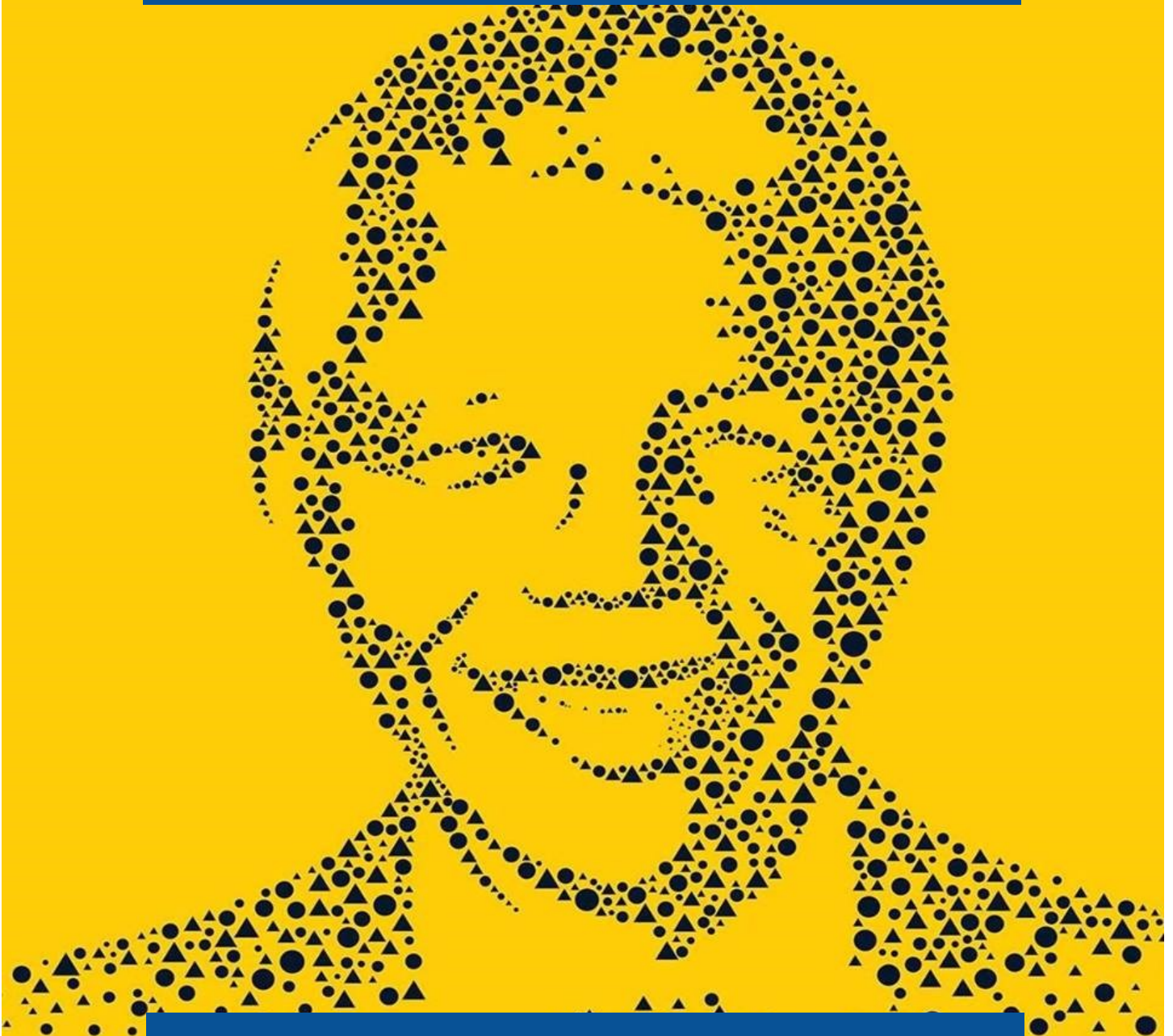


ISSUE ONE // MAY 2019

NEWSLETTER

SCHOOL OF MANAGEMENT SCIENCES



NELSON MANDELA UNIVERSITY

Change the World | 100 Years of Mandela



From the office of the Director

It is mid year again and maybe it's time for a mid year motivational list:

- Push yourself, because no one else is going to do it for you;
- The harder you work for something, the greater you'll feel when you achieve it;
- Don't stop when you're tired. Stop when you're done;
- Wake up with determination. Go to bed with satisfaction;
- It's going to be hard, but hard doesn't mean impossible;
- Don't sweat the small stuff.

Enjoy our mid year newsletter!

Madéle

Graduation success

April 2019

Dr Jamidah Nakato and Dr Jan van der Berg graduated during the April 2019 graduation sessions.

Dr Nakato graduated with a PhD: Business Management degree and the title of the study was: *“EMPLOYEE TALENT MANAGEMENT IN THE UGANDA HEALTH SECTOR: A PUBLIC INSTITUTION PERSPECTIVE”*. Her promoters were Prof Mazibuko and Co-promoter Prof James.

Dr Jan van der Berg (George Campus) also graduated with a PhD: Business Management degree and the title of his study was: *“THE INFLUENCE OF MULTINATIONAL CORPORATIONS IN PROMOTING FOREIGN DIRECT INVESTMENT IN THE SOUTH AFRICAN BUSINESS ENVIRONMENT”*. His promoters were Prof Mazibuko and Co-promoter Prof Rootman.



Above, from left: Dr J Nakato, Prof Eileen Mazibuko, Prof Chantal Rootman and Dr Jan van der Berg

Graduation success

April 2019 (Cont.)

My PhD journey: Dr Altouise Jonas

While doing my undergraduate studies I never dreamt of becoming an academic. I always maintain this career chose me and not the other way around. Once I settled into my “new” career I very quickly began to feel the urge to further my studies and enrolled for my M.Tech. It wasn’t long after I received my M.Tech that I experienced the now familiar urge to continue studying.

The initial problem was what my area of focus would be for my PhD. I attended a local conference and during one of the proceedings the presenter spoke on a topic that I had never heard of before and which appealed to me greatly, I was instantly convinced that this was what I wanted to focus on.

After deciding on my topic I registered for my PhD Marketing Management. During my first year I participated in the NMMU SANTRUST PhD Proposal Development Programme. This programme provided me with an opportunity to engage with other researchers who were on the same journey and it also allowed me to interact and learn from the experiences of more knowledgeable researchers. During this programme I had to defend my topic on numerous occasions and at the time I thought about changing my focus many times, but decided to persevere. At the end of the day this experience helped to boost my confidence in my research area.

During the second year of my studies I gave birth to my second little girl, which slowed things down quite a bit. Now with a newborn baby, a three year old and a husband who was busy growing his business things were far from easy. Many late and lonely nights sitting in front of a computer eventually paid off though.

Looking back on my journey I can honestly say there was no section of the completed thesis that was easy. Every new section brought it’s own challenges. Was it worth it – MOST DEFININTELY YES! This journey has taught me so much about myself – I am able, I am capable, I am courageous! The experience has also humbled me. It’s made me appreciate people so much more, as without so

Graduation success

April 2019 (Cont.)

many people this dream would not have materialised.

I was blessed to receive guidance and support from two remarkable women - my supervisor and co-supervisor. These women pushed me to do more than what I thought I was capable of and set a beautiful example of what a supervision experience should look like. I was also very fortunate to connect with tour operators who were willing to go above and beyond to assist with my data collection. To these people whom I know by name, and the countless others whom I've never met and/or seen, I am eternally grateful.

"I didn't get there by wishing for it or hoping for it, but by working for it." -Estée Lauder



Above: Dr Jan van der Berg



Above: Dr Altouise Jonas

Graduation success

April 2019 (Cont.)

My PhD Journey: Danie Ferreira

Obtaining a PhD was never in my prospects as a high school student, all I knew then, was that I had a curious mind, and I wanted a career which enables me to see the world – Travel my passion. Yes, I was one of those students who's one-year gap year abroad turned into a two-year gap year. It was the latter which sparked my undergraduate and honours degree studies in tourism. When I entered the job market I quickly realised that although I enjoyed working in the travel and marketing industry, it was not stimulating my higher brain functions. It was however, my experience in these industries as well as my extensive travels, that pushed me to register for my M Com in Business Management. In my master's degree I explored the influence of "Push and Pull Forces within Outbound Destination Choice".

I would say that it was only at this point that I realised my passion for conducting research and trying to solve real world problems. I graduated in 2015, receiving my degree cum laude. Straight after graduation, I started writing my proposal for my PhD and registered in 2016. At this point I was approached by the Department of Business Management to lecture a few subjects in the department. I resigned from my permanent position as Sales and Marketing Manager, to complete my studies as a full-time student and a contract lecturer at this institution. I received a full scholarship from the NRF "scare skills" to complete my research, the scholarship included funding for presenting research at a local as well as international conference. I took advantage of these and presented research related to my topic of study. This enabled me to receive valuable input from both local and international academics, which I used to improve my study.

It was in my final year, that I experienced the hardest part of this journey. The loss of both my parents; my mother in May 2018 after a four-week battle in ICU, and my father in July 2018 after he suffered multiple strokes and was declared brain dead. After a two-week coma my father was reunited with my mother in heaven.

Graduation success

April 2019 (Cont.)

During this period the support from my supervisor Prof Sandra Perks and the staff from the Departments of Business Management and Marketing Management kept me standing. I will be forever grateful for the support and kindness that was shown to me during this time. The last two months before I had to submit in August, is until today, a blur to me.

With the support from friends, family and colleagues and grace from above, I graduated in December 2018.

Every PhD journey is different, each with their own set of obstacles, I stand today stronger and resilient due to mine.



Above: Prof Sandra Perks and Dr Danie Ferreira

NMU-OSTFALIA INTERCULTURAL WEEK 1-9

FEBRUARY 2019

The Department of Management Practice held a joint seminar with Ostfalia University of Applied Sciences from Wolfsburg, Germany. The week-long seminar titled 'Intercultural Intelligence' was held in February 2019 at the Nelson Mandela University's George Campus. Globalisation has intensified the need for people from different cultures to study, live, and work together, all while maintaining a high degree of cultural sensitivity and behavioural competence. The inaugural seminar gave students the unique opportunity to embrace this challenge, through interacting with and learning from different cultures.



The seminar was developed by Prof Mike Hoffmeister and Mrs Elisabeth Uta from Ostfalia University, in collaboration with Dr Roger Muller and Dr Jo Zeelie from Nelson Mandela University. Twelve undergraduate students from Ostfalia and twelve students of Nelson Mandela University experienced the complexities of cross-cultural project work. "The aim of the seminar was for students to experience cultural similarities and differences in private and professional life," says Prof Hoffmeister.

NMU-OSTFALIA INTERCULTURAL WEEK 1-9

FEBRUARY 2019 (Cont.)



"From this the students was able to deduce the corresponding strategic behavioural options". "It was with great joy that we perceived the enthusiasm with which students from different cultures worked together", adds Elisabeth Uta.

In addition to studying together, the students lived in communal, on-campus residences, and had to master their daily lives together. Excursions to historical, cultural, and heritage sites, as well as local communities in the George area, allowed students to familiarise themselves with South African history, culture, and daily life. "We have deliberately created intercultural crucibles using activities like canyoning, hiking, and communal cooking challenges, for students to closely interact with each other. From these experiences, the students developed situation-specific skills for effective intercultural engagement and collaboration ", explains Dr Roger Muller and Dr Jo Zeelie.

NMU-OSTFALIA INTERCULTURAL WEEK 1-9

FEBRUARY 2019 (Cont.)

"The time with the South African students was an indescribable experience. The people here are very warm-hearted" commented Ostfalia student Maximilian Schaper after the seminar. Sinenhlanhla Mkhize from Nelson Mandela University initially had her reservations about studying with the German students: "I hardly knew the culture of the Germans, but they are not as serious as we thought. On the contrary, we had a great and exciting time together. I am very grateful to have been able to participate in the programme".

The intercultural week is seen as an important building block in the close partnership between the Faculties of Business and Economic Sciences of Nelson Mandela University and Ostfalia University. Both faculties' deans, Prof Albert Heinecke and Prof Hendrik Lloyd, agreed to continue offering the seminar to their students in the future and to expand the program even further.

Below: Mr Welcome Kupangwa, Ms Alice Makochieng and Mr Hassan Mohamed



Staff from the Department of Management Practice recently completed the online ethics certification programme and have now qualified to be part of the Faculty Ethics Review Committee.

Department of Business Management staff visits the University of Ghent, Belgium

Prof Shelley Farrington and Dr Riyaadh Lillah from the Department of Business Management were invited by colleagues from the University of Ghent, Belgium, to assist them in preparing a proposal for submission to VLIR-UOS. VLIR-UOS is an academic cooperation between the Flemish universities of Belgium, which provides funding for projects initiated and undertaken in partnerships between universities in Flanders (Belgium) and in the South (e.g. South Africa). Funding is specifically given for projects that are looking for innovative responses to global and local challenges. The research team, which included three colleagues from the University of Ghent, Prof Farrington and Dr Lillah, as well as Dr Alex Bignotti from the University of Pretoria, worked together in Ghent during the first week of April 2019. During the week Prof Farrington also attended a VLIR-UOS proposal writing workshop. The project proposal submitted by the team focusses on promoting student entrepreneurship at South African Universities. Should funding be granted the project will be administered and implemented from Nelson Mandela University. Colleagues interested in exploring this funding avenue should visit the VLIR-UOS website (https://www.vliruos.be/en/about_vlir_uos/2).



Above: Dr Riyaadh Lillah and Prof Shelley Farrington with Colleagues from the University of Ghent, Belgium

DR PAUL TAI-HING: KEYNOTE SPEAKER AT GLOBAL ENTREPRENEURSHIP WEEK

Recently, Dr Paul Tai-Hing from the Department of Management Practice was keynote speaker at a Santam Breakfast during Global Entrepreneurship Week held at Running Waters.

Dr Tai-Hing spoke about the special attributes that make an SME (Small Medium Enterprise) stand out. The entrepreneurs are obsessed with what they do, they offer something extra when it comes to customer experience, they benefit their communities through Corporate Social Investment and they are very active on social media. Dr Tai-Hing shared some tips for small-to-medium enterprises such as:

- * Going back to basics in terms of financial management.
- * Sustained efforts in terms of marketing.
- * Embracing change and being innovative.
- * Make buying a product an experience.
- * Stay positive.



BUSINESS BOOST: At the Santam breakfast during Global Entrepreneurship Week are, from left, Niel Esterhuysen of Santam, NMU's Dr Paul Tai-Hing, Simon Clark of Simon Clark Hairdressing, Suzanne Wylde of Micropigmentation Clinic, and Santam's Gerhard van Staden and Shehnaz Somers

The Nelson Mandela University Family Business Unit presenting its seventh successful Consultation Training SLP in Johannesburg

The Nelson Mandela University Family Business Unit presented its seventh successful Family Business Consultant Short Learning Programme from 24-27 January 2019 at the PWC Head office, Waterfall City, Johannesburg.

All 15 of the attendees were employees of PWC. For the first time attendees were not only from South Africa, but also from Nigeria, Kenya, Ghana and Namibia. Prof Elmarie Venter provided training on topics such as consulting models and processes, the field of family businesses and the challenges they face, management and ownership succession and ensuring transgenerational success and potential from one generation to the next. She was joined by psychologist, Mr Robin Farrington, who focused more on family dynamics. Prof Venter and Prof Farrington also used the second STEP case study on the Stucky Family as the assignment for the group to do as part of the practical component of the consultation training.

The feedback was overwhelmingly positive. As the Unit has an increasing strong African focus, we were delighted that attendees from other African countries could attend the training.



The Director of the Family Business Unit, Dr Shelley Beck, discusses her passion for the field of family business and her vision for the unit going forward

In January 2019, Dr Shelley Beck took over as the Director of the Nelson Mandela University's Family Business Unit (FBU). The FBU works closely with leading scholars and family businesses to provide excellence in family business research and teaching, and is a valuable resource for family business owners, advisors to family businesses, researchers, and policy-makers interested in the field. Madibaz News sat down briefly with Dr Beck and asked her a few questions on her passion for



Interviewer: Talk a bit about your passion for the field of family business. When did your interest start?

Dr Beck: "My passion for family business began at a young age. I was fortunate enough to grow up in a situation where my mom owned her own business and was therefore exposed to the entrepreneurial process and mind-set for a long time. I want to pass on my knowledge and help family businesses, in particular the next generation family members so that they can take over the family business and ensure the family businesses in South

Africa continue on for many generations."

Interviewer: You just completed your doctoral studies on family businesses. What was it about and what lessons were learnt?

Dr Beck: "My doctorate focused on the parent's influence on next generation family members taking over the family business. With so many South African Businesses being family businesses it's an important issue – who is going to take them over? The lessons I learnt from my study are that parents are by far the most important influencer in a child life and they have the ability to influence the way we think and perceive the family business."

The Director of the Family Business Unit, Dr Shelley Beck, discusses her passion for the field of family business and her vision for the unit going forward (Cont.)

Interviewer: What is your vision for the Family Business Unit going forward?

Dr Beck: "First of all I would like to build on the great work done by the Unit's previous director, Prof Elmarie Venter. She was one of the founding members of the unit and the driving force behind getting the Unit where it is today. My vision for the FBU of Nelson Mandela University is to grow its size, as well as its reach in the institution and the greater community. It's important for me that the FBU is able to link the research projects that we are involved in, with issues that are in our local communities.

This vision will be achieved through research projects that focus on issues that are relevant to indigenous African family businesses; the interaction of the FBU with societies involved in entrepreneurship activities such as ENACTUS; and through the provision of relevant short learning programmes."

Financial Planning Society Opening Function - Financial literacy and the financial planning industry



The Financial Planning Society hosted their Opening Function themed financial literacy and the financial planning industry. This event was aimed at providing an insight to both financial planning students and non-financial planning students on the importance of saving, budgeting and the relevance of the financial planner in order to manage money better. Also, for financial planning students to learn what the work of a financial planner entails on a day to day basis. Three speakers were invited to the event, Ms Chantelle Els CFP® from Kevlar Financial Services, Mr David Rigby a Financial and wealth advisor from PW Harvey and Mr Gavin Harvey a Co-director at PW Harvey.

The President of the society, Ms Elizabeth Banda, introduced the society and the 2019 executive guests: Choonga Mudenda – Vice-President, Vuyolwethu Nyati – Secretary, Digansh Sanassee – Treasurer, Thandolwethu Mboniswa Marketing Relations Officer, Khayaletu Khoza – HR officer, Nikitha Mtsi – Events organiser and Sambesiwu Mbewu – executive member.

The first speaker, Chantelle Els CFP® from Kevlar Financial Services spoke about her journey in becoming a financial advisor and the relevance of financial literacy. She mentioned some qualities associated with being a financial advisor such as being good at numbers, ability to read legal information, patience, passionate about helping people, able to market oneself by finding clients therefore leading to referrals. Chantelle also spoke about the importance of financial literacy. Having a budget is essential to the process of separating the needs and wants of clients. The client will need to specifically look at their vital needs and have goals regarding wants. She highlighted on the importance of being disciplined with money in order to stick to a budget. Once people stick to their

Financial Planning Society Opening Function - Financial literacy and the financial planning industry

(Cont.)

budget, they increase the chances of maintaining a good credit score. The speaker gave an example of a client who has different needs and requires advice regarding managing their money. Regarding changing jobs, she advised that people must make use of preservation funds. A not so smart financial literate client will fall for the schemes of applying for credit cards with high interest rates such as clothing accounts. Chantelle advised that cars should have insurance and clients must have income protection insurance to protect their salary when impairment occurs. The client can also plan an investment strategy for their family to earn additional income, lessening the financial burden on them. The speakers, Gavin Harvey and David Rigby from PW Harvey & Co. shared on the practicality of being a financial advisor.

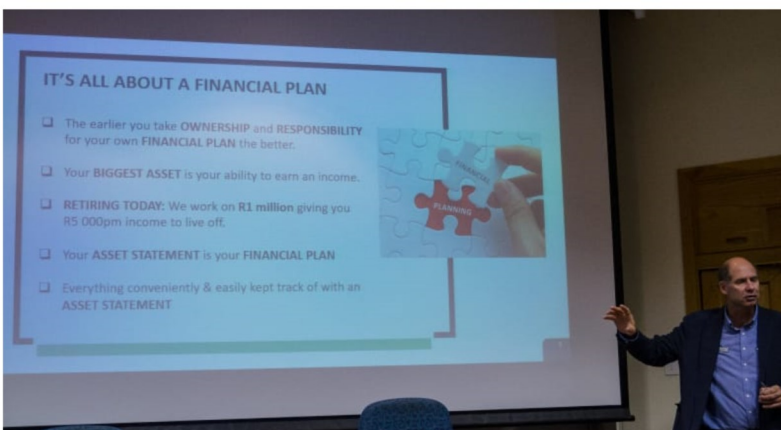
Mr Harvey shared on some of the core values that PW Harvey & Co. hold, which are to build holistic relationships with their clients and to invest on their behalf. He spoke on the use of the six-step financial planning process to help clients to reach their desired financial goals. He mentioned that the objective of a financial planner is to help clients with their financial goals up until their death. PW Harvey & Co. chooses investments that have a proven track record for their clients to ensure they always beat inflation. An interesting fact that David mentioned are that Collective Investment Schemes is the biggest bulk of South African savings and that as a financial advisor no commission is payable, but service fees are paid to the company.

The evening was concluded by a lovely song by Ms Courtney Kockjeu (3rd year BCom Financial Planning student). Ms Elizabeth Banda (President of the Society) thanked all the guests and gifts were presented to the guest speakers. A lucky winner won a lovely hamper from the raffle prize draw and the evening concluded with refreshments.

Special thanks to the whole executive team for their hard work in planning the event and a huge thanks to Mr Matchaba-Hove and Mrs Kinsman for their help and unwavering support.

Financial Planning Society Opening Function - Financial literacy and the financial planning industry

(Cont.)



Creating Generational Wealth through Family Businesses

By: Andisile Klaas

Port Elizabeth - Nelson Mandela University's Enactus with the Family Business Unit hosted "Transforming a Business into a Family Empire", an event aimed at encouraging students to take their loved ones into their entrepreneurial journeys to create generational wealth. The event took place on Wednesday, April 4th at the South Campus Main Building Council Chambers.

"Transforming a Business into a Family Empire" was another presentation of the Nelson Mandela University's Enactus amongst their Entrepreneurs Connect events and it further pushed their agenda of entrepreneurship. This one mainly focused on the family business. The panel for this event included current Director of The Family Business Unit and lecturer, Dr Shelley Beck; former Director of the Family Business Unit, Prof Elmarie Venter and the Department of Business Management's HOD, Mr Tony Matchaba-Hove. The Nelson Mandela University's Family Business Unit also prides itself in being the first and, currently, the only unit of its nature in the continent.



Pictured above: The ENACTUS Society Executive with the Family Business Unit (FBU) members Dr Shelley Beck (FBU Director), Prof Elmarie Venter (FBU Member) and Mr Tony Matchaba-Hove (HoD: Business Management).

Creating Generational Wealth through Family Businesses (Cont.)

The panel took questions from the attendees on family businesses amongst others and answered based on each panellists' expertise whilst delving deeper into the dynamics that makes the family business different from other business structures. The family business, like any business structure, faces challenges like funding and lack innovation that might make it fail to break into new markets. The panel took a broader approach and discussed factors like nepotism, expectations, innovation, family culture, succession and the three family components; the family, the business and ownership.

The challenges of the family business, as discussed by the panel, included the lack of innovation, funding and not being able to differentiate the business, the family and ownership. For a chance at success, the business needs to consider getting an external advisor to be the different voice other than that of the family.

"Transforming a Business into a Family Empire" also shed the light on the family business on an African context. Mr Matchaba-Hove stated that the African business structure wasn't as aggressive and competitive as the Western structure as the main principle, Ubuntu, was at the heart of their operations. He also stated that these businesses found success through collaborating and forming good relationships with competitors, and in doing this, integrity and reputation, is key. What also set the African family businesses in the governing style, the elders act as advisors and overseers while a board of directors is elected for the Western business structure.

The big takeaway from the event is building a family brand through a way that suits each family as the business is not a one-size fits all and the continuation of the family doesn't come from operating in the same field, the family business can operate in different fields at the same time.

"If you want to go fast, go alone; if you want to go far, go together" – African Proverb

Top student awards function

Held at Elizabeth Place on Saturday, 13 April 2019













Congratulations

Congratulations to the following staff members:

Dr Danie Ferreira - Permanently appointed in the Department of Marketing Management

Prof Progress Hove-Sibanda - New staff member in the Department of Logistics

Congratulations to our Department of Marketing Management staff and students on George Campus who won the Open Day 2019 Best exhibition Stall 2nd Runner Up award.



Above, from left to right: Ms Azola Bidi (Marketing III student), Ms Avril Beukes (Marketing III student), Mr David Alexander (Campus Principal (acting)), Mr Vincent Hau-Yoon (Lecturer, Marketing Management), Ms Catherine Fourie (Lecturer, Accounting Sciences) and Dr Sefoko Ramoshaba.



Send your news articles to Ms Vanessa Smith at vanessa.smith@mandela.ac.za