



SEPTEMBER 2021



A unique MBA experience with NWU Business School

The impact of Covid-19 on food security in South Africa

South Africa needs to build on widening the current economic recovery

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Prof Jan van Romburgh, Chief Director of the NWU Business School, gives an overview of what to expect in the September 2021 version of the newsletter.

Please click on the play button.

# MBA *Winter* Study School

In the week from 19 to 23 July, we hosted our annual MBA winter study school, with extra emphasis on our Prestige Day on 21 July. At the beginning of this week, we engaged with several speakers to provide our MBA students with the best opportunity to make the most of their studies. On Monday, we welcomed Mr Willie Bezuidenhout, Chief Financial Officer at Buffalo Coal Corporation to speak about Peninsula Energy. On Tuesday, our students were addressed by the North-West University's Prof Henri Bezuidenhout, talking about the different opportunities and challenges of doing business in Africa. This was an exciting week for us with many specialist participants contributing to the excellent teaching of our MBA students.

The Prestige Day experts discussed 'Navigating the new normal to a sustainable new future', truly a day filled with some of the best business minds in South Africa. One of our guest speakers was Mr André de Ruyter, known for stepping in as ESKOM's CEO at the beginning of 2020. Mr de Ruyter has extensive experience nationally and internationally, he spent some time in China as

President of China Ventures and also in Germany in a business turnaround and management capacity. It was an honour to have listened to his business advice and expertise.

Mr Thomas van Zyl is another one of our prestige guest speakers that we welcomed. He is the Chief Executive Officer of the ZZ2 farming group. He completed his studies in agriculture and commerce at the University of Stellenbosch and completed his postgraduate studies at the University of Florida in the USA. ZZ2 have farms stretching from the Limpopo province to the Western and Eastern Cape, Gauteng, North West and Namibia, known for their tomatoes, but is also a significant producer of onions, avocados, mangoes, cherries, almonds, blueberries, dates and cattle. The MBA students listened fervently as he explained that he believes that farming in South Africa has a bright future, provided that changes are managed purposefully and thoughtfully. He believes that innovation and entrepreneurship is imperative for the creation of sustainable economic value.

We were also honoured to have Mr Craig Lemboe who addressed our MBA students as part of the MBA Winter Study School Prestige day. Craig consults on macroeconomics to several private and public sector entities and lecturers on construction economics in a number of professional programmes most notably the Construction Management Programme (CMP) coordinated by the department of civil engineering at Stellenbosch University and the management development programme presented by Consulting Engineers South Africa (CESA). Craig is also responsible for analysing and forecasting trends in fixed investment and has extensive knowledge of the Western Cape economy.

The prestige address of Ms Mahlatse Mahlase was unquestionably one of the highlights of the MBA Winter Study School. As the Group Editor in Chief at Eye Witness News, Ms Mahlatse could give first hand insights on the recent looting and disturbances in KZN and Gauteng as well as expert opinions on Covid-19 pandemic related matters. Ms Mahlatse obtained a national Diploma



from Peninsula Technikon (now Cape University of Technology), and have worked as a producer, general news reporter, senior health reporter and worked across the African continent covering major historical events with a stint as a correspondent for the SABC based in the Democratic Republic of Congo and Kenya. She then furthered her studies with a B-Tech qualification from Tshwane University of Technology. Her career has progressed upwards, before she was appointed as Editor in Chief for Eyewitness News, she was Political Editor for Africa's biggest online publication - News24.

We ended our Winter Study School with addresses by Mr Pieter Geldenhuys, a futurist and strategist on the global stage, Dr Peet Roos gave some insight on how to conduct your professional CV in order to land your dream job, a truly viable skill for our students.

Ms Sandra Noppe Taljaard also joined in and gave some insight on personal style, fashion, and motivation and Dr Dayalan Govender, a leading partner at PwC, gave his guest lecture about the workforce of the future.

We believe that our MBA students enjoyed their programme and gained value in their quest for progressive management and leadership enrichment.

## Prestige Day Guest Speakers



**Mr Craig Lemboe**  
**Snr Researcher: Bureau for Economic Research**

Craig joined the Bureau for Economic Research (BER) as an economist in 2010. Before then he worked as an economist at the Western Cape Trade and Investment promotion agency, Wesgro. His main focus at the BER is on the construction sector and he is the manager of the Building Cost Information Service, editor of the quarterly building and construction report and co-editor of the Building Cost report. Craig holds a Master's of Economics degree and a Master's of Business Administration (MBA) degree, both from Stellenbosch University. In his spare time Craig serves as a trustee of the Cape Town Carnival. A NPO focused on fostering greater social cohesion through arts and culture.



**Ms Mahlatse Mahlase**  
**Group Editor in Chief: Eye Witness News**

With a passion to champion South Africa's hard-won freedom of expression and ensuring that quality and ethical journalism thrives, she is a member of the South African National Editors' Forum. She was elected chairperson in 2016 and re-elected for a second tenure in 2018. In 2020, she was elected as the Forum's Secretary General. Various industry accolades came her way, including winning awards, being selected as one of the top 200 Mail and Guardian's most influential young South Africans and being invited as a guest speaker at various local and international conferences.



**Mr Thomas van Zyl**  
**Chief Executive Officer: ZZ2 Farming Group**

In the twenty years that Tommie has held the position of Chief Executive of ZZ2, the farm has grown extensively from the family farm that his father started. Besides tomatoes, ZZ2 is also a significant producer

of onions, avocados, mangoes, cherries, almonds, blueberries, Medjool dates and cattle. ZZ2 have farms stretching from the Limpopo Province to the Western and Eastern Cape, Gauteng, North West and Namibia. Tommie instituted a revolutionary “open system” management model in ZZ2 with the purpose of integrating the stakeholders involved in ZZ2, in an inspired system which functions as a proverbial hive of activities. This includes production, packaging and marketing also service departments such as finance, corporative services, logistics, horticulturists, agronomists, engineering, information technology, security and technical services.



**Mr André de Ruyter**  
**CEO: ESKOM**

Mr André de Ruyter (52) is a seasoned executive and currently serves as the Group Chief Executive (GCE) of Eskom Holdings SOC Ltd. Over a 30-year career, André de Ruyter has plied his trade both locally and

internationally in various portfolios in the energy space. He has significant experience in managing coal, oil, chemical and gas businesses, including marketing of export coal to international utilities and taking responsibility for the operations of very large coal and gas conversion plants, including electricity generation. Mr de Ruyter holds a Master of Business Administration (MBA) from the Nyenrode Business University in the Netherlands, a Bachelor of Law (LLB) which he obtained from the University of South Africa as well as a Bachelor of Civil Law and a Bachelor of Arts from the University of Pretoria.



**Dr Dayalan Govender**  
**Director and Engagement Partner PWC**

BA (HRD), BA Honours, BA - Law (Police Science), Masters in HRD Adult Education & lifelong learning; TQM Executive Programme Certificate, Executive Leadership Development Programme (Altitude PwC-Gibbs), Personal Mastery Programme (Gibbs) Day-

alan is a partner leading the PwC Advisory HR Transformation: integrated solution practice across SA, where he drives the People & Organisation solutions across all industry sectors nationally. He has more than 20 years of experience in driving business transformation across process, people, learning and technology across several sectors and for several key clients.



**Me Sandra Noppe - Taljaard**  
**Managing Director: Style Challenge International, International Accredited Image Consultant, Motivational Speaker, Fashion Editor and Executive TV Producer**

Style Challenge Int. is famous for life-changing make overs and motivational talks all over the world. Their professional, modern, and very personal approach to “dressing our clients” is their success. “Unlocking our

client’s style from the inside out” qualified in 7 countries as an International Image, Style & Fashion Specialist, Stylist and Professional Shopper.



**Mr Willie Bezuidenhout**  
**MCom, BCom (Hnrs) Chartered Accountant), MBA Chief Financial Officer at Buffalo Corporation**

In July 2016 Willie was appointed as the Chief Executive Officer of Peninsula Energy Limited’s South African operations, a position that he held until Oc-



tober 2018, where after he joined Ukubusa Management Consultants as a Director. Willie is presently the Chief Financial Officer at the Buffalo Coal Corporation. In his free time, Willie is a keen photographer and participates as a mentor in the National Mentorship Movement.



**Prof Henri Bezuidenhout**  
**Associate professor in the School of Economics**  
**at the North-West University**

Prof Henri is the official South African and African country research partner for the Columbia Centre on Sustainable Investment at Columbia University in New York and is also involved with domestic stakeholders including the South African Institute of International Affairs' Economic Diplomacy Programme, South African Provincial Investment Promotion Agencies (PIPAs) and various multinationals.



**Dr Peet Roos**  
**M Com (Industrial Psychology); PhD in**  
**Psychology (NWU)**

A Human Resource Professional with almost 40 years of experience in HR management. He developed specialised skills in Recruitment, Job evaluation, Job description and Remuneration. At the NWU Career

Centre he became involved in graduate employability enhancement through CV-writing, preparation for interviews and career opportunities.



**Mr Pieter Geldenhuys**

He is the Founder and Director of the Institute for Technology Strategy and Innovation (ITSI). Over the past two decades, he and his team have guided more than 4 000 students and more than 120 innovation projects within the largest technology companies in India, the

Middle East and Africa.

He was the previous Technology strategy advisor to the CEO of Vodacom, and Vice-Chair of the Innovation Focus Group at the International Telecommunication Union in Geneva, Switzerland.



# A unique MBA experience with NWU Business School

## - Company Projects -



The MBA students at the NWU Business School partake in a very unique company project in their final year of studies. The Association of MBA's (AMBA), where the NWU Business School is accredited, places a high emphasis on "Capstone Projects". Our MBA students need to complete a Capstone "Company Project" in order to complete their studies.

A Capstone project is a multifaceted body of work that serves as a culminating academic and intellectual experience for students. This important project encapsulates the whole MBA curriculum and is presented in the last semester of the MBA studies.

According to Prof Tommy du Plessis, lecturer of the Company Project, it starts with students being clustered in groups of five to eight people. "They are then asked to select a business of choice and the aim is to conduct practical research in the company itself," he says.

This research includes identifying the strategic path the company has selected, investigating the internal and external environments of the company and then finally design a number of applicable suggestions or recommendations for the company's management.

This Capstone project is different from other business schools in South Africa in that it addresses the MBA curriculum in a very practical manner. The groups must include a case study of the company in question and Business School's teaching staff are involved as mentors for the different groups. Groups must also include a suggested implementation plan of their recommendations.



## GROUPS

The groups performed exceptionally well in 2021. A total of 58 students partook in this project. They were divided into 12 groups and we would like to boast with some of their work. A group called **DEXTY**, investigated a construction company. Prof Ronnie Lotriet mentored this group. The group consisted of Elizma Fuller, Gordon Lodder, Anelda van Schalkwyk, Tano Bongers, Nkosinathi Tom, and Andries Wessels who acted as group leader. After a strategic analysis of the company,



involving interviews and meetings, an environment analysis focusing on various departments within the company was done.

They identified significant gaps in the company's

marketing strategy and application of technological advances within the company. Various recommendations have been proposed with regards to Corporate Governance, Operations, Marketing, Finance and Human Resources. This group of MBA students recommended a five-year implementation plan with various items to be reviewed by the company over the next five years, to enable the best possible strategic alignment and positioning for the company in reaching its strategic objectives.

Another group, the **BACK BENCHERS** presented their project on a multi-disciplinary consulting engineering company. The team was made up of Anthea Gaanakgomo, Hein Fielies, Wickus Schelebusch, Zane Derbyshire, and Hennie Pretorius as the group leader. Mr. Johan Coetzee helped to guide this group to their success.

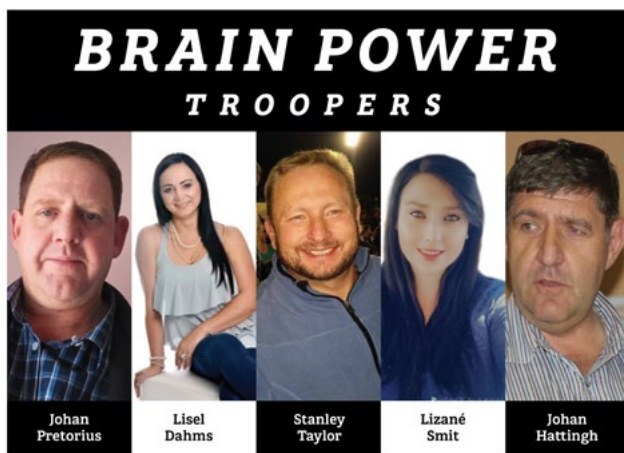
They investigated the company's background, history, current products and services, Operations, Marketing, Finance, Human Resources and Strategic overview. They also looked at the global risk analysis, National Development Plan and value chain. From their internal analysis, they identified opportunities that exist to improve the product and service of their chosen company. They also recommended that the Marketing Strategy should not be an annual process but rather a continuous process due to the fast-changing markets. This group also concluded that the success of this company's Marketing plan is teamwork and the support of top management. The group identified problems within the company's Human Resource department, and advice for possible



new appointments or outsource of professional individuals to fill positions in the place where some of the employees are responsible for two different positions. The group also advised that should the company consider appointing or outsourcing, this will improve the company's productivity. Together with that, it was highlighted that the company should have regular internal training for their employees so that they keep up with the growth of the company and to improve the skills and shared knowledge.

The **BRAIN POWER TROOPERS** group was mentored by Prof Hein Prinsloo and they conducted their research in a company that specialises in material handling equipment. This group comprised of Johan Pretorius, Lisel Dahms, Lizanné Smit, Stanley Taylor, and their group leader, Johan Hattingh. They defined the roles and responsibilities of each department, performance, and products and highlighted the challenges that the company face.

They conducted an environmental analysis of the company to analyse their operations. The study was done through an internal and external analysis that allows the company to identify areas where they



can improve continuously. This group recommended a Human Resource strategy to their chosen company and developed an implementation schedule for them. They also suggested that it should be merged with the Marketing Strategy in order to become market leaders in their industry.

## VALUABLE INSIGHTS

When the groups present their project (a very nerve wrecking thing to do), a company representative also serves as part of the evaluation panel. "These company representatives have, without exception, applauded the Company Project and the individual groups, stating that they have received valuable and practical insights from a group of knowledgeable and enthusiastic final year business students," Prof du Plessis concluded.

Not all MBA qualifications are created equal. The MBA qualification of the NWU Business School offers critical thinking, thought leadership and a unique experience that few other business schools in the world can offer. To best describe our MBA, the word 'superior' comes to mind, but we invite you to come and see for yourself.

# Knowledge shared = Knowledge<sup>2</sup>

## our Africanisation initiative kicks off with a huge success!



*Dr Kemi Ogunyemi  
Lagos Business School*

The NWU Business School once again stayed true to its slogan of shaping executive minds in Africa by launching an exciting new initiative on the African continent.

For the first time, students from business schools in Nigeria and Kenya attended a remote Short Learning Programme in Project Management presented by the NWU Business School. Dr Kemi Ogunyemi, who teaches business skills at the Nigerian University, was the convener on their side and got a lively group of people together.

Lagos Business School is the graduate business school of Pan-Atlantic University, owned by the Pan-Atlantic University Foundation, a non-profit foundation registered in Nigeria.

More than 50% of the participants from Kenya is affiliated with the Riara University in Nairobi.

The NWU Business School believes in transforming lives through skills training and the positive feedback



from the participants and lecturers is a true reflection of the eagerness of the African continent to showcase her hidden jewels in the form of dynamic people.

The programme was anything but boring. Some of the feedback received from the sessions included:

- “I particularly enjoyed the sense of humour while transmitting knowledge”
- “Sessions were very lively and rewarding”
- “Thank you so so much! It has been a life-changing experience! Now to work on knowledge gained, implement and share with friends!”
- “A very valuable program with great insights”
- “The sessions were enlightening with a lot of take-aways. Thank you”
- “Excellent delivery of the content.”
- “Great program and good learning”
- “Excellent training thank you so much! Thanks once again! God bless NWU Business School!”



Dr Ogunyemi shared: “It has been a life-changing experience! Now to work on knowledge gained and implementing it.”

We look forward to embracing similar opportunities where we can make our mark on the African continent. Future endeavours include presenting the short learning programme in Project Management to students in Swaziland, Botswana and Lesotho. We're also planning courses for Ghana, Uganda en Zimbabwe and Namibia.

It makes us realise the dire need for further education and the heartfelt appreciation when one receives such a letter from one of the participating students. Herewith, Ijeoma Agbo's thoughts:

*It makes us realise the dire need for further education and the heartfelt appreciation when one receives such a letter from one of the participating students. Herewith, Ijeoma Agbo's thoughts:*

*I would like to say a big and heartfelt thank you Desiré and Profs Stephan, Christo, Johann. Thank you!!!*

*The past four days have really been intensive, and we have worked very hard indeed. It could not have been expected otherwise, as we were just responding to your generosity and the hard work you all have put into this programme.*

*The material, the actual teaching, the administrative support! - I was truly impressed at the speed with which my issues with the e-fundi platform were handled. Thank you Desire, thank you Wayne. Thank you ALL.*

*Most importantly, thank you for wanting to “have a footprint in all of Africa” and actually doing something about it - thereby giving us this real opportunity to learn. With this I can run my business better, I can grow it, make less mistakes and impact more lives. (Now, I cannot take for granted the quality of my team, the detailed planning and documentation needed for each project, the checklists, the risk planning and management - recently a project went bad - our fault - and I know what it has taken us to get back on track and leave the customer happy.)*

*From this, I have identified weak areas I need to work on. I have learned a lot and I am grateful.*

*I wish you all the best and may you be successful in leaving giant footprints in Africa... I will do my best to contribute to this goal. May God bless you ALL and free our land from COVID-19.*

*Best Regards.*

*Ijeoma Agbo*



# The impact of Covid-19 on food security in South Africa

The devastating effects of the Covid-19 pandemic have adversely affected all facets of human life.

These effects are felt across the globe – from health challenges leading to hospitalisation and even death, loss of income and/or employment and hunger and malnutrition, to an increase in external debt and food security challenges.

Arising from the health challenges due to Covid-19, nations were forced to implement very stringent measures to control the spread. North-West University academic, and NWU Business graduate, Prof Olubukola Oluranti Babalola, looked at the impact of Covid-19 on food security in South Africa during a National Science Week webinar on 4 August 2021.

Prof Babalola says Covid-19 containment strategies affected food supply chains in relation to agricultural production and its transportation. “Most countries outrightly suspended the export of produce as a food protection measure,” she adds.

She explains that food security exists when there is physical and economic access to sufficient, safe, and nutritious food to meet an individual’s dietary needs for an active and healthy life. Prof Babalola says although South Africa may have food security at a national level, many households in the country still suffer from food insecurity.

“More recently, about 6,6 million people in South Africa were faced with severe hunger due to the measures implemented to curtail Covid-19. The critical question to answer is which resilience approaches should we follow to decrease the

negative influence of this public health pandemic on food security in South Africa?

“The proper response to this crisis is to put policies and actions in place to ensure minimal disruptions in the country’s agricultural production and food supply chain. Also, science-based approaches should be followed, such as strengthening capacity for local production of farm produce and agro-products for food security and sustainability,” she adds.

“Families and communities should be encouraged to grow their own produce to be food secure and even create a source of income. “The sustainable deployment of innovative biotechnological techniques, climate-smart agricultural practices, and the use of controlled environments for all-year-round agricultural production should also be encouraged,” says Prof Babalola.

## About the presenter

Prof Olubukola Oluranti Babalola is a National Research Foundation-rated scientist and a graduate of the NWU Business School.

She obtained a PhD in microbiology with the Visiting Research Fellowship of the International Institute of Tropical Agriculture and the Postgraduate Training Fellowship of the Organization for Women in Science for the Developing World (OWSD).

She joined the NWU as senior lecturer in 2009, and has since risen through the ranks to a full professor. Prof Babalola is currently the director of the Food Security and Safety research niche area, and is the vice-president of the OWSD (Africa region).





The NWU Business School has reached out to a community in the Eastern Free State with the aim of supporting local skills development and food security projects.

As part of a memorandum of understanding the Business School delivered seven branded wheelbarrows to the Mautsi Primary School and the Waaipoort community development farm – as contributory to alleviate training activities.

# Reaching out

Prof Jan van Romburgh, chief director of the NWU Business School, signed the MOU and officially handed over the wheelbarrows.

This will be used in various building projects and a food garden project with “Earth Charter Education” in mind. We look forward to a fruitful collaboration!

A special thanks to Prof Hein Prinsloo for initiating this project.





# *Oarabile* **Oarabile now in the hot seat of SBAB**

We are very proud of one of our own - Mr Oarabile Manyapelo, for being tasked to head up and revive the Small Business Advisory Bureau (SBAB). We wish to extend a huge congratulations!

Oarabile previously worked as a Senior Lecturer at the NWU Businesses School, with a subject focus of Managerial Accounting on Masters in Business Administration program. He is a graduate of the North-West University where he completed his undergraduate as well as post graduate studies. Oarabile is a Chartered Accountant (SA) as well as a Registered Auditor with extensive experience in business advisory. He is extremely passionate about providing support to small and medium businesses to enable them to achieve their full potential.

The Small Business Advisory Bureau was established in 1970 at the North-West University

as an institute and today it is the oldest and largest tertiary small business institute in Southern Africa. It is a non-profit, service organisation for all small, medium and micro-enterprises (SMMEs).

The primary aim of the SBAB is to promote the establishment of new small businesses and to improve the efficiency of existing SMMEs in Southern Africa.

As a priority of the NWU Business School's recently launched five year plan known as Project Proton, the reviving of the SBAB will enjoy vast attention. Here, SBAB will focus on SMMEs by providing the necessary support as far as training, mentoring and consulting concerns.

We wish Oarabile all the best of luck with this huge task in taking the SBAB to the next level!





*Congratulations*  
**on your new position**  
as Senior Manager in  
Accreditation & Quality

"I am truly proud to be part of the NWU Business School as it has contributed a lot to who I am. I learnt, I experienced, and I am still growing. This appointment challenges me to become better and I thank the Business School for the confidence in me, together we will conquer."



**Lungile Ntsizwane**



**CONGRATS**  
*Lungi!*

Lungile Ntsizwane is no stranger to the employees and students of the NWU Business School. The Business School made it possible for Ms Lungile Ntsizwane to break various glass ceilings and to grow in her professional life where recently, she was appointed as Senior Manager in Accreditation and Quality.

Her Business School journey started in 2007 as a volunteer in the academic administration offices. Thanks to her commitment, hard work and dedication, she was appointed as an administrative officer in the same year. In 2009 she was appointed as an assistant programme manager. Five years later she broke another glass ceiling by being appointed as Programme Manager for the MBA and PGDip programmes. She has acquired various skills, knowledge and experience throughout her years at the NWU Business School.

# CONGRATS

# Prof Joseph

*Congratulations*  
on your new position as  
**Associate Professor**

*I am humbled by the confidence and opportunity the NWU Business School has offered me. There has not been any institution since the commencement of my career, one and a half decade ago, that has taught me patience, perseverance, hard work and commitment to serve like the Business School has done. This new appointment is an opportunity for me to realise my dreams, hopes and aspirations. This wouldn't have been possible without the support of my colleagues and the management of FEMS. I am proud to be part of the NWU Business School. NWU Business School Forward Ever, Backward Never!*



**Prof Joseph Lekunze**



Prof Joseph Lekunze currently serves as the Research Manager at the North-West University Business School. Since joining the Business School in 2016, his major function has been to manage both the administrative and academic research activities of the School in the absence of a Research Director and Research Professor. From 2016 to date, Dr Lekunze has assisted in the development of guidelines and brochure for the admission of PhDs students, implementation and monitoring of mini-dissertations and theses of all MBA and PhD students. Adding to the list of his responsibilities is to ensure that the throughput rates for MBA and PhDs students are maintained. Dr Lekunze is the gatekeeper in managing research outputs such as peer review articles, conference papers, book chapters and publications as well as all research seminars, workshops and committees of the Business School.

He also acts as supervisor for MBA dissertations and promotor for PhD theses. In 2019 and 2020 academic year, Dr Lekunze developed the research methodology module guide and lecture the module at Post-Graduate Diploma in Business Management.

Dr Lekunze's field of expertise is in Agricultural Economics, General management and Research Administration. He has a PhD in Agricultural Economics, a MSc in Agricultural Economics and Management, BSc Honours in Agricultural Economics and Management, PGDip in Agricultural Economics and Management, BSc Hons in Geography (Second Class) with a minor in Management and a Certificate in Project Management.

We wish Prof Joseph all the best with his new role as an academic.



# South Africa needs to build on widening the current economic recovery

The better news about South Africa's growth performance in the second quarter of 2021 is welcome. It suggests a slow but steady recovery from the shocks experienced as a result of the further lockdowns and civil unrest that occurred earlier in the year.

Prof Raymond Parsons, economist from the Business School of the North-West University (NWU), commented on the gross domestic product (GDP) growth figures for the second quarter of 2021 that were released by STATS SA on Tuesday, 7 September.

"Although much of the economic improvement is off a low base, it is encouraging that half the economic sectors in the economy reflected growth during the second quarter of 2021. Exports and consumer spending have been particularly robust and have supported renewed growth."

Prof Parsons says that, as the economy continues to recover, present economic trends suggest that GDP growth for 2021 as a whole is likely to be about 4,5% to 5%.

"Although these growth trends are a tribute to the resilience of economic activity in the midst of serious socioeconomic challenges, the economy is

not by any means out of the woods yet. The impact of the negative factors in the second quarter of 2021 still has to be felt in the third quarter of 2021. Economic growth is not high enough yet to stabilise unemployment in South Africa and growth forecasts for 2022 and 2023 remain around 2% or less."

According to him, the "bounce back" in the economy therefore needs to be translated into sustained job-rich growth.

He explains that fixed capital formation in the second quarter of 2021 rose by 0,9% after a decline of 3,1% in the first quarter. The small turnaround in fixed capital investment is also off a low base but is a positive development. Investor confidence will nonetheless continue to require careful nurturing in the period ahead.

"South Africa needs to proactively build on widening and deepening the current economic recovery in meaningful ways. This means that the usual constraints on higher inclusive growth – such as the lack of energy security, weak confidence and slow progress with structural reforms – will continue to shape the pace of South Africa's progress towards a bigger, stronger and better economy. They still need urgent attention."

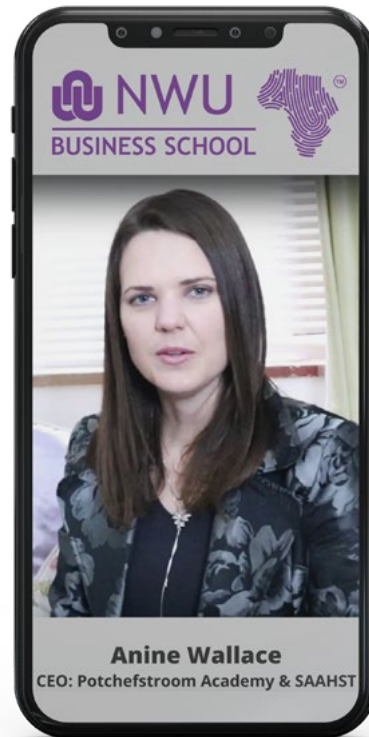


# What our alumni have to say

Please click on the images to watch the testimonial..



Yet another testimonial from one of our alumni about our MBA programme offering. Very insightful and valuable comments from Nick Efstathiou, CEO of the Central Media Group.



Anine Wallace is the CEO of Potchefstroom Academy and SAAHST, a tertiary institution based in Potchefstroom. She obtained her MBA qualification from the NWU Business School, and shares her experience about the content of the course. She elaborates on how she implemented the knowledge she obtained in their business.



Christiaan Haefele, co-owner of Mooirivier Beskerming, a private security company in Potchefstroom, shares his thoughts about his MBA journey at the NWU Business School.



Corné de Wee is a proud alumnus of the NWU Business School who completed his MBA degree in 2019. He shares his personal experience about what he took from this qualification.



# Introducing our new *Podcast* initiative!



The word podcast is derived from a combination of two words: iPod and Broadcast. The term was coined when most people were using Apples' iPod to listen to music and podcasts.

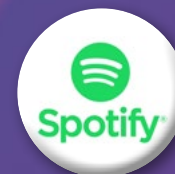
Podcasting is a highly measurable and nonintrusive form of communication and they are free. You can listen to podcasts while you do other things at work or at home, or during your commute. Simply put, a podcast is another method to entertain, humour and educate. All episodes are sound only, with no visual distractions, with the option to listen on your cell phone, tablet or PC.

At the same time, a podcast gives a brand instant

authority and credibility in its industry or niche by providing valuable information to a loyal and affluent audience.

These are some of the reasons why the NWU Business School Podcast channel was created. It enables the business school to create and share valuable business-related content in both English and Afrikaans to a wider and global audience. We do this by inviting experts from various fields of business to share valuable knowledge, tips and insights. We cherish their advice and for that reason, we want to share it with our staff, alumni and stakeholders. This is just another way of shaping executive minds in Africa.

You can access and listen to the podcast episodes on these podcast platforms for free:



Duitser Bosman, alumni of the NWU Business School, shared with us more about the highlights of his life. He was appointed as the liaison officer representing South African Rugby in the British and Irish Lions rugby tour in 2009. This opportunity only happens every 12 years in South Africa, that is why it is a big deal for anyone to be involved.

**“Lead by example and eliminate all aspects that can be construed as influencing the final result.”**

Most of us only get to enjoy the rugby matches happening on the field. Duitser was kind enough to let us in on some behind-the-scenes info about the planning and management involved in a tour of this size.

Duitser shares:

I found an exceptional management team who paid special attention to detail. There were about 38 players in this touring group as they had to play two games per week and needed enough bodies for this very physical tour. The management team however existed of about 40 staff, and it comprised of:

- A Manager
- Administration and logistics – 6 people
- Coaching staff – 7 people
- Medical staff – 6 people
- Media Management - 3 people
- Advocate
- Baggage and player affairs – 3 people
- Security – 5 people
- Videography and game day analysis – 4 people
- Photography, archives, and statisticians – 3 people
- Alumni and legends – 2

# Alumni reminiscing the 2009 British & Irish Lions tour



*Duitser Bosman (right), is seen here with Andre Homan (second from left), a NWU alumni and also responsible for arranging the British & Irish Lions tour to South Africa in 2009. They are seen here with former Springbok captain, John Smit and former British & Irish Lions captain, Paul O’Connell.*





This group needed to be managed to stay focussed, travel the entire country, and be competitive for a 6-week phase. Louise Ramsey was the British & Irish Lions' team Operations Manager. She was the lady who took control of the planning and logistics of the entire tour. Her attention to detail was exceptional and something to experience. She visited South Africa six times prior to the tour. During these visits she studied the weather patterns of Cape Town in July and realised that heavy rain was a possibility in this winter rainfall area. She attended to the rugby fields in Cape Town in a fifteen-kilometre radius and got statistics about their draining ability as rain might be a role player.

According to the drainage of the field she selected the training field in Cape Town which ended up being Bishops High School for Boys. She asked the staff at Ellispark to remove a certain wall in the coach's box as the box was too small for her coaches and agreed to pay for it to be rebuilt after the tour. She also made sure that the police and other medical services have a frequency on their radios that will not interfere with that of the Lions coaches when they arrive knowing what frequency their radios will be on many months before the tour. Louise left no stone unturned to attend to all detail to optimise the experience of the players as well as to optimise their opportunity against the Springboks.

At that time, we didn't have the luxury of WhatsApp or other social media platforms like today to communicate on. The quality of the communication process needed to be trusted by all and it came down to the following:

A planning meeting was held every second day between the management group to make sure all immediate challenges as well as medium term challenges are attended to. In each hotel they had a team room, and the team room had a communication board, where the latest day plan was always on. Every Sunday, each

person received a week-plan. This will indicate when there will be time off to spend with friends or family and when there will be travelled. The detail of the travel obviously needed to be communicated to everyone as it is quite a challenge to get 80 people from city to city via bus and plane with luggage. Each person also received a day planner each night under their room door, which indicated exactly what was planned for the next day, at what time and who needed to be there with what clothing. This quality communication plan resulted in no person ever missing a bus or a plan for the duration of the tour. Quality communication gives a group confidence as they have clarity.

The strategy with the logistics was to make it as easy as possible on the players, and to make the travelling as effective and quick as possible. Logistics can be very bad for the team's morale if players and management must spend their days on roads and airports waiting and even maybe missing planes and busses.

For the minimum disruption, they selected to use Durban, Cape Town, and Sandton as the bases of their six weeks tour. To move the entire group from Durban to Cape Town had the following actions amongst others.

A detailed communication piece was given ahead of time to know exactly when each person's big touring bag must be taken to the lobby and be shipped to Cape Town. Each player was also told to keep a 24-hour bag with them containing their clothing needs for that period. The rest of their massive touring clothing and equipment was sent in advance on eight-ton trucks. The day before the flight the players will bring their kit down to the lobby of the hotel. In the lobby we already knew what player will be staying in what room in Cape Town and took their baggage in marking the hotel room number in Cape Town on the specific

luggage. Two 8-ton trucks left with the big bags of each of the +- 80 touring group. Training equipment such as scrum machines, tackle bags, and balls were also sent in these trucks.

The next day the team will get onto their own branded busses to be taken to the airport. These two busses were accompanied by police and traffic officers in front and behind the group, taking them in the shortest possible time to the airport and driving them onto the runway. On the runway they departed the bus and walked about ten meters to get to a chartered British Airways aeroplane waiting for the squad. The plane took off fifteen minutes after the bus stopped on the runway. In Cape Town two busses waited on the runway for the plane and again the squad had to walk about ten meters from the plane to get to the busses escorted by police and traffic taking them to the hotel in the shortest time possible. At the hotel the players already knew what room they were to stay. As they entered their room, their luggage was already on the beds waiting for them.

This fantastic logistic plan resulted in the squad travelling in the shortest time possible from point A to point B. No players had to encounter with public on all the airports, and never had to wait for luggage at any carousel and or miss a bus or plane as they didn't know where to go. Quality logistics takes a lot of frustration from a group and creates a high level of appreciation from the players motivating them to perform in the area expected from them.

With regards to media sessions, there were three media managers who planned the media sessions to perfection. They always had a session with the individuals from the team attending the media

conference, and always gave them three islands of safety where all people worked towards in a media conference to steer the message going out to the world. As an example, they will be guided to take all questions as much as possible to the following three messages given out to the world in the specific media conference after a match:

- We played well to our strong points yesterday and will build on that.
- We think the umpire had a very good game and handled the match exceptionally good.
- We believe we need to look at our urgency at defence and will work on it this week.

This always made sure that very few wrong messages went out, and it always left the journalists satisfied that they had fresh content.

Something like a sporting tour can be approached with conservative and limited attention to detail only to frown on the team and coaching staff if they do not perform on the field. But it is a decision that can be made as to how many attentions to detail you are willing to implement to add pressure to everyone that it is expected from the entire tour to be as good as they can be, as the management have already shown that they did everything possible from their side to be as good as they could be.

Communication, logistics and media management are three small elements that all touring parties should have absolute control over that can have such a massive effect on the result on the pitch. The departure point is who do you appoint to manage this and what is their attention to detail. Lead by example and eliminate all aspects that can be construed as influencing the final result.

# Showcasing our offerings in a *virtual open day*

The NWU Business School is proud to have been part of the NWU's Faculty of Economic and Management Sciences Postgraduate Open day. Have a look at what Dr Johan Jordaan, Prof Nelda Mouton, Prof Leon Jackson and Mr Morne van den Bergh had to say:



Please click on the play button.



# Teamwork towards success



From the 12th until the 15th of July, the PGDIP admin staff were brought together in order to engage in a strategic meeting. The purpose of the meeting was to get all the admin staff from all the NWU campuses together to prepare for the second semester and begin to strategize for the next academic year. This was done to ensure that there would be a smooth transition from first semester into second semester and also to evaluate all the procedures followed by each staff member part of the PGDIP programme.

The meeting was an intricate balance of work and team building as the admin colleagues were able to participate in creating different presentations in regard to the necessary administration procedures as well as demonstrate their own expertise in the field of administration as well as their particular interests.

The first task at hand was to complete the curriculum controls of all the students registered for the PDGIP programme. This was done to ensure that all students are rightfully registered for all their modules, all students that are graduating are

captured and all other necessary administration duties concerning student information was completed. Staff members fine-tooth combed through all the documents guaranteeing that all the students' information were handled with the utmost of integrity.

Among the different items on the agenda, the most important of all was the creation of the "process manual". The process manual is a tool, a reference and guide for all admin staff to refer back to on all the important procedures and duties that are undertaken by the PGDIP administration staff.

The brilliance of the process manual is that not only highlights the necessary procedures of the different tasks of the PGDIP admin staff, but it simplifies the information in such a way that it can be understood and utilised by new and old staff members, whilst still uploading the reputable work ethic standard of the NWU.

Effective teamwork was displayed as each staff member gave informative and slightly entertaining presentations on different duties carried out by

the PGDIP admin staff. Each presentation was an item added into the process manual, giving all the important information on how certain administration procedures are followed within the PGDIP programme. From inquiries and applications all the way to the functionalities of the Efundi site and lecturer assistance, the process manual is an innovative tool that guarantees to dynamize the support that administration staff can and will continue to contribute to the PGDIP programme.

With lots of hard work, team building and a lovely staff dinner, the most prominent outcomes of this strategic meeting was an increase in morale and the establishment of the process manual. This was a great way for staff members to interact with one another and become an even greater well-oiled machine. The meetings definitely had a running theme of efficiency and that was what each staff member was able to execute well. The strategic meeting also allowed for staff members to take a break away from their computer screens and telephones that are the result of working remotely.



# Reaccreditation, here we come!



Over the last year, we have been busy preparing for our reaccreditation with the Association of MBAs (AMBA). A lot of effort is being put into this and now it all boils down to our assessment taking place in October.

## Who is AMBA?

AMBA is a global organisation who focuses primarily on international business school accreditation and membership. AMBA is committed to maintaining standards and fostering innovation in global postgraduate management education.

## What is an accreditation?

An accreditation certifies (for a certain period of time) that an institution has the capacity to fulfil a particular function within the quality assurance system. In our case, receiving accreditation denotes the highest standard of achievement

in postgraduate business education. AMBA's accreditation period is reviewed every five years.

AMBA's accreditation is international in scope and reach. They work with senior academics at top global educational institutions to continuously update accreditation policies and maintain their unique, in-depth and detailed approach. Programmes that receive this accreditation reflect changing trends and innovation in the postgraduate education sector. They foster innovation and challenges and encourage business schools to continuously perform at the highest level.

## Why is this a big deal?

MBA students and graduates, Business Schools, and employers all recognise it as a gold standard. The rigorous accreditation criteria and assessment process of AMBA ensures that only the best programmes achieve accreditation. They look at programmes that demonstrate the highest standards in teaching, learning and curriculum design; career development and employability; and student, alumni and employer interaction.

Employers looking to attract game-changing

managers and future business leaders know that graduates from AMBA-accredited programmes have received the best quality, most relevant management education. To recruit a graduate from an AMBA-accredited programme, is to recruit top talent.

This accreditation gives our business school worldwide recognition and kudos. AMBA accreditation identifies the best programmes from the thousands available, and the developmental nature of their process helps us spot potential shortcomings. They provide a comprehensive report detailing recommendations for potential future improvements.





Only 2% of recognised business schools around the world, have AMBA accreditation. We are proud to be one of them.

## What does it mean for our MBA students?

For our MBA graduates, accreditation offers the opportunity to connect with peers from the best global MBA programmes. Student and graduate membership to AMBA means alumni can network internationally, knowing that they are connecting with individuals from equally impressive programmes. Through AMBA, they can enjoy career advice and support, a job portal, events, access to the latest research and thought leadership and selected offers and benefits. In short, it opens doors and facilitates opportunities.

## The Criteria

For the assessment of our reaccreditation, they will look at some of the following key principles:

- The MBA Portfolio
- Institutional Integrity, Sustainability & Distinctiveness
- Faculty Quality & Sufficiency
- Programme Design & Leadership
- The Student Cohort Experience
- Competences, Graduate Attributes & Learning Outcomes
- Curriculum Breadth & Depth
- Assessment Rigour & Relevance
- Delivery & Interaction

- Impact & Lifelong Learning

## This year's visit

In the past, the accreditation panel members paid us a visit. We took them to all three of our campuses and they had the opportunity to experience the NWU Business School for themselves.

This year, due to the global COVID-19 pandemic, the accreditation will be held virtually. It includes a panel discussion and Q&A with our Chief Director, Prof Jan van Romburgh, our alumni and some of our staff members.

We have developed a dedicated website for the AMBA evaluation panel, where they can explore anything and everything about our school. Here, they can have an in-depth look at our facilities, initiatives, videos, interactive links, photos, self-audit reports and self-assessment forms. These 500+ page documents were also couriered in hard copies to the panel members in London. All the Bon-Bons, Think Tanks, Pitso's, graduates, and alumni features are visible on this website. It is truly a 'brag web' and we are extremely proud of what we are presenting to them. Below, you will see some sneak peeks of what they will see on the website.

We thank Prof Anet Smit and all involving staff for the hard work that has been done over the past year preparing this for us.





# The MBA experience at the NWU Business School

- Coverage in the media -

The NWU Business School prides itself on supplying a personalised experience to students on one of our three sites of delivery: Potchefstroom, Vanderbijlpark and Mafikeng. Your journey starts when you apply as soon as applications open in April of the previous year. The selection process is rigorous with a paper selection stage, an online admission test for those that pass the paper selection and a personal interview. Registrations open in January of each year.

The academic year starts with a one-week on-campus study week (presently held online because of the lockdown status) during the last week of January, where students are orientated about the MBA journey, the learning management system and the MBA programme. At the first study school, students are divided into syndicate groups, because we strongly believe that the generic "soft" skills such as leadership, communication, conflict

management, critical thinking and problem-solving that you need to be a good manager are honed while engaged in group work.

Each semester starts with a similar study school. At these study schools, you are also addressed by powerful guest lecturers and speakers to augment your knowledge with real-life experience from the trenches. At the study schools, you also engage in various practical management skills workshops. After that, classes are held every second Saturday, simultaneously broadcast to all three sites of delivery as well as online through Zoom. We believe that this allows students the maximum opportunity to network with each other and with faculty. The fortnightly classes are designed to allow for maximum engagement and unlocking of the learning content. Three modules are completed per semester where a student advances from basic to functional to strategic level in his/her study.



Early in the year, students can apply to take part in a voluntary, free-of-charge leadership coaching process, where we arrange a series of one-on-one sessions with a professional leadership coach over a semester. This coaching is available during any of the four semesters of the MBA journey to be able to accommodate the maximum number of students.

Assessment during the semester consists of a 50-50 blend of individual and group assignments. The final assessment for each module takes place in one of three ways: a portfolio of evidence, an online examination or a sit-down invigilated examination, the latter at one of the university's

country-wide examination centres. In 2020 and 2021 no invigilated examinations were possible.

The course consists of 13 subjects (modules) each bearing 12 credits and ends with a mini-dissertation (54 credits) on a topic of the student's choice, as long as it is business- or management-related. This is preceded by a Research Methodology module in the first year, where the topic for the mini-dissertation is chosen, researched and a research proposal is produced. Therefore, in effect, the mini-dissertation runs across the two years of the MBA. Our capstone module in the final semester of the second year is the company project, where each student syndicate group selects an organisation/

business and do a full strategic analysis to come up with a proposed strategy and implementation plan. This project essentially ties all subjects together.

To conclude, the AMBA-accredited MBA you will receive when you graduate at the NWU Business school is earned through hard work, teamwork, discipline and focus, supported by an experienced team of professors and support staff that will make your journey worthwhile. As one alumnus remarked: "If I had to do this again at this business school without receiving a degree when I complete it, I would do it again".

