

# MBA Summer Study School 2021 Programme



Association of African  
Business Schools





20 January 2021

Dear MBA students

## SUMMER STUDY SCHOOL

An enthusiastic welcome to the virtual summer study school (let us all take care and stay safe in this trying Covid times), especially to the first-year students joining us for the first time! We have an exciting programme for the week ahead, and I hope you will find it most rewarding and complementary in your quest for progressive management and leadership enrichment.

Please take note that although we have a virtual summer school, **attendance of the study school is, in totality, compulsory.** The study school consists of the following academic building blocks:

- Academic lectures;
- Guest lectures;
- Practical sessions to assist in the academic orientation of the first-year MBA students; and
- Research meetings.

This study school employs several speakers to provide you with the best opportunity to make the most of your studies. Please take note of the exciting topics to be lectured and discussed within these sessions:

- **Keynote addresses:**
  - Dr Willem Jacobs (COO Barrick Gold Corp.) - *The Post-Covid Environment: Management Challenges in the Contours of the New Normal*; and
  - Dr Alistair Mokoena (Country Director, Google South Africa) - *Doing business in the age of digital disruption.*
- Dr Chris Lombard, Management Consultant - *Change Capacity and People Capacity Solutions*;
- Mrs Christine Bronkhorst, Information Librarian at the Ferdinand Postma Library, NWU – *Information and that every MBA student should know*;

- Mr Theo Venter, Political and Policy Specialist – *The Covid risk and the New Normal*;
- Professor Geeta Duppati, Waikato University, Hamilton, New Zealand – *Financial leverage and Capital Structure Policy*;
- Prof Waldo Krugell, School of Economics, NWU – *We have to talk about the debt crisis*;
- Mr Willie Bezuidenhout, Chief Executive Officer of Peninsula Energy Limited's South African Operations hosts the *Financial accounting ratio workshop*;
- Mr Mihan Louw, Group Supply Chain Manager, Zaad Holdings - *Topical operations management issues*.

The **Zoom session** for **NWU Business School Welcoming Session and Opening address** commence **at 08:00 sharp** and will be a **joint Zoom session** for all students (<https://zoom.us/j/6962195331> / Meeting i/d: 696 219 5331 / Passcode: 39471). For class-specific sessions, please consult the timetable where you will also find the relevant Zoom links. A host has also been appointed for each MBA year group to assist or guide you in the sessions.

Finally, use the time to enjoy the wonderful world of management, bond with fellow students, and extend your networking relations. Should you have any requests or problems during the study school week, do not hesitate to contact me for assistance (084 548 2256).



**PROF CHRISTO BISSCHOFF**

**Programme Manager: MBA Study Schools**

## ZOOM LINKS FOR STUDY SCHOOL

| Contact Session            | Zoom host & Contact details                                                     | Zoom link                                                                 | Meeting ID   | Passcode |
|----------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------|----------|
| Opening session            | Dr Bertus le Roux &<br>Prof Christo Bisschoff<br>(084 548 2256)                 | <a href="https://zoom.us/j/6962195331">https://zoom.us/j/6962195331</a>   | 696 219 5331 | 39471    |
| 1 <sup>st</sup> -year link | Mr Stephan van Zyl<br>(082 8914 7982)<br>Ms Saleemah Abdullah<br>(079 307 6109) | <a href="https://zoom.us/j/3156435002">https://zoom.us/j/315 643 5002</a> | 315 643 5002 | None     |
| 2 <sup>nd</sup> -year link | Ms Elé Wessels<br>(078 339 8558)<br>Ms Anthea Gaanakomo<br>(060 321 8623)       | <a href="https://zoom.us/j/3198026583">https://zoom.us/j/319 802 6583</a> | 319 802 6583 | None     |

*\* Note that the same Zoom link is used every day for the class sessions for each year-group*



**Monday, 25 January 2021**

**Opening and Welcome Programme**

**Zoom session** <https://zoom.us/j/6962195331>

Meeting ID: 696 219 5331

Passcode: 394717

|       |                                                                         |                                                                                                                                                        |
|-------|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 08:00 | Prof Christo Bisschoff                                                  | Guests and students join opening via Zoom<br><br>Introduce the Deputy Director of the Business School, Prof Jan Meyer to open the study school         |
| 08:15 | Prof Jan Meyer                                                          | Welcoming of guests<br><br>Opening with scripture reading and prayer<br><br>Introduce the Chief Director of the Business School, Prof Jan van Romburgh |
| 08:20 | Prof Jan van Romburgh                                                   | Chief Director of Business School's Welcoming address                                                                                                  |
| 08:35 | Prof Jan van Romburgh                                                   | Introduction of the guest speaker 1: <b>Dr Alistair Mokoena</b>                                                                                        |
| 08:40 | Dr Alistair Mokoena<br>( <b>Country Director, Google South Africa</b> ) | Doing business in the age of digital disruption                                                                                                        |
| 09:10 | Prof Jan van Romburgh                                                   | Introduction of the guest speaker 2:<br><b>Dr Willem Jacobs</b>                                                                                        |
| 09:15 | Dr Willem Jacobs<br>( <b>COO Barrick Gold Corp.</b> )                   | The Post-Covid Environment: Management Challenges in the Contours of the New Normal                                                                    |
| 09:45 | Prof Jan van Romburgh                                                   | Thank and present a virtual token of appreciation to the guest speakers                                                                                |
| 09:50 | Lecturers and guests                                                    | Un-Zoom and leave the opening ceremony                                                                                                                 |
| 10:00 | Prof Christo Bisschoff &<br>Dr Johan Jordaan                            | House-rules and arrangements of the study school                                                                                                       |
| 11:00 | MBA Students                                                            | Lectures commence as per programme via Zoom                                                                                                            |

## SUMMER STUDY SCHOOL – A: MBA I: 25 - 29 JANUARY to 2021

| Monday: 25 Jan                                                                                                                                                                                                                                                                                              | Tuesday: 26 Jan                                                                                                                      | Wednesday: 27 Jan                                                                    | Thursday: 28 Jan                                                                                                              | Friday: 29 Jan                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <b>08:00</b><br><b><u>Opening and Welcome</u></b><br><b>Prof Jan van Romburgh</b><br>Chief Director of the<br>NWU Business School<br><br><b><u>Keynote addresses</u></b><br><b>Dr Willem Jacobs</b><br>(COO Barrick Gold Corp.)<br><br><b>Dr Alistair Mokoena</b><br>(Country Director Google South Africa) | MBAA 874<br><b>Introduction to the<br/>Research Project<br/>&amp; Research Clusters</b><br><br>Prof Christoff Botha &<br>Supervisors | MBAA 815<br><b>Executive Economics<br/>(1)</b><br><br>Prof Raymond Parsons           | MBAA 874<br><b>Research Methodology<br/>(3)</b><br><br>Prof Stephan van der Mer-<br>we                                        | <b>08:00- 9:30</b><br><br>MBAA 815<br><b>Executive Economics<br/>(3)</b><br><br>Prof Raymond Parsons |
| <b>10:30-11:00 Tea</b>                                                                                                                                                                                                                                                                                      | <b>10:30-11:00 Tea</b>                                                                                                               | <b>10:30-11:00 Tea</b>                                                               | <b>10:30-11:00 Tea</b>                                                                                                        | <b>9:30-10:00 Tea</b>                                                                                |
| <b>11:00</b><br><b>Research administrative process</b><br><br>Prof Christoff Botha &<br>Dr Joseph Lekunze                                                                                                                                                                                                   | MBAA 874<br><b>Research Methodology<br/>(1)</b><br><br>Prof Stephan van der<br>Merwe                                                 | MBAA 814<br><b>Leadership<br/>(1)</b><br><br>Prof Leon Jackson                       | MBAA 815<br><b>Executive Economics<br/>(2)</b><br><br><b>Guest speaker:</b><br>Prof Waldo Krugell<br><br>Prof Raymond Parsons | <b>10:00- 11:30</b><br><br>MBAA 814<br><b>Leadership (3)</b><br><br>Prof Leon Jackson                |
| <b>12:00</b><br><b>Programme arrangements</b><br>Dr Johan Jordaan Registration, student<br>cards & acquiring textbooks. Other<br>formalities or problems to be sorted out                                                                                                                                   |                                                                                                                                      |                                                                                      |                                                                                                                               |                                                                                                      |
| <b>Lunch 13:00 – 14:00</b>                                                                                                                                                                                                                                                                                  | <b>Lunch 13:00 – 14:00</b>                                                                                                           | <b>Lunch 13:00 – 14:00</b>                                                           | <b>Lunch 13:00 – 14:00</b>                                                                                                    |                                                                                                      |
| <b>14:00 - 14:45</b><br><br><b>NWU Library skills &amp; eFundi</b><br><br>Ms Christine Bronkhorst<br>Dr Johan Jordaan                                                                                                                                                                                       | MBAA 812<br><b>Introduction to Operations<br/>Management and<br/>the Community Project<br/>(1)</b><br><br>Dr Johan Jordaan           | MBAA 874<br><b>Research Methodology<br/>(2)</b><br><br>Prof Stephan van der<br>Merwe | MBAA 814<br><b>Leadership<br/>(2)</b><br><br>Prof Leon Jackson                                                                | <b>11:30- 13:00</b><br><br>MBAA 812<br><b>Operations Management<br/>(2)</b><br>Dr Johan Jordaan      |
| <b>14:50 – 15:20</b><br><b>Leadership coaching</b><br>Mr John Skinner                                                                                                                                                                                                                                       |                                                                                                                                      |                                                                                      |                                                                                                                               |                                                                                                      |
| <b>15:20-17:00</b><br><b>Group forming and MBA orientation</b><br>Dr Johan Jordaan                                                                                                                                                                                                                          | <b>17:30</b><br><b>Until late -</b><br><b>Group formation &amp;<br/>cohesion workshop</b>                                            |                                                                                      |                                                                                                                               | <b>14:00 – 17:00</b><br><b>Overview, feedback and<br/>Studyschool evaluation</b>                     |

# STUDY SCHOOL NO. C: MBA II: 25 - 29 JANUARY

| Monday: 25 Jan                                                                                                                                                                                                                                                                                                 | Tuesday: 26 Jan                                                                                                                             | Wednesday: 27 Jan                                                                                                                                  | Thursday: 28 Jan                                                                                                                                   | Friday: 29 Jan                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>08:00</b><br><b><u>Opening and Welcome</u></b><br><b>Prof Jan van Romburgh</b><br>Chief Director of the<br>NWU Business School<br><br><b><u>Keynote addresses</u></b><br><b>Dr Willem Jacobs</b><br>(COO Barrick Gold Corp.)<br><br><b>Dr Alistair Mokoena</b><br>(Country Director Google South<br>Africa) | MBAC 813<br><b>Financial Management (1)</b><br><br>Prof Wedzerai Musvoto                                                                    | MBAC 811<br><b>Introduction to Strategic Management (1)</b><br><br>Prof Ronnie Lotriet                                                             | MBAC 811<br><b>Strategy Management (2)</b><br><b>Case study</b><br><br><b>Guest speaker:</b><br><b>Mr Chris Lombard</b><br><br>Prof Ronnie Lotriet | <b>08:00-09:30</b><br><br>MBAC 811<br><b>Strategy Management (4)</b><br><br>Prof Ronnie Lotriet                                                            |
| <b>10:30-11:00 Tea</b>                                                                                                                                                                                                                                                                                         | <b>10:30-11:00 Tea</b>                                                                                                                      | <b>10:30-11:00 Tea</b>                                                                                                                             | <b>10:30-11:00 Tea</b>                                                                                                                             | <b>9:30-10:00 Tea</b>                                                                                                                                      |
| MBAC 813<br><br><b>Financial Ratios</b><br><br>Mr Willie Bezuidenhout                                                                                                                                                                                                                                          | MBAC 812<br><b>The Company Project:</b><br><b>Writing the case study (1)</b><br><br>Prof Tommy du Plessis                                   | MBAC 813<br><b>Financial Management (2)</b><br><br><b>Guest speaker:</b><br>Prof. Geeta Duppati<br>Waikato University<br><br>Prof Wedzerai Musvoto | MBAC 811 (3)<br><b>Strategy Management</b><br><b>Case study</b><br><br><b>Guest speaker:</b><br><b>Mr Chris Lombard</b><br><br>Prof Ronnie Lotriet | <b>10:00 - 11:30</b><br>MBAC 812<br><b>The Company Project:</b><br><br>The Covid Risk and the<br>New Normal<br><br><b>Guest speaker:</b><br>Mr Theo Venter |
| <b>Lunch 13:00 – 14:00</b>                                                                                                                                                                                                                                                                                     | <b>Lunch 13:00 – 14:00</b>                                                                                                                  | <b>Lunch 13:00 – 14:00</b>                                                                                                                         | <b>Lunch 13:00 – 14:00</b>                                                                                                                         |                                                                                                                                                            |
| <b>14:00 – 16:00</b><br>MBAC 813<br><br><b>Financial Ratios</b><br><br>Mr Willie Bezuidenhout                                                                                                                                                                                                                  | MBAC 812<br><b>The Company Project:</b><br><b>Writing the case study (2)</b><br>(Practical application)<br><br><b>Prof Tommy du Plessis</b> | MBAC 873<br><b>Research Project</b><br><br>Compulsory individual<br>meetings with allocated<br>supervisors                                         | MBAC 813<br><b>Financial Management (3)</b><br><br>Prof Wedzerai Musvoto                                                                           | <b>11:30- 13:00</b><br><br>MBAC 813<br><b>Financial Management (4)</b><br><br>Prof Wedzerai Musvoto                                                        |
| <b>Supper</b>                                                                                                                                                                                                                                                                                                  |                                                                                                                                             |                                                                                                                                                    |                                                                                                                                                    | <b>Lunch</b>                                                                                                                                               |
| <b>16:00-17:00</b><br>MBAC 873<br><b>Research Project</b><br>Prepare for individual meetings with<br>allocated supervisors                                                                                                                                                                                     | <b>17:30</b><br><b>Until late</b><br><b>Group cohesion workshop</b>                                                                         |                                                                                                                                                    |                                                                                                                                                    | <b>14:00 – 17:00</b><br><b>Overview, feedback and</b><br><b>Studyschool evaluation</b>                                                                     |

# GET TO KNOW THE GUEST SPEAKERS

## Dr Willem Jacobs



**Chief Operating Officer of the Barrick Gold Corporation**

### PROFILE STATEMENT

Willem is a very successful global business executive who has acquired, found, constructed, and operated mining assets in the world's most challenging jurisdictions. He also has a proven track record of turnarounds and negotiating solutions to complicated problems with host Governments such as the massive tax problem that Acacia Gold left behind in Tanzania. He is regarded as one of the leading thinkers in the role that extractive industries plays in countries, especially developing countries. He was a founding member of the LLM course in the law of the Extractive Industries. He is an Extra Ordinary Professor at the University of Pretoria in Public Law leading mostly PhD and LLM students in research in the areas of development economics and law in the extractive industry worldwide, inclusive of mining codes and tax and policy frameworks. Willem is also a full member of the South African Academy for Science and Art.

### PROFESSIONAL EXPERIENCE HIGHLIGHTS

**Chief Operating Officer** **December 2018 – Present**  
**Barrick Gold Corporation– Africa and Middle East**

Formulate and executing business plans (inclusive of growth) in gold and copper assets in Mali, Senegal, Ivory Coast, Democratic Republic of Congo, Kenya, Tanzania, Zambia and Saudi Arabia. Responsible for twelve mines, producing \$1.6B of operating cash flow from around 1 600 000 oz of gold and 300 million pounds of copper.

**Chief Operating Officer** **2009 – 2018**  
**Randgold Resources Limited – Central and East Africa**

Formulated and executed business plans for Central and East Africa including the construction and commissioning of the giant Kibali gold mine in the DRC inclusive of 3 hydro power stations, underground mine serviced via declines and a vertical shaft as well as 10 open-pit mines. Managed mines in Mali Burkina Faso and Ghana, produced 1 200 000 oz of gold annually and cash flow of 800 million.

**Chief Executive Officer and Partner** **2004 – 2009**  
**Congo Supply and Maintenance (CSM)**

Creation of an African logistics company operating from South Africa, Dar es Salaam and Mombasa to DRC, Kenya, Uganda, Zambia, Northern Mozambique and Central African Republic in the areas of logistics and the maintenance of infrastructure such as roads, bridges and hydro power stations. It also managed exploration projects for various mining and exploration companies inter alia for the Damseux family which later culminated in the sale of MotoGold to Randgold and then the construction of Kibali Gold.

**Chief Operating Officer** **1999 – 2003**  
**IMERYS Africa and Australasia**

Formulate and execute business plans in all countries of the jurisdiction in Africa and South Africa in the areas of mining, processing and sales of industrial minerals globally.



## EDUCATION

Post Graduate Coursework in  
Mergers and Acquisitions  
Wharton School  
(University of Pennsylvania)  
Philadelphia, United States  
(1987;1988)

Post Graduate Coursework in  
Strategy  
Fuqua School of Business  
(Duke University)  
North Carolina United States  
(1985)

Doctor of Philosophy  
University of South Africa  
Pretoria, South Africa  
(2012)

Master of Commerce  
Rand Afrikaans University  
Johannesburg, South Africa  
(1985)

BPL (Honours)  
University of Orange Free State  
Bloemfontein, South Africa  
(1982)

Willem was also responsible for the growth strategy and in two years put Imerys in a world leadership position in Andalusite, paper coating kaolin, vermiculite and high alumina clays. He was also responsible for the formulation and execution of the global strategy with regards to specialised materials. He spearheaded the Imerys expansion and ultimate control of inter alia the world Andalusite market and drive into Africa.

### **Chief Executive Officer and Chairman**

**1991 – 1999**

#### **Cullinan Group of Companies**

Formulate strategy and execute business plans for Cullinan Minerals, Cullinan Engineering and Cullinan Precision Engineering. He Chaired Joint Ventures with international partners in the various companies. Willem transformed Cullinan Precision Engineering into a global design, manufacture, build and installer of car and truck body manufacturing plants with a client base in the USA, Germany, Belgium, RSA and India. Cullinan Precision Engineering was sold to ABB and served as the basis for their expansion of robotic use in car plants in the southern hemisphere and India.

### **Principal Consultant**

**1983 – 1991**

#### **Price Waterhouse, Johannesburg (now PwC)**

Willem builds and ran the Organizational Development, business turnarounds, and M&A practise for Price Waterhouse in South Africa where most of the time was spend on the restructuring of companies affected by sanctions against RSA. He was also instrumental in the restructuring of science and technology financing in South Africa by means of the restructuring of the CSIR, University Science financing (creation of the Foundation for Research Development) which today is one of the leaders in the world as to the financing of research and technology.

Willem was in the same period instrumental in the restructuring of the South African Academy for Science and Art.

## **Dr Alistair Mokoena**



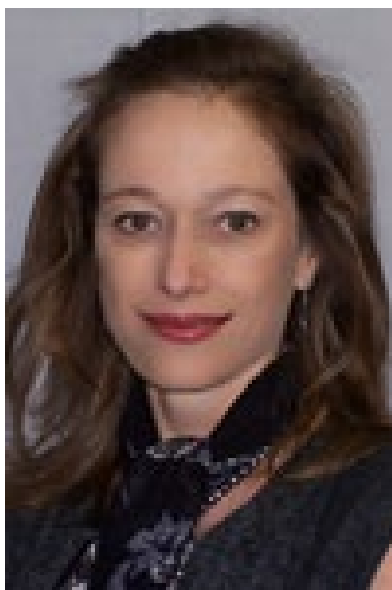
### **Country Director Google South Africa**

Alistair Mokoena, Country Director for Google South Africa, has been a Chartered Marketer since 2008. He has held various marketing roles at some of the largest blue-chip companies. These include a role as Brand Manager at Unilever, Senior Brand Manager at Tiger Brands, Marketing Manager at SABMiller, Marketing Director at Mondelez and at Absa bank. After 14 years in these Marketing roles, Alistair spent eight years running some of South Africa's largest advertising agencies. These roles include Managing Director of FCB Johannesburg, Managing Director of Ogilvy Johannesburg and Chief Executive Officer of Ogilvy South Africa.

He holds the following qualifications: Bcomm, LLB, MDP, MBA and PhD in Business Administration (Specialising in Digital Marketing) at the North-West University Business School. Alistair is an MBA Coach and an Assistant Professor of Practice at the Joburg Business School, where he lectures on executive education. He has received several awards over the years, notably The Best Marketing and Advertising Leader in South Africa in 2019 by Global Brands Magazine.

Alistair is currently a Director of the Interactive Advertising Bureau (IAB) and was previously Vice-Chairman of the Association for Advertising and Communications (ACA). He's a judge for the IAB Bookmarks Awards, Hollard Sports Industry Awards, BCX Digital Innovation Awards, Financial Mail Adfocus Awards, and the Marketing Achievement Awards.

## **Ms Christine Bronkhorst**



**Information Librarian for MBA**

**B.Bibl: University of Free State; B.Bibl Hons: University of Pretoria;**

**M.IT: University of Pretoria**

Christine Bronkhorst studied B.Bibl at the University of Free State and completed her degree *Cum Laude*. After completing her B.Bibl, she studied B.Bibl Hons at the University of Pretoria. She also did her master's degree (M.IT) with the University of Pretoria.

Christine is currently the Information Specialist for MBA and Law at the Ferdinand Postma Library. She assists the MBA and Law students in their search for information during their studies, and supports the MBA and Law students with enquiries regarding information for research.

From 1996 to 2000, she was the Information Specialist at the Service Unit Natural Sciences and Engineering at the Merensky library at the University of Pretoria.

In 2012 she wrote a chapter on "Accessing legal information" in an Oxford textbook "Introduction to law and legal skills in South Africa" 2012.

## **Prof Waldo Krugell**



Waldo Krugell is a professor in the School of Economic Sciences at the North-West University's Potchefstroom campus. He is interested in macroeconomic issues and what they mean for households and businesses. He does research and likes to speak on a range of topics. He runs a podcast, and one could listen to his ideas in "The Economics Minute" podcast. Waldo is the Deputy-Director of the School of Economic Sciences at Potchefstroom Campus, serves as the Editor of SA Journal of Economic and Management Sciences, and is also President of the Economic Society of South Africa.

## **Mr Mihan Louw**



B.Eng (Industrial) (US) and MBA (NWU)  
Group Supply Chain Manager, [Zaad Holdings](#)

## **Mr Willie Bezuidenhout**



**MCom, BCom (Hnrs) (Chartered Accountant), MBA  
Chief Financial Officer at Buffalo Coal Corp**

Willie was an audit manager for two years following completion of his articles at PricewaterhouseCoopers in 1999, where his main focus was to service clients in the telecommunications industry. He left the audit profession in 2002 and took up the position of Chief Financial Officer of the Public Investment Corporation. In 2004 Willie started his own consulting business, focussing predominantly on clients in the mining industry. In 2007 he joined Uranium One where he held various roles until June 2016. These include the positions of Vice President Finance: Africa and Vice President of Business Development for the Uranium Group. He also held directorships of several entities in South Africa, Australia and Tanzania. In addition to overseeing the effective functioning of the various companies' financial functions, Willie conducted various technical reviews, due diligence and feasibility studies on multi-million-dollar international mining projects and corporate mergers and acquisitions in the gold and uranium industry. 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 October 2018, whereafter 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 Geeta Duppati**



**Senior Lecturer in Finance, Waikato Management School, University of Waikato,  
Hamilton, New Zealand**

Prof Geeta Rani Duppati had several years of teaching experience in India, Ethiopia, and Auckland University of Technology, before moving to Waikato Management School at the University of Waikato in 2010. Prof Duppati maintains her links with India as a visiting lecturer at the Institute of Public Enterprise in Hyderabad.

In 2017 she received the Accounting and Finance Association of Australia and New Zealand (AFAANZ) Research Grants. Her current research interests are primarily concerned with corporate governance, asset pricing, corporate social responsibility, Innovation and Firm-specific risk, and mergers and acquisitions. She has several publications in the area and is involved in professional development work with large corporates' in India.

## Dr Chris Lombard



**BSc degree (University of Stellenbosch); Honours Degree in Human Resource Development; Master's Degree (RAU); PhD in Leadership in Performance and Change at RAU**

Chris was born and grew up in the Boland and Western Cape. He matriculated in 1981 at Paarl Gymnasium High School. He completed a BSc degree in 1990 at the University of Stellenbosch, an honours degree in Human Resource Development in 1996 (cum laude), a master's degree (Leadership in Performance and Change – Top Student in three modules) in 2002 at RAU. Chris completed a PhD in Leadership in Performance and Change at RAU in 2004. He conducted his research in Unilever Channel Management, Tiger Brands Field Services and Smollan Sales & Marketing, where he designed and developed a competency model that enables leaders and managers to deal with resistance to change. Chris implemented this model successfully with a variety of industries locally and internationally.

In 1996, Chris started his own consulting firm. Change Capacity and People Capacity Solutions services a broad spectrum of clients in an array of industries in both the public and private sector, internationally. He has received both the NCP and ABSA awards for achievement in facilitation. Chris' approach to change focuses on ensuring the capacity, responsibility and accountability at the various managerial levels. Highlights in his consulting career include:

- Building change leadership capacity in KPMG International (Amsterdam), focusing on managers from six first-world countries.
- Facilitation of successful change during complex mergers, acquisitions and the required cultural integration (such as Brandhouse, Imperial Group, T-Systems, Momentum, Rand Merchant Bank).
- The facilitation of turnaround strategies in various industries. The last two a copper mine in Zambia (Barrick Group) and the largest of the Pick n Pay Distribution Centres.
- Acting as a coach for senior managers in retail and supporting them to improve store performance.
- Enabling more than 800 managers in the retail sector towards the improvement of store performance.
- Enabling leaders to facilitate the successful restructuring of organisations.
- Improving the coping efficiency and resilience of employees in various industries.

He played rugby at provincial level and also obtained provincial colours in rock-and-surf fishing.

## Mr Theo Venter



Political and Policy specialist

Theo Venter is a Political and Policy Specialist that was attached to the NWU Business School until December 2020 and previously special advisor to two Vice-chancellor of the North-West University. In this capacity, he advised on politics and strategy. He is also a political commentator on South African politics in the media, especially on radio and TV. He has been part of the SABC election teams in all elections since 1987. He regularly consults in the business and agricultural sectors on the state of politics in South Africa, and has been a member of the BMI Strategic Forum since 1990 with a focus on the building industry. He used to teach a course in the formulation of strategy at the Post-Graduate Diploma programme of the Business School. His main research interests remain scenario methodology, political change and policy development. Currently, he is an independent strategic consultant.

Theo was born on 27 November 1955 in Modjadjiskloof (former Duiwelskloof), Limpopo. He grew up in Vanderbijlpark and matriculated in 1973 from the Transvalia High School. He then studied at the Potchefstroom University and obtained a master's degree in Political Science in 1982. From September 1982 to January 1984, he studied in the USA as a Fulbright Scholar at the Nelson Rockefeller School for Public Management at State University of New York in Albany, obtaining a second master's degree in Comparative Politics. Theo Venter had received acknowledgement as one of the most quoted staff members at the NWU from 2011 until 2017 when this award was terminated.

Theo is an outdoors person who loves nature, photography and wildlife, and he was actively involved in the organised hunting fraternity. He is married to tThildé, and they have four children, five granddaughters and two dogs.

## Formal Qualifications

- Post Graduate Diploma in Management
- MBA
- PhD

## Skills Development Programmes

- Project Management
- Advanced Project Management
- Forensic Short Courses
- Emotional Intelligence
- Finance for non-financial managers
- Supply Chain Management
- Human Resource Management

## Management Education Programmes

- Fundamental Management Programme
- Middle Management Programme
- Advanced Short Learning Programme on Management Strategy
- Short course in Business Consultancy

## NWU Business School

## Business & Management consulting

The NWU Business School has various experts in diverse fields of business and management. Our business consultants provide management consulting to help organisations improve their performance and efficiency. These professionals analyse businesses and create solutions while also helping companies meet their goals.