying black leadership potential were reported.

Books Published:

The Integration of Black Managers into South African organisations (1986)

Coaching and the Black Manager (1990)

Developing Relationships at Work (2000)

The Triumph of Self-Mastery (2009)



Dr Karlo Jouan

PhD Research: *Financial Liberalization in Mauritius and the Finance-Growth Nexus (2001-2005)*

Thesis submitted in partial fulfillment of the requirements of Napier University for the degree of Doctor of Philosophy. The research examines the impact of internal and external liberalization on real interest rate and domestic savings based on empirical evidence from Mauritius and countries in the Southern and Eastern African region. It also examines causality between banks' market share and interest spread, the behaviour of listed companies in Mauritius with regard to the pecking order theory of financial leverage, causality and direction of causality between finance and real GDP and as well as between exports, investment and real GDP.

THE NEWCOMERS



Dr Sanjiv Gungadeen

PhD Research: *Change management practices in small island economies: A study of private sector organisations in Mauritius. (2009-2013)*

Research was conducted as part of Doctor of Philosophy degree from Murdoch University, Perth, Western Australia. A model was presented which illustrates how the process of organisational change is taking place in Mauritius. It clearly defines the role of partisanship as a pervasive phenomenon, embedded into the island's history and culture. It was proposed that this model may be applied to other small island economies with similar historical, cultural or contextual features as Mauritius.



Dr Aleksandra Peeroo

PhD Research: *"Decentralisation and the Water Sector: Institutional Perspectives" (2014)*

Research was conducted as part of Doctor of Philosophy degree from Université Paris 1 Panthéon-Sorbonne.

Post-Doctoral Research: *Governance and Economic Accounting Issues in the Mauritian Water Sector: Towards Sustainable Management of a Natural Resource (2014-2015)*

This project was funded by the Global Development Network, and co-investigated with Mr Riad Sultan, Senior Lecturer at University of Mauritius.

Books Published

Corruption et services publics: le cas du secteur de l'eau (2012)

Water sector liberalization: Three leading models. Book chapter published in the International Handbook of Network Industries: The Liberalization of Infrastructures, co-authored with Prof C. Ménard (2011)



Dr Manpreet Kaur

PhD Research: *Multichannel Management: A Study of Select Public and Private Sector Banks' Practices and Their Customers' Response towards It. (2010 to 2014)*

Research was conducted for the purpose of Doctor of Philosophy degree from Panjab University, Chandigarh, India. A comprehensive study was done to know and compare the various multichannel management practices adopted by selected public and private sector banks. An attempt was also made to know the channel preferences which induce customers to select a particular banking channel and it was found that 'Security' is the main factor which customers consider before selecting a particular channel.



Dr Fiona Grant

PhD Research: *Yes, We Can: Social Identity and Physical Activity (2013-2015)*

Research for completion of the PhD degree in Psychology from Claremont Graduate University, California, USA. This research examines social identity processes in health contexts, specifically the role of group membership in exercise behavior (grounded in Professor Deborah Terry's work, the current Vice-Chancellor of Curtin University). Findings suggest that identification with an exercise group is related to physical activity intentions, and this link is mediated by exercise self-efficacy and positive outcome expectations. This research also investigates the role of multiple identities and how individuals navigate these social identities in physical activity.

RESEARCH

What Research is currently underway at CTI?

Since our inception some 16 years ago, Research at CTI has gone a significant mutation. The most salient aspects of this change are illustrated below:

From	To
Casual policy (do it if you can)	Critical requirement (<i>publish or perish</i>)
Individual-based	Institution-wide
Focus on personal reward (e.g. a PhD)	Focus on solving a problem of national or organizational importance

CTI is now firmly committed to the development of Researchers of international standing. It plans to do so by:

- Making it mandatory that every member of its academic staff is engaged into research activities
- Providing training on how to conduct research to any staff members who need it
- Collaborating on research projects with our main academic partner Curtin University, as well as other local, international universities, industry and research funding organizations

Our Approach

To achieve this aim, a Research Committee was set up together with a Research Directorate. The focus of this Directorate is to develop and maintain a high-quality research management infrastructure and governance, as well as a vibrant research culture on the campus. It will also engage in actively seeking new research opportunities and research funding.

Progress to date

Currently, CTI has 20 research projects at PhD level and three collaborative research projects on the go. The following were selected by the Editorial committee as examples of these projects:

PhD Research Projects

An investigation of the impact of CSR legislation in Mauritius

The aim of this research is to evaluate the impact of CSR legislation on firms and beneficiaries in Mauritius. The researcher will develop an understanding of the context and challenges local firms face when developing their CSR orientation. It is anticipated that one of the outcomes will be to enable firms to respond better to increased regulation in the CSR arena.



Christel Ramloll
(School of Management)

PhD Research Projects (cont'd)

Developing efficient Neural Network Agents through Artificial Intelligence modelling

The purpose of this research is to create autonomous Artificial Intelligent agents capable of imitating human-like behavior. It involves the development of smart sensors to drive intelligent systems. The researcher will seek to understand better how the human brain works by modelling human emotions and reasoning.



Heman Mohabeer
(School of IT)

Value Relevance of Accounting Information

Previous studies have shown that the main aim of financial reporting is to provide equity valuation information to potential equity investors. This study will go a step further in investigating the relationship between political influence, corporate governance, culture and value relevance of accounting information on the Stock Exchange of Mauritius during the period 2001 - 2016.



Tasneem Mustun
(School of Accounting)

Aid for Trade, Trade Costs and Export Performance: The Case of Sub-Saharan Africa (SSA)

This study investigates the factors that contribute to the high cost of trading in SSA and aims to assess whether aid for trade is helping to reduce trade costs in the region. The research quantifies the impact of aid for trade on exports at the intensive and extensive margins.



Rajiv Nathoo
(School of Economics and Finance)

Digital Inequality: The Internet in Mauritius

This research proposes to shed light on the Digital Inequality phenomenon, especially in developing countries, by focusing on four objectives: To develop a clearer understanding of the term Digital Inequality; to investigate the evolution of the Internet in Mauritius; to identify the main causes/determinants of Digital Inequality in Mauritius, and finally, to situate governmental and non-governmental initiatives with regards to the main determinants of Digital Inequality.



Shafiq Gopee,
(School of Internet Studies)

PhD Research Projects *(cont'd)*



Abdallah Goolamallee
(School of Communication)

The Construction of Muslim Identities in Contemporary Mauritius

This study seeks to understand how Muslim identities have been constructed and developed in contemporary Mauritius since the 19th century. This is pioneering work in the field of anthropology and cultural studies in Mauritius.

Collaborative Research Projects

An investigation of the 'national culture' of Mauritius using the Hofstede's Framework

Research Team: Dr Sanjiv Gungadeen, Anusha Ramgoolam, Vikramsing Gungah

This research uses a case study approach - the Food and Allied subsidiary: Kentucky Fried Chicken (KFC). It aims at providing business intelligence and customer culture information to facilitate practice and improve customer service within Mauritian organisations.



Open Educational Resources (OER) - An Appropriate Response to the Challenge of Inclusive Education in Mauritius?

Research Team:

From CTI: Dr Fiona Grant (Project Leader), Odylle Charoux and Isabelle Domijan

From MIE: Pritee Auckloo, Mauritius Institute of Education

From Open University, UK: Michele Deanne (TESSA Team)

Inclusive education is crucial to achieving quality education for all students and teachers are key to this process. With an ever changing society and local learning community, there is a need for teachers to further develop their skills, knowledge, and attitudes in order to work effectively within diverse classrooms. This research investigates the use of the freely available Open University, (UK) TESSA toolkit, to promote classroom inclusion in Mauritius through teacher education.



In December of last year, the distinguished International academic and Curtin Emeritus **Professor Samir Chatterjee** (centre in photo) visited CTI to give a helping hand to our budding researchers.

The Future of Research



So far in this issue of Chronicles, we have looked at how the Institute itself, its researchers, funders, enablers, and supporters, work together, albeit with limited means, to do whatever they can to contribute to the implementation and propagation of a research culture and ethos. As a conclusion to our brief foray into this world hitherto the preserve of the chosen few, it is befitting that we should now turn our attention to the future and ask ourselves some fundamental questions. Three such questions stand out: What will the future of research be like at CTI in years to come? What should be its main goals? Which principles should guide our future activities in this area?

The future

As is the case throughout most of the developing world, the landscape of scientific research and funding, right here in Mauritius, is in a state of flux. Issues like a firm Government policy, a lack of research culture, evolving definitions of what is considered as acceptable research, tight budgets, and the capacity of our researchers to produce work of an international standard as combined with a high local relevance, have, and will continue to plague us.

We at CTI, believe however that despite these difficulties, our time and effort in this area is money well spent. We hold that irrespective of our slow progress both as a nation or an academic institution, our growing pool of researchers represents a valuable and promising bevy of talented people who do, can, and will, contribute to scientific progress both in this country and, in a broader perspective, in the world at large. We believe that without their (and others' similarly-minded contributions), this country and our Institute have a bleak future ahead of them, one that will irremediably condemn them to both insignificance and stagnation. Progress will certainly be slow and at times, perhaps even painful, but progress there has been and must be.

Goals

One of the greatest contributions that an academic institution can make in the short to medium term is the creation of a pool of skilled and competent people, who are able to develop themselves in an atmosphere of research excellence. As an academic institution, our goals are therefore three-fold:

- To continue doing our best to identify, encourage and support those of us who are sufficiently strong and motivated

- To increase our investment, financial and otherwise, aimed at spurring on those that are motivated, and removing obstacles that lie in their way
- To contribute to our society by addressing the complex issues facing Mauritius in a creative, passionate and humane manner

Principles

To achieve these goals, the following principles must continue to remain sacrosanct:

- **New culture**
At both the national and institutional level, a new culture must emerge. As the doors of globalization swing wide open, we must succeed in our endeavor to move away from our culture of *tappe-tapper* (local jargon for sheer amateurism) to scientific evidence and professionalism.
- **Continued investment**
More than ever, investment will continue to remain essential. Financial, intellectual and psychological.
- **Collaboration with industry**
The search for meaningful research must gather momentum! Successful projects which meet in full all parties' expectations and objectives, resulting in a positive impact on the client's organization, must be found and implemented successfully.
- **Collaboration with academia**
More than ever, collaboration with both our main academic partners (Curtin, Challenger and other international universities) becomes most critical. As was the case previously, their support and assistance in this critical area will be of utmost value to us.



Where to publish?



Academic v/s Corporate research – similarities and differences



As any researcher would confirm, doing the research itself is half the battle. The other half is of course, the publication of results. And invariably the next question pops up, where? For inexperienced authors, finding a suitable medium can be a particularly painful exercise, one that could lead to rejections, add months to publication, and even slow down career progress.

With the growth in the popularity of the Internet during the 1990s, some of this pain is being reduced. A new way of getting one's material published is via the so-called Open Access (OA) route.

OA refers to on-line research which is free of restrictions on both access and use. It can be applied to all forms of published research output, including peer-reviewed and non peer-reviewed academic journal articles, conference papers, theses, book chapters, and monographs.

Since the advent of Open Access publishing there has been a growing debate amongst researchers as to which option to follow. Some believe we should stick to traditional scholarly journals, whereas others believe that OA is the route to go.

Those in favour of sticking to the typical academic or scholarly journals where the articles are peer-reviewed or refereed, and made available to readers after payment of a subscription, licensing or pay-per-view fee, argue that such journals provide definite advantages. For example, they generally have a rigorous peer-review process which 'guarantees' the originality of the published articles as well as the reliability of the findings.

On the other hand, those in favour of Open Access journals argue that not all typical academic journals are in fact peer-reviewed, that it takes too long to have one's publication in print, that even articles with flawed methodologies can find their way to publication. In addition, argue those against, OA publishing is an efficient and ultra-rapid option without

any price barriers and epitomizes the right step towards the democratization of the academic publishing scene.

The debate for and against OA publishing is far from over. To further complicate matters, it has since emerged that the ease of publication has led to the proliferation of a number of Open Access journals whose publications do not undergo the normal peer-review process but are rather published against fees paid by the authors! And as if this wasn't enough, both academic journals and Open Access journals now seem to have a common enemy in what is called "predatory journals". These are mainly journals that claim unfounded peer-review processes, and inclusion in directories and indexes where they are not listed. They may even may feature faculty on their editorial boards without their permission!

The concluding statement could come from Stephen Cramond, Electronic Content Manager at the University of Melbourne. Referring to the battle between open access and the traditional subscription model, he wrote once: "A lot of the academic's life is tied up in getting published in those high-impact journals and those journals are published by conventional subscription publishers. For as long as the incentives to publish in those distribution channels remain stronger than the countervailing pressures for open access, then I think we are in for a long period of transition."



Contrary to what many of our students think, the world of Corporate or Business research is a vast and complex one, rich with opportunities and fraught with difficulties. A cursory look at the Internet, for example, reveals that the budding Corporate researcher has an almost limitless array of research avenues to choose from, ranging from research into corporate finance to marketing, human resources, social performance, social responsibility, corporate governance, business communication, financial data, consumer feedback, product research and competitive analysis – to name but a few. As sociologist C. Wright Mills argued some 50 years before the Internet was invented, what we perhaps need is not more information but a framework to make sense of that information!

How similar or different is academic research when compared to corporate? This is a question that our students frequently ask as they reach the end of their first degree and envisage moving on to more advanced ones. Answering it can help you decide where you want to go in your career as a researcher and how to approach your search.

The Similarities

There are two major similarities between academic and corporate research.

• **Display the right values and attitude.** Whether you are researching for the sake of a corporate client or that of advancing academic knowledge, you will have to uphold certain values and manifest the relevant attitude

> Self-directed and motivated.

There is no escaping: only you can conduct your research – not your boss, colleague, students or spouse! Only you as well, can determine whether this particular topic will motivate you sufficiently during the months or years to come

> **Honesty.** All researchers have had, at one stage or another of their career, to grapple with temptations such as fabrication of data and plagiarism. Be ruthlessly honest when you come across them – a mistake can cost dearly

> **Deadlines.** Whether you are researching for academic or corporate purposes, self-imposed or contractual deadlines will come to the fore. Learn to respect them

• **Know your stuff.** Research skills are very valuable in both academia and corporate. Skills such as how to establish what is already known (the literature review), formulate the relevant research hypotheses, select the right statistical tools, writing in a coherent and cogent manner, are all essential for producing good quality research

The Differences

There are definite differences between academic and corporate research and therefore, the type of research you'll do, the subjects you'll handle, and the skill sets you'll need, will also have to be different.

• **Timeline.** An obvious difference is in term of timeline. Corporate research is often conducted to answer a specific business question, and is therefore run within a tight schedule. Academic research is of a longer duration and can open up onto other avenues

• **Aims.** Another difference is in terms of aims. Corporate researchers need to solve a particular problem whereas their academic counterparts seek to build knowledge and connect with a wider framework

• **Freedom.** Academic researchers enjoy greater freedom than their corporate colleagues. The latter

are limited in their choice of projects, length of research, choice of promoters and above all, the publication of results

• **Qualitative v/s Quantitative.** Whereas corporate researchers tend to rely more frequently on qualitative studies, their academic counterparts aim largely at producing quantitative ones that will prove or disprove their hypotheses

• **Team.** As any academic will confirm, you cannot survive for long as a researcher if you do not build a research team. This is not essential in the corporate world where the research is more short-term and focused

• **Results.** In an academic study, the specific research findings are often downplayed. What matters more is whether these results indicate a sound approach and can be generalized

• **Convenience sampling.** Academic research often makes use of "convenience sampling," for example, university students. By contrast, corporate research looks for samples that are as similar as possible to the target population in terms of such variables such as age and gender

• **Access to the results.** Most corporate researchers are under obligation not to share their research findings without the express approval of their client. Academic researchers have more latitude

What do our leaders think?

As a befitting conclusion to this issue of Chronicles devoted to Research, we reproduce on these pages the views of two well-known Mauritian personalities. Michel de Spéville, CBE, is the founding member of the Food and Allied Group and Chairman of CTI. Dr Arjoon Suddhoo is the Executive Director of the Mauritius Research Council. This is what they had to say when Chronicles questioned them on how they felt about Research on this island.



Michel de Spéville, CBE

Q. Mr de Spéville, in your opinion how critical is Research to the continued growth of our country?

Since its inception, one of the driving principals of the Food and Allied Group has been to be a significant player to support the well-being and

growth of Mauritius, by developing food security and food self-sufficiency as much as possible. The Group therefore sees itself as a continued partner to support the Government's national strategy of sustainable economic growth.

The pillars of this sustained economic growth are, to a significant extent, the blue economy, the development of Agricultural Production, and the development of non-renewable energy, coupled with environmental and climatological issues. These demonstrate the need for locally-based research to enable clear and informed decisions in line with the contextual specificity of Mauritius.

“Research is the very bedrock that will provide us with proven information to ensure that we make well-founded decisions, take intelligent risks, and innovate.”

Paradoxically, instead of driving our hunger to remain curious, discover, innovate, take smart calculated risks, the democratization of access to information and the rapid advances in technology could lead us to take the easy route. We run the risk of less thinking and curiosity to the detriment of what I would call “common sense and heart intelligence”.

Q. What are you implying?

That the progress of intelligence is prompted by problems and innovation. Without problems there would be no solutions. Problems followed by sound, quality, positive action are engines for positive impact, and what I call common sense and heart intelligence.

Q. You are sounding pessimistic!

On the contrary: it is encouraging to note the orientation given by our decision-makers, of the central role that locally-focused Research has played

in sustaining the country's economic growth. I applaud, for example, the creation of the Mauritius Research Council to promote and pioneer research for sustainable development, in line with the economic, technological and the social needs of Mauritians. Similarly, I salute the crucial role played by the Mauritius Sugar Industry Research Institute over nearly a century, as another clear illustration of how Research has placed Mauritius as a global leader in the sugar-production sector.

I emphasize it again: Research is the very bedrock that will provide us with proven information that will ensure that we make well-founded decisions, take intelligent risks, and innovate. Without a research mindset and a well-developed ability to tap into the knowledge stored in ‘Cloud’, the fundamentals of enlightened pragmatic and heartfelt intelligence for the social and economic well-being of the country, may be at risk.

Q. What can be done to promote Research in this country?

Much remains to be done to promote a research mindset as a key driver for economic and social growth. Current investment is not enough, local universities remain mainly teaching-focused, and the current time allocated to research is simply not enough. Access to high quality timely knowledge is the bedrock to driving innovation and to enable us to be leaders. To get us to this point

it will require a strong partnership approach by all key stakeholders: Public, Private and Academia. In this regard it is my firm belief that our own Academic institution, CTI, has the potential to become a key player to help Mauritius reach this ambitious objective.

Q. More specifically?

I can think of many themes:

- The need to understand and promote innovation
- The increased ambiguity and diversity of our customer base
- How personal values, consciousness, attention to more value-driven factors such as the protection of the environment are crucial to sustained economic and social wealth
- Increased globalisation and the shift of economic models that will require that organisations operate in uncharted waters
- The increased need to develop diverse and dynamic interaction with our environment
- The need to show more agility in sound decision making to face up to an unknown future



Dr Arjoon Suddhoo

Q. Dr Suddhoo, on a scale of 1 to 10, ‘1’ being inadequate and ‘10’ excellent, how would you rate the state of academic research in this country? Why?

Assigning a scale to academic research is something which is difficult as it would depend on which benchmark you are using.

Let us rather see how we are doing as a Small Island Developing State and how we have progressed over time. An increase has been recorded in the number of PhD students graduating from local institutions; the number of peer-reviewed publications in international journals has more than doubled over the last 15 years. The work of some of our researchers is recognized internationally, some of them have been granted prestigious international awards. There is even a planet which has been named after one researcher at the University of Mauritius. These researchers form part of our academic research community. These are all positive signs of the quality of academic research in Mauritius.

However, the main challenge for Mauritius remains the gap existing between Academia and Industry, a challenge that needs to be addressed for Mauritius to leap from an upper middle income country to an innovative high income nation. This means more patents should be filed by our researchers, enhanced translation of Research into new/innovative technologies and services, and higher company spending on R&D. In parallel, with this there should be a change in our research culture, leaning more towards an innovation culture, including risk-taking researchers and a new breed of ‘technopreneurs’.

“The main challenge for Mauritius remains the gap existing between Academia and Industry.”

Q. Five National Research Groups have been set up with a view to creating a national platform through which the research community will address priority issues currently facing Mauritius. Are they producing results?

The five National Research Groups were set up in 2011 and they looked at five issues: Impact of Food Quality on Human Health, Energy with focus on sustainable buildings, Human Resources, Water Resources, and Road Traffic in Mauritius. The groups came up with a respective report with innovative concepts and eventually into research projects in early 2012. These recommendations were presented at workshops attended by a wide range of stakeholders. Since that dissemination and sensitization, the Council has received and funded at least 40 projects/studies in these themes. Projects have come from various academic, public and private institutions. These studies are addressing local challenges in these areas.

Q. What do you believe are some of the biggest obstacles local researchers face?

Funding of projects in some areas requiring state-of-the-art technology such as biotechnology and nanotechnology. More recognition for their work is also something that would motivate our local researchers. Being a Small Island Developing State, mobility of our local researchers and getting access to resources which might exist in other countries is very important. Networking with peers from other countries is also critical – thus a need for state-of-the-art technology and infrastructure. Sometimes administrative procedures in the public sector can also be perceived as being cumbersome and frustrating to some researchers.

Q. What advice would you give to any aspirant researcher?

Be passionate and committed in your research and don't be afraid to take risks.



MEXA, CTI and the Logistics Sector



The Mauritius Export Association, MEXA, recently carried out a survey to identify the job and training scarcity areas within each sector of the export community, on the basis of which it identified Logistics as a main scarcity area. An efficient and innovative Logistics sector for Mauritius depends on the development and expertise of its human capital. MEXA sought our assistance in this regard.

Between 9 and 13 November, MEXA organized a Logistic Week, with, as main theme, *Logistique – Le Moteur de la Connectivité de Maurice*. During this same week, a series of presentations were held for CTI students and those of other tertiary institutions. "The purpose of this Logistics Week is to share more information on the Logistics sector (Freight Forwarding, Shipping, Freeport, and Warehousing)," explained Mrs Lilowtee Rajmun, Director of MEXA, as she welcomed those present. "We'll give you an overview of the Logistics sector in Mauritius and outline to you the various job opportunities available to young graduates."

Chronicles understands that in 2016, MEXA will be working with CTI to develop the first industry-based curriculum in the field of Logistics under the Dual Training Programme (DTP) scheme launched by Government. A meeting with all HR managers in the Logistics industry will be held and the kickoff of the DTP is expected to take place during August 2016.



A busy year that was!

One that began with a record intake (606 new students) in February, followed by a colourful Orientation, and two Graduation ceremonies, and another intake in July! Some photos as souvenirs.



CTI is the winner!

Chronicles learned in January that the Charles Telfair Institute is the winner of the CFA Institute Research Challenge competition. This is the first local competition organized by CFA Mauritius and was open to six university-sponsored teams.

All teams had to submit a written research report on a designated company. Those short-listed had to make a presentation of their findings to a panel of judges composed of financial experts.

As the winner of the local competition, CTI will now have to compete in April 2016 in Chicago, against other teams within our geographic region (Europe, Middle East and Africa).

CTI's team was composed of Ashraf Bhatoo, Keshav China-Appadu, David Cheung Han Sin, Oudhai Beegoo and Sandra Siow Pin Lau. Dr. K. Jouan acted as their Faculty Adviser.



From left to right: Dr. Karlo Jouan, Keshav China-Appadu, David Cheung Han Sin, Oudhai Beegoo, Ashraf Bhatoo, Sandra Siow Pin Lau Hing Wah

Breaking new ground

For the past 17 years, CTI's Leadership Centre has run on an annual basis a series of leadership and management development programmes. "What began as an idea inspired by our academic partner at the time, the Wits Business School, has grown over the years into this country's most famous and popular programme," explains the Programme Director, Professor Charoux. "This year we break into further new grounds by providing a similar service to the Sugar industry. We'll be training no fewer than 40 of Alteo's senior and middle managers on a leadership programme we've customized for them, the Alteo's *Rising to New Heights* Management Development Programme."



Alteo's senior and middle managers at the launch of their *Rising to New Heights* programme

New Appointments

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|----------------------------|---------------------|-----------------------|----------|
| o Feriyel Sulliman KHALECK | Registrar - Finance | o Neha BEEHARRY | Educator |
| o Isabelle DOMIJAN-BOWLER | Lecturer | o Neema BALAMBHA | Educator |
| o Manpreet KAUR | Lecturer | o Charlene WANG YUEN | Educator |
| o Vikramsing GUNGAH | Lecturer | o Munirah MORABY | Educator |
| o Jeevita MATADEEN | Lecturer | o Zainab Sheik Mamode | Educator |