

School of
Management Sciences



The Graduation Edition



PHD JOURNEY: ROGER MULLER

My PhD started when I was fresh out of the private sector and with limited prior research experience, apart from my MBA.



ABOVE: *Dr Roger Muller*

I had a strong desire to better understand what drives employees to become engaged at work. More importantly, I wanted to understand how the value system of Ubuntu could contribute to improving engagement of South African Organisations. Researching Ubuntu was the most challenging part of my research process, as much of the existing literature was philosophical, anecdotal and steeped in rich African culture and tradition.

The entire process of completing my PhD was very rewarding and fulfilling. The helpfulness of my colleagues in the Faculty of Business and Economic Sciences made the lonely and uphill journey more manageable. As a husband and father, the challenges of maintaining a work-life balance was significant. By reserving enough hours for quality family time to worship God, and to maintain our physical well-being through running and hiking, helped me to manage stress and build relationships. Completing my PhD re-affirmed and gave credence to the aphorism that I deeply believe in, namely: *muntu, umuntu ngabantu*.

From the Director's Desk...

The autumn issue of the newsletter celebrates the successes of our staff members and students.

We are very proud of the four staff members in our School who graduated with their PhDs during the April 2017 graduation. You can read about their PhD journeys. Each one is different and fits their personalities perfectly.

Enjoy this issue and good luck with the rest of the semester.

Madèle 



Our Top 39

Graduates in the School

The School of Management Sciences celebrated the Top 39 Academic Achievers in the School at an awards ceremony held at Elizabeth Place on 10 April 2017.

Students received awards honouring them as one of the top 3 students in the 13 different programmes. They also received gifts sponsored by Pearson Publishers, Andor Construction, REHAB Books, Black Sheep Industries, Wiley and Oxford University Press.



PHD JOURNEY: PAUL TAI-HING

THE SUNSHINE PROJECT BREAKING THE CHAINS OF POVERTY THROUGH EDUCATION

My personal philosophy has always been -

Give a man a fish and he'll eat for a day, but teach a man to fish and he'll eat for years (*Chinese Proverb*)

Through education you can break the shackles of poverty (*Paul Tai-Hing*)

My thesis titled -

A framework to implement social entrepreneurship activities in higher education institutions

has thus been a labour of love dedicated to the thousands of students I have taught in the past and, through the grace of God, will continue to teach. Where my Master's thesis was dedicated to and recognised the sacrifices made by my parents in providing me with a quality education, my PhD thesis recognises the sacrifices that my students and THEIR parents have made in order to find education to break the shackles of poverty.

My journey, culminating in this thesis, has taken me to the poorest areas of Port Elizabeth where the AIDS pandemic is rife, where clean running water does not exist, where darkness envelops entire communities as the sun sets each day, where every day is a challenge to survive. Yet, in the midst of this sadness, I have witnessed the resilience of the human spirit and I have seen the courage of parents making enormous sacrifices and working two jobs in order to provide their children with education in the hope that one day, these children will rise from poverty and provide better lives for their families. And it is this that too motivates me each day - teaching, in the hope that I can assist to break those shackles of poverty.

Through teaching Entrepreneurship to my students, a project has been born whereby the students actually start a simulated business in order to generate a profit. With the profits, the following education based projects have been undertaken and successfully completed -

PHD JOURNEY: PAUL TAI-HING (CONTINUED)

- Built block of 20 toilets for Ben Sinuka Primary School
- Built a library for Ben Sinuka Primary School
- Supply books for the library via a donor from Australia
- Renovated four classrooms at Lwandlekhazi High School
- Renovated two classrooms at Ben Sinuka Primary School
- Replaced all broken windows at Kwaford Primary School
- Renovated toilets at Kwaford Primary School
- Provided computer cabling for computer labs at Kwezi Lomso High School
- Built school kitchens for Kwezi Lomso High School so that food could be prepared for the poor learners
- Provide stationery for Missionvale Primary School for past three years
- Provide toys and clothes to Missionvale Care Centre for past three years
- Total donation of R60 000 to NMMU Alumni Association for marginalised, financially disadvantaged students
- Total donation of R50 000 to Masinyusane Development Organisation to develop poor schools and learners
- Built two classrooms for Love Story (an NGO) to train unemployed youth to become coffee barristers as well as bakers, grillers and chefs
- Total donation of R25 000 for the Laphumalanga Orphanage in Zwide
- Renovated the Laphumalanga Orphanage in Zwide

Through the practical nature of the project, various learning objectives were achieved, other than learning how to run a business. These objectives include -

- Conflict resolution
- Assertiveness
- Negotiation
- Decision-making
- Teamwork
- Effective communication (both written and oral)
- Punctuality and timekeeping
- Professionalism in the world of business

It is this project which has been highlighted in my thesis and hopefully will be used by other institutions of higher learning globally to include similar programmes in their curriculums. The European Union Commission has already recognised the validity of this study and the NMMU is now recognised as the best practice university globally in the teaching and practice of social entrepreneurship.

In conclusion, my students have taught me humility and a deep respect for the power of education. I have no doubt that I am not able to change the world. However, through my students, I know I am able to make the world a more tolerable place within which to reside.



ABOVE: Dr Paul Tai-Hing

PHD JOURNEY: NADINE OOSTHUIZEN

Do you know what PhD actually stands for? "Patiently hoping for a Degree" or then "Professional Hamburger Dispenser". I can truly say that I have experienced both of these the past three years since embarking on my PhD studies at the end of 2014 at the mature age of 53 years.

I HAVE patiently hoped for the awarding of the degree and have in actual fact become a professional hamburger dispenser...gaining a whopping seven kilograms of weight in the process! Having a family to take care of while embarking on PhD research was a big challenge.

How many times have I asked myself, "Why am I doing a PhD? Why have I embarked on this journey of constant challenges? Why did I ever apply for sabbatical leave? Why have I allowed MS Word and printed papers to become such a big part of my life?" I was thinking a lot about the answers to these questions and my answers to these questions were simpler than I thought. It dawned on me during the graduation ceremony...to be happy!!! Do you remember that feeling of happiness when you learnt that you passed matric or when you were accepted as a student for a Master's degree? I felt elated and grateful at the graduation ceremony. I felt grateful towards my family, the Department of Business Management and the Faculty of Business and Economic Sciences for their support and even more grateful towards my supervisor, Prof Sandra Perks.

How I maintained my sanity during my PhD studies

I was often reminded of the following during my research journey:

- Stay positive, work hard and make it happen!
- Just know, when you truly want success, you will never give up on it. No matter how bad the situation may get.
- Good things come to those who wait...greater things come to those who get off their ass and do anything to make it happen.
- In order to succeed, your desire for success should be greater than your fear of failure.

Remember, there is always a bigger picture behind your small limited world and the responsibility lies with you to take all opportunities and make decisions, to do your best and give the best to your department and colleagues. A PhD is a learning process, and we are allowed to make mistakes. The main thing is to reflect on your experience and try to improve it.

I had essentially two reasons why I relentlessly pushed through and persevered: First, I did not want to have regrets years later. I did not want to think about those, "what ifs..." and "what could have beens...." I did not want to regret not completing my PhD studies when I was surrounded by opportunities that require a PhD. Secondly, was constantly battling the thoughts of how I would advise my colleagues and students when they have difficult times in future. Would I tell them to quit and move on or would I tell them to hang in there, that there is always light at the end of the tunnel. I want to be a model and a reference point for them.

Core lessons my PhD taught me

Time management - it has always been a big problem for me. I have always wanted to do so many things, and there was never enough time for everything. They say that doing your PhD is the time when you can totally and completely devote yourself to the study of one particular area, becoming a real expert in the field. I wonder how many PhD students actually devote 100 % of their time to their research project. I certainly did not, but I still learned a lot in the process and graduated on the 5th of April 2017 with my PhD in Business Management.

PHD JOURNEY: NADINE OOSTHUIZEN (CONTINUED)

“Completing your PhD research can be compared to a swimming duck. Appearing smooth and settled on the water, but paddling furiously under the water. Nobody sees the stressful paddle, but everyone gleefully admires its graceful glide on the water. Nobody sees the many sleepless nights, and times you almost quit the race...all that matters is how you finish! And I finished.... “



ABOVE: Dr Nadine Oosthuizen with her promoter Prof Sandra Perks

My Thesis

In my thesis, entitled: **"Online mentoring as a transformative tool for career and business development"** a body of knowledge was developed on the use of online mentoring for the career advancement of female employed individuals and small business entrepreneurs. The under-representation of females at management level due to the glass ceiling effect can be attributed to females' lack of access to a mentor in senior management. The revolution in technology has led to online mentoring, which combines conventional mentoring with new technology, and provides access to a wider pool of mentors. The primary objective of this study was to establish the enabling conditions necessary for effective online mentoring in South Africa, and show how it can be used to develop the careers of females (both corporate employees and small business entrepreneurs).

The study followed a mixed-method research approach with a sequential exploratory design. For the first two phases of the qualitative enquiry, data was collected by interviewing mentors and mentees involved in online mentoring, as well as online mentoring specialists, using a semi-structured interview schedule. For phase three, an online survey was conducted with the aid of a structured questionnaire amongst conventional mentors and mentees of their perceptions on online mentoring. The qualitative results informed the content of the structured questionnaire.

The qualitative study established that females regarded online mentoring challenges to include matching preferences, technology impediments, cultural fit problems, language differences, lack of mutual trust, scheduling and frequency and duration of meetings, the impersonal nature of online mentoring, and specific mentee- and mentor-related challenges. It is thus important to overcome these challenges to create an enabling online mentoring environment in South Africa. It is acknowledged that there are real online mentoring challenges, not just in South Africa, but globally, and that it may not all be gender specific. Further to this, many challenges are perceived and can easily be negated through communication openness, setting meeting objectives and establishing relationship boundaries. The quantitative study confirmed six necessary conditions for effective online mentoring in South Africa viz. infrastructure readiness, demographic matching preferences, mentor characteristics, the communication process, mentoring pair- perceptions and relationship. The study further identified that all of these online mentoring conditions except mentoring pair perceptions, can influence the achievements of mentees.

This study contributed to the under-researched field of online mentoring. It provided evidence on how online mentoring can be utilised for the career advancement of female- corporate employees and small business entrepreneurs. It also identified several strategies to create a conducive online mentoring environment in South Africa.

PHD JOURNEY: ADÉLE POTGIETER

When I enrolled at university at the tender age of 18 years, my only aspiration was to become a graduate, get a job and make money. I discovered my niche when I did my honours in investment management and started a career in the financial markets.

I excelled in this fast pace, quick decision-making, risk taking environment and was financially generously rewarded. After 14 years of a fantastic, yet plastic life, my second child passed away and we decided to start over...completely over, new province, new career...new challenges.

By default I was asked if I could lecture marketing research for a semester at NMMU George Campus when we arrived in George. After years of analysing economic trends, financial portfolios and technical trading, my answer was, "Yes, give me a textbook, and I can teach anything." Soon I was teaching five marketing subjects part-time and I realised that sharing information, experiences and knowledge with students was ultimately rewarding. After seven years of part-time lecturing and eventually teaching more than seven subjects, I received a full-time position at NMMU. However, the prerequisite was clear, obtain your Master's degree if you want to stay. So after 20 years I encountered studying again. I completed my Master's degree, yet had this distinct feeling that there was more that I could achieve...maybe a PhD?

There is no textbook that warns you about the humongous gap between a Master's and PhD degree. The only sentences I remember from colleagues were: "It is a lonely journey...you will not have a life...you need to contribute to the field of academic literacy". It really seemed like such a cliché and I often wondered what other PhD graduates went on about, after all, it was just research?



ABOVE: Dr Adele Potgieter

For a year I contemplated my topic, it was not a topic academics were comfortable with, one Professor outright declared after a discussion that personal branding is NOT branding...it is a fad and a PhD on the topic would be a waste of time. That was all I needed...a challenge to prove that I could change opinions, that I could make a difference and that I believed in my topic.

Compiling my proposal was the first encounter to serious frustration. I am a step by step person: I want structure and guidelines on how to get to the next point. I didn't receive guidelines on how to correct things my supervisors weren't happy with...I just received the comment "conceptualise", a word I learnt to hate. Soon I had to do research on research...truly grasping an understanding of the word synthesise and many others. Before long I realised that I had to say no to dinner invites, to going to the movies, to impromptu coffee dates, to idle chit-chat and watching my favourite soapies at night, and more importantly, that a weekend off would be an absolute luxury. My lonely journey had begun.

Yet my evenings became precious and I learnt, really learnt, how to join a discussion on a literature review, who the gurus on my topic were, how concepts had evolved and sometimes how contradictory literature can be. I discovered that reading 30 journals to use one sentence was normal, that you could write five pages and finally only use a paragraph. I learnt patience...my most difficult lesson, to submit a chapter and wait. I learnt to pray for patience and pray again. I learnt a few French words which I used when I received feedback from my supervisors and thank God they couldn't hear me some evenings at 23h00...

PHD JOURNEY: ADÉLE POTGIETER (CONTINUED)

But through it all, I discovered a part of me I never knew existed, I learnt empathy for my students at a different level. I experienced the joy of seeing respondents actually completing my questionnaire. I realised the importance of detail...the awful dreaded detail of a comma, a full stop. I learnt which positive and negative aspects of supervising I would instil in my supervision. Even though I learnt that I could say no to fun times and take on a lonely journey, my faith grew stronger as I realised that none of this could have been done on my own. I realised that a quick dinner and conversation with my son became priceless, that friends who understood that they need to take the back seat for a while, are blessings.

Most of all, I quickly realised that working till 03h00 in the morning with a wonderful new way of approaching a section of my thesis can be more detrimental than falling asleep for only two hours. After all, where do we get the ideas and thoughts from at 2am? It mostly ends in file 13.

Apart from discovering aspects of myself I had never known existed such as tenacity, some patience, critical thinking at a new level and becoming a lifelong scholar, I discovered that someone with the title of doctor or professor deserves my respect. I felt such a sense of achievement and knew I was right to believe in my topic when the chancellor commented that I had a very interesting topic and that she would love to read it whilst capping me.... To all my colleagues who have been through the journey. I salute you...to my God that gave me strength at times when I had none...'I bow to you', to my kids that survived my journey...I hope I inspire you. I think my motto in life has changed from, "Be the change you want to see in the world from Gandhi", to truly believing in Theodore Roosevelt's words, "If you can dream it you can do it." I believe I have one purpose on earth: Aspire to inspire before you expire (Eugene Bell Jr). I can't wait for my journey as a supervisor to commence.

BASIC BUDGETING SKILLS OFFERED TO FIRST YEAR VC SCHOLARSHIP STUDENTS

As part of the Connect 2 Your Future (C2F) programme, first year Vice-Chancellor Scholarship students attended a session on "Basic Budgeting" offered by Mrs Jackie Palframan, a Senior Lecturer in the Department of Business Management, Financial Planning programmes. Mrs Palframan was invited to advise the VC Scholars on planning their finances to ensure their bursaries were used wisely.

Students admitted to the program completed a number of workshops and individual mentoring sessions to assist them with their transition into university life. In addition, the program provides academic support through academic advising and monitoring, mentoring, career and psychosocial counselling.

The C2F programme is a joint initiative run by the Department of Student Governance and Development, Centre for Access Assessment and Research and Student Counselling, Career & Development Centre.

Mrs Palframan has been invited to speak to the first year VC Scholarship students for the past two years. Below she is pictured with the first year Vice-Chancellor Scholarship students for 2017.



ABOVE: Mrs Jackie Palframan together with VC Scholarship students

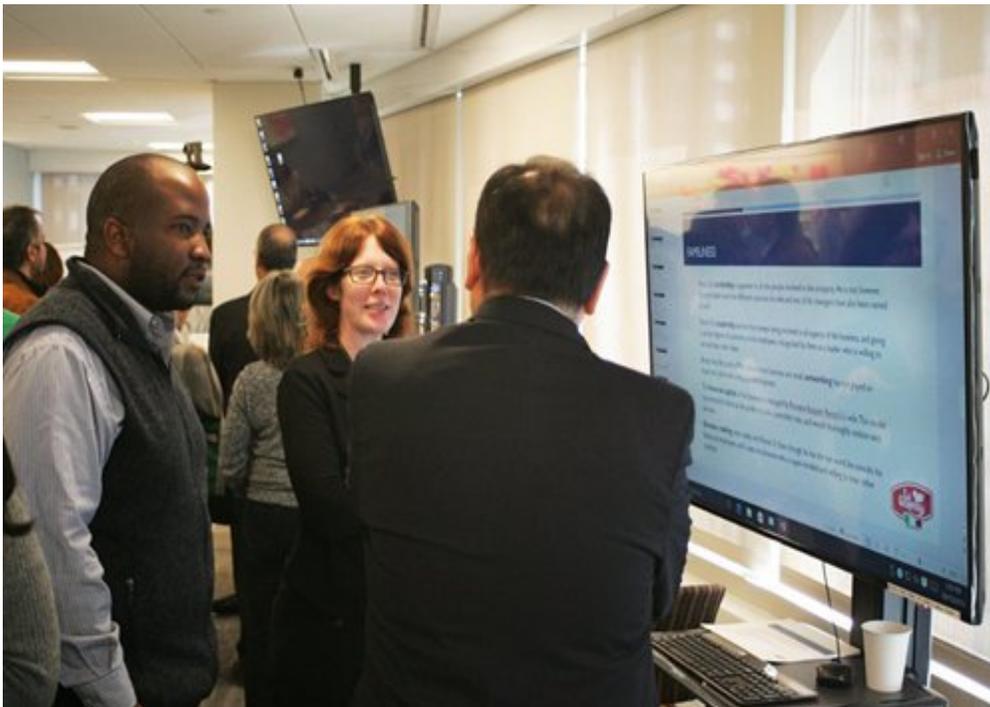
MR TONY MATCHABA-HOVE ATTENDS THE INAUGURAL STEP GLOBAL ACADEMIC CONFERENCE

Mr Tony Matchaba-Hove attended the inaugural STEP (Successful Transgenerational Entrepreneurship Practices) Global Academic Conference hosted by Babson College in Boston, USA.

Over 50 STEP scholars from 35 academic institutions representing 29 countries participated in the conference. The conference provided a platform for STEP scholars to present their research within the field of family business as well as strengthening the ties between STEP team members across the globe.

Mr Matchaba-Hove presented a paper entitled, "*The entrepreneurial orientation of indigenous African family businesses*". In total, 29 research papers were presented at the conference in the form of roundtable discussions, full paper presentations and poster presentations.

Prior to the conference, Mr Matchaba-Hove also attended the STEP European region meeting where discussions around governance rotations, new member introductions, research activities, publications, and other regional STEP matters were held. The NMMU Family Business Unit is an affiliate of the global STEP project and falls under the European region. The meeting also generated new ideas for research projects and collaborations between STEP members.



ABOVE: Mr Tony Matchaba-Hove attending a Poster Presentation

Lecturers attend the Working World Exhibition

The Working World Exhibition was held at the NMB Stadium from 28 February to 2 March 2017.



Staff members from the Department of Logistics who represented the School of Management Sciences, advised groups of matriculants from various schools on the range of programmes offered in the School.



MS JASMINE GOLIATH ATTENDS THE EAST CAPE LIQUOR SUMMIT

Ms Jasmine Goliath was one of the academics from NMMU who were invited by the MEC of Economic Development, Tourism and Environmental Affairs to be a guest speaker and panelist at the Eastern Cape Liquor Summit. The event was held at the East London International Convention Centre from 5 – 7 March. The purpose of the summit was to ensure that input is provided by all stakeholders for the Proposed National Liquor Amendment Bill which will amend the National Liquor Act of 2003.

Ms Goliath presented a research paper on the economic contributions that is made by the liquor industry, the current trends and the need for transformation and participation of South African SME manufacturers, brewmasters and distributors along the liquor industry value chain and not just in the retail sector as taverns and unlicensed shebeens.

For the remainder of the summit, she served as a panellist in the promotion of the industry commission and provided advice on how the amendment bill will impact small business owners as well as on how to transform and adopt more formal business models in the liquor industry. The Eastern Cape Liquor board will be providing funding in the form of postgraduate bursaries to conduct research in the fields of Law, Social Development and Business Management.

The summit was broadcast by the SABC and Algoa FM and was attended by various government officials such as the Minister of Health, Dr Aaron Motsoaledi, the Minister of Trade and Industry Mr Rob Davies and various MECs. SA Breweries and Heineken were amongst the stakeholders as well as other academics from the University of Rhodes and the University of Fort Hare and representatives from the house of Traditional leaders.



ABOVE: Jasmine Goliath at the East Cape Liquor Summit

OUR 2017 GRADUATION AWARDS CEREMONY



Please email Chantell Vögts on chantell.vogts@nmму.ac.za with your photos and stories for the next edition.