



## Shaping Executive Minds in Africa

JULY 2021

**DEVELOPING LEADERS IN THE MINING SECTOR**

**OUR PITSO INITIATIVE - DISCUSSING BURNING ISSUES**

**SHOWCASING OUR NEW MARKETING VIDEOS**

**NEWS**

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*Chief Director of the NWU Business School, Prof Jan van Romburgh elaborates about what's to expect in the July edition of the school's newsletter.*





The NWU Business School's focus to shape executive minds in Africa just expanded. We are pleased to announce the signing of a memorandum of understanding (MoU) between the NWU Business School and AgriSETA.

Both the NWU Business School and AgriSETA recognise that closer collaboration in research and learning programme implementation is required to increase the impact of capacity building initiatives within the agricultural sector. AgriSETA has a mandate to implement learning programmes within the agricultural sector based on research conducted in the sector.



We are enthusiastic that this partnership will strengthen and advance the focus areas in management development and training in both sectors. Areas of collaboration could be the conducting of joint research; sharing of knowledge and information with each other and stakeholders in the parties' networks; contributing to agricultural skills development-based research outcomes; mentoring and, where possible, supporting research students from the Business School to gain credible research experience; contributing to research skills development of own organisations and stakeholders; and joint presentations at conferences, symposiums and colloquia.



# WE ARE PROUD TO BE ASSOCIATED WITH:



The renowned pharmaceutical company, Aspen Pharmacare, has lately been in the spotlight for the great role they play in the manufacturing and distribution of the Covid-19 vaccine. It is with great pride that the North-West University Business School is associated with this pharmaceutical giant.

Over the past few years, the Business School and Aspen have had a close relationship, whereby they granted many bursary opportunities for students wanting to study towards their MBA degrees through the NWU Business School.

Recently, President Cyril Ramaphosa also recognised the great work that Aspen is doing in South Africa in his latest speech. He visited the Aspen manufacturing plant in the Eastern Cape, which will be involved in producing Covid-19 vaccines.

One of the Business School's closest acquaintances at Aspen Pharmacare is Stavros Nicolaou, the group's senior executive responsible for strategic trade development. Previously, he was CEO of Aspen's export business. He also currently serves on the Business School's Advisory Board.

Aspen is the only manufacturing site in Africa selected by Johnson & Johnson to compound, fill, finish and package the Covid-19 vaccine. Aspen group chief executive, Stephen Saad, said the pharmaceutical giant remained committed to keeping its flag planted in South Africa and on the continent as it meets the market's pharmaceutical needs and helps fight the Covid-19 pandemic.

Saad recently spoke at Aspen Pharmacare's Eastern Cape sterile manufacturing facility. "The new sterile facility contains high-technology, state-of-the-art pharmaceutical equipment and systems that will be used to manufacture advanced sterile medicines, including vaccines. These investments demonstrate Aspen's ongoing and enduring commitment to South Africa and the continent," said Saad.

*"More than half of the capacity of the plant - which can produce 300 million doses a year - has been committed to Africa," Ramaphosa said.*



*Stavros Nicolaou is the Aspen Pharmacare Group's Senior Executive*



“  
*The School is proud to be associated with a company that makes such a huge positive impact in the lives and wellbeing of people in South Africa and within the African continent.*

*I applaud Aspen for having had the foresight to invest more than R3 billion in the facility in the Eastern Cape and for their urgency to start producing the vaccines.*”

*Prof Jan van Romburgh,  
 Chief director of the  
 NWU Business School*



# Congratulations Charlotte!



## "Passion for People and Culture Earns Graduate Master's Degree *Cum Laude*"

*Our deputy chairperson of the NWU Business School Advisory Board, Ms Charlotte Mokoena, made academic headlines with the pioneering research in her Master's Degree.*

The findings of the study indicate that organisational factors that impact culture change efforts include: leadership behaviours and the leadership's ability to manage culture change efforts; alignment of the business case for change; dealing with employee resistance to change; the use of effective communication approaches; and the fact that sub-cultures and gender differences in experiencing culture exist in the workforce with not a single aligned organisational culture.

*Read the full article in the latest UKZN Online Newsletter.*



Shaping Executive Minds in Africa

# *Focussing* on our Alumni

This year, the NWU Business School launched a new initiative to showcase and engage with our alumni on a next level. See this video of what's it all about.

Make sure to subscribe to our mailing list to receive the latest news, events and more.

Visit our mailing list: [www.shorturl.at/emDLW](http://www.shorturl.at/emDLW)

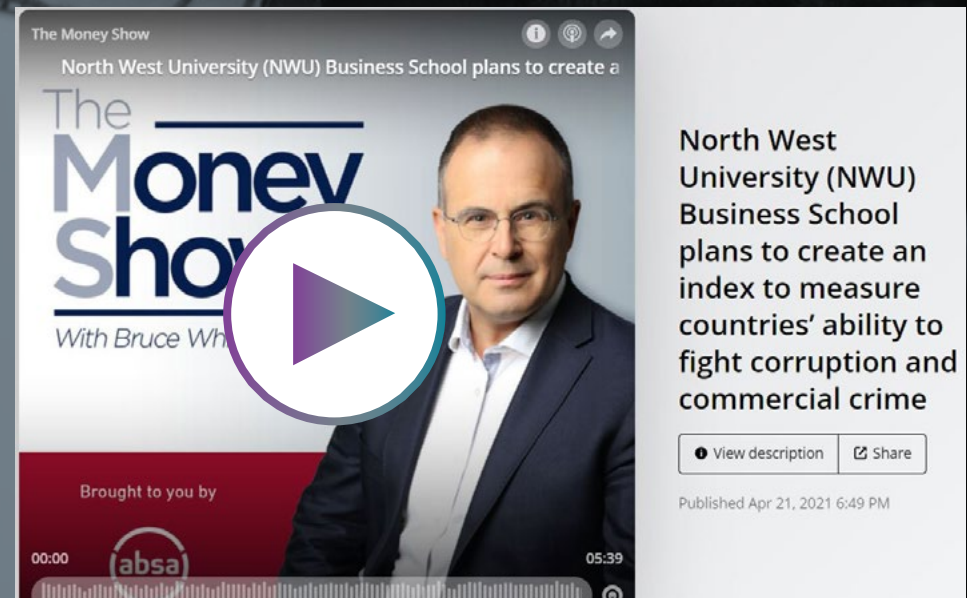




# *What's the impact of commercial crime in SA?*

The North-West University Business School is setting up a specialist unit that will focus on the impact of corruption and commercial crime.

It plans to create an index to measure the ability of South Africa and other countries to fight these scourges. The School's chief director, Professor Jan van Romburgh, wants to launch the index later this year. Bruce Whitfield, a presenter on Cape Talk radio, interviewed the forensic accountant on "The Money Show."





26 Februarie 2021 Rapport

# Landbou kan land heelmaak

Met die regte leierskap kan landbou van Suid-Afrika heelmaak, as landbouers en landboumaatskappye die samelewing van 'n landbou-land na 'n landbou-land maak.



Die groep wat die rye dreier van Suid-Afrika se landboumaatskappye, as landbouers en landboumaatskappye, die samelewing van 'n landbou-land na 'n landbou-land maak.



Jy's nie die enigste een wat nie kan wag vir die krag om weer aan te kom nie.

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LBW | SPESIALE

# FOKUS

## OPLEIDING

# 'Bemagtig landbouleiers om probleme te hanteer'

Verseke projekte en opleidingsgeleenthede in die landbou moes die afelope jaar weens inperkingsreëls aanpas by aanlyn klaskamers en webinare. 'n Boer maak egter 'n plan, en 'n balans is dus op 'n vindigryke manier gevind tussen aanlyn, teoretiese en praktiese leersessies.

Handel inperkingsreëls vanweë die Covid-19-pandemie het, het die opleiding en onderrig van die volgende generasie boere landbouers voortgespan deur digitale platforme en aanlyn kennissessies.

Praktiese onderrig, indiensiening van die alreële kennis in persoon bly noodsaaklik, maar die aanwysing van 'n domein kennis is baie belangrik. Die vinding gedurende van landbouopleidingsleiers.

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LBW | PROMOSIE | AFGRI

# Só belê AFGRI in landbou se toekoms

'n Groep van 28 landbouespecialiste het verlede jaar aan die jaarlikse Leadership Academy for Agriculture deelgeneem, waarvan AFGRI een van die modules geboort het. Die studente het van Suid-Afrika se groot landbouesake getakel as deel van die opleiding en moes met oplossings vorendom kom.



Die Leadership Academy by Nkomo van 2020, 2020, 2020.

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BLOEMFONTEIN

# Courant

45 000 COPIES

# NWU Business School



NWU Business School - where theory meets practice

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**Think Tank**  
NWU Business School

# CRYPTOCURRENCIES:

Dressed for success?

The world of Bitcoin appears to be here to stay, despite many forecasts that the ride is going to end at any moment. Recently, Elon Musk argued that in a choice between cryptocurrencies and fiat currencies such as the dollar, euro and the yen his preference was for the former. Bitcoin, the largest of at least 4 000 cryptocurrencies, made its debut in 2009.

In February 2011, one bitcoin could be bought for \$1 (R7.04), and if you had still held onto it by 21 May 2021, it would have been worth \$40 532.20 (R568 108.14). However, at the very least, it is still regarded as a highly speculative bet from an investment perspective. The future of crypto is contentious, even divisive, and recently the Business School at the North-West University (NWU) tasked a Think Tank to assess the debate.

According to Albert van Zyl, a senior lecturer at the NWU Business School and an expert in corporate governance and the control of corruption, crypto assets, and more particularly the associated industries and technological applications that are developing show a great deal of potential. This is clearly articulated by Fred Ehrsam, co-founder of Coinbase, who tweeted: "... crypto is just getting started. We are 1% into the most important technology of the coming decades.

Crypto will redefine money and information, the two fundamental ways the world coordinates." "Cryptocurrencies, more specifically the technology upon which they are built, namely blockchain, are one of the most disruptive technologies of our time. Not surprisingly, it attracted the likes of Elon Musk. Almost everybody took notice when Musk, through Tesla, jumped on the Bitcoin train early in 2021. Bitcoin jumped 16% in one day. This event drew large amounts of goodwill to Bitcoin, which has been carried forward by the listing of Coinbase on the Nasdaq," Van Zyl says.

On 1 April 2021, Coinbase, one of the largest and longest operating cryptocurrency exchanges in the world, became the first major crypto business to list on the Nasdaq, following approval from the US SEC. This added further credibility to the industry. Coinbase instantly became a financial giant on Wall Street, and ended its first day of trading at \$328,28, valuing the company at \$85,7 billion. For perspective, the market value of Goldman Sachs is \$120 billion. However, Coinbase warned in its financial prospectus that its business performance was closely tied to the price of cryptocurrencies, which are volatile.



This warning was spot on. When Musk tweeted on 12 May 2021 that Tesla was suspending Bitcoin purchases due to concerns being raised about the increased use of fossil fuels in Bitcoin mining, it triggered a significant slide in Bitcoin.

On 20 May 2021, Coinbase traded at \$224.80. Nevertheless, the New York Times called the listing of Coinbase a “landmark moment” for Bitcoin and the entire cryptocurrency industry. This listing gave traditional investors, who may be interested in digital currencies but are unable or unwilling to buy them directly, and mainstream index funds an indirect exposure to buy into the crypto market.

Van Zyl adds that cryptocurrencies are increasingly being applied in alternative markets such as computer gaming and related “second-life” or virtual world applications. “Here is where this completely new market and possibilities for entrepreneurship and economic development may create exciting opportunities, in particular for the unemployed youth in South Africa. While the traditional formal economy fails to create opportunities for the youth, this new market may provide an answer. Ironically, the youth seem a much better fit to take cryptocurrencies and their associated applications and industries into the future.

“Compared to fiat currencies, bitcoin’s market capitalisation was in the 17th position on 14 May 2021 – more than that of the Russian rouble, or the Mexican peso. Ethereum was in the 27th position and the South African rand in the 33rd position,”

VAN ZYL

Bitcoin mining consumes electricity, involving heavy computer calculations to verify transactions. This increases the risk associated with carbon emissions. In February 2021, an analysis by the Centre for Alternative Finance at Cambridge University estimated that bitcoin mining uses more electricity annually than the whole of Argentina, the Netherlands or the United Arab Emirates. This led to critique on the decision by electric-car manufacturer Tesla to invest in bitcoin, as it undermines its environmental image.

According to Van Zyl, it could, however, be argued that the increased demand for electricity could stimulate growth in the development of sustainable green electricity. An analysis of the whole value chain involved in the gold industry, a commodity with actually very little inherent value, also proves that it has a very shocking environmental impact, even while leaving the human lives being lost in the mining, transport and protection thereof out of account.

“In theory, regulation of crypto assets could help to build trust because of the oversight provided, and because accountability could be vested in a person or entity in the event of things going wrong. Arguably, regulation may help prevent well-known South African scams linked to Bitcoin, like BTC Global and Mirror Trading International, or limit the losses suffered,” he says.

Worldwide, central banks have started focusing on cryptocurrencies – the UK Treasury and the Bank of England have a taskforce on it, and the Chinese are trialling it. According to Cox, Wall Street banks view central bank digital currencies as the next big financial disruptor.

Recently, China has created its own digital currency, a first for a major economy, according to the Wall Street Journal. This will enable Beijing to track spending in real time, plus providing access to money that is not linked to the dollar-dominated global financial system.

For crypto puritans, this will completely negate one of the advantages of cryptocurrencies, namely the anonymity of the user, and will provide much more power to a centralist government to monitor its economy and its people.

On the other hand, Turkey’s central bank announced a ban on the use of crypto assets for payments. The Nigerian Central Bank did not ban cryptocurrencies, but prohibited certain transactions in cryptocurrencies in the banking sector. Like fiat currencies, crypto assets can be misused as an enabler or host of crime.

Money laundering is key to cryptocurrency-based crime. The primary goal of cybercriminals who utilise cryptocurrency is to obfuscate the source, application or destiny of their funds by converting their cryptocurrency into fiat currency or vice versa during different stages of their criminal activities. The lack of regulation, ease of transfer and anonymity of cryptocurrencies make it very attractive for money-laundering purposes.

Cryptocurrencies are also used in Ponzi schemes. The infamous South African-based Mirror Trading International was crowned as the world’s largest cryptocurrency Ponzi scam in 2020. A total of around \$589 million was lost, affecting hundreds and thousands of investors, according to the 2021 Crypto Crime Report by Chainanalysis.



# *Celebrating* our Alumni

Duitser Bosman



We celebrate another alumnus of the NWU Business School, Duitser Bosman.

Duitser has more than 20 years' experience in the sporting industry. His expertise lies in the development and running of various sporting competitions that include strategy development, business development, financial management and social media management within the sporting environment. Duitser's sports management skills were recognised by SA Rugby, and he was afforded the unique opportunity to serve as the British and Irish Lions' South African manager during their 2009 tour to South Africa.

Some of his extraordinary professional achievements include being the first appointed CEO of the very successful Varsity Cup Programme (inter-university rugby competition) as well as the Varsity Sports. This experience has contributed to the development of advanced skills in building and positioning sporting brands, innovative marketing and branding expertise.

*“Engaging and partnering with a diverse range of stakeholders and managing all aspects of a business is a critical skillset that I have to offer.”* Duitser says.

He completed his MBA at the NWU Business School in 2000 and served as marketing manager for the PUK Rugby Institute for seven years. Some of his Varsity Cup and Varsity Sports achievements include growing Varsity Cup from a Superbowl stretching over a weekend to a turnover R7 million in 2008, with continual growth to R25million in 2013. He developed Varsity Cup and Varsity Shield to include the involvement of 16 universities.

Currently, Duitser resides in the Paarl with his wife and three kids, where he works as CEO for his company, Duitser Bosman Sport (Pty) Ltd. His company enjoys immense success and helps turn spectators into clients through quality sport management, competition management and sport sponsorship.

**“Sport needs to be entertainment and marketed and managed as such. Many competitions are presented in South Africa, but few of them are done well and optimised - and that is where we come in,”**

**If you are looking for expert sport, competition and sponsorship management, you can visit his website at:**  
<https://dbsport.co.za/what-we-offer/>

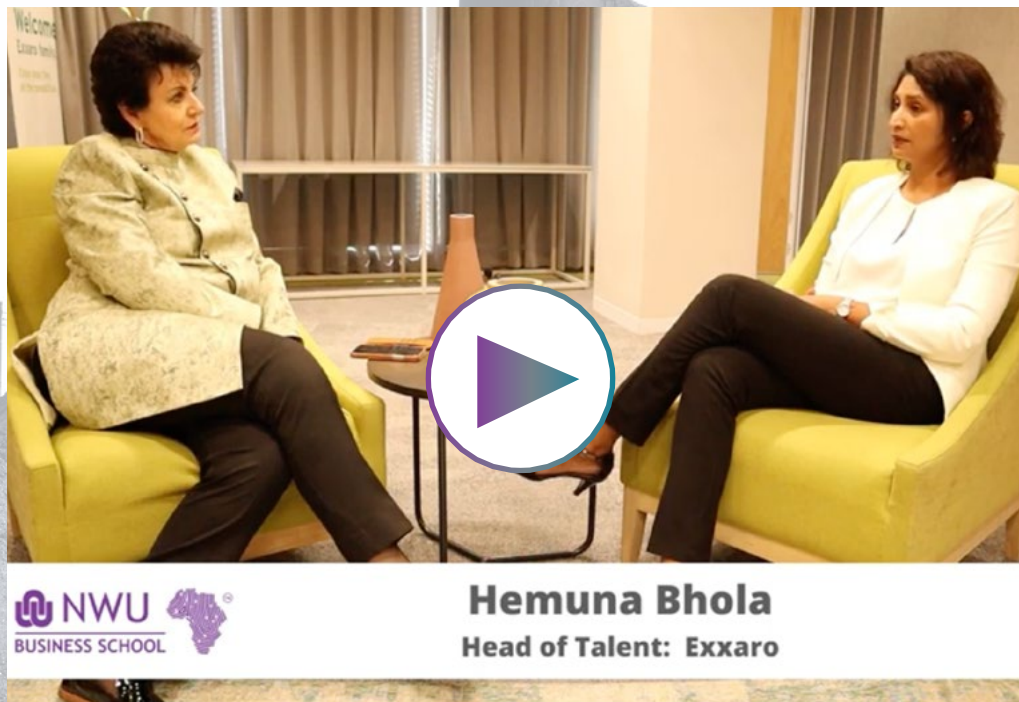
**We thank Duitser for being part of our NWU Business School legacy and wish him continued success.**



# DELVING INTO THE FUTURE LEADERSHIP OF THE MINING SECTOR

**exxaro**

**POWERING POSSIBILITY**



**Hemuna Bhola**  
Head of Talent: Exxaro

*The NWU Business School and Thinking Fusion Africa provide Leadership short courses to the staff of Exxaro Mining. Director of Thinking Fusion, Prof Rene Uys, finds out how these courses impact the workforce, productivity and leadership of Exxaro.*

Click on the play button on the left, to hear what it's all about.



# WHAT MAKES OUR MBA extraordinary?

As part of the NWU Business School's MBA qualification, we offer a supplementary programme in the field of leadership coaching. This programme is offered on a part time basis by John Skinner, a 59 year old qualified Neuro Leadership Institute (NLI) coach, an Electrical Engineering and an MBA alumni of the NWU Business School. He has held numerous leadership and project management SME positions within the manufacturing and petrochemical industries.

He has a passion for the development of inspirational leaders and harnessing individual growth through personal mastery. In this video, Dr Johan Jordaan, the MBA's programme leader, has a discussion with John about the quality of the NWU Business School's MBA programme.







[Click here to see the recording of our first Pitso:](#)



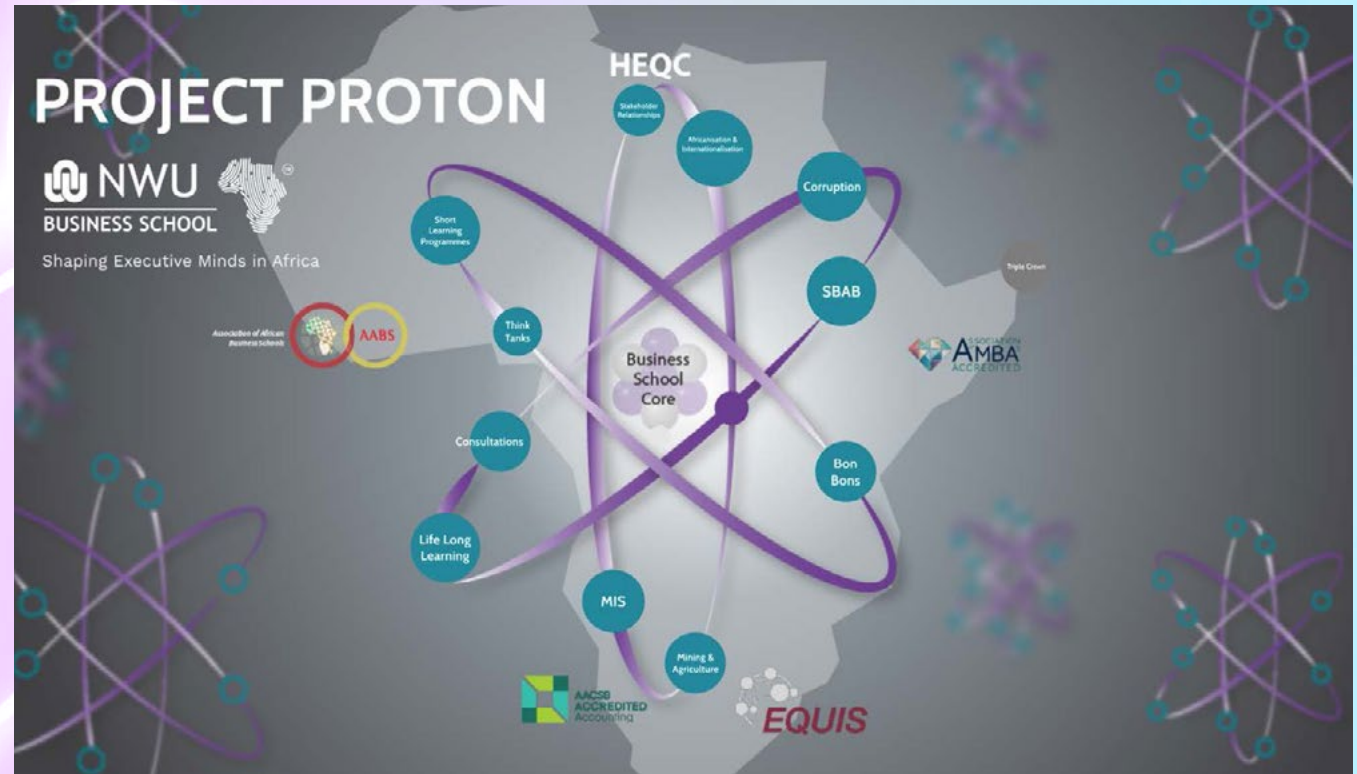
The NWU Business School is proud to announce yet another initiative to shape executive minds in Africa.

Our brand new “Pitso” series is a to the point, gathering of expert opinions, gathering of leaders on burning issues affecting the business community. A Pitso refers to a calling - when a tribal leader gathers or calls on stakeholders and experts to mediate, deliberate and decide on a matter.

# Project PROTON

Prof Jan van Romburgh nourished, planned and pondered over his vision of the NWU Business School for the next five years. He recently shared this vision in the form of a fresh and innovative metaphor - namely Project Proton. He invited all his colleagues, the advisory board and other important figures from the NWU Business School to share his prospects and to also pick their minds. The virtual attendees were welcomed by Prof Raymond Parsons, greeted and inspired by Dr Jacques Faul, and the meeting was facilitated by Prof Jan himself.

Prof Raymond Parsons, chair of the advisory board of the NWU Business School, shared his excitement regarding Project Proton and is confident that the Business School can be competitive in a changing world. "The new approach should be to adapt and to take our vision and mission into a changing world and to do this successfully is rather a lot like riding a bicycle, if you stop, you fall off."



Dr Jacques Faul, CEO in professional sports administration for 18 years, respected businessman, and an NWU Business School alumnus, addressed the attendees with a story of passion, motivation and hard work. In all his years in the cricket industry, he came to learn quite a few life lessons and graciously shared those with the NWU Business School staff. "As professional people we are inclined to quickly skip over our victories and start working on our new goals. But we need to reward ourselves and take time to celebrate our successes," Dr Faul says.

*"We need to flow like water."*  
Dr Faul explained that some of the most successful people he has met are like water. Nothing stops them, there is no obstacle that can dam them in, they go around it, underneath it, over it. Like this, we should be resilient in our passions and dreams.



On the peak of Dr Faul's career, life threw him a curve ball and his loved ones' lives were touched by sickness and were in sudden jeopardy. Instead of giving in to these hardships, he decided to reach out to family and allow them to be strong for him, when he could not. This only strengthened him and contributed to further successes in his life.

"Remember that your strengths should define you, not your weaknesses," he shared. After his inspiring message, the attendees thanked him with a virtual applause for his honest and heartening message.

At last, the staff's anticipation was addressed as Prof van Romburgh started to share his vision with them. "What do we call our strategic plan? What do we show people when they ask: 'What's next'? We show them Project Proton!" Project Proton will be the NWU Business School's blueprint for how they will align themselves until 2026.

The presentation started with a modern, futuristic video capturing the metaphoric essence of the Project Proton plan. "In an ever-changing world, you cannot afford to be stagnant or stationary.

Picture yourself the example of movement of energy or electricity. It needs to flow to be able to adapt and to move into the right direction. Movables, like an atom with protons and electrons, if you like... The North-West University Business School is directly compared to such an atom." Prof van Romburgh explained that an atom can only be as strong as its core - the proton. "The core, which for the Business School will be our MBA, PGDIP and Research should be healthy and strong.

Around the core, the electrons will orbit. Our electrons should be adaptable, movable and manoeuvrable - they are our own innovations and projects like the Think Tanks, Bon Bons, Executive Education etc.," Prof van Romburgh expressed.

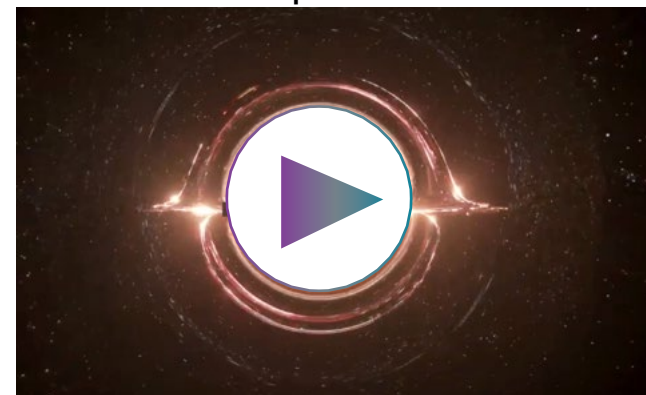
The Think Tanks recently received incredible feedback and attendance spiked with about 200 participants at the last session. The next session will also address extremely relevant and crucial topics in South Africa such as recommendations on how to approach corruption in our country.

The Bon Bons, Mining and Agriculture and Stakeholder Relationship electrons are all doing extremely important work in Africa.

On the sphere of the atom, we also saw fairly new ideas and potential that can be reached in the near future, like naming rights for the NWU Business School. "We aim to receive five-year AMBA accreditation, where after the obtaining of naming rights for the Business School will be the next priority," shares Prof van Romburgh. Other important projects that will surface is a management information system dedicated to the NWU Business School, and professional business consultations that will be a service to the community from the Business School staff.

"I am convinced that, as a group of professionals, we can take the Business School to the next level. With this strategy in mind, we will put our resources where our plans are," Prof van Romburgh concluded his presentation and invited all the attendees to freely share their ideas and also give their inputs to Project Proton.

To view video please click here:






NWU  
RANKS  
in top  
4.7%  
of global  
universities

\*According to the  
Center for World  
University Rankings





The North-West University (NWU) continues its excellent performance in global rankings. In the latest rankings, the Center for World University Rankings (CWUR) placed the NWU in the top 4.7% of universities in their 2021/2022 edition of the Global 2000 list. This considerable achievement was published on 26 April on the [cwur.org](https://www.cwur.org) website. The NWU was ranked according to academic performance among 19 788 universities worldwide.

The NWU excelled with an overall score of 70.7. It was ranked 924th in the world, ninth in Africa and seventh in South Africa. In terms of research performance, the CWUR ranked the NWU 879th among the world's participating universities.

Prof Dan Kgwadi, vice-chancellor and principal of the NWU, says the NWU regularly excels in global rankings. The latest CWUR ranking follows a top-100 placing – and overall sixth place in South Africa – in the Emerging Economies University Ranking of Times Higher Education (THE), which was announced in March this year. The Times Higher Education Ranking placed the NWU in the overall 97th place out of 606 universities participating in their ranking.

“Although ranking is not a goal the NWU pursues, it is recognition for the excellent work that all members of the NWU family are doing. The NWU’s spirit and resilience have again shown that with hard work and dedication, we can weather the storms in tumultuous times. Covid-19 has emphasised the importance of knowledge sharing and international cooperation. This international recognition serves as an enabler for fostering partnerships and international collaboration.” He says the management of the NWU is extremely proud of all staff, students and other role players who are playing their part in making the NWU shine internationally.





## Largest academic rankings of global universities

The CWUR publishes the largest academic rankings of global universities. It is a consulting organisation that provides policy advice, strategic insights and consulting services to governments and universities in order to improve educational and research outcomes.

The CWUR rankings are unique in that the organisation places equal emphasis on the learning environment and research.

It also uses objective indicators for all four key pillars underlying the methodology of the ranking, with no reliance on surveys and data submissions. The four key pillars are the quality of education, alumni employment, quality of faculty, and research performance.





## Indicators determine ranking

The CWUR uses seven objectives and robust indicators grouped into four areas to rank the world's universities.

The first of these indicators concerns the quality of education, which is measured by the number of a university's alumni who have won major academic distinctions relative to the university's size (25%).

Alumni employment is another indicator. This is measured by the number of a university's alumni who have held top executive positions at the world's largest companies relative to the university's size (25%).

Thirdly, the CWUR considers the quality of faculty. This is measured by the number of faculty members who have won major academic distinctions (10%).

The fourth indicator is research performance, which is measured in four areas: research output (10%), high-quality publications (10%), influence in terms of the number of research articles in highly influential journals (10%), and citations (10%).

For more information on the rankings, visit <http://cwur.org/2021-22.php>.



# LOCKDOWN LEVEL 4

## - *what now?*

**NWU Business School Economist Prof Raymond Parsons Says:**

‘The broad realities faced by President Cyril Ramaphosa’s in seeking to strike the right balance between lives and livelihoods in coping with the current serious third wave and its Delta variant should be recognized. Given where SA now finds itself with the pandemic the government had limited options available.

It nonetheless is the strict enforcement by government of existing regulations and the limiting of numbers at risky large venues that also remains essential, if the present serious pandemic situation is to be turned around. These steps should be the major thrust of what is further needed regarding behavioural issues important to coping with the pandemic and not in having to shut the economy down.







However, coming so soon after the Level 3 lockdown measures imposed on June 16 cumulatively these further restrictions could now still exact an economic toll of certain sectors of the economy. It is therefore a pity that there was no indication of possible renewed support measures to offset the potential business distress and job losses that may now develop under the return to a Level 4 lockdown.

In particular, the hospitality, tourism and liquor sectors have now been subjected to new uncertainties and setbacks, which may not end after 14 days. Although there is a strong general economic 'rebound' underway from last year's -7% GDP growth the economy remains brittle. Many businesses, especially SMMEs, are still especially vulnerable given the economic damage arising from previous lockdowns and may not survive the latest restrictions.

It is clear from President Ramaphosa's address that a successful vaccine roll-out must now be the 'game changer'. The fundamental solution must therefore now lie in expediting the vaccine rollout in tandem with other economic reforms.

A rapid vaccine rollout which mobilizes the private sector on even a larger scale is the one single thing that could now make the major difference to lives and livelihoods. It then also makes it possible to remove lockdown restrictions sooner rather than later.

There is now ample global evidence indicating that how well countries fare post-Covid-19 will be decided by how quickly their economies and societies recover from their respective lockdowns'





# OUR INTERNATIONALISATION GETS A *BRICS* FLAVOUR

The NWU Business School recently combined forces with the International Institute of Business Networking (IIBN) in Saint Petersburg, Russia with the purpose to develop, promote and deliver continued education (Ced) offerings between the two institutions as part of an academic cooperation initiative.

The idea was already initiated in 2018 after a visit to the IIBN by a colleague from the North-West University's Office of the Deputy Vice-Chancellor. The original plan entailed the establishment of a working relationship in order for students and staff to enter into an exchange programme.

Another idea was for the MBA students to visit the university in 2020, but this could unfortunately not realise due to the COVID-19 pandemic.

What subsequently developed was the consideration of aligned MBA programmes and Ced programmes with other options postponed until such time that travel and teaching and learning are more accessible.



## ***Short Course in Cashflow Management and Sustained Performance Management***

The course introduces participants to the areas of strategic planning for sustained performance, approaches to performance measurement, implementation of performance management systems, performance reporting, analysis, usage of performance management data, performance management indicators and corporate value management. The course includes case studies related to successful and sustained performance management practices.

## ***Short Course in Corporate Information Strategy***

The course focuses on various case studies that examine how corporate information systems support business strategies in the modern networked business and how they provide a framework for managerial understanding of IT challenges and opportunities. The course highlights the importance of interactions between specialists and end-users for information systems to successfully perform according to expectations.

## ***Short Course in Crisis Management***

Crisis management is fundamental to damage control when an organisation undergoes tribulation. Entities are implicated on both flanks of the crisis who are either acutely disturbed by it or responsible for initiating it. Either way, both sides must work together to achieve the critical objectives of crisis management and reach a positive outcome. This course aims to equip organisations to deal with and recover their businesses efficiently and adapt it to a new normal in times of uncertainty.

***“Both the NWU Business School and IIBN will need to develop a strong connection with each other to facilitate student research. The international university partnership will offer domestic and international students opportunities to travel between countries for MBA visits during their studies.***

***Not only will it be beneficial from an academic point of view, but they will also gain incredible new experiences of other people’s cultures in other countries. This collaboration forms an integral part of internationalising the NWU Business School,”***

Prof Jan van Romburgh, Chief  
Director of the NWU Business School.

## ***Doing Business Internationally through Opportunities and Networks from BRICS Countries***

The programme is designed to provide in-depth insights into Successful practices of businesses going internationally for BRICS countries. The key aspects of doing business internationally will be analysed considering an impact of the current global Changes and uncertainty. Participants will be able to explore strategies and practices of internationalisation of businesses in Selected industries via analysis of different case studies, online networking events with Russian companies (with globally Growing activities and networks) and virtual tours.

## ***Supply Chain Strategies and Business Intelligence Management***

The course focuses on the security and digital integration of BI tools in supply chain strategies. As supply chains meet an impact of the current global changes and uncertainty and need constant improvement, IT technologies and the internet environment can become one of the sources of such transformations.



***We look forward to  
the contribution  
that the IIBN staff and  
students can make to our  
intellectual diversity.***

***The cross-pollination  
between students from  
different backgrounds,  
continents and cultures  
provides opportunities  
for strong ties with  
the international  
academic community.***



# Congratulations

## Professor Sam Fullerton

*We are enormously proud of our very own extraordinary professor, Sam Fullerton, who recently received his 16th best paper award at a top-rated marketing conference for his research.*

His most recent award was for the best paper in the Sports Marketing track at the Association of Marketing Theory & Practice conference. The paper, titled, “*Revisiting the Beneficiaries of the SCOTUS Ruling Striking Down PASPA*” was an extension of earlier research he did that looked at the potential benefits and beneficiaries of the US Supreme Court’s ruling that struck down a law that prohibited betting on sports outcomes in 45 of the 50 US states.

The two studies combined relied on secondary data and interviews with several sports marketing professionals. As a result, 14 potential beneficiaries and 201 benefits were identified.

The results from the two conference papers were combined, and the resulting article has been published in *The Journal of Gambling Business and Economics* (2020). Professor Fullerton has received the award for top paper at a conference on two occasions and top paper in a conference track 11 times.

His other three awards were for journal articles, including his often-cited article. “The Four Domains of Sports Marketing: A Conceptual Taxonomy.” That article was named one of the 20 best articles in the history of *Sport Marketing Quarterly*. The article is the foundation for Chapter 2 for the 4th edition of his Sports Marketing textbook. It was completed in April of this year and will be available from Chicago Business Press for universities and students for the upcoming semester.

This book is widely prescribed in the USA, and also in other countries such as South Africa and New Zealand, and Prof Fullerton’s name is very well known in the sports marketing circles.



Prof Fullerton holds a BBA, Master of Science and a PhD, all from the Michigan State University in the USA.

He is currently an emeritus professor of Marketing and specialises in Sports Marketing on the Executive MBA Programme at the Eastern Michigan University and serves as the President of the Sports Research Institute in the USA. Beyond all of this, he is also an extraordinary professor with us where he serves as the international moderator and quality guardian of the MBA’s Marketing Management module - a task that has been entrusted to him since 2009.

We are proud of his achievements and believe that his connectedness to NWU Business School will strengthen ties with industry and other academic and research institutions.

# North-West Business School Think Tank on: *Corruption and Lifestyle Audits*

Zoom Meeting

Recording

View

Jan van Rensburg

Simoné Laubscher

Theo Venter

Business School

10197125

Hettienne vonAbo (RS...)

Mondli Makhanya

Willie Hofmeyr

SUSAN VISSER

Piet Croucamp

Jacqui-Lyn McIntyre-L...

andries.ellis

nico.piek

NWU BS

J van Vuren

LinMari Roodt

travelconsultant1

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Polis

Lifestyle Audits in Progress 2:29

Attendees are now viewing questions 85 of 98 (86%) voted

1. Do you think that Lifestyle Audits can effectively be used to combat corruption in South Africa?

Yes (77) 91%

No (8) 9%

Think Tank  
NWU Business School





## North-West Business School Think Tank on: *Corruption and Lifestyle Audits*

The NWU Business School had its 8th virtual Think Tank on corruption, transparency and lifestyle audits.

Five experts were invited to make introductions and following that, the Think Tank opened for discussions. Mr Albert van Zyl from the NWU Business School spoke first about the nature and extent of corruption, the importance of transparency, and the need for lifestyle audits. Adv. Dali Mpofu SC followed with an introduction on the legal challenges and pitfalls of lifestyle audits.

Mr Mondli Makhanya (editor-in-chief of City Press) spoke about the possible institution of lifestyle audits for journalists as per the recommendations in the report commissioned by the South African National Editor's Forum.

**“Corruption is a pandemic not unlike Covid-19, with similar consequences.”**

Mrs Jacqui-Lyn McIntyre-Louw (NWU School of Accounting Sciences) provided a presentation on lifestyle methodologies and models. Mr Willie Hofmeyr concluded about his experience with lifestyle audits within the NPA, SIU and AFU, the challenges experienced and possible alternatives.

An active discussion followed about the role of lifestyle audits as a deterrence against corruption. Questions were raised about the political will to root out corruption and the role of politicians in the process due to patronage.

Several references were made about the role of the Zondo Commission and SARS in the utilisation of lifestyle audits. Proposals were made for the establishment of a dedicated centralised authority focused on the combatting and prevention of corruption.

It was mentioned that investigations into corruption and fraud are made very difficult because the administration of trusts in South Africa is not digitalised.

North West Premier Job Mokgoro also participated in the discussion explaining the difficulty of rooting out corruption in the North West Province and the costly nature of doing lifestyle audits, referring to his recent SOPA announcement on the issue of combatting corruption.

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### **The following transpired from the Think Tank session:**

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**1.** A pro-active approach to the combatting of corruption should be enhanced. Alternative measures like the use of data analytics, lifestyle audits and integrity testing through voice stress analysis can be considered to pro-actively address the scourge of corruption;

**2.** Transparency is an essential element in the combatting of corruption. The effective implementation of the new legislation on party political funding should, for instance, be monitored;

**3.** Lacking public procurement legislation and processes should urgently be addressed. The professionalisation of supply chain management should also be considered;

**4.** The media plays a very important role in creating a transparent and accountable society. Lifestyle audits within the media may be a good approach to deter journalists from accepting bribes for good stories or political push-back journalism; and

**5.** Education on anti-corruption should be much more comprehensive and universities must play a leading role in this process.

*The NWU Business School committed itself via its chief director, Prof Jan van Romburgh, to deepen its involvement and research in the issue of the effective and sustainable combatting of corruption.*



**Think Tank**  
NWU Business School

# *NSFAS and the consequences of government cost cutting*



Recently, the Business School at the North-West University (NWU) held a think tank focusing on the National Student Financial Aid Scheme (NSFAS), and specifically on the consequences of government cost cutting in the 2021 budget with respect to tertiary education.

There was consensus that the consequences of a capital deficit have an enormous direct impact on universities. Academic institutions land in the crossfire between the government and society every year, and the demographic and social development of the country is left with a whole range of unforeseen consequences.

The promise of free higher education that former president Jacob Zuma made in the winter of his presidency had enormous consequences for the Treasury, but also for universities, and even more for students who have no other financial solution than government funds. The focus of the think tank was on steps or actions that can be taken to address the problem, rather than on pondering the familiar problems.

NSFAS not only provided students from poorer and lower middle-class communities with access to tertiary-education institutions, but also enabled universities to diversify and transform.

The student demographics cannot come only from privileged families, particularly because prosperity is largely limited to just less than 10% of the country's population. Accessibility is probably the largest single inhibiting factor for attempts to address inequality and poverty.

Although NSFAS does not fund only black students, it is probably true that the lack of funding has the biggest impact on students from the black lower middle class. The parents of most of these students are part of a first-generation middle-class group, and academic training of one or more children leads to impoverishment that places the entire family in extreme financial need.

Post-school training is vital to the social mobility of an economically active population. The only way in which the mobility of economic classes can be guaranteed is to establish a constant demographic dividend. The dividend must consist of the ownership of assets, access to capital, scholastic and tertiary training, and access to medical care. Without that, individuals in a particular socio-economic class stagnate, which, in turn, leads to endless political tension and frustration.

NSFAS is an extremely important government intervention - just like the monthly grants - in pursuit of a more equitable outcome for South Africans who are either excluded from the formal economy, or who experience their status as part of the middle class as vulnerable because of the slowdown of the economy.

Globally, the middle-class group is under enormous economic and financial pressure, sometimes with catastrophic consequences for the prospects of post-school training. In the USA, there is enormous public pressure on legislators to either write off student debt or manage it as a political variable.

For the first time in the history of American elections, student debt was part of the ideological conversation regarding the role and function of the state. Like South Africa, the American democracy is extremely dependent on the political stability brought about by middle-class societies. The economic mobility that exists between classes is vital to the establishment of middle-class values.

The question is now - in light of the dire need for government capital in South Africa and the pressure this will place on universities with respect to service delivery to students - what strategies are available to academic institutions? The discussion at the NWU Business School is definitely a guide to the financial issues that probably, out of sheer necessity, exist at all universities. It is essential for higher-education institutions not to lose their academic sovereignty, but it is also true that the availability of capital in the private sector and from international non-governmental organisations should be investigated urgently.

Like almost all the speakers at the think tank argued, it is a process of relationships that should be addressed at faculty and even at departmental level. Most universities already have numerous research institutions that, in collaboration with companies and entities with an interest in new knowledge, can obtain funding. Several of our universities count among the thousand top universities in the world, and we are located extremely strategically with an ample institutional memory that can facilitate cooperation agreements. However, there is consensus that South African academic institutions do not utilise these options optimally, particularly in light of the best-practice method that already applies internationally in this regard.

Another source of income is students with the academic ability to study successfully, but who are turned away every year because of limitations on the capacity of our institutions. Many of these students will probably come from a wealthier part of society and be able to pay for academic training themselves. However, there will also always be large numbers of potential students who can only afford post-school training if it comes at a much lower price. This is where the accessibility offered by technology can make the difference.

Most universities have already developed platforms that make virtually all access to the academic programmes available at a very low price or at almost no cost. Roughly every university in South Africa can provide access to literally thousands of students who already have access to the necessary funds, but also make provision for families under financial pressure by simply offering technological training at a much lower price. The 'invisible hand' of technology is in fact the extent to which it makes complex systems accessible and cheaper. As a form of empowerment it creates an important space where the government and the private sector can develop a common interest.

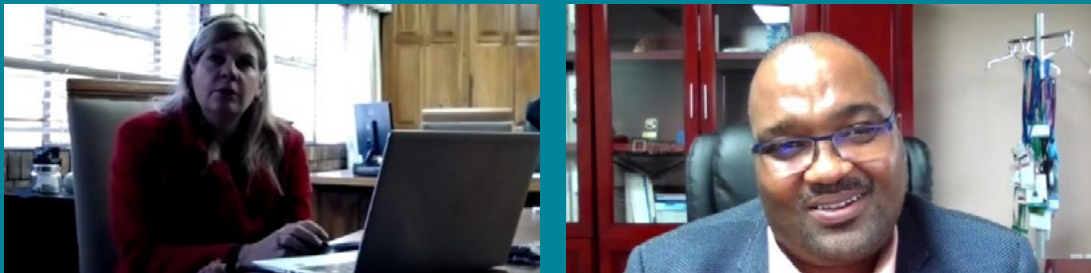
Assessment is still a variable that offers a great deal of uncertainty, but it can now be viewed as no more than a logistical complexity for which well-planned solutions will be found over time. However, the real problem is that even middle-class families sometimes experience extremely dysfunctional circumstances. As many as 63% of South African children live in a household in which the fathers have no social or financial presence.

While education and training offer the possibility of an escape route from this sociological chaos, it is still a complicating factor that will have to be managed without the state. However, academic institutions have an important role and function in this regard, which, by the way, can also supplement their income base in the process and accomplish a degree of social stability.

It is difficult but possible to establish technological environments in remote communities or in dysfunctional families that offer students a degree of protection in the chaos of absolute and relative poverty. We will still have to do a great deal of thinking, but there is reason for being optimistic that innovative thinking, access to technology and the will to be exclusive can make the academic ivory tower more user-friendly.



# OUR TOP NWU *management* CARES



On a regular basis, the management and the advisory board of the NWU Business School seizes opportunities to engage with the top management of the North-West University.

*“We value these opportunities where we can provide feedback with regard to our continuous provision of quality offerings, satisfactory experiences from staff and students and to enlighten our leaders about the process of our re-accreditation with AMBA,”*

*Prof Jan van Romburgh says.*

**Meetings were held between**

- Prof Dan Kgwadi, NWU Vice-Chancellor;
- Prof Linda du Plessis, NWU Deputy Vice-Chancellor;
- Prof Raymond Parsons, Chairperson of the NWU Business School Advisory Board;
- Ms Charlotte Mokoena, Deputy Chairperson of the NWU Business School Advisory Board
- Dr Bismark Tyobeka, Chairperson of the NWU Council
- Prof Jan van Romburgh, Chief Director of the NWU Business School.

# *WE welcome YET ANOTHER EXTRAORDINARY APPOINTMENT!*



As the NWU Business School not only has a strong focus of the quality of our offerings, we also place a bright spotlight on internationalisation. Thus, we have appointed Prof Remigiusz Gawlik as another extraordinary associate professor at our school.

Prof Gawlik is an assistant professor at the International Economics Department, Institute of Economics, College of Economics, Finance and Law of the Cracow University of Economics in Poland.

He is an alumnus of the same tertiary institution and is a scholar of Polish Government at the College of Europe. Prof Gawlik is a certified Gestalt counsellor and consultant in business communication with experience in international companies.

His membership of the editorial team of the scientific journal “Entrepreneurial Business and Economics Review”, speaks for itself.

Prof Gawlik’s scientific interests include modelling and enhancing decision-making processes in the following fields of expertise: management, international economic and political relations, social costs of global economic development; economy of happiness & work-life balance; and last but not least, geopolitics.

It is evident that he believes in “all work and no play, makes Jack a dull boy”. His hobbies include the construction and renovating of motorcycles, adventure motorcycle tourism, and playing the guitar and drums.

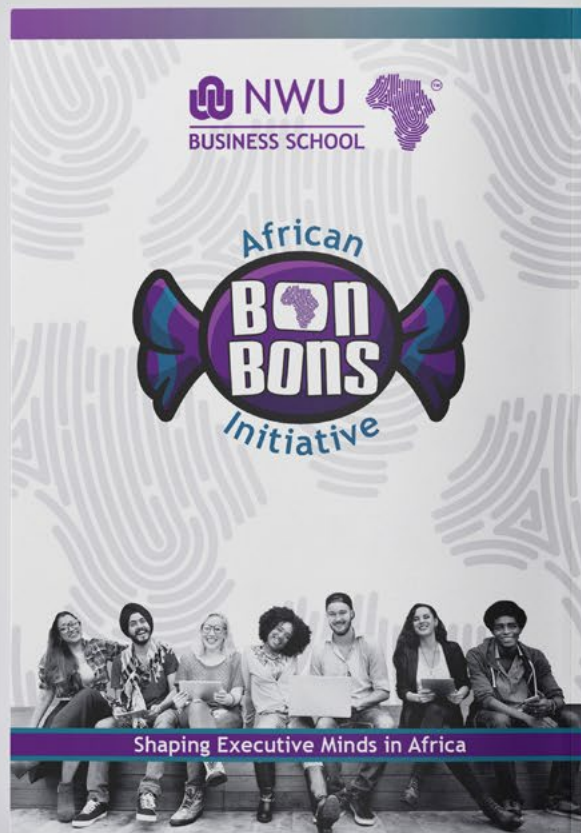
Welcome to the NWU Business School Prof Gawlik. We look forward in our interaction!



# Our Bon-Bons initiative

Bon-Bons you ask? Well, its all about compacted, sting suggestions for Africa, by Africa.

[Click here](#) to view our first edition of the Bon-Bon e-magazine.

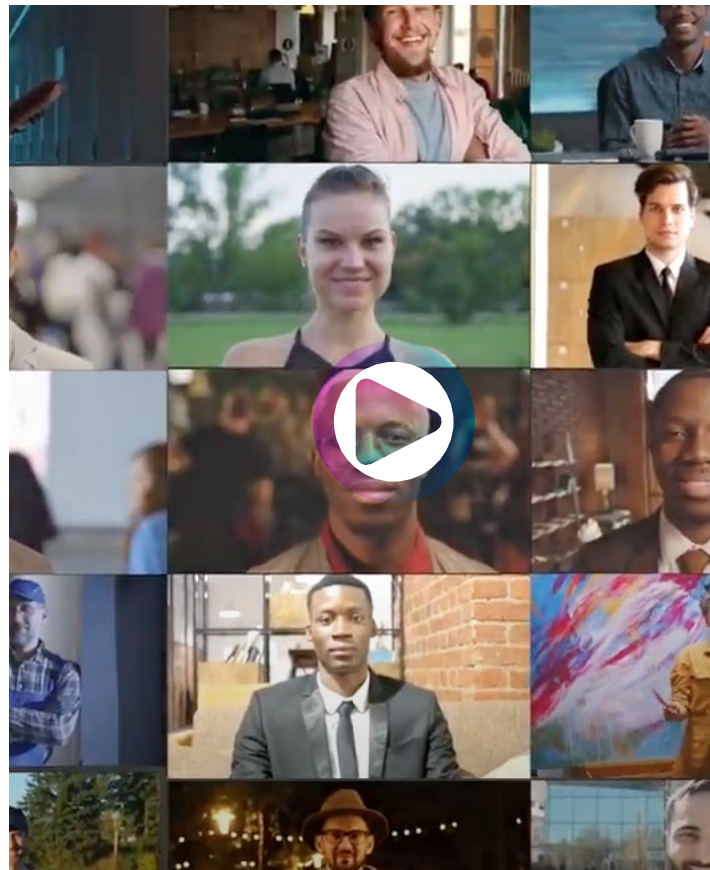


# *Showcasing* OUR BRAND NEW MARKETING VIDEOS

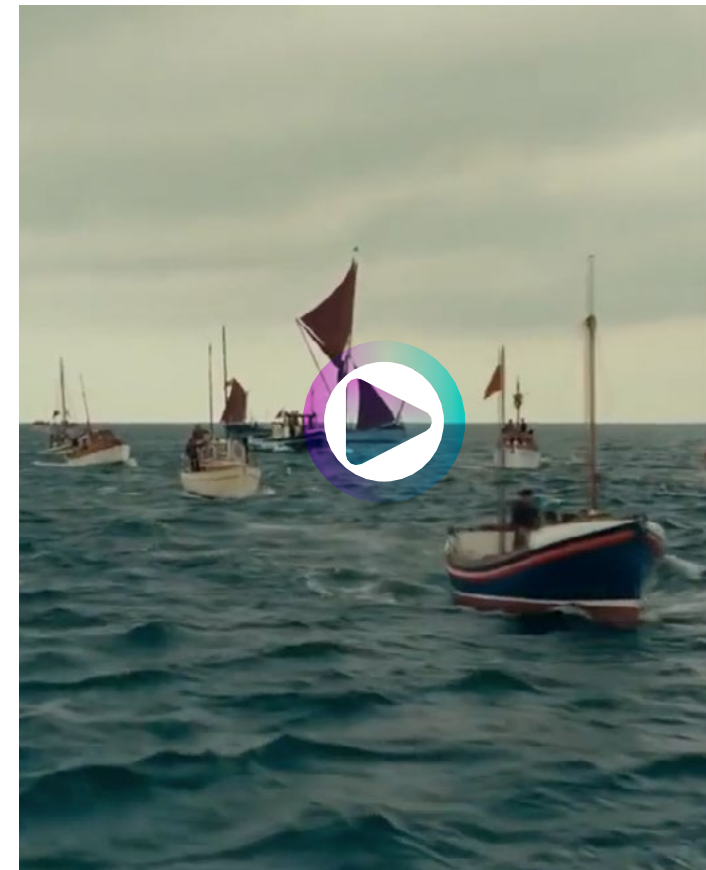
We are proud to present our brand new marketing videos!  
*Keep an eye on social media for the official campaigns being launched soon.*



**MBA AND POST  
GRADUATE DIPLOMA**



**EXECUTIVE EDUCATION  
COURSES**



**FORENSIC SHORT  
COURSES**



# NWU Business School initiative still going strong after

## 14 years



The International Business Conference (IBC) was launched in 2007 and was initiated by, amongst others, the Director of the NWU Business School, Prof Tommy du Plessis. The aim was to offer business schools specifically the opportunity to present high quality business and management research.

This year, the 14th IBC will be hosted virtually from 19 to 21 September 2021 by the NWU Business School. The goal of the IBC is to provide an international platform for the presentation, discussion and debate of different academic and professional approaches and research on recent developments in an ever-turbulent business environment.

Since its inception more than a decade ago, the IBC has become a well-established academic conference. The first IBC was hosted in Mauritius in 2007 and was attended by 53 delegates. The number of delegates steadily grew over the years and, in 2019, 150 delegates participated in the event. The conference meets the criteria for subsidy set by the South African Department of Higher Education and Training (DHET).

A new IBC Board executive committee was elected at the 2019 conference at the Arabella Hotel in Hermanus. From the NWU Business School, Prof Stephan van der Merwe currently serves as the Conference Deputy Chair and Organising Director, while Prof Christo Bisschoff is the Scientific Director on the IBC board.

The final submission date of corrected full-length competitive papers for publication in conference for this year is 15 August 2021. You can register for the 2021 IBC before 1 September 2021 on [www.ibc-conference.com](http://www.ibc-conference.com). The conference fees of delegates amount to R1500 per person and can be paid via EFT. For guidelines for the submission for papers and banking details, *please visit the website: [www.ibc-conference.com](http://www.ibc-conference.com)*

The International Business Conference is a huge feather in the hat of the NWU Business School as our staff, has over the years, done their absolute best to establish this conference as unique and extraordinary. This is yet another initiative of the NWU Business School where we strive to shape executive minds in Africa.



# NEWS

ATTITUDE: POSITIVE MIND, POSITIVE VIBE, POSITIVE LIFE