



Index

| General | 6 |
|--|----|
| Foreword by the NWU Business School Director | 6 |
| Special message by the NWU Business School Advisory Board | 9 |
| Role of the Advisory Board | 9 |
| Special Message by the Alumni Association | 12 |
| Business School Vision and Mission | 13 |
| Vision of the NWU Business School | 13 |
| Mission of the NWU Business School | 13 |
| Management committees | 14 |
| Students Profiles | 15 |
| International accreditation | 15 |
| Teaching & Learning | 16 |
| Programmes offered | 16 |
| MBA's paving their way to success during successful study school | 17 |
| Number of Graduation outputs | 20 |
| PGDip, MBA and PhD graduation outputs summary- 2017-2018 | 20 |

| Community Engagement21Our commitment to our communities21Community Engagement Projects as part of the MBA-course22Community Engagement -22A word from our Vice-Chancellor, Prof Dan Kgwadi24Internationalisation25Our staff sharpens their pencils at international conference25NWU Business School represented at the International Conference on Business and27Management Dynamics27Purplese School hepts international conference to entimize water and conjutation27Our staff sharpens their pencils at international Conference on Business and27Management Dynamics27Durational School hepts international conference to entimize water and conjutation27Durational School hepts international conference to entimize water and conjutation27Durational School hepts international conference to entimize water and conjutation27Durational School hepts international conference to entimize water and conjutation27Durational School hepts international conference to entimize water and conjutation27Durational School hepts international conference to entimize water and conjutation27Durational School hepts international conference to entimize water and conjutation27Durational School hepts international conference to entimize water and conjutation27 |
|---|
| Community Engagement Projects as part of the MBA-course22Community Engagement - A word from our Vice-Chancellor, Prof Dan Kgwadi24Internationalisation25Our staff sharpens their pencils at international conference25NWU Business School represented at the International Conference on Business and Management Dynamics27 |
| Community Engagement - A word from our Vice-Chancellor, Prof Dan Kgwadi 24 Internationalisation 25 Our staff sharpens their pencils at international conference 25 NWU Business School represented at the International Conference on Business and 27 Management Dynamics 27 |
| A word from our Vice-Chancellor, Prof Dan Kgwadi 24 Internationalisation 25 Our staff sharpens their pencils at international conference 25 NWU Business School represented at the International Conference on Business and 27 Management Dynamics 27 |
| Our staff sharpens their pencils at international conference25NWU Business School represented at the International Conference on Business and27Management Dynamics27 |
| NWU Business School represented at the International Conference on Business and Management Dynamics 27 |
| NWU Business School represented at the International Conference on Business and Management Dynamics 27 |
| Management Dynamics 27 |
| o y |
| Business School hosts international conference to optimise water and sanitation 29 |
| Business School broadens students' horizons in Ireland 31 |
| Research 33 |
| Research Clusters 33 |
| Prof Raymond Parsons' Book: 'Good Capitalism, Bad Capitalism: The Role of Business in South Africa' 34 |
| Stakeholder Relations 37 |
| Business School leaving its mark in the media 37 |
| Policy Uncertainty Index declines slightly, but remains in negative territory 38 |
| Insightful opinions presented to all 41 |
| The School of Business team/staff/ faculty 42 |



General

Foreword by the NWU Business School Director

The 2018 academic year started at a high with the review of the school image and renaming it from the North-West University (NWU) School of Business and Governance to the NWU Business School. The new naming and branding exercise was necessary in the crafting of a new and single school identify that amalgamated the previous schools in Mafikeng, Potchefstroom and Vanderbijlpark.

Like a select few business schools internationally, the NWU Business School aspires to be recognised as a leader in business education provision. As a result, the Business School has over the past four years gone through a rigorous process to:

- Attain accreditation with the Association of Master of Business Administration international (AMBA) that was granted in 2017;
- Currently undergoing and subjecting itself to the accreditation processes of the Association of African Business Schools (AABS), 2019.

International recognition and accreditation is an integral part of business leadership. This is because our graduates no longer compete nationally, in fact, most them are employees of multinational corporates or services an international clientele such that they are required to be internationally competitive.

Other important benchmarks include the annual South African business Schools survey by the Financial Mail. According to the 2018 annual Financial Mail survey, 72% of our students chose us because we are internationally accredited, 56% because they perceive our academic programmes to be of good quality and 93% of our alumni believe that they were able to enhance their strategic business thinking out of training with us.

From our three sites of delivery, that is, Mahikeng (Leopard Park), Vanderbijlpark and Potchefstroom, we were able to register and deliver the following programmes in the past academic year:

 Register a total of 739 students of whom 380 were MBAs and 302 Postgraduate Diploma in Management and 42 doctoral fellows,

- The average duration in our formal programmes calculated over the past five years suggests that our MBA students spend 3,3 years, Postgraduate Diploma students 1,3 and our doctoral students between 3 and 4,5 years. With the MBA changing from a three to a two year programme, its average duration will also change,
- We have been able to deliver a throughput rate varying between 66 and 72% in the MBA programme over the past five years

The focus in 2019 will be to improve the performance in respect of the support provided and approvals of research proposals as well ethics by our scientific and ethics committees which has proven to be one of the big handle in 2018.

Of the 17 full time academic staff members, 78% hold a doctoral degree and at least two more are geared towards attaining their doctoral qualifications in 2019. We can only anticipate that our research outputs and impact will equally improve with the improvement in highest qualification attainment and therefore a positive influence on the supervisory capacity at doctoral levels.

The research output of the school improved from 59 research output points in 2017 to 69 research output points in 2018. The 2018 outputs comprised 1 book, 4 book chapters, 24 articles in journals and 40 DHET accredited conference outputs.

An important exercise that the NWU Business School involved in 2018 is a review and critique of its own model - both governance and financial. The University Management Committee (UMC) has to this end established a task team to address this important matter with a view to optimise the business school performance.

We therefore, in this vein look forward to highly optimised NWU Business School for greater impact in 2019 and beyond.

Fulu Director: NWU Business School



Special message by the NWU Business School Advisory Board

by Chairman, Prof Raymond Parsons

Role of the Advisory Board

The advisory board offers leadership and advice on the efficient and effective governance of the School:

- by helping to build bridges between the Business School and the business community;
- by means of the evaluation of and feedback on the implementation of the new strategic plan of the School;

The NWU Business School Advisory Board continued to play an important oversight role during 2018, offering advice and practical assistance where necessary to the Business School director and his management team. It was a challenging year for the Business School,

- by providing up-to-date input on changing training and development needs;
- through the assessment and evaluation of the financial strategy of the School;
- by supporting the negotiation and promotional processes of the School; and
- by offering advice on the best practices in the business and business school environments, respectively.

what with the South African economy operating well under par and the NWU's campus consolidation project gaining momentum and adding to staff members' workloads. Nevertheless, the Business School remains a sought-after provider of postgraduate and executive



Photo: From left to right - Nico Vermeulen (Naamsa), Mzolisi Diliza (Strategic Partners), Charlotte Mokoena (Sasol), Raymond Parsons (Chairman), Ali Parry (Secretary), Fulu Netswera (Director: NWU Business School), Christo Botes (Business Partners), Len Hansen (Astral), Absent: Stavros Nicolaou (Aspen Pharmacare), Dewald Olivier (DeltaOmnicron), Sonia Swanepoel (Executive Dean, FEMS NWU)

education despite the playing field becoming increasingly competitive, and the Advisory Board is committed to helping the Business School retain its strong reputation in the market.

An important development early in the year was the appointment of Prof Fulu Netswera as the new director of the Business School upon Prof Tommy du Plessis' retirement. With his strong academic credentials and special interest in extending educational opportunities to deserving (but often overlooked) candidates, Prof Netswera is committed to working with the Advisory Board and other stakeholders to uphold the Business School's high values while also being responsive to changing societal needs and pressures. Another significant step was the decision, with input from the Advisory Board, to change the name of the Business School from 'NWU School of Business and Governance' to 'NWU Business School', which conveys its ethos in a simple and straightforward way.

The NWU's transformation and restructuring strategy gained momentum in 2018, with the consolidation and harmonisation of activities across the three campuses of Potchefstroom, Vaal and Mafikeng being at the core of the process. The intention behind this ambitious project is to ensure that the university's resources are used more efficiently, that expertise is shared, and that students and delegates on the three campuses have more harmonised learning experiences. Given the nature and scale of the changes sweeping through the NWU (and the Business School), there have been some concerns about how the Business School - which has typically enjoyed a fair amount of autonomy - would fit the new mould. The Advisory Board has devoted considerable thought and meeting time to the matter of autonomy and has had fruitful discussions with the senior management of the NWU in the interests of charting the best way forward for the Business School under the new dispensation.

International accreditation was a key focus area of the Advisory Board meetings during the year. In Novem-

ber, Prof Netswera submitted an interim report to the AMBA accreditation panel highlighting progress that the Business School had made in specific areas and what it was doing in the run-up to the next formal review in two years' time. In 2016, the Business School was granted the prestigious AMBA accreditation for a period of five years. The Business School attaches enormous value to international accreditation. It is a barometer of the quality of teaching and research and how adept the institution is perceived to be in responding to the needs of a changing business environment.

The Advisory Board was also active during the year in recruiting new members to join the Board – both to replace members who had stepped down and also to introduce fresh blood and new ideas from other industry sectors. Some interesting new appointments were made, while the search for suitable candidates is ongoing. One of the most valuable attributes that Advisory Board members bring to the Board is their extensive networks which, if effectively tapped, could deliver many practical benefits to the Business School, particularly in the form of financial sponsorship

Special Message by the Alumni Association

Special Message

by Dewald Olivier: Chairman of the NWU Business School Alumni Association

Every year, we meet new alumni and we see businessmen and -women transformed just by their proximity to the NWU Business School and their approach to post-graduate studies. One of the imperatives to the NWU Business School alumni is that the Business School stays accredited to the Association of MBAs (AMBA), Association of African Business Schools (AABS) and the South African Business Schools Association (SABSA) to ensure that the current alumni and those to follow can be sure to receive business training of the highest international standard.

The role of an alumnus goes beyond just merely advising prospective students to join or enrol at the alumni's institution or providing invaluable word-of-mouth marketing, but also being international ambassadors who take their knowledge of the Business School to their towns and into their professional and social networks. Alumni is the backbone of an institution and should act as mentors and role models to current students by guiding and supporting them at the onset of their careers.

We as alumni meet and greet on platforms across the country, driven by our passion and love for business, but often forget that we are able to give back to the students and thought leaders who follow us. Giving back is not about money, it is about ensuring that a legendary institution, which created legendary individuals such as yourselves, stay relevant in the current day and age and add value to a systemic economy created by us, for us.

The alumni committee would like to urge you to become involved in its activities by updating your contact details and sending it to alumni@nwu.ac.za or contact me at dewaldoli6@gmail.com. It is time to rethink our involvement as alumni and about the future and direction of the NWU Business School, having the ability to shape the future of business leaders of tomorrow.

Business School Vision and Mission

Vision & Mission

Vision of the NWU Business School

To be an internationally recognised business school in Africa

Mission of the NWU Business School

The NWU Business School is committed to develop ethical and strategic thought leaders by:

- Teaching and learning that fosters the interrogation of contemporary problems in a societal context.
- Deliver relevant research that focusses on Sub-Saharan organisations.
- Commercialisation of expertise with fundamental contribution to socio-economic transformation.
- The above is underpinned by our commitment to community engagement scholarship.

Management committees

The Business School has several committees to govern its processes. These include the following:

Strategic Committee: This committee, under the chairmanship of the director, determines the strategic plan and oversees the implementation thereof. The committee meets every three months and consists of programme managers/Business School representatives.

Operational Committee: This committee, under the chairmanship of the director, deals with the day-to-day

operational issues and meets every second week (via Adobe Connect).

Teaching and Learning: Meets every second month under chairmanship of Prof Ronnie Lotriet

Research: Meets every second (alternate) month under chairmanship of Prof Yvonne du Plessis:

Support staff: All Business School support staff meets on a monthly basis under the chairmanship of the Director in Potch and Prof Jan Meyer in Mafikeng.

International accreditation

The NWU Business School is accredited by the AMBA which is a UK-based Association of MBA's operating internationally. The criteria of AMBA focus on every aspect of the MBA, including the institution, faculty, curriculum, internationalisation, research and assessments. The Business school received a 5 year accreditation.

South African accreditation

The NWU Business School is fully accredited by the Council on Higher Education (CHE) in South Africa.

International accreditation

International and local memberships

The NWU Business School is a member of leading institutions internationally, such as the Association to Advance Collegiate of Business (AACSB)

In Africa the NWU Business School is a member of the Association of African Business Schools (AABS) and is planning to apply for accreditation by this accreditation body.

The NWU Business School is also member of the South African Business Schools Association (SABSA).

Students Profiles

The NWU business School brings together diverse students of high calibre from locally and internationally with a majority from South Africa. Our students' composition is of different age, gender, language, population group, nationality, work industry and occupation.



Teaching & Learning

Programmes offered

At the NWU Business School we strive to change the way our students think about business. We want our students to become manager-leaders in their own right; to walk away with real-world skills, international accreditation and pioneering research. The NWU Business School has three sites of delivery, situated in Mahikeng, Potchefstroom and Vanderbijlpark.

The **Postgraduate diploma in Management** programme will empower managers and participants to acquire skills with regard to best business practice and thought-leadership that can successfully be applied to the multi-disciplinary challenges encountered.

The **Masters in Business Administration (MBA)** qualification is regarded as the flagship of business training worldwide and at the NWU Business School we aim to provide just that, a qualification that is accredited and will provide the tools to succeed in the business environment. The **PhD programme in Business Management** is a research-based doctoral degree offered at NQF Level 10. As the African continent today is presenting itself as a new business frontier with enormous potential for business opportunities and growth we continually develop curricula that embody new ways of thinking.

The school offers **part-time qualifications and academic programmes** on Saturday mornings in Afrikaans at the campus in Potchefstroom, Monday evenings in English at the Vanderbijlpark campus, and in English over selected weekends at the campus in Mahikeng. The MBA qualification is accredited by the Association of MBAs (AMBA).

MBA's paving their way to success during successful study school

The NWU Business School has once again hosted a very successful Summer Study School in Potchefstroom for first and second year MBA-students over the course of five days. An exciting and insightful programme was presented from 28 January to 1 February to approximately 220 students, in their quest for progressive management and leadership enrichment.

The study school consisted of academic building blocks which included a number of academic lectures, guest lectures, research and meetings with study leaders.



Study School

This study school employed a number of speakers whom provided students with the best advice and expertise to make the most of their studies. The topics lectured and discussed within these sessions included:

- Keynote address: Prof J Mokgoro: Premier of the North West Province;
- Dr Chris Lombard: Consultant: Change Capacity and People Capacity Solutions;
- Mrs Christine Bronkhorst: NWU: Ferdinand Postma Library: Information Librarian for MBA;

Photo: Day one of the NWU Business School's MBA Summer Study School saw the premier of the North-West province, Job Mokgoro, delivering an inspiring keynote address to the audience. Here he is with the Deputy Vice-Chancellor for the Potchefstroom Campus, Prof Daryl Balia (far left), Prof Fulu Netswara, Director of the Business School (left), Premier Job Mokgara, Prof Dan Kgwadi, Vice Chancellor (right), and Clement Manoko, the Executive Director for Corporate Communication (far right).

- Prof Johan Nel: The founder and currently the Executive Manager of the Centre for Environmental Management (CEM), Faculty of Science, Potchefstroom Campus, NWU;
- Mr Reece Alberts: Centre for Environmental Management (CEM), at the Faculty of Science, NWU;
- Prof Raymond Parsons: Professor at the NWU Business School (BS); Chairman of the NWU-BS Advisory Board;
- Mr Willie Bezuidenhout: Chief Executive Officer of Peninsula Energy Limited's South African operations (October 2018);
- Mr Theo Venter: Political and policy specialist at the NWU Business School; Special advisor to the Vice-chancellor of the North-West University;
- Mr Tom Winterboer: Independent non-executive director of First Rand Ltd;
- Mr GP Van Rheede van Oudtshoorn: Senior marketer: NWU department of Marketing and Student Recruitment.

Premier Job Mokgoro, a former student and employee of the NWU, delivered a very insightful address to the audience. He emphasised the importance of professional business studies. "These days, the public sector are working more closely with the private sector than ever before. The reason for this is that no single manager can be an expert in all facets of the job sphere, and therefore they need to contract expertise from the private sector. It makes me glad to see so many MBA students in this lecture hall today. You are the future. You are the ones that will take this country forward. There are so many opportunities for you as professional qualified individuals to make a difference," he said.

He furthermore emphasised the big challenge of the scarceness of expert resources and added that many managers and leaders across various sectors, often lacks the expertise to address organisational problems. "They tend to lean towards the "quick fix" until the problem reaches a level to the extent where it has the potential to ruin or destroys a particular enterprise. Perhaps that is the problem in social complexity in the working and a family environment. We need to provide different solutions. One can only address the problem if you familiarize yourself with the context of the problem. To really understand the complexity of the problem or the challenge. Then, your skills become very important



and perhaps the most important tool in your intellectual toolbox. Tertiary education will provide you with these tools!"

Prof Fulu Netsewera, the director of the NWU's Business School said it is evident from Premier Job's address, that we are able to turn complexities and problems around when we have the right leaders in the right places. "You as a MBA student has the opportunity to do just that. Grab it and help us to transform our country to become the rightful economic giant that we have the potential of being."

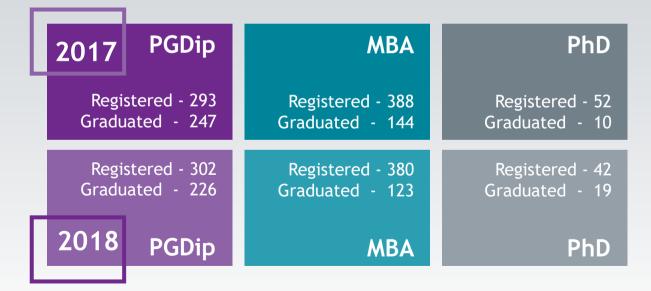
Prof Ronnie Lotriet, the organizer of the Summer School, shared important advice. "What you will do with your MBA, is up to you, but I plead with you to make use of this platform to grow as a person. That is the most important of all. You could have obtained a list of qualifications as long as your arm, but if you do not have the social and multidisciplinary ability to capitalize on your degree, the MBA will not bring you anywhere," he said. He furthermore discussed the importance of working in groups. "Not all of us are marketers or accountants or operational managers. By networking in a group format, you will broaden your horizons and obtain valuable experience over a diverse spectrum of business fields."

The Study School hosted an informal social dinner event at the Grista Galli venue, just outside Potchefstroom where students had the opportunity to engage and get to know each other a bit better.

"We look forward to hosting the next Summer Study School to leverage students' way to career success. We as the NWU Business School are privileged to be a role player in creating economic prosperity four our country," Prof Netswera concluded.

Number of Graduation outputs

PGDip, MBA and PhD graduation outputs summary- 2017-2018



Community Engagement

Our commitment to our communities

The NWU Business School realises that an organisation cannot operate in isolation of its environment. Therefore, we strive to help uplift our community by providing courses on current issues for our business leaders and the general public. Furthermore, we implement our expertise in local businesses through our MBA syndicate groups to help them grow and to provide our students with practical hands-on experience. Our social responsibility component includes the following projects:









- Formal visits of MBA syndicate group students to community businesses;
- Project Management for unemployed people;
- Operations Management Community Projects;
- Project Management short course for persons with disabilities;
- Participation in the annual CANSA Walk for Life



Community Engagement Projects as part of the MBA-course

by Johan Jordaan, Manager: Community Engagement

It is a humbling moment when a report is placed in front of you bearing testimony that a process that was started five years ago, has reached the level of maturity. Once again in 2018, students successfully executed community project initiatives for twenty two non-profit organisations (NGO's), carried out by staff and students of the Business School at the NWU.

In 2013, the first student-driven community project originated in the MBA Operations Management class when the students were told: "Find yourself a community organisation, build relationships with it, analyse its operations and help them to improve." Since then, structure has been given to the process of running such (service-learning) projects and the projects started spreading to other subject modules, both on the MBA- and the Post-graduate Diploma in Management. To be able to report back on some of these projects in a single corporate report is a milestone that we are proud to have reached. After completion of the projects, students report that their projects do not only assist in the learning process for which they have signed up, but that it is also good to see the difference that the projects make to the community organisations and most importantly, that it changes themselves from within.

When reading the reports of the different projects described in this book, you cannot help but be overwhelmed by the need that these unselfish organisations fulfil, but also that they often do this labour of love with very little resources, management skills and background. It is in this area that the Business School can best leverage its efforts to make a difference.

The need is much greater than what we can address, but we at the Business School feel proud that our students are dirtying their hands to help people in need. We feel proud that our students make a difference and that they feel good doing so. We have started this journey, realising that we have not arrived yet.



We salute those people in the community who make community work their business, who see a need and

act on it and who change the lives of those who cannot change it themselves.

The NGO's which benefitted from students' community project initiatives were:

- Potchefstroom Service Centre for the Aged
- Child Welfare Bloemfontein & ChildLine Free State
- Potchefstroom Animal Welfare Society
- Hebron Huis vir Haweloses
- Funanani Youth Centres
- · Lewenslig Centre for intellectual disabled adults
- Made by Mosaic Bakery and Leather products manufacturers
- Stanza Bopape Health and Community Development Centre
- Thakaneng Child and Youth Care Centre
- DGN Save an African Child Initiative
- SAVF Rethabile Klerksdorp Child and Care Centre

- Unathi Community Orphanage Home
- Boikhutso Hospice
- Bogela Bontle Beadwork
- Good Hope Community Organisation Shelter for Children
- Legae Motheo Shelter and Welfare Centre
- Ipopeng Basadi Primary Co-Operative
- Ikageng and Khanya Khaya Child and Youth Care Centre
- Hands of Hope Boipatong
- Solidariteit Helpende Hand
- Sungardens Hospice
- Basadi Pele Foundation Skills Development

Community Engagement -A word from our Vice-Chancellor, Prof Dan Kgwadi

Community engagement is part of the North-West University's DNA. This is confirmed in our new strategy, which places our commitment to social justice in the forefront.

Therefore I am excited to note how extensively MBA students of the North-West University actively utilise their knowledge and insight to assist various community organisations as part of their course work.

In doing so, the students and their lecturers are playing a meaningful role in assisting organisations who are working towards a more humane, equitable society.

I salute these efforts which serve as a role-model for students and lecturers in other schools and faculties at our university.

Prof Dan Kwadi NWU Vice-Chancellor



Internationalisation

Our staff sharpens their pencils at international conference

As dedication towards academic excellence and keeping up to date with the latest trends in the tertiary sector, Prof Fulu Netswera and Prof Anet Smit from the NWU Business School recently attended the illustrious Association of MBA's Global Conference in Sweden. This has been a remarkable event and took place in Stockholm at the Hilton Stockholm Slussen. The conference was set to attract the most distinguished figures in management education. Some of the world's pre-eminent Deans, MBA Directors and other business leaders have shared and discussed their views on topics such as:

- Attracting more MBA students;
- Innovation and digital delivery;
- Globalisation vs anti-globalisation;
- Latest exclusive research on the MBA market.

Something quite special was the showcasing of the revolutionary 3D Hologram Professor. AMBA pushed the boundaries of education technology by hosting a session presented by human holograms. You can view a snippet of the hologram technology here: https://youtu.be/h3TGckDfMHo

An event not to forget was the dinner in the Golden Hall at Stockholm's iconic City Hall, where the Nobel Prize winners normally dine.

The Global Conference 2018 also highlighted Business Schools' commitment to the triple bottom line business model, that is, people, planet, and profit. AMBA Chair, Bodo Schlegelmilch stressed the importance of teaching students the skills related to the sustainability of our planet.



Håkan Ericson, Director of the GU School of Executive Education at the School of Business, Economics and Law, University of Gothenburg, said the School is pursuing a clear strategy to make sure all master programmes represent aspects of the triple bottom line business model. He said sustainability in all three aspects is prevalent in all of their master programmes and that the focus must be beyond profit.

Irene Rosberg, Executive MBA Shipping & Logistics Programme Director (The Blue MBA) at Copenhagen Business School, said that in order to ensure that the graduates are kept abreast of the new developments Schools would benefit from considering them as 'partners'. She went on to say that this will give the Business Schools the opportunity to be more involved and could invest more effectively in 'lifelong learning' and



Photo: Prof Fulu Netswera and Prof Anet Smit from the NWU Business School attended the illustrious Association of MBA's Global Conference in Stockholm, Sweden.

'keep the knowledge given to the graduates more current'. Rosberg also explained that it was important for employers to have MBA graduates who can understand the challenges of today and come up with innovative solutions with sustainability being part of the strategy.

Ericson emphasised that sustainability is another way of staying relevant in a constantly changing environment.



NWU Business School represented at the International Conference on Business and Management Dynamics

International Conference

In August of 2018, the NWU Business School's Prof Ravinder Rena served as the NWU's coordinator of the International Conference on Business and Management Dynamics (ICBMD), which was held in Cape Town.

Jointly hosted by the Cape Peninsula University of Technology, the University of Namibia's School of Business, the Ghana Institute of Management & Public Administration, the Management & Commerce Faculty of the University of Fort Hare, the North-West University, the Higher Institute of Management of Sousse-Tunisia, and the Economic University of Bratislava in Slovakia, the conference saw hundreds of participants attending over the consecutive days.

Under the theme of "managing business competitiveness in times of glocalization", Prof Rena had the privilege of publishing two of his papers in the conference's edited book, titled:

- "Conceptualizing financial literacy and it's Economic Importance towards personal savings knowledge among South Africans"
- "Managing South African Television Business in the Era of Glocalization: The Roles of Information Technologies".

The ICBMD brings researchers from the academia and the business world closer together in order to provide the platform to share the latest developments in the fields of economics, information management, business, education, development studies, social sciences and technology. It also aims to establish better understanding among policymakers and other stakeholders.

During the conference the issues and implications of globalization vs. glocalization received much attention Globalization has been the order of global business for a while, as firms have sought to expand into markets far afield. Technological advances and improvements in global infrastructure have made the global firm very competitive. The rewards for this strategic approach have been increased profits derived from areas that would normally not be accessible. Many firms have, therefore, retuned their strategies to give them global orientations. This is also the time when Africa is touted as "the next big thing" in global business. The economic liberalization that underpins globalization calls for opening up markets and minimizing the role of government in

business.

Africa seems to have swallowed this hook, line and sinker and the "Africa Rising" theme has become a common refrain. In the face of the recent backlash against globalization, largescale change and uncertainty have been brought to international business and its competiveness. Many are rushing back to regionalization, as opposed to the dominant globalization. This does not portend well for Africa as we have come to rely too much on global sources of products/services for our basic needs. Business leaders and governments have expressed concerned with the impact of this trend toward glocalization and its underlying political, social, economic, and other environmental issues. The conference provided an avenue to discuss these emerging trends and their implications for business competitiveness, especially for African enterprises.

Business School hosts international conference to optimise water and sanitation

The North-West University's Business School, led by Prof Fuluhelo (Fulu) Netswera recently hosted a conference in Cape Town where leaders and researchers in the field of sanitation waste and water management came together to discuss issues for a sustainable globe.

The conference was attended by more than 120 delegates from 12 countries which included South Korea, Japan, Finland, Pakistan, Malaysia, Sweden, Zimbabwe, Zambia, Uganda, Germany and Bangladesh. According to Prof Fulu, the proper and sustainable management of sanitation, waste and water resources is a fundamental goal of the United Nations and needs urgent attention with regard to its challenges and problems worldwide. "The management of these resources has a direct bearing on the quality of lives for all, but more especially communities in cities. Fresh water resources are depleting at an alarming rate, contaminated by human waste from industries and households, which compounds the water scarcity problem that currently affects one out of every ten people worldwide. More

than 2.1 billion people lacks access to safely managed drinking water resources and more than half of the global population (4.5 billion people) lacks safely managed sanitation services," Prof Fulu said.

Furthermore, in 2017, UNESCO found that nearly 80% of wastewater flows back into the ecosystem without being properly treated. This means that poor solid waste management presents a devastating effect on ground water.

"The burden of diseases associated with poor sanitation, water pollution and poor waste management is escalating, manifesting in intestinal nematode infections, lymphatic filariasis, trachoma, schistosomiasis, malaria and other infectious diseases. The World Health Organisation estimates that more than 2.2 million people die from diarrhoea annually," Prof Fulu stated.

Professor Jan-Olof Drangert from the Linkoping University in Sweden, Charles Tumwebaze, a lead Consultant at Interbuild Consultants in Uganda, Trevor Mulaudzi from the University of Limpopo and Dr Ki Hee Ryu from the Seoul National University were among the keynote speakers who addressed the conference about important issues in water and sanitation management.

The conference was sponsored by National Research Foundation, The World Toilet Association and the South African National Convention Bureau. The Chairperson of the World Toilet Association, Yeom Tae-Young, who is also the Mayor of Suwon City, was in attendance with his mayoral committee of ten.

Other issues which were addressed by national and international experts, includes:

- Concepts and theories of sanitation, waste and water practices and management;
- The socio-economic dimensions of water, waste and sanitation;

- Sustainable sanitation, water, waste and hygiene policies, practices quality standards;
- New innovations and technologies in ICT;
- Treatment and recycling methods/approaches for sanitation, water and waste;
- Water and sanitation epidemics, causes and effect in resultant disease burdens;
- Use and re-use policies and practices of sanitation, waste and waste resources;
- Behavioural change in sanitation, waste and water use practices;
- Ecosystem management and restoration of the natural environment, e.g. river restoration;
- Urbanity and new ecosystems.

The conference concluded with a technical tour in the Cape Town area where a waste water treatment plant and an informal settlement was visited.

Photo: Delegates, authors of scientific papers and keynote speakers shared essential information about the state of water and sanitation management around the globe.



Business School broadens students' horizons in Ireland



It is no secret that we as South Africans can only benefit to learn from businesses and tertiary institutions in developed countries. For this reason, the NWU's Business School organized a tour for students to Ireland to do just that.

According to Johan Jordaan, a lecturer at the Business School and tour organizer, the purpose of the tour was two-fold: (a) To give students experience of doing business in a developed country through lectures and through visits to industries; and (b) to form ties with at least one Irish university. The visit was anchored by a two-day summer school hosted by National University of Ireland Galway (NUIG) AMBA-accredited business school.

The tour programme included a plant visit to Thermo King (manufacturer of cooling units for cooling trucks,



containers and railway carriages) in Galway where one of the supervisors took the students on a guided plant tour. Jordaan says it was impressive to see their efficiency and cost management being so good. "Although their raw material cost is the same as their competitors, they produce at a lower cost as any of their competitors, including those in the Far East. Their environmental management is so good that they have sent no effluent to landfill sites since 2013."

They also visited SAP's headquarters in Galway where it was insightful to see the agility of their product development, that the office can develop a prototype solution for a new client overnight and have a first deliverable available within two weeks. According to the students, their visit to the Mount Lucas Wind Farm outside Dublin was just as impressive. The plant's public relations officer, Catherine Swaine, gave more insight of how wind farms work and the process of starting and operating a wind farm (including how to manage the environmental concerns), followed by a technical discussion with two of the Siemens engineers who are operating the plant on behalf of the energy company Bord na Mona (a joint venture between the Irish government and a private company).

Students also attended a lecture about the unintended consequences of technology on the workplace, by Dr Eoin Wheelan of NUIG Business School. "Interesting research was shared on the effect that social media, cell phones, e-mail and the Internet has on the productivity, satisfaction and wellbeing of employees and what to do to counter the negative unintended consequences of technology. Interesting suggestions, based on research in Ireland includes banning cell phones at meetings, allowing employees to disconnect after hours, methods to manage your usage of e-mail and to counter the expectations of real-time feedback, so that the negative consequences of these technologies could be minimised,

Jordaan says.

To the NWU's delight, a memorandum of understanding was signed by both the NWU Business School and the J.E. Cairnes School of Business and Economics at the National University of Ireland Galway. "There are many similarities between the two business schools. Both received their first AMBA accreditation in 2013 and both schools run a two-year MBA course. The Faculty staff was very interested when we discussed the possibility of inviting them on a similar visit to South Africa. NWU Business School has also been invited to send future groups to NUIG, possibly for a three-day summer school. Next step is to exchange curricula and contact details of lecturers teaching corresponding modules to enable direct contact with peers," Jordaan says.

Based on the students' feedback, the tour was good value for money and in all respects a worthwhile experience and also allowed an excellent internationalisation opportunity for the NWU Business School.



Research

Research Clusters

The NWU Business School at the North-West University, wants to be known for research that provides practical business solutions with scientific contributions to the broader field of management. The NWU Business School consists of research clusters in the field of management. These clusters form the basis for focused as well as integrated research covering the following areas:

- Human Resource Management
- Financial Management
- Operations, IT & Project Management
- General Management
- Entrepreneurship
- Marketing

| Indicators | 2017 | 2018 |
|---|------|------|
| Total publications | 59 | 69 |
| Books | 0 | 1 |
| Book chapters | 4 | 4 |
| Total accredited Journal articles | 19 | 24 |
| Total accredited conference presentations | 36 | 40 |

Prof Raymond Parsons' Book:

'Good Capitalism, Bad Capitalism: The Role of Business in South Africa'

With South Africa having turned the corner politically and President Ramaphosa promising a 'new dawn', many people are cautiously optimistic about the prospects of an economic turnaround in the country. How-

GOOD

CAPITALISM,

BAD CAPITALISM

The role of business

RAYMOND

PARSONS

WITH ALI PARRY

ever, in looking forward to a better future, it is important to remember - and extract relevant lessons from - the past, to which most of South Africa's most pressing challenges these days can be traced.

The above is a recurring theme in the new book, Good Capitalism, Bad Capitalism: The Role of Business in South Africa, written by prominent economist, Professor Raymond Parsons, together with Ali Parry. As the title of the book suggests, South Africa is a country of contradictions, where ethical leadership (in both the public and private sectors) has been increasingly overshadowed by opportunism



and greed. As a result, the country is more divided than ever before and tensions are mounting. The inequality that permeates society needs to be tackled in new and

> more vigorous ways so that the country's oppressive and painful past does not end up repeating itself. High levels of unemployment, poverty and inequality in South Africa also mean that not enough people have a stake in the economy to uphold and defend.

At the launch of Good Capitalism, Bad Capitalism in Johannesburg on 29 May 2018, Professor Parsons said: "It cannot be business as usual in South Africa. Business has to play a much bigger role in shaping our national agenda, particularly in offering some really creative solutions to the country's challenges." As the book points out, business is the main driver of the economy yet for years has been a passenger in economic policy-making. A new social compact is clearly needed between government, business and labour so that collective solutions can be crafted that address the persistent problems gripping the country. Strong economic performance is heavily dependent on effective and accountable institutions, stressed Professor Parsons. A strong institutional framework and policy certainty are essential if the country is to attract much-needed investment and the economy is to shift into high gear.

One of the factors contributing to the diluted influence of the private sector in economic policy-making and planning is that the organised business sector – represented by chambers of commerce and business associations (including peak organisations like BUSA and BLSA) – has become increasingly fragmented over the years. Rather than constituting a collective 'voice' for business with a common mandate to hold their own members and government to account, organised business institutions often compete with one another, sending a confusing array of messages to the market. What we have is a 'cacophony of acronyms'. Duplication of effort leads to dwindling membership numbers per institution and weakens their ability to be effective advocates for the constituencies that they have traditionally served.

"Without a strong voice for business, it is not possible to steer or influence policy," said Professor Parsons. This also leads to the neglect of accountability which is one of the cornerstones of a healthy democracy.

Former Finance Minister, Trevor Manuel, who was the guest speaker at the book launch, remarked: "We have lived through a decade in which people have been able



to act with impunity, without consequences. We need to re-energise the concept of consequences when dealing with bad practices and habits." However, the root cause of many of South Africa's problems – which, it can be argued, has found fertile ground in the capitalist system – cannot be ignored.

"Capitalism has given us wealth beyond measure," said Manuel, "but it has taken away the chief benefit of wealth, and that is the concept of having enough." A slew of public and private sector scandals involving Eskom, South African Airways, Steinhoff and many others are evidence of this. And while these high-profile cases are cause for alarm, what is equally concerning, he said, is the flip side to the story: that large swathes of the population are either unemployed or earn wages that are well below the recognised minimum level. "Why have we allowed this to happen?"

Manuel added that, irrespective of people's specific views on the merits or evils of capitalism and how South Africa's socio-economic recovery should play out, the book makes a valuable contribution in that it stimulates very necessary debate about "who we are, what we must do and what the solution is for South Africa".

Good Capitalism, Bad Capitalism: The Role of Business in South Africa (published by Jacana Media) is available from Exclusive Books countrywide and Loot (order online from http://www.loot.co.za).



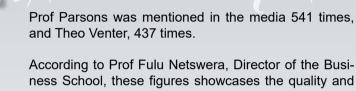
Trevor Manuel, former Finance Minister, speaking at the book launch in Johannesburg.

Stakeholder Relations

Business School leaving its mark in the media

It pays to share words of wisdom and experts from the North-West University's Business School can attest to that. THE NWU makes use of an independent company, Market IQ, to track and monitor the publicity generated for the NWU in the media. In 2018, Prof Raymond Parsons and Theo Venter held the Business School's name up high again by generating publicity to the value of millions of Rands in newspapers, online media and radio and television.





relevance of our staff's opinions. "It makes me proud that the media regards our staff as experts in their fields and put great value to their relevant, timely and unbiased opinions. Through this achievements, we claim our position as important influencers in the in the private and public sectors," he said.

Photo: Prof Raymond Parsons (left) of the NWU's School of Business and Governance was quoted 541 times in the media, followed by Theo Venter (right), 437 times.

Policy Uncertainty Index declines slightly, but remains in negative territory

By NWU Business School

As outlined when the PUI was launched in early 2016, the role of policy uncertainty has loomed large in much of the recent economic debate in SA. It is seen to have important implications for business confidence and the investment climate in the country. Hardly any recent economic assessment or media release from international or local financial institutions, business lobbies, econom-Incertaint ic analysts, financial journalists or barometer credit rating agencies appears without the inclusion of the words 'policy uncertainty' occurring in them. The design of a policy uncertainty index for SA has nonetheless been spurred not only by economic cir-

cumstances in the country, but also by the increasing academic and policy interest globally around the cause, effect, measurement and definition of policy uncertainty.

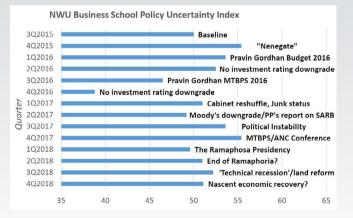
There have been many manifestations of policy uncertainty in SA over the years. The institutional setting and policy making environment clearly influence the extent to which negative shocks and developments lead to bad outcomes and tough policy challenges. It seemed that the time had arrived to craft a more accurate measurement of this recurrent factor in SA's economic outlook. A deeper understanding of how uncertainty 'shocks' affect the SA economy helps policy makers to assess how future shocks will impact markets and business.

Interesting correlations have been found of the policy uncertainty index with economic outcomes. Empirically it shows that when economic policy uncertainty is strongly present in the environment, it indeed lowers investment, employment and output. High levels of such policy uncertainty inhibit meaningful investment and consumption. Elevated policy uncertainty in many countries contributes to sluggish growth. Economic policy uncertainty then has actual consequences for the economy.

In an article 'Macroeconomic Uncertainty in South Africa' published in the September 2018 SA Journal of Economics, Chris Redl concludes that 'both fiscal and monetary policy makers should monitor the levels of economic uncertainty as this may foreshadow a decline in economic activity.'

The PUI is published in January, April, July and October of each year. An increase beyond 50 reflects heightened policy uncertainty; a decline in the PUI means reduced uncertainty. The value of the PUI as a proxy for policy uncertainty will lie in tracking changes in policy uncertainty over time, and as the index settles down over time and builds a track record.

The PUI for 4Q 2018 eased slightly from 52.2 in 3Q 2018, but remains in negative territory. The SA economy has moved out of recession territory yet the economic recovery is slow and patchy. Growth in 2018 as a whole is likely to have been about 0.6% and the forecast for 2019 is approximately 1.5%, a little above the



World Bank' recent expectation of 1.3%. The SARB has now cut its growth forecast for 2019 from 1.9% to 1.7%, with downside risks.

Of particular concern has been the weak performance of fixed capital formation and its implications for future growth performance. Hence the strong emphasis on boosting investor confidence.

Levels of political and policy uncertainty in 2019 are likely to be shaped for better or worse by the following cross-currents:

- the extent to which the nascent economic recovery is underpinned in the months ahead by appropriate monetary, fiscal and other policies. The economy is not on cruise control.
- the degree to which inconsistent policy signalling around issues such as Eskom finances and renewed load shedding, as well as the eventual outcome of the land reform process, may weaken in-

vestor sentiment

 the impact of the forthcoming SONA and National Budget in February 2019 on the policy environment and investor confidence

- the effect on business and consumer confidence in the event of a highly divisive and populist election campaign prior to a May election
- a world economy which is less supportive - but the more SA's house is in order, the better its ability to manage any global economic headwinds

Insightful opinions presented to all

As an initiative from the NWU's Business School, you can now access engaging current affairs and opinions from political and business leaders, influencers and other economical role players in the comfort of your home or office.

YouTube

On the social media platform, YouTube, we discuss politics, policies, economics, business and technology. Be sure to subscribe to the NWU's Business School's You-Tube videos for relevant and insightful interviews and opinions.

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