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NEWSLETTER

SCHOOL OF MANAGEMENT SCIENCES



NELSON MANDELA UNIVERSITY

Change the World | 100 Years of Mandela



FROM THE DIRECTOR'S DESK

The year 2018 started off with a lot of changes... We have a new president for South Africa, a new VC for our university, a new Chancellor as well as a new Chairperson of Council. We also had a very successful Open Day at George and the Open Day in Port Elizabeth at the new venue, namely Missionvale Campus, was a big success.

The development of radio advertisements for our faculty, where our school played a significant role, also proved to work.

Enjoy this edition of the newsletter where you can read about the success stories of some of our staff members and students.

Madéle

MY PHD JOURNEY

BY DR SAM WEBBER

During my childhood, it never occurred to me that one day I would be referred to as a 'Doctor'. Mainly due to a lack of role models. In the small township where I come from, to my knowledge, there is only one individual who studied and obtained a PhD. This became one of the compelling reasons that kept me going.

In 2014 I applied to be enrolled in the NRF Proposal Development Programme at Nelson Mandela University. The NRF Proposal Development Programme is an enriching programme that guides one through a process of formulating a topic to a point where you understand the problem statement or the question that needs to be investigated, because "not all questions need to be researched". This set the tone for my studies as I became confident in how, what and where to start researching for a relevant topic. My main challenge rose from choosing a topic. The process of choosing a topic meant that I had to provide a space where I could interact more with the literature in my field of study. This was the beginning of critical engagement with my research project.

The second aspect of my journey involved discipline, since I have a family, a full-time lecturing job, and I am also an active member of the community. I questioned, "How do I maintain a cordial relationship with my family and continue to do my work diligently at the same time? How do I maintain sound relations with the community?" My answer was in order to achieve all my goals and responsibilities, I needed to instil discipline. Being disciplined ensured that I was not compromising my studies, whilst at the same time also satisfying what I needed to do as part of my life. Curtailing some of my responsibilities is one of the issues that came to mind.

MY PHD JOURNEY (CONT.)

I worked very closely with Outeniqua FAMSA and being chairperson of the organisation for a couple of years, it was difficult to come to terms with the fact that I would no longer serve the NGO because of my studies. I also resigned as church treasurer and serving on the board of the George Chamber of Business. That was a turning point in my life that only meant I would be married to my studies. I also cut down on some family activities, whilst not compromising a good relationship with my wife and our children. My fixed study time was from early morning hours 3-5 am on a daily basis without fail. By the time I prepared for work, I made it a point that I completed some house chores. I cannot emphasise enough the importance of routine work for one's studies. It helps one in so many ways. It ensures you stay focused and your work becomes more organised and engrains the need for continuous engagement. That is a development of a habit! Someone once told me that, 'Continuous effort – not intelligence or strength is the key to unlocking our potential'.

The third aspect of my journey involves my teachers. I say teachers because I learnt a great deal from my supervisors. They provided me with a wealth of knowledge not only from the perspective of my topic. They provided me with different approaches in life in general. I have learned that what you say, think or write is not always the ultimate. There are various and unique views out there, regardless of whether those views are wrong or right. In other instances what is wrong today may be acceptable later. When my supervisors critiqued my writing at first I was angry, but with time I understood why - because I'm not perfect. I opened myself to learning new things. This is a life skill that I will always cherish. I also learnt that information management is an important aspect of one's studies. I managed my own work. Creating folders and working in well-defined databases make things easier.

MY PHD JOURNEY (CONT.)

The study itself was based on, ‘The influence of diversity management initiatives on business and social outcomes’. The purpose of the study was to identify diversity management practices used in South African businesses and how best these can be utilised in order to ensure successful business outcomes and social cohesion. The literature differentiates between two types of diversity management initiatives. There are those that are compulsory and those that are voluntary. The study found that when implementing these initiatives, companies do not necessarily differentiate between these two types of diversity management initiatives.



Dr Sam Webber

Thus it is recommended that when businesses implement diversity management initiatives, an integrated approach should be adopted. An integrated approach is one that involves creating and articulating a shared vision, senior management demonstrating their commitment, using task teams as diversity watchdogs, using a top down and bottom up approach to diversity and creating a culture of inclusivity and collaboration, affirming all employees. Therefore, a formal change strategy programme is required, which should incorporate the main elements of the change models and diversity management models presented in the study.

PROF ELMARIE VENTER RECEIVES NRF RATING

Prof Elmarie Venter received a C1 rating from the National Research Foundation for the period 2018-2023. Her rating was based on eight international and national review reports. Prof Venter is the only one in the Faculty of Business and Economic Sciences who has received an NRF rating since 2017.

According to the review panel Prof Venter's contribution to family business research in South Africa is internationally recognised and the contribution of family businesses is increasingly recognised as a potential driver of economic growth and wealth creation in the world, with South Africa being no exception. Her research on the unique challenges facing family businesses (for instance, succession planning and the role of non-family members) plays a role in ensuring their sustainability. Reviewers noted that she has achieved a good output rate, with 23 articles published during the eight-year evaluation period. She has also presented double-blind, peer reviewed papers at more than 70 national and international conferences and was the co-editor of 11 books and the author of 12 chapters in books. Reviewers were of the opinion that Prof Venter is "an active researcher and capable author, active also in teaching and beyond academia". All were thus firmly convinced that she has established herself as a researcher, making "a significant contribution to the field of family businesses and entrepreneurship". The majority of reviewers also concur that she has attained a solid international standing.

A typical statement in this regard is as follows: "Prof Venter's rating is based on her research outputs (best paper awards at several SAIMS and IBC conferences), and several articles published in leading accredited South African journals. She is one of the leading family business researchers in South Africa.

PROF ELMARIE VENTER RECEIVES NRF RATING (CONT.)

With regard to her international family business research status, her excellent research outcomes (best paper award at the IFERA 2011 conference and the articles published in the prestigious Family Business Review Journal with an impact factor 4.147, demonstrate that she is growing in stature internationally.” Other notable achievements include her involvement in the first South African STEP (Successful Transgenerational Practices Project) case submitted to the international STEP Board, Boston, US. The ongoing work with STEP indicates that she is active in dissemination beyond academia.



Prof Elmarie Venter

DR ADELE POTGIETER WINS BEST RESEARCH PAPER AWARD

The 7th Annual International Conference on Human Resource Management and Personal Development in the digital age (HRM & PD) and the 6th Annual International Conference on Enterprise Marketing and Globalisation (EMG) combined conference was held on the 11th and 12th of December 2017 in Singapore.

The conference was well represented by academics, organisational leaders, policy makers and professionals from across the globe interested in Human Resources and professional development of people.

Dr Potgieter's research paper titled "Personal Branding: Empirical testing of the criteria for an authentic personal brand" received the best research paper award. Apart from this great honour that was bestowed upon her, Leeds University Business School in the UK has contacted her to ask permission to include the model in their pilot workshop for Leeds alumni students to increase their employability.

She also had enquiries from a delegate from Australia who would like some assistance on how to incorporate the model in the soft skills training of physicians in their final year. A special thank you and recognition to the co-authors Prof HB Klopper and Dr M Doubell for their contribution to the paper.



Dr Adèle Potgieter and Prof Dave de Guzman Centeno

THE 2018 ANNUAL CONFERENCE OF THE EMERGING MARKETS CONFERENCE BOARD AND DOCTORAL CONSORTIUM

Academics from the School of Management Sciences attended The 2018 Annual Conference of the Emerging Markets Conference Board and Doctoral Consortium held at the University of the Witwatersrand, Business School, Johannesburg, 6 – 7 April 2018.

The following papers were presented:

How can firms increase the customer adoption of zipper as a mobile payment technology? **Authors: C. Rootman & J. Kruger.**

Participation in selected marine tourism activities: A demographic profile comparison. **Authors: A. G. Jonas, L. Radder & M. van Eyk.**

The impact of a new generation of employees on corporate reputation in South African emerging markets. **Authors: A. Potgieter, H.B. Klopper & M. Doubell.**

Cost structure of mobile money services in Uganda. **Authors: G.W. Ssonko & M. Tait.**

Demographic factors affecting the financial literacy of black consumers: Critical research in South Africa. **Authors: C. Rootman & X. Antoni.**



**Dr Adèle Potgieter, Professor Madéle Tait,
Professor Naresh Maholtra, Professor
Chantal Rootman, Mrs Altouise Jonas and
Professor Steve Burgess**

HIGH ACHIEVERS 2017 CERTIFICATION CEREMONY

On Friday, 20 April 2018, the High Achievers 2017 Certification Ceremony was held. Below is the feedback from students of the Department of Management Practice concerning the programme experience (in their own words).



Ms Aphelele Mvenge, Dr Paul Tai-Hing, Mr Wanda Ntoni and Ms Olorato Tsogang

FEEDBACK – HIGH ACHIEVER PROGRAMME (Mr Wanda Ntoni)

In the beginning, I saw it as time-consuming as I did not pay too much attention to it. What interested me and started to free me up was the individual mentoring with Doc. Because I could not ask questions in the group, I was able to ask them during that session and the questions were answered. We were introduced in a goal-setting workshop and we were taught how to create a portfolio for ourselves and the importance of describing what I have achieved thus far and through it I am able to see where I must improve and where I am strong.

HIGH ACHIEVERS 2017 CERTIFICATION CEREMONY (CONT.)

I enjoyed the "employability" and "living positively in a challenging world" workshops most as I learnt how to survive out there. The most important lesson I learnt is that it is important to make the most of lectures and to also improve my academic performance. Through the programme with RED CHERRY ADVENTURES, I learnt a lot on how to be when working in a group and that it is important to give each other a chance to listen and respect one another, as we worked in groups.

FEEDBACK – HIGH ACHIEVER PROGRAMME (Ms Olorato Tsogang)

It all started 2017 mid- August when I was called into my HOD's office. At first I was confused, wasn't sure why I was being called in and I thought I had done something wrong. There were five of us in the office that day and no one knew why we were there. Dr Paul Tai-Hing started congratulating us and told us that we were the top five high achievers students from Management. I couldn't believe it at all until I was given a form at the first meeting and it had my name on it. The first week of the orientation which was coordinated by Dr Darryl Smith, was all about the introduction to the programme, what was expected of us and when we will be meeting. There were 30 of us from different departments. I was very excited about the programme and at the same time not so keen on it because I felt it was time-consuming and somehow interfering with my studies. As weeks passed by, I came to realise that it was exactly what I needed. Each week we had a different topic to cover. Topics that were covered included how to set goals, living positively in a challenging world, career development, adaptability and strength, discovering your personality, improving academic performance and many others. Each topic had its own subtopic which was discussed every time and we all had to participate.

HIGH ACHIEVERS 2017 CERTIFICATION CEREMONY (CONT.)

The programme has helped me in so many ways and it helped me improve and become a better person. I used to struggle with being able to communicate my feelings or my thoughts to people because I was scared I won't get a good reaction. It has shown me how to manage my time by always having a schedule of what and when I should do what. I've learned how to trust myself and live positively by accepting every challenge that comes my way and see it as an experience. I now understand the importance of thinking before I speak, so that my words do not harm anyone in any way and to respect people around me. The most important thing I've learned is to live and always give my best in all that I do. Be bold and confident and always believe in myself.

The challenges that I encountered were that sometimes I would have tests to write at the same time as the orientation started or immediately after the orientation, then I would have to rush to the test venue.

FEEDBACK – HIGH ACHIEVER PROGRAMME (Ms Aphelele Mvenge)

I've gained a lot of knowledge and wisdom from the programme as we did a lot of different activities as well as gave presentations. I've learnt a lot about myself as an individual and working with people. I've also learnt that my happiness is important and that whatever path I end up on after varsity, to never forget that. It has shown me that successful people didn't just wake up successful, but at a point in their life, they were just like me, a student or some were not as fortunate, but with determination and hard work, they were able to be the successful individuals that they are today. It was a great experience and I'll forever be grateful for the opportunity.

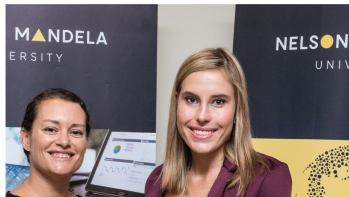
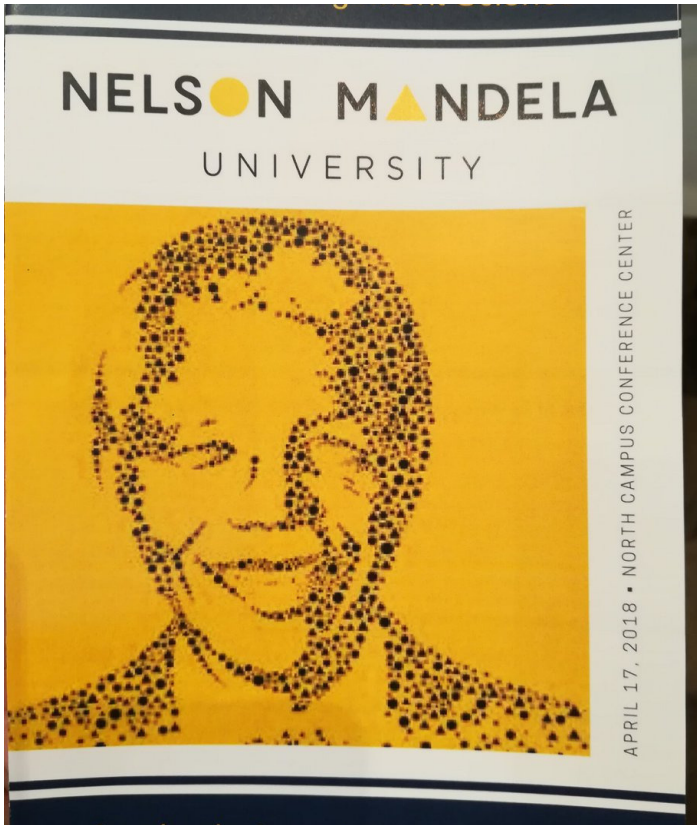
PROFESSOR NARESH MALHOTRA'S VISIT

A world-renowned scholar of Marketing Research, Professor Naresh Malhotra, visited the School of Management Sciences as well as the Business School to talk about his research and to exchange ideas regarding marketing research in emerging markets.



Mr Gavin Cook, Ms Alice Makochieng, Professor Cecil Arnolds, Professor Eileen Mazibuko, Professor Madéle Tait, Professor Naresh Malhotra, Dr Randall Jonas, Professor Chantal Rootman, Ms Shelley Saunders, Mr Michael Boakyé Yiadom and Mr Yolisa Mkumatela

GRADUATION AWARDS CEREMONY 2018



HIGH ACHIEVERS 2017



OPEN DAY 2018 PORT ELIZABETH

