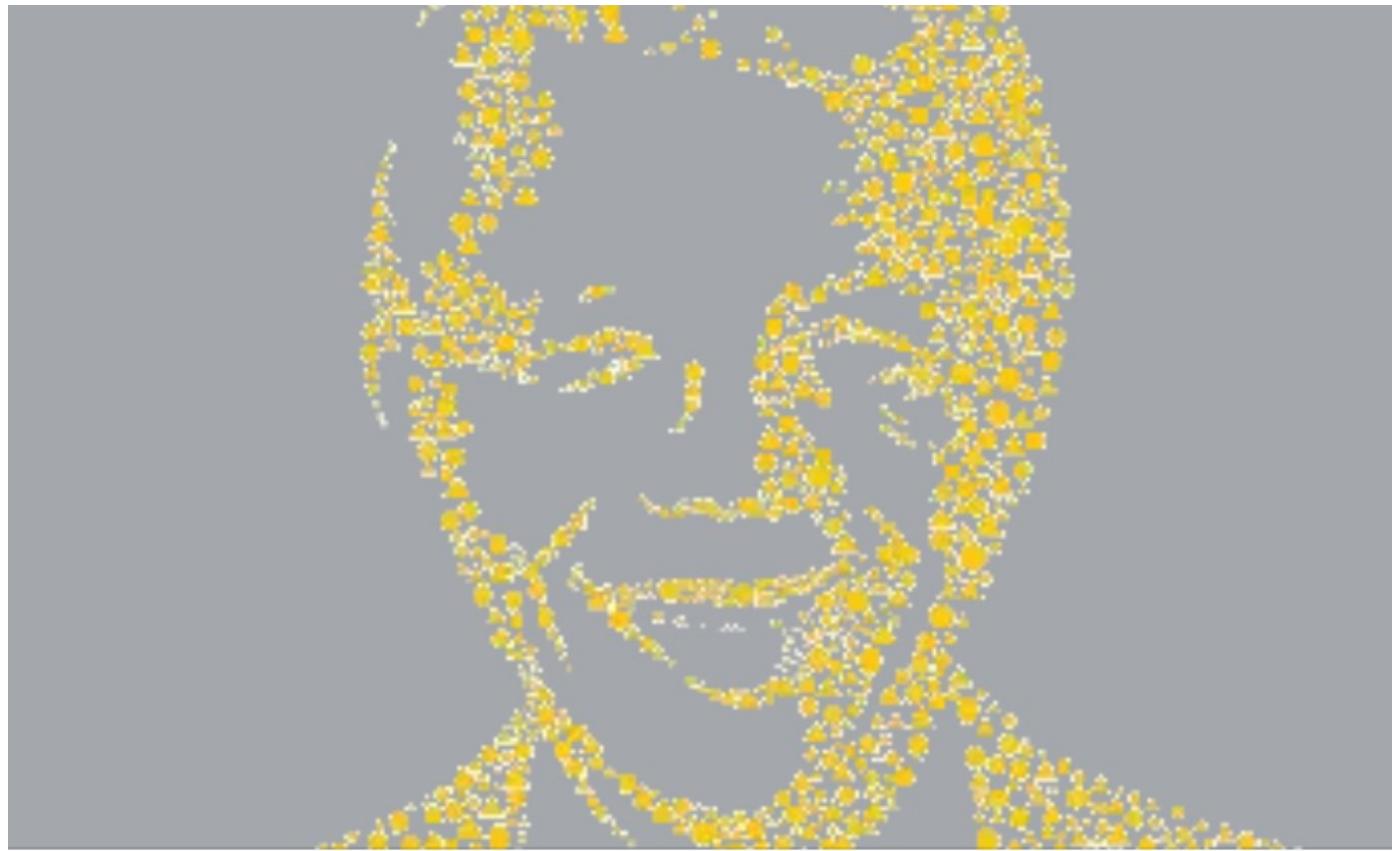


DECEMBER 2021



SCHOOL OF MANAGEMENT SCIENCES NEWSLETTER



NELSON MANDELA
UNIVERSITY



From the desk of the Director

The end of an era... after six years in the office, it is time to say goodbye...

I have fond memories... I have started my term with #Feesmustfall and ended it with the Covid-19 pandemic... as Charles Dickens put it — it was the best of times, it was the worst of times...

May you have a blessed festive season and may you enter 2022 afresh and full of energy. I know that Marle will enjoy it to be the Director of School: Management Sciences — the best School in the Faculty and the entire University!

Go well and enjoy our last newsletter for 2021!

Madéle

Student entrepreneurship support project showcased at Annual EDHE 2021 Lekgotla

Prof Shelley Farrington and Mr Riyaad Ismail (Department of Business Management, Nelson Mandela University), together with Prof Mirjam Knockaert (University of Ghent, Belgium), presented their collaborative project at the 5th Annual EDHE 2021 Lekgotla held from the 11th to the 14th of October in Pretoria, Gauteng.

Mr Ismail presented the project at the Lekgotla in person, and Prof Farrington and Prof Knockaert joined the presentation virtually. The project, funded by Vlir-Uos, aims to disseminate best practices in university-based student entrepreneurship support at SA universities and develop an online student entrepreneurship development tool. Mr Ismail completed his Masters within the context of the project and will graduate *cum laude* in December 2021.



Dr Ayanda Deliwe presents research paper on essential factors for successful e-learning

On 23 June 2021, Dr Ayanda Deliwe participated in and presented her research paper at the 7th International Conference on Higher Education Advances (HEAd'21). The virtual conference was held during 22 and 23 June 2021, and was organised in Valencia, Spain by the Faculty of Business Administration and Management of the Universitat Politècnica de València (UPV).

This international research conference is a consolidated forum for researchers and practitioners to exchange ideas, experiences, opinions and research results relating to the preparation of students, teaching/learning methodologies and the organization of educational systems. Participants from all over the world are expected to present their latest and unpublished research findings.

Dr Deliwe's paper was titled "Factors essential for successful and sustainable e-learning". The main aim of the study was to gain a broader understanding of the factors which are essential in obtaining successful and sustainable e-learning. The study followed a case study approach where a qualitative method was used. One-on-one interviews were conducted with the users of MOODLE to get an in-depth understanding of what the factors are that are needed if we want e-learning to be successful and sustainable. The results revealed several important factors, and recommendations were put forward.

The paper was published in the conference proceedings after going through a double-blind review process.

In addition, Dr Deliwe was also approached to chair one of the sessions with the theme: Technology in Education III, where 7 papers were presented.



Mr Mahlangabeza participates as a panelist at ECAAP online shared learning session



Mr Mahlangabeza, from the Department of Business Management, was invited to be a panelist during the Early Career Academics Advancement Programme (ECAAP) online shared learning session on 29 September 2021.

The purpose of the session was to:
Learn from and with others in a supportive and collegial environment at a variety of levels from across Nelson Mandela University.
Build a network of colleagues from across the University and discipline areas.
Develop and refine important team skills such as negotiating, influencing, and giving and receiving feedback.

Mr Mahlangabeza's presentation was based around responding to the prompt: 'What is excellent teaching and how do I demonstrate excellence in my teaching'. He responded by

saying, 'Excellence in teaching includes the ability to adapt teaching pedagogies to the diversity of interests and aptitudes of students'. He then elaborated by explaining that some of the modules taught in academia use abstract language, for example 'neural networks and algorithms'. Therefore, many students struggle to understand such concepts. How one adapts his or her teaching pedagogies goes a long way in contributing to excellence in teaching.

He further lamented on the need to continuously engage the mind of students because of the many contextual and environmental distractions that come with online learning. This contributes to the purpose transferring meaningful academic knowledge and also to promote the overall well-being of all students.

His presentation contributed to the advancement of early career academics at Nelson Mandela University. The experiences and expertise he shared certainly contributed to the success of other academics. His presentation was indeed a contextualised experience that will enable our learning and teaching practices to be 'in service to society'. The ECAAP programme is run by the Teaching Development Unit.

Ms Matomela represents Mandela University at Social Entrepreneurship Summit

Ms Sanele Matomela, from the Department of Business Management, represented Nelson Mandela University at the Social Entrepreneurship Summit (SES) 2021.

The theme of this year's summit was 'Building Ecosystems for a more resilient society'. It was held online from 8 to 10 September and was organised by Equalisi BVBA, in collaboration with the Chair of Social Entrepreneurship at the Vrije Universiteit Brussel (Belgium) and ESPAE Business School (Ecuador).

The Social Entrepreneurship Summit brings together academics, students, business leaders, government officials and social entrepreneurs to co-create solutions to the most challenging issues of our society. The summit aims to gather together various different actors in an attempt to foster collaboration among themselves and to intensify the hands-on support to social entrepreneurs and all ecosystem partners.

This year, the summit featured more than 150 participants from 22 different countries, with Ms Matomela being the only South African representative! This was Ms Matomela's first conference, and she was 'super excited for the opportunity'. She presented her paper titled, 'Challenging the need for a common social impact measure: A case for a new social impact model'.



Ms Sumaiya Sidat speaks at the 10th International Conference on Business and Economic Development (ICBED)

Ms Sumaiya Sidat, from the Department of Business Management, recently presented a paper (co-authored by HOD, Dr Tony Matchaba-Hove) at her first international research conference. She attended the 10th International Conference on Business and Economic Development (ICBED), co-hosted by the Centre for Business and Economic Research (CBER) and Medgar Evers College of the City University of New York.

Given circumstances surrounding the COVID-19 pandemic, the conference was held virtually from 10 – 12 June 2021 via Zoom but was originally intended to be held in New York City, USA. The purpose of the conference was to learn more about the key concepts and frameworks from all disciplines regarding a wide range of contemporary issues in business and economic development. In addition, the conference aimed to explore how models of economic development vary internationally, and to keep abreast of developing trends in the field of business and economic development.

The title of Ms Sidat's paper was "Factors influencing the intentions of financial planners to adopt Robo-advisors". In her presentation, she reported on her self-developed Robo-Advisory Adoption Model (RAAM) that identifies the various factors that influence financial planners' intentions to adopt robo-advisors. Robo-advisors are digital platforms which aim to generate financial advice based on algorithms, with little to no human intervention. The model can ultimately be adopted and used to facilitate the incorporation of robo-advisors into the financial planning process.

CONGRATULATIONS DR ADELE POTGIETER!

Who won the BEST PAPER AWARD

At

The 22nd PARIS International conference on Marketing, Education, Social Sciences and Humanities (MESSH-21).
7-9 December FRANCE.



Her paper title was:

Internal stakeholders' perceptions of brand awareness and brand associations after changes in CVI with rebranding
A NELSON MANDELA UNIVERSITY CASE STUDY

SESSION 2 (PANEL SESSION)
11.15 am-12.45 pm (BREAK: 12.45 pm - 13.30 pm)
Session: Finance, Accounting & Organizational Structure-1
Session Chair: Prof. Dr Malgorzata Magdalena Hybka, Poznan University of Economics & Business, Poland

11.15 am - 12.45 pm

PRESENTATIONS

- I *Executive pay ratio: In search for a fair(er) balance within organisations*
Demetra Arsalidou, Director of Postgraduate Research Studies, School of Law and Politics, Cardiff University, UK
- II *Factors influencing the intentions of financial planners to adopt Robo-advisors*
Sumaiya Sidat; Tony Matchaba-Hove, Department of Business Management, Nelson Mandela University, Gqeberha, South Africa
- III *The impact of assistance in development of different sectors of the economy - the case of Kosovo*
Nazmi Pllana, Professor of Accounting at UBT College, Pristina, Kosovo; Sotiraq Dhamo, University of Tirana, Albania
- IV *The Impact of corruption on service delivery: A topical matter in the South African Municipalities*
Selaelo John Mabeba, Department of Public Administration, University of Limpopo, South Africa
- V *Developing a framework for managing household debt. The case of South Africa*
Roseline Tapuwa Karambakuwa; Romney Ncwadi, Nelson Mandela University, Department of Economics, Faculty of Business and Economic Sciences, South Africa
- VI *VAT accounting schemes in Germany from a European Perspective*
Malgorzata Magdalena Hybka, Department of Public Finance, Poznan University of Economics and Business, Poland



Prof Venter co-hosts a Family Business Webinar

On 26 October 2021, Prof Elmarie Venter, Director of the Family Business Unit, was a co-host and speaker at a recent Family Business Webinar, themed: 'Your Family Business: Re-set, Re-align, Re-ignite'.

The webinar was co-hosted by Mr Carl van Vuuren, who is a Certified Financial Planner (CFP®), specialising in estate and business risk analysis. Prof Venter's presentation focused on the often neglected 'soft issues' that are faced in family businesses. Various questions and topics were raised and discussed, such as:

- Is traditional succession planning still relevant in family-owned businesses?
- What are the factors that force business families to re-design their succession planning processes?
- What could be done to re-align and re-ignite the succession process in family businesses to ensure their success and increase their transgenerational potential?

YOUR FAMILY BUSINESS

RE-SET, RE-ALIGN, RE-IGNITE

JOIN OUR WEBINAR!

SPEAKERS



CARL VAN VUUREN CFP®

Estate & Business Risk Analyst



PROF ELMARIE VENTER

Head of Family Business Unit, NMU

THURSDAY, 26 OCTOBER 2021

10:00- 12:00

Dr Deliwe features at the European Conference on e-Learning



Dr Ayanda Deliwe, from the Department of Business Management, recently participated in the 20th European Conference on e-Learning (ECEL). The hybrid (online and in-person) conference was held on the 28th & 29th of October 2021 and was hosted by the University of Applied Sciences HTW Berlin, Germany.

Dr Deliwe presented her research paper, titled “The Fourth Industrial Revolution and what it means for higher education in Africa: A Systematic Review and Implications”. The paper was peer-reviewed and published in the conference proceedings. In addition, she was approached by the ECEL organising committee to propose and chair a mini track at the conference. She proposed

the theme “Applying Innovative Applications”, which was approved, and she then proceeded to chair the mini track session at the conference.

Ms Sidat and Mr Mahlangabeza featured in ECAAP newsletter

Ms Sumaiya Sidat and Mr Luyolo Mahlangabeza from the Department of Business Management are members of the Early Career Academics Advancement Programme (ECAAP) and their stories were featured in the recently published 3rd issue of the 2021 ECAAP newsletter. They both reflected on their respective journeys thus far and discussed some of the difficulties they experienced as aspiring academics during a global pandemic.

The mission of the ECAAP is to support early-career academics in fulfilling the roles and responsibilities of an academic at Nelson Mandela University. The purpose of the programme is to enable early-career academics' professional development, instilling in them skills, knowledge(s) and abilities that are required to advance their academic careers.



Ms Sumaiya Sidat

Mr Luyolo Mahlangabeza

Mr Luyolo Mahlangabeza wins the Faculty of Business and Economic Sciences Emerging Researcher of the Year award

Congratulations to Mr Luyolo Mahlangabeza, from the Department of Business Management, for being named as the Faculty of Business and Economic Sciences Emerging Researcher of the Year!

The award is given to emerging researchers who have made a significant contribution to their relevant field of research and is based on Mr Mahlangabeza's research outputs during the 2020 calendar year.

In addition to submitting various research works for publication and presenting at numerous conferences in 2020, Mr Mahlangabeza also successfully supervised seven master's (MBA) students who all graduated at the April 2021 graduation virtual ceremony:

- The first candidate achieved a distinction for his research, which investigated the reskilling of the Automotive industry for the 4th Industrial Revolution. His work uncovered what measures the South African Auto Industry need to take advantage of to stay globally competitive, given the shifts brought about by the 4th Industrial Revolution.
- The second candidate also achieved a distinction for her research, which investigated the decision made by generation-y chartered accountants in South Africa to 'stay or go'. The research shared insights into employee retention in this critical sector of the economy. Her research has gone on to be accepted for publication at an international conference on the Developments in Human Resources Management, to be held in the United Kingdom in October 2021.
- The third candidate investigated risk management using Transnet as a case study. Her work sheds light on what some of the challenges facing South African Parastatals could be. Her work is under review for acceptance for conference presentation at an international conference to be held in Namibia in November 2021. She has also gone on to be appointed in a senior position at Anglo-American.
- The fourth candidate investigated the factors contributing towards entrepreneurial development in South Africa. Her work was based on Gerard Hendrik Hofstede, a Dutch social psychologist, IBM employee, and Professor Emeritus at Maastricht University in the Netherlands, well known for his pioneering research on cross-cultural groups and organizations, and national culture theories. Her work has gone on to be accepted for presentation at an international business conference to be held in September 2021.
- The fifth candidate investigated the barriers to advancements of the careers of women in the South African public sector.

Her qualitative study uncovered some crucial elements in the system that need to be reviewed if gender issues are going to be addressed in the South Africa public sector. Her work will be submitted for consideration for publication at the International Academy of Business and Public Administration Disciplines (IABPAD) Conference to be held in Texas, USA in April 2022.

- The sixth candidate investigated financing ICT SMMES at different stages of the business life cycle. He achieved 74% for his final treatise. His work has gone on to be published in the conference proceedings of an international conference on Management, Business, Economics and Finance held in Sydney, Australia during May 17-18, 2021.
- The seventh candidate investigated the impact of automation technologies on employment. A huge talking point in industry, because throughout history, the introduction of automated technologies has had an impact on human labour. The current wave of technological advancement has expanded the scope of automation raising a concern about the future relevance of human labour. Hence, his study investigated possible futures on the effect of automation technologies on employment.

Mr Mahlangabeza has a real passion for research, learning and teaching. He always strives to be creative in the way he promotes students and generates knowledge. His current research interests vary as his personal interests do. We look forward to Mr Mahlangabeza's upcoming research contributions and wish him well as he continues to break ground in the field of Business and Economic Sciences.



Department of Business Management staff members participate at the 2021 IBC conference

Various papers were presented at the recent International Business Conference (IBC) by members of the Department of Business Management.

In a similar fashion to the SAIMS conference, the 2020 edition of the IBC was postponed due to the Covid-19 pandemic. The 14th IBC returned this year as a virtual conference for the first time and was held from 20-21 September 2021. The purpose of the conference was to provide an international platform for the presentation, discussion and debate of multidisciplinary academic and professional research on contemporary developments in an ever-turbulent business environment. The conference provided the opportunity for academics, practitioners, and post-graduate students to have their work validated and benchmarked within the academic and professional community.

- The first presentation by members of the department was given by Prof Shelley Farrington, who presented a joint research paper that was co-authored by Prof Elmarie Venter. Their paper was titled 'Governance and success: The case of two multigenerational South African family businesses'. The aim of the paper was to explore the relationship between governance and family business success in a developing country context using a qualitative approach. Their findings confirmed that despite many family businesses not having formal governance structures in place, both formal family and business governance structures are necessary if a family business is going to survive and prosper over the long term. Several recommendations were also made on how such structures could be implemented. Their paper was nominated for the best paper award.
- Mr Luyolo Mahlangabeza was then involved in the presentation of two research papers. The first paper was titled 'Factors contributing to entrepreneurship development' and was presented by co-author, Ms Siphokazi Sibara, who is an MBA graduate from the Nelson Mandela University Business School. The paper aimed to investigate the factors that contribute to entrepreneurship development in South Africa. Thereafter, Mr Mahlangabeza presented his paper titled 'Exploring the impact of service quality on customer satisfaction: A case of Woolworths Port Elizabeth', which was co-authored by Mrs Siyamtanda Skweyiya, who is also a Nelson Mandela University Business School MBA graduate. Their marketing research case study paper investigated service quality in the retail environment. The paper was well received and enjoyed a robust discussion among the delegates.
- Prof Chantal Rootman's paper was co-authored by Dr Vuyo Nyembezi and Prof Madéle Tait (Director of the School of Management Sciences) and was titled 'The South African public broadcaster's sustainable funding: Building a framework'. The paper was presented by Dr Nyembezi, who is a PhD (Business Management) alumnus of our department from 2018, who was supervised by Prof Tait and co-supervised by Prof Rootman. He is currently the Head of Radio and Regional Technology Operations at the SABC.

Their paper sought to theoretically consider financial sustainability to develop and present a sustainable funding framework to the SABC and identify factors that could influence the SABC's sustainable funding, and consequently lead to positive organisational outcomes. The study determined that internal stakeholders, a competitive environment and the management of resources could possibly influence the sustainable funding of the SABC. In turn, sustainable funding could possibly influence organisational outcomes positively, such as customer benefits and the organisational performance of the SABC.

- Mr Storm Watson then presented the first of two research papers, which was co-authored by Prof Miemie Struwig and titled 'A systematic review of research into working capital management in South Africa'. The study set out to apply a mixed methods approach to a systematic review of research into working capital management in South Africa, with the purpose of identifying research gaps in the current body of knowledge by developing a recommendation's framework. Thirty academic outputs between 2010 and 2020 were included in the sample to be analysed. The review found that there were various untapped avenues of research relating to working capital management, specifically research methodology, data analysis, data collection and types of research outputs. These untapped avenues of research into working capital management should be addressed by future researchers to broaden the body of knowledge in the field of working capital management.
- Mr Watson then presented his second paper, this time co-authored by Prof Elroy Smith and titled 'Perceptions of consumers regarding the use of water-saving devices and products'. Their paper set out to investigate the perceptions of consumers regarding the use of water-saving devices and products in Nelson Mandela Bay, South Africa. With many local cities currently faced with water shortages and implementing water restrictions, it is necessary for consumers to make a shift in their mind-set and consumption. The main findings of the study indicated that consumer education on the water crises and water-saving strategies are critical and that consumers should have a mind-shift in terms of water consumption and the use of water-saving devices and products. Useful guidelines are provided to households and local municipalities regarding the use of water-saving devices and products.
- Finally, Prof Elroy Smith and Emeritus Prof Noxolo Mazibuko co-authored a paper with a past PhD student of theirs and a subsequent alumnus of the department, Dr Siya Xolo. Their paper was titled 'The impact of demographics on the implementation of farmworker equity share schemes in South Africa' and it aimed to assess the impact of demographics on the implementation of farmworker equity share schemes in South Africa. These schemes are part of the government's land redistribution programme, designed to equip and empower farmworkers. The schemes started in the early 1990s and involve a special arrangement between the farmer and farmworkers. A total of 49 directional hypotheses were formulated to investigate the impact of seven independent demographical variables on seven dependent variables (factors impacting implementation of farmworker equity share schemes). The empirical results showed that 20 statistically significant relationships exist between these variables. Practical guidelines regarding the impact of demographics on the effective functioning of farmworker equity share schemes are provided.

Well done to all members for their research contributions to the field of management sciences. We look forward to your future research outputs!

Staff members from the Department of Business Management present papers at the 2021 SAIMS conference

Two research papers were presented by members of the Department of Business Management at the recent Southern Africa Institute for Management Scientists (SAIMS) conference.

After being postponed in 2020 due to the Covid-19 pandemic, the 32nd edition of the SAIMS conference was held online for the first time in 2021. This year's edition of the conference was hosted virtually by North-West University from 13-14 September 2021. The theme of the conference was 'Re-Imagining Management Research: Past insights for Future Foresights'.

Firstly, Prof Elroy Smith and Emeritus Prof Noxolo Mazibuko co-authored a paper with a past PhD student of theirs and a subsequent alumnus of the department, Dr Siya Xolo. The title of their research paper was 'Beneficiary perceptions regarding farm worker equity share schemes in South Africa'. Given the importance of the agricultural sector, the primary objective of their study was to assess beneficiary perceptions regarding farm worker equity share schemes in South Africa. The empirical results showed that farm worker equity share schemes are influenced by stakeholder trust, government intervention, farm owner support, but not by worker exploitation and access to resources. The results further showed that farm worker equity share schemes could influence farming performance, farming sustainability and employee expectations.

Secondly, Prof Elmarie Venter presented a research paper that was co-authored with Prof Shelley Farrington, which was titled 'Entrepreneurial orientation as a source of heterogeneity in African family businesses'. The paper was motivated by the dearth of empirical research on understanding entrepreneurial orientation (EO) in African family businesses, and because these businesses can leverage entrepreneurship to respond to and take advantage of opportunities in the marketplace, reduce unemployment, and deal with a global crisis. The results of the study, conducted amongst 122 family businesses from 9 African countries, revealed that African family businesses demonstrate strong Innovativeness, Proactiveness and Autonomy, while the dimensions of Risk-taking and Competitive aggressiveness were much weaker.

Significant differences in the average score of the EO dimensions according to country were obtained for the Overall EO, Innovativeness, Proactiveness and Competitive aggressiveness, illustrating heterogeneity amongst African family businesses.

The banner features three main sections: 1) A photograph of three staff members in academic regalia (Prof Smith, Dr Xolo, and Prof Mazibuko) standing in front of a backdrop with the text 'NELSON MANDELA UNIVERSITY' repeated. 2) The large blue 'SAIMS' logo with a green stylized 'M' and the subtitle 'The Southern Africa Institute for Management Scientists'. Below this is the text 'SAIMS ONLINE CONFERENCE' and the date '13-14 September 2021'. 3) Two smaller photographs of women, identified as Prof Venter and Prof Farrington, positioned side-by-side.

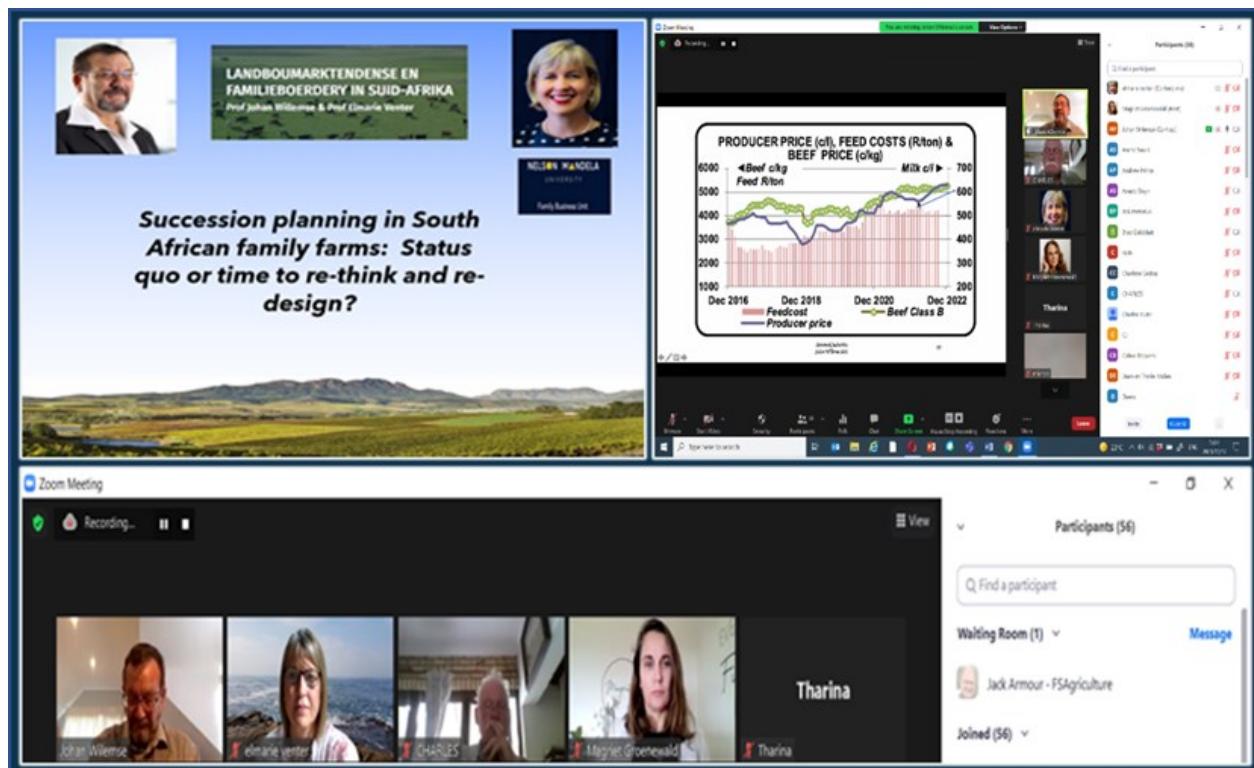
Left to right: Prof Smith, Dr Xolo and Prof Mazibuko

Left: Prof Venter; Right: Prof Farrington

Prof Venter participates in webinar on agricultural market trends and family farming in South Africa

On 17 November 2021, Prof Elmarie Venter of the Family Business Unit, together with Prof Johan Willemse, an Agricultural Economist, presented a two-hour webinar to discuss the economic outlook for 2022 for different parts of the Agricultural sector in South Africa.

In her session, Prof Venter discussed the economic and industry market influence that was presented in an earlier session by Prof Willemse and delved into how it will influence the way that family farms in South Africa plan for succession, both from a management and ownership perspective. Prof Venter then addressed questions such as whether “traditional” succession planning is still relevant in 2021/2022, which factors should be considered when re-designing and re-imagining succession planning, and how should succession planning be approached by South African family farms, given the market conditions discussed by Prof Willemse. Prof Venter also emphasised that the next generation of the family should be taught and mentored from a young age, so as to become responsible, committed, and competent owners and/or managers of the family farm business.



Mr Mahlangabeza presents a Masterclass for the Coalition for Organisational Integrity

On Friday, 19 November 2021, Mr Luyolo Mahlangabeza from the Department of Business Management was invited to deliver a 90-minute virtual ‘Leading Practice Masterclass Presentation’ for the Coalition for Organisational Integrity (COI).

The presentation was titled “The impact of organisational culture, organisational commitment, implementation and monitoring on risk management”. The study which the presentation was based on was conducted at Transnet and focused on risk management at the Parastatal. It was a deductive study that investigated the impact of various factors on risk management practices. The study made some practical recommendations on how risk management could be improved.

For more information about COI, visit their website: www.coi.org.mz

Watch the presentation recording on the COI YouTube channel:

<https://www.youtube.com/channel/UCItBO6YNDcsus70FlcWYmfQ>



Financial Planning student excels at EDHE Entrepreneurship Intervarsity 2021



Congratulations to Mr Randolph Meth, a BCom Financial Planning student in our Department, who has won the 'Existing Business – Tech' category of the EDHE Entrepreneurship Intervarsity 2021 Awards.

Randolph competed against students from universities across South Africa and took the honours in this category with his innovative business called Silicon Energy Technology (Pty) Ltd, which he started in October 2019. The company focuses on renewable energy, with its core business operations involving the manufacturing, distribution, and installation of renewable energy equipment. In addition, Silicon Energy also offers solar system installation services for households and various other entities.

Well done on this fantastic achievement!

Check out the EDHE Student Entrepreneurship Facebook page:

<https://www.facebook.com/StudentEntrepreneurship/>

Contact us on busman@mandela.ac.za for more information about Randolph's business.

Former student, Mr Viwe Mlonzi, progresses to the Mr. South Africa Top 50

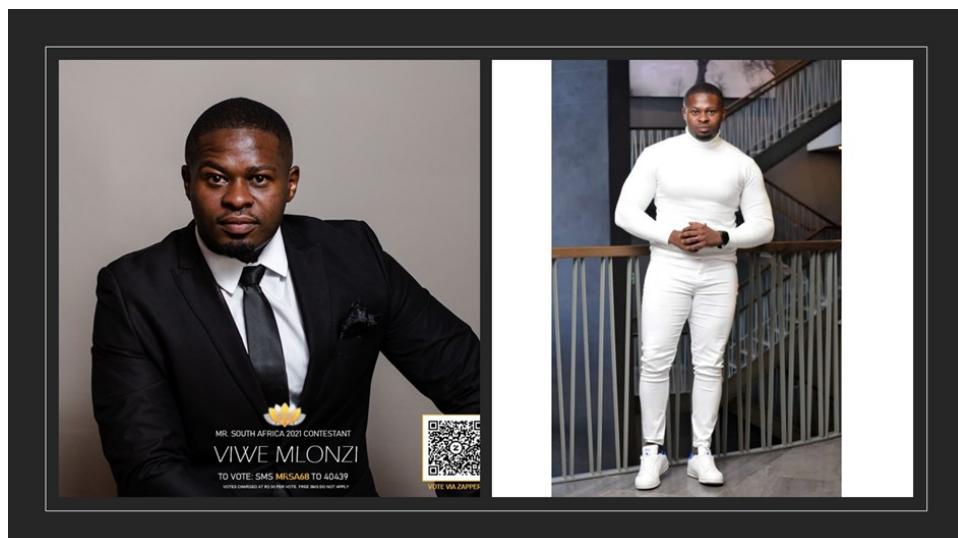
We would like to congratulate Mr Viwe Mlonzi on his progression as one of the Top 50 finalists of the Mr. South Africa 2021 competition! Viwe is a former student of the Nelson Mandela University Department of Business Management, having joined us in 2008 when he commenced his BCom Financial Planning degree. Thereafter, he went on to complete his Postgraduate Diploma in Financial Planning and finally his Masters in Development Studies.

Viwe is originally from Gqeberha (Port Elizabeth), but now resides in various Eastern Cape towns with his wife, who is completing her medical training. A Financial Planner by trade, Viwe is operating his own investment-focused businesses with offices around the Eastern Cape, while also invested in property and farming.

Viwe entered Mr South Africa with the goal of giving back to the nation in return for the opportunities in which it instilled upon him. "I live to inspire all people from different walks of life, and I stand for all those who have no voice to speak". Viwe is passionate about the implementation and progression of anti-bullying campaigns in schools and aims to help reduce childhood bullying. "I strongly believe in education and making it easy for every child to be educated".

On 1 July 2021, the Top 40 will be announced (Semi-final), with the results posted on the official Mr. South Africa Facebook (<https://www.facebook.com/mrsouthafricaofficial/>) and Instagram (https://www.instagram.com/mr.southafrica_official/) pages.

We wish Viwe all the best with the next round! Be sure to vote for Viwe as many times as you can. Simply SMS **MRSA68** to **40439** (Free SMS do not apply) or use the following link to vote using the Zapper app: https://zapper.com/url/PTQd_P05GO



Postgraduate Diploma in Financial Planning student honoured at Academic Awards ceremony



Nelson Mandela University hosted its second, virtual annual student Academic Awards ceremony on 28 September 2021. During the ceremony, top achieving students were acknowledged for their outstanding academic results in numerous categories.

The Department of Business Management was represented by Ms Kimberley Welsh, who received one of four Vice-Chancellor Awards. She was presented with the best postgraduate award in Social Sciences and Humanities, with an average of 93% for her Postgraduate Diploma in Financial Planning. Kimberley acknowledged that hard work pays off, saying 'I honestly did not expect to receive anything. I am really proud of my achievement because I feel that I worked hard during my final year. It is just really cool to have received some recognition and reassurance that my hard work paid off.'

Sometimes we may overlook our accomplishments and the people that helped us achieve them. Kimberley expressed her gratitude for the role that her family has played in supporting her through the difficult times, particularly in the midst of the Covid-19 pandemic and its related challenges. She also made sure to acknowledge and thank her lecturers, for helping her through varsity life and making her studies enjoyable, as well as her previous boss, who taught her a lot in the real world of work.

Kimberley concluded her vote of thanks by saying, 'Finally, I want to say thanks to my two Courtnseys (my two best friends through varsity) - without them to vent to and laugh with I don't think I would have done nearly as well. They were my team members for all our group activities and some of my favourite memories come from these group meetings!'

What makes Kimberley's achievement even more impressive, is that she began working part-time at a small independent financial planning firm during her postgraduate year. 'I really learnt so much during that time from my boss, and being in the industry while studying really helped me a lot and proved to me once more that I really was in the right field.' Since graduating, she has begun working for a different financial planning firm – well on her way to becoming a budding financial planner. 'My goal is to grow in the firm and grow as an individual. I would like to become a Certified Financial Planner and try make a difference in as many people's lives as possible. I truly believe I can help people in this industry and really make a difference in the lives of South Africans in a financial context, by educating them and improving the overall level of financial literacy in the country.'

We would like to congratulate Kimberley on this fantastic achievement and wish her well with the rest of her promising career in the financial planning industry!

Link to the awards ceremony:

<https://www.youtube.com/watch?v=d4028CKVm88&t=4s>

The Department of Business Management wishes to congratulate Dr Conrad van Greunen, who becomes our first double-PhD graduate!



Dr Conrad van Greunen has completed his second PhD in Business Management and will graduate at the upcoming December graduation ceremony. Dr van Greunen has kindly given us an intimate view of the heart, personal foundation and framework that fuelled his meticulous persistence to become the first person in the Department of Business Management to earn two doctorates, both under the supervision of Prof Elmarie Venter.

Conrad is a unique blend of focus, confidence and sheer grounded beliefs. He used these attributes to navigate the challenges of life from an early age, with a consistency that propelled his academic success from his undergraduate years. As far as credit goes, his foundation was set by a loving father, who was always his inspiration and role model, the lens to identifying opportunities, and the very definition of values. His achievements are thus always driven by his father's honour.

Conrad's journey began at the Nelson Mandela Metropolitan University (NMMU), where he completed his BCom degree, followed by his BCom Honours and MCom degrees in Business Management. His research interest was sparked and nurtured here by Prof Elmarie Venter and Prof Suzette Viviers, who were pivotal in architecting and developing his research skills. Conrad's desire to add value to the greater good, and his burning passion for academia and research in

particular, allowed for the progression and attainment of his second PhD. This happened under the skilful supervision of Prof Elmarie Venter, who clearly became a key proponent in his ability to overcome feats with quality and high standards.

Conrad's study, titled "Team-related factors influencing intra-team knowledge-sharing in knowledge-intensive businesses", empirically examines selected team-related factors influencing the intra-team knowledge-sharing behaviour of individual members participating in knowledge-intensive teams in knowledge-intensive businesses. Through structural equation modelling analysis, the research concludes that the factors *team psychological safety*, *team development competition*, *cultural intelligence* and *age* significantly influence *intra-team knowledge-sharing behaviour* and that they could thus be seen as predictors or determinants thereof. The study makes several practical recommendations to knowledge-intensive businesses on how to manage team-related factors that influence the intra-team knowledge-sharing behaviour of individual members who participate in knowledge-intensive teams. These recommendations could possibly enhance the competitive advantage of knowledge-intensive businesses.

Conrad's journey was not without its fair share of hurdles. As the Dean (Faculty of Commerce) of one of the largest private education providers in Southern Africa, followed by a move to a global Business School as Academic Head and Head of Research, Conrad had to learn how to best manage his academic responsibilities and professional workload. Whilst managing to juggle his delivery on demanding roles, Conrad also managed to publish several articles and contribute as editor and author of two locally published textbooks. During this time, Conrad also took the helm as a first time father to his son, Cohan, whom he regards as his biggest achievement.

As far as guidance and learning for upcoming academics is concerned, his advice is: "Believe in yourself and always stay humble in success." Some of his favourite quotes that have deep meaning to him and moulded his identity are: "Nothing worth having comes easy" - Theodore Roosevelt; and "Act as though it is impossible to fail" - Dorothea Brande.



Prof Struwig and Mr Watson attend 19th International Conference on Management

Prof Miemie Struwig and Mr Storm Watson attended the recent 19th Annual International Conference on Management held on 28-30 June & 1 July 2021. The conference accepted in-person and remote (online) presentations and was hosted by the Athens Institute for Education and Research in Athens, Greece.

Mr Watson virtually presented his and Prof Struwig's joint research paper titled "Working capital management research in South Africa during the COVID-19 pandemic". The purpose of the study was to provide a critical analysis of working capital management research in South Africa during the COVID-19 pandemic.

This research uses 5 stages to investigate working capital management research and critically analyse and propose ways to deal with working capital management during each stage. The 5 stages deal with the following:

Stage 1: The global recession of 2009

Stage 2: Managing working capital during the pandemic

Stage 3: Working capital management during extreme change

Stage 4: Working capital management post pandemic

Stage 5: Managing working capital in the new economic order

The screenshot shows the homepage of the conference website. At the top, there is a logo of the Athens Institute for Education and Research, which includes a classical building icon and the text "Athens Institute for Education and Research A World Association of Academics and Researchers 25 Years of Non-Euclidean Improvement". To the right is a circular badge for "25 Years of Non-Euclidean Improvement". Below the header, the text "19th Annual International Conference on Management" is displayed, followed by "28-30 June & 1 July 2021, Athens, Greece" and "Program (Athens Local Time)". A time indicator "15:30-16:00" is shown in red. Below this, a section for "About the Authors" lists two profiles: "Prof Miemie Struwig" and "Mr Storm Watson". Each profile includes a small photo, a title, and a brief biography. The Nelson Mandela University logo is visible in the bottom right corner of the page.

Athens Institute for Education and Research
A World Association of Academics and Researchers
25 Years of Non-Euclidean Improvement

19th Annual International Conference on Management

28-30 June & 1 July 2021, Athens, Greece

Program (Athens Local Time)

15:30-16:00

Prof Miemie Struwig, Professor, Nelson Mandela University, South Africa.
Title: *Working Capital Management Research in South Africa During the COVID-19 Pandemic.*

About the Authors

Prof Miemie Struwig
Prof Miemie Struwig is currently a Professor in the Department of Business Management at the Nelson Mandela University, South Africa where she lectures Business Research Methods to Post graduate Honors students. She is nationally and internationally recognized for her expertise in business research. She is multi-skilled and worked over most of the specializations in the field of Business Management. She is also one of the few academics in the world that work across faculties and has successfully worked within the disciplines, Statistics, Accounting, Construction Management and Medicine. She is a mentor and supervisor to various postgraduate Master's and Doctoral Students.

Mr Storm Watson
Mr Storm Watson is currently a junior Lecturer in the Department of Business Management at the Nelson Mandela University, South Africa where he lectures business management, financial management and business research principles. He is also a PhD student at the Nelson Mandela University.

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The Nelson Mandela University Family Business Unit (FBU) recently hosted the 2nd Annual African Family Business Research Conference, in collaboration with African Family Firms (AFF)

The conference was hosted online between 10 – 13 August 2021 and was themed “Gamade”, which means “Striving for cooperation and sharing”. The theme was linked to the topics that were covered at the conference, which included innovation, resilience, sustainability, values, generational differences, governance, philanthropy, polygamy, branding and other contemporary issues of concern to family businesses.

Over the four days, many accomplished family business researchers and professionals from various countries (South Africa, Zimbabwe, Botswana, Kenya, Nigeria, Netherlands, Germany, United States of America, United Kingdom and Sweden) presented their research in the field of African family business. Informative panel discussions were also held on each of the daily themes, where important questions were raised and answered. For each of these discussions, the context of Africa was also discussed and debated.

Several members of the Family Business Unit presented at and were involved in the conference:

- Prof Elmarie Venter presented her and Prof Farrington’s joint research, titled “The nature and importance of entrepreneurial orientation in African family businesses”, while also participating in several panel discussions and chairing several sessions.
- Prof Shelley Farrington presented her and Prof Venter’s joint research, titled “Exploring the relationship between governance and family business success in a developing country context”, while also participating in several panel discussions.
- Mr Welcome Kupangwa presented his doctoral research, titled “The nature of values among South African IAFBs”, and also participated in a couple of panel discussions.
- Mr Haydn Haydakis presented his master’s research, titled “Innovation in South African family and non-family SMEs” and participated in a panel discussion.
- Dr Tony Matchaba-hove participated in a panel discussion.

Overall, the conference was a great success, and we would like to thank each speaker and panel member for adding great value to this event. It is hoped that this conference can continue to grow from year to year, as it offers a great opportunity for researchers in Africa to share (and showcase) their research and to contribute to the world of family business management and governance.

Links to all the session recordings can be accessed on the conference website: https://www.africanfamilyfirms.org/copy-of-africa-academia-afbr2020-1?utm_campaign=ed5a60a6-209c-4bb8-9b84-3f5534cca3ff&utm_source=so&utm_medium=mail&cid=633de22e-1eaf-4c32-b091-700df9f7aefa&fbclid=IwAR0PyOxRrTA-d8-rKWVkPbltddraYTvh_6_IKkPvEE58Fd0dePloxAXZOyQ



Prof Venter partakes in Standard Bank's Phenomenal Families Series – Women making an impact

On Wednesday, 8 September 2021, Prof Elmarie Venter of the Nelson Mandela Family Business Unit was part of a 90-minute long women's panel discussion and broadcast, themed: Women making an impact in business, entrepreneurship, and society.

This broadcast formed part of Standard Bank's Phenomenal Families Series. Prof Venter joined other well-known businesswomen, such as Nike Anani, Tsitsi Mutendi, Nancy Chien, Victoria Blackburn, Thandeka Nombanjinji-Nzama, and Doris Mbadiwe on the panel, where they discussed various issues surrounding:

- Women in business - What matters most to them.
- Cultural differences to consider.
- What happens when a sibling (male) is not chosen to be the CEO - How to manage potential conflict.
- Mentoring women in business.
- Succession planning impact.
- Work-life balance, especially in a family business.

Watch the session recording on YouTube: https://www.youtube.com/watch?v=5sJ_queEL2k

FBU members present collaborative paper at the International Family Enterprise Research Academy Conference

Prof Elmarie Venter and Prof Shelley Farrington from the Nelson Mandela University Family Business Unit, and Mr Alan Barr of KPMG South Africa, presented a paper at the annual **International Family Enterprise Research Academy (IFERA) 2021 Conference**.

The title of their presentation was: 'Exploring the nature of entrepreneurial orientation in African family businesses: Implications for future research'. The Conference was hosted online from 14-25 June, by Santander (Spain).

Using a survey method and cross-sectional research design, the research examined five dimensions of EO amongst 122 family businesses from 9 African countries. The results revealed that African family businesses demonstrate strong *Innovativeness*, *Proactiveness* and *Autonomy*, while the *Risk-taking* and *Competitive aggressiveness* dimensions were much weaker. The economic perspectives of respondents post Covid-19 were positively correlated with *Innovativeness*, *Autonomy* and *Proactiveness*. *Autonomy* and *Proactiveness* were found to be significant predictors of *Turnover*. Significant differences in the average score of the EO dimensions according to country were obtained for the *Overall EO*, *Innovation*, *Proactiveness* and *Competitive aggressiveness*, illustrating that heterogeneity exists amongst African family businesses.

Whilst the immediate future is uncertain, African family businesses are focused on the future and are looking to diversify their businesses to continue growing in this rapidly changing global and African business environment.

The poster features the logos of the Faculty of Business & Economic Sciences (Managing tomorrow) and Nelson Mandela University. The title of the presentation is "Exploring the nature of entrepreneurial orientation in African family businesses: Implications for future research". The authors listed are Elmarie Venter, Shelley Farrington & Alan Barr. Below the title are three headshots of the presenters: a woman with blonde hair, a woman with dark hair, and a man in a suit. At the bottom left is the text "IFERA 2021 Conference" and "© Nelson Mandela University Prof E Venter Copyright". At the bottom right is the Nelson Mandela University Family Business Unit logo.

Prof Venter presents webinar for the South African Institute of Professional Accountants

Prof Elmarie Venter from the Nelson Mandela University Family Business Unit presented a two-hour webinar to the South African Institute of Professional Accountants (SAIPA), on 22 September 2021.

Her presentation centered around 'Consulting to family businesses: Successfully planning and guiding the family business through management and ownership transitions'. Prof Venter highlighted the nature and importance of succession planning and how to approach this process if clients are family-owned or controlled. She highlighted the factors that influence the succession process and the obstacles to be aware of. In addition, she presented suggestions for how to successfully plan for ownership and management succession.

The slide features the Nelson Mandela University Family Business Unit logo at the top right. The main title is 'Consulting to family businesses: Successfully planning and guiding the family business through management and ownership transitions'. Below the title is a portrait of Prof Elmarie Venter. On the left is the Nelson Mandela University logo, and at the bottom left is text indicating the presentation was for SAIPA on 22/09/2021. A small tree icon is in the bottom right corner.

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Family Business Unit

Consulting to family businesses:
Successfully planning and guiding the family business through management and ownership transitions

Prof Elmarie Venter

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SAIPA
Presentation
22/09/2021

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GO TEAM MARKETING!

On Saturday the 20th November 2021, Team Marketing, took part in the 2021 Isuzu Corporate Triathlon Challenge. The team consisted of lecturers from the Department of Marketing Management, namely, Mr Andrew Marriott, Ms Tania Shrosbree and Dr Altouise Jonas. Respectively they completed the 380 meter sea swim, the 18km cycle and the 4.2km run as a team entry.

Team Marketing successfully completed the race and in doing set a new record time for the Department.





CONGRATULATIONS TO THE FOLLOWING STAFF MEMBERS:

- | | |
|---------------------|---|
| Prof Marlé van Eyk | - Appointed as DoS: School of Management Sciences from January 2021 |
| Dr Paul Tai-Hing | - Re-appointed as HOD: Management Practice |
| Mr Gavin Cook | - Re-appointed as HOD: Logistics |
| Prof Janine Krüger | - Appointed as Acting HOD: Business Management |
| Dr Felix Amoah | - Appointed as Acting HOD: Marketing Management |
| Mr Yolisa Mkumatela | - Appointed as Lecturer in the Department of Logistics |
| Mr Sinaye Mtimba | - Appointed as Lecturer in the Department of Business Management |

CONGRATULATION TO:

- Prof Janine Krüger who was promoted to Professor in the Department of Business Management
- Dr Ayanda Deliwe who was promoted to Senior Lecturer in the Department of Business Management
- Prof Progress Hove-Sibanda from the Department of Logistics who obtained her NRF-Y2 rating

The Department of Business Management welcomes a new permanent lecturer – Mr Sinaye Akhumzi Mtimba

It gives us great pleasure to welcome another new face to the Department!

Mr Sinaye Akhumzi Mtimba joined the Department of Business Management on the 1st of September 2021 as a Lecturer and will be focusing on the financial planning side of the Department.

Hailing from Ngxokweni location in Ngqeleni in the Eastern Cape, Mr Mtimba comes from a large family of seven aunts, a grandmother and 14 grandchildren. He is a very family-orientated man, saying that ‘My family is my life and everything I do is to make them proud’.

Having attended high school at St Johns College in Mthatha, Mr Mtimba then moved to Port Elizabeth (now Gqeberha) to attend Nelson Mandela Metropolitan University (now Nelson Mandela University). His time at university saw him graduate with a BCom Financial Planning degree in 2013, a Post-Graduate Diploma in Financial Planning in 2014 and an MCom in Business Management in 2017. He is also currently pursuing his PhD in Business Management through our department.

Mr Mtimba joins us from FNB in Cape Town, where he was employed as a Private Banker since July 2019. In addition to this, he also boasts a vast wealth of industry experience, having worked in various positions (Enterprise Banker, Para-Planner and Financial Planner) for several industry-leading companies, such as ABSA, Old Mutual and Standard Bank.

Mr Mtimba is passionate about people. He believes that his commitment to deliver quality customer service will translate into his teaching methods, in order to build the next generation of financial planners that put people first. He also aspires to be a competitive professional with a quality education and aims to bring valuable advances and improvements to his chosen field and community.

We are excited to have Mr Mtimba on board and wish him well for his time with us in the Department of Business Management.



Congratulations to Prof Janine Krüger from the Department of Business Management, who has been appointed as a Statistical Advisor for *the Journal of Applied Gerontology (JAG)* for a two-year term, from 1 January 2022 to 31 December 2023. It is an international journal and has an impact factor of 3.2.



The Department of Business Management welcomes a new permanent lecturer to the team – Mr Luyolo Mahlangabeza

The Department of Business Management wishes to extend a warm welcome to Mr Luyolo Mahlangabeza, who has been appointed as a Lecturer in Business Management.

Mr Mahlangabeza's journey started right here in the Eastern Cape, having been raised in Mount Frere, which is nestled between Kokstad and Umtata. He then moved slightly upcountry to our neighbouring province, Kwa-Zulu Natal, where he attended Ixopo High School. Upon matriculating in 2003, he moved back to the Eastern Cape and to the city of Gqeberha (formerly Port Elizabeth). After a year of studying Electrical Engineering, he changed over to Production and Operations Management at the then Port Elizabeth Technicon. He eventually graduated with his BTech in Production and Operations Management in 2008 from Nelson Mandela Metropolitan University (now Nelson Mandela University), and from which he also completed his MBA degree in 2014.



Workwise, Mr Mahlangabeza joins us from the Nelson Mandela University Business School, where he has been a Researcher since 2018.

His professional career began back in 2004 while working in the Engineering Department at Welfit Oddy, a local tank container manufacturer. Thereafter, in 2009, Mr Mahlangabeza joined the university, where he was a Postgraduate Programmes Coordinator in the Faculty of Engineering, before being appointed as an Associate Lecturer in the Department of Management Practice.

Married with one child, Mr Mahlangabeza and his wife have an interesting accomplishment together, in that they both graduated with their MBA degrees on the same day - quite a rare accomplishment to say the least! Aside from his main line of work, Mr Mahlangabeza is also the Director of Lubuse Group (Pty) Ltd Translation Agency and BnL Properties (Pty) Ltd; which is testament to his keen interest in translation, linguistics, property management and research.



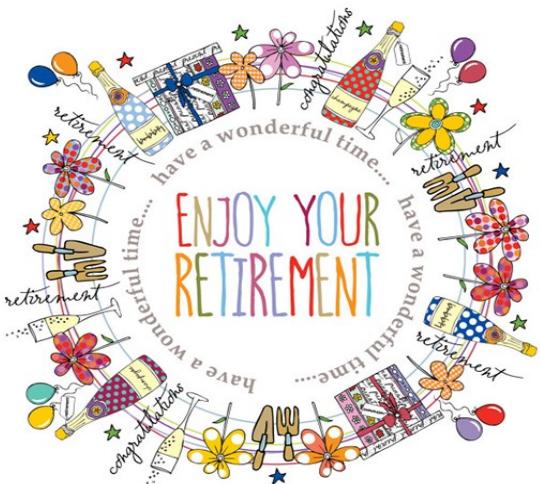
Mr Mahlangabeza is passionate about research and engagement, as well as the supervision of postgraduate students. He firmly believes in "Developing and shaping young minds and opening a new world to them that exists outside of South Africa". Having successfully supervised 12 Masters students, he continues to publish research and supervise postgraduate students. He is also currently the external examiner for Rhodes Business School.

Being a man of many talents and interests, we are sure that Mr Mahlangabeza will be admired by his students and colleagues alike. We wish him well for his time with us in the Department of Business Management.

ON A PERSONAL NOTE...

Congratulations to Ms Jasmine Kinsman and family with the birth of their baby girl, Ivy Esther Kinsman who was born on Wednesday, 27 October 2021.

Ms Asi Mavela is also awaiting the birth of their first born, who is due in December.



IT IS IN YOUR HANDS *the fight against COVID-19*

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