



Shaping Executive Minds in Africa

OCTOBER 2023

STRENGTHENING OUR PARTNERSHIPS IN AFRICA (ARG)

MBA EXPO - A RESOUNDING SUCCESS

MBA WINTER STUDY SCHOOL: A WEEK OF LEARNING AND GROWTH

SME BUSINESS FINANCE CLINIC EMPOWERS YOUNG ENTREPRENEURS

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NWU BUSINESS SCHOOL'S

chief DIRECTOR

Dr Joseph Sekhampu



Dear NWU Business School Community,

As we approach the end of another semester, the horizon stretches before us, inviting us to embrace the challenges and opportunities that lie ahead. The sunsets may be fleeting, but the dawn of a new academic year is upon us, and with it comes the promise of fresh beginnings and boundless possibilities.

At the NWU Business School, we stand at the threshold of an exciting journey, one that transcends borders and reaches into the heart of South Africa, where the future is shaped by the dreams and aspirations of our students and the dedication of our esteemed staff. Our doors are wide open, and the applications for the upcoming year's enrolment are now beckoning the next generation of trailblazers, thinkers, and visionaries to join us on this transformative journey.

Take a moment to be inspired by the success stories shared by our alumni, who recount how they utilized the knowledge and skills gained at our institution to achieve remarkable success. These stories fill us with immense pride, knowing that we play a pivotal role in shaping these promising trajectories. Their stories are a reminder that life's uncertainties cannot dampen the power of education and unwavering commitment to effecting positive change in society.

As we move forward, we must acknowledge the challenges that await us. The world of business is constantly evolving, requiring us to stay agile and forward-thinking. It is a realm where innovation is the currency of progress, and the past serves as a prologue. Our focus remains on equipping our delegates with the necessary tools to navigate the complexities of the business world.

South Africa, with all its vibrant potential, faces multifaceted challenges that demand our collective attention. These challenges span the economic, social, and political dimensions, creating a complex web that we must confront head-on.

Economically, we must address the challenge of unemployment, particularly among our youth. In an increasingly competitive global market, it is essential to create ample job opportunities. Our graduates should not only be job seekers but also job creators, equipped with entrepreneurial acumen and an innovative spirit.



*A word from
Dr Joseph Sekhampu*

Socially, South Africa struggles with persistent inequalities, manifested in disparities in access to quality education, healthcare, and basic services. These inequities fracture the social fabric, necessitating a united effort to bridge the divide and promote inclusivity.

Politically, the nation grapples with the ongoing challenge of good governance and corruption. Upholding the principles of transparency, accountability, and the rule of law is crucial in building a robust democracy that can withstand the tests of time.

These challenges call upon us to unite as agents of change. We possess the potential to be the driving force behind positive change in South Africa and beyond. As we step into the future, let us do so with purpose, determination, and hope. Together, we will continue to shape the

next generation of leaders and pioneers who will make a lasting impact on our society and the world.

Thank you for being an integral part of the NWU Business School community.





Africa's largest MBA event

MBA EXPO- A RESOUNDING SUCCESS

The MBA Expo on 11 September was a resounding success!

Prospective students lit up with excitement and interest in the Business School's MBA and other programme offerings. The presence of our academics allowed for in-depth discussions about course content and modules and we were delighted to welcome various alumni at our stand as well. Our very own MBA Programme Manager Prof Leenta Grobler formed part of the panel discussion on selecting the right MBA and Business School, making us proud! Thank you to everyone who contributed to this fantastic event.





MBA WINTER STUDY SCHOOL:

A week of learning & growth

Hosted from 24 to 28 July at The Roots Lifestyle Centre in Potchefstroom, the MBA Winter Study School of the North-West University (NWU) Business School proved to be an enriching and transformative experience for all involved. The week kicked off with an array of insightful guest speakers, leaving the attendees both inspired and enlightened.

DAY 1 set the tone for the rest of the week, featuring Prof Pieter Kruger's invaluable insights on unleashing peak performance and optimising teamwork, both in business and personal life. Mr Thabang Mashia and Ms Naadirah Grinsel followed with practical advice on staying relevant and impactful in a dynamic global environment, emphasising the vision to empower future business leaders. Dr Stavros Nicolaou and Dr Terence Sibiya shared valuable guidance on mastering strategic trade in the African global market and doing business in the diverse African landscape, respectively.

DAY 2 continued to impress, with Phase 1 students diving into modules such as Research Methodology, Technology Management and Managerial Accounting. Simultaneously, Phase 2 students enjoyed sharings on Entrepreneurship, International Business Issues,

Corporate Governance and the Company Project, enriching their understanding of real-world business challenges.

THROUGHOUT DAY 3, leadership development took centre stage, empowering students to create positive change within themselves. Both Phase 1 and Phase 2 groups benefited from workshops and expert lectures, gaining valuable insights on navigating uncertainty and fostering stability in the business world.

DAY 4 brought yet another highlight, featuring a compelling Fireside Chat where Prof Ronnie Lotriet engaged in a thought-provoking discussion with Prof of Practice Jacques Faul. The conversation centred around the power of culture in driving organisational success and the importance of nurturing a positive and inclusive work environment

AS THE FINAL DAY ARRIVED, students reflected on a week of tremendous learning and growth. Dr Kaizer Ndlovu facilitated a practical session for Phase 1 students, analysing real case studies on technology management. All students also embraced an exciting prospect of future collaborations born from exceptional networking opportunities offered during the Study School.

The Winter Study School concluded with a sense of fulfilment and anticipation for the students' future success.

Armed with newfound knowledge, perspectives and a growth mindset, these aspiring business leaders are poised to make a significant impact in their MBA studies and beyond.

The NWU Business School is proud of the accomplishments of all participants during this transformative week. As they return to their professional lives, they carry with them the tools and insights needed to thrive in an ever-changing business landscape.



↓ *We asked a few students to share their thoughts about the Study School with us. Here's what they had to say:*





Mr Albert van Zyl, Premier Patrick Dumile Nono Maloyi, and Mr Oarabile.

NORTH -WEST

PROVINCIAL ANTI- CORRUPTION ROAD SHOW

The NWU Business School was honoured to be invited by the Office of the Premier of the North-West Province to attend the launch of the Provincial Anti-Corruption Road Show, held at the Rio Hotel in Klerksdorp on 31 August 2023.

The event was attended by Mr Albert van Zyl and Mr Oarabile Manyapelo and was addressed by, amongst other, the Premier, the Hon. Patrick Dumile Nono Maloyi, the Deputy-Chair of the National Anti-Corruption Advisory Council, and representatives from the provincial law enforcement agencies, civil society and local municipalities. Insightful discussions followed on the progress and roll-out of the National Anti-Corruption Strategy.



NWU BUSINESS SCHOOL EMPOWERS YOUNG ENTREPRENEURS

by Mafumane Tlhapi

Young entrepreneurs from more than 70 small- and medium-sized enterprises (SMEs) benefitted from an SME Business Finance Clinic hosted by the North-West University (NWU).

The Small Business Advisory Bureau (SBAB) of the NWU's Business School, in collaboration with the Small Enterprise Development Agency (SEDA), recently hosted an SME Business Finance Clinic to empower young entrepreneurs and youth-owned cooperatives.

The primary goal of the clinic was to empower these young entrepreneurs by providing them with essential insights into SME financing and development support.

Several stakeholders delivered presentations about their funding opportunities, including the SEDA,

the Small Enterprise Finance Agency, Old Mutual Masisizane Fund, Investment Business Partners, and the National Empowerment Fund.

Oarabile Manyapelolo, manager of the SBAB and senior lecturer at the NWU Business School, says they are grateful for the agencies' support.

"The proverb 'It takes a village to raise a child' comes to mind. This sentiment captures the essence of the collaborative effort to foster the growth and development of young entrepreneurs.

"Just as a village shares its knowledge, skills, and care to raise a child with the utmost commitment, these agencies combine their strengths to foster the entrepreneurial spirit within the emerging innovators," he adds.

Various role players also shared messages of support, including Andre Coertzen from the North West Chamber of Commerce, and Kgosi Moshe Mabe, chair of the North West House of Traditional Leaders and an advisory board member of the NWU Business School.

In turn, Dr Joseph Sekhampu, chief director of the Business School, emphasised the importance of partnerships between the university and public and private sector stakeholders on initiatives such as this.

Unlocking financial opportunities for young entrepreneurs. More than 70 small- and medium-sized enterprises (SMEs) participated in the SME Business Finance Clinic.

SMALL BUSINESS ADVISORY BODY

SBAB IN UGANDA

The Business School's Oarabile Manyapelolo recently visited Uganda, where he was able to engage in great networking opportunities with the Ambassador of Uganda, as well as explore opportunities for training some Ugandan expats running businesses in SA. The experience was a great step towards positioning the NWU as the go-to business school on SME-related matters. Mr Manyapelolo was then invited by one of the advisors of the President of Uganda to visit Uganda's Industrial Research Institute. This was an incredibly valuable experience, as it is essentially what the Small Business Advisory Bureau (SBAB) hopes to become.

UGANDA INDUSTRIAL RESEARCH INSTITUTE



VALUABLE KNOWLEDGE
FROM THE INTERNATIONAL

ECONOMIC CRIME SYMPOSIUM



Mr Albert van Zyl and Ms Nina du Toit of the NWU Business School's Unit for Corruption and Integrity Studies, and Ms LaRoche Bekker from the NWU Programme for Forensic Accountancy recently attended the 40th Cambridge International Economic Crime Symposium.

It was attended by over 2000 delegates from over 90 countries where the theme of *"Integrity - We explore its importance in public and in our lives and how we can best nurture and protect it"*, enjoyed the spotlight. Mr Van Zyl participated in a panel discussion on Generative AI and its impact on academic integrity.

Forty years ago, Jesus College, Cambridge hosted the first Cambridge International Symposium on Economic Crime in the hope that bringing together those concerned about the damage economically motivated crime can and is doing to our economies and, thus the stability and security of our societies, would foster greater understanding and co-operation.

According to Prof Barry A.K. Rider, founder and co-chairman of the symposium, the objectives of the 40th symposium remained unchanged. *"The Cambridge Symposium on economic crime is a unique event*

providing governments, institutions, and the academy an opportunity to consider and address, from a practical standpoint, a host of threats to our economic well-being and prosperity," Prof Rider said.

In another well-attended and interactive session at the Symposium, Mr Van Zyl facilitated a discussion on experiences on grey listing implemented by the Financial Action Task Force in several countries since the early 2000s. *"A lot can be learned from other countries in putting measures in place to have South Africa removed from the grey list,"* Mr Van Zyl said.

"We're extremely proud of Ms Nina du Toit Ms LaRoche Bekker, from the NWU Programme for Forensic Accountancy, who served on the Secretariat of the 40th Cambridge International Economic Crime Symposium, by demonstrating true South African prowess and being true ambassadors for our university, our country, and its people. Thank you for a sterling job," said Mr Albert van Zyl.



On the 6th day of the Symposium, it was reiterated that failures of integrity impact us all and cannot be merely the responsibility of those directly concerned. Issues related to integrity have real implications for confidence in our institutions, markets, democracy, and rule of law. In his presentation, Mr Albert van Zyl focused on *“Multiple liability - the proportionality and appropriateness of legal and other interventions in regard to the same conduct.”*

It was a privilege not only to have our staff represent our business school in the United Kingdom, but also to have had the opportunity to gain expertise and knowledge to our country's advantage.





NWU | NELSON MANDELA DAY

In commemoration of Nelson Mandela Day, staff of the NWU Business School visited Boschpoort Combined School to distribute much-needed hygiene packs.

Tshohana Mokhothu addressed grade 11 and 12 learners with an encouraging talk on following one's dreams despite adverse circumstances. Morena Tsoetsi (NWU Marketer) then guided them through the NWU application process. The Business School can think of no better way to make a true difference than educating our youth on pursuing opportunities for a better future!



STRENGTHENING OUR PARTNERSHIPS IN AFRICA

The seventh Africa Research Group International Conference, hosted by the Africa Research Group, University of Nottingham, and University of Kigali, was attended by some of our staff members from 27-29 August in Kigali, Rwanda.

Delegates from the NWU Business School and the North-West University attended this conference with the aim of delving into pertinent issues surrounding organizational management within the African context.

Our very own Prof Leenta Grobler, Prof Yvonne du Plessis, Nkosinathi Tom (NWU), and Jason Beukes (NWU) have also been invited to the University of Kigali to explore potential areas of collaboration.

At the heart of this conference were both local and international researchers who have come together to share their research findings centered around the theme of *"Contemporary Developments in the Management of Organizations in Africa: Tapping into Indigenous Knowledge and Developing Viable Partnerships"*.

These researchers are dedicated to advancing their understanding of organizational management in Africa, prompting discussions and fostering collaborations to enhance their research endeavors.

This visit to Rwanda also marked a pivotal meeting between the North-West University and the University of Kigali, where the focus was set on building a strong partnership to drive African progress.

The aim was to align our efforts with the African Union's Agenda 2063 and the United Nations Sustainable Development Goals.

"The discussion was rich with ideas on how to collaborate for mutual growth. From staff and student mobility to research collaboration, joint conferences, and more. The potential areas of cooperation are vast

and promising," said Prof Yvonne du Plessis, Manager of Internationalisation and Africanisation at the NWU Business School.

University of Kigali (UoK) is a fully accredited and chartered university by the Government of Rwanda. UoK started its operations in October 2013. →



THE 7TH AFRICA RESEARCH GROUP INTERNATIONAL CONFERENCE

University of Kigali has the following Academic Units:

- School of Law
- School of Business Management and Economics
- School of Computing and Information Technology
- School of Education
- School of Graduate Studies
- School of Professional and Executive Programmes
- Center for Economic Governance and Leadership
- Center for Modern Languages



“Both institutions have unique offerings. NWU's Business School offers leadership and management development, while the University of Kigali highlighted the need for postgraduate programme development and capacity-building for staff pursuing PhDs. This was a significant and strategic step in establishing the African PhD Hub. We're excited about the way forward and the prospect of functional and impactful collaboration. This partnership promises to be a stepping stone toward greater achievements, aligning both universities' processes and goals,” said Prof Leenta Grobler, MBA Programme Manager at the NWU Business School.

Staff members that visited, included Prof Leenta Grobler, Prof Yvonne du Plessis, Mr Nkosinathi Tom (NWU) and Mr Jason Beukes (NWU).





NWU BUSINESS SCHOOL **HELPS NIP CORRUPTION IN THE BUD**

The workshop aimed to provide a forum that facilitates interaction among the PhD candidates and helps them transition from a master's degree to a Ph.D.

* Ms Nina du Toit gave a presentation on the risk of fraud and corruption in disaster funding: a South African perspective.

The workshop aimed to provide a forum that facilitates interaction among the PhD candidates and helps them transition from a master's degree to a Ph.D.

The NWU Business School was represented by Mr Albert van Zyl who chaired a panel discussion on the use of AI in forensic investigations.

They explored step-by-step pointers about how to frame questions; reminded the audience that ChatGPT was still in its research phase; that there is risk in the accuracy of the provided information and results.

Therefore, the information's validity still has to be verified by humans. —————

WOMEN'S DAY *spa-day*

The ladies of the NWU Business School's Potchefstroom and Mahikeng campuses were treated to a spa-day for Women's Day this year.

The value these ladies add to the school is tremendous and we thought it was time they enjoyed a well-deserved massage and lunch. We at the Business School cannot thank them enough for all they do!



SCHOOL TREATS VALUED SUPPORT STAFF TO BREAKFAST



The NWU Business School support staff were treated to breakfast on two occasions in the last few months. On 28 June, new staff members were introduced to the rest of the team and everyone enjoyed the opportunity to share their perspectives and vision regarding what the future holds for the school.

On 6 September, the team was hosted for breakfast in celebration of Administrative Professionals' Day. This was simply a gesture of thanks to our support staff for their invaluable contributions to all operations and activities at the school. Their role in the success of the Business School is vital and one we deeply appreciate.

Dear NWU Business School,

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As I reflect on completing my first semester of MBA Phase 1, I can confidently share that Dr Johan Jordaan (Operations Management) has made a significant impact on my learning and way of thinking. Since qualifying as a chartered accountant, this is my first time back to formal studying and wow, things have changed. My earlier studies in South Africa and in Australia were focused on technical skills with the aim of personal career growth.

Whilst Operations Management incorporates that element, it is more focused on understanding your skillset to make a difference; helping the community around us through simple, sustainable improvements. Dr Jordaan, through the community project, made me realise for the first time in my career that an accountant

can make a meaningful impact outside the boardroom. That realisation cannot be learnt from a textbook, but is taught by mentors like Dr Jordaan, who embodies genuine care and sincere interest in people.

His commitment to teaching, relating to students, regular feedback and ongoing support is outstanding! Throughout the semester, he has gone the extra mile - two, actually - with our questions, assignments, contact sessions and research topics.

Operations Management is complete, but I will definitely continue to consult with Dr Jordaan as my MBA journey continues.

Thank you, Dr Jordaan, and NWU Business School for a fantastic start to my MBA!

*Regards,
Nasreen Rasool*



TESTIMONIAL

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A huge thanks to Sasol for funding my MBA studies and the NWU Business School management team, lecturers and administrators for their professionalism and exceptional ability to impart knowledge. I enrolled in the MBA programme in 2020.

During the first study school, when the programme was introduced and we were welcomed, I felt overwhelmed to the point I considered quitting. Thankfully, the feeling was outweighed by my eagerness to learn. I used the opportunity to engage and ask questions to acquire valuable knowledge. To this day, I apply the theoretical knowledge gained to effectively practice at work.

Sasol sometimes uses consultants to improve its practices and performance to create value and gain a competitive advantage. I had an opportunity to lead one of the improvements without the consultants' involvement. The internal value chain analysis technique was employed for value creation.

I guided the team to look for all potential ways to carry out value chain operations cost-effectively, focusing on cost drivers. Prof Tommy du Plessis taught the tools and techniques in the Company Project and Strategic Management modules. This structured approach enabled the team to align, collaborate on and understand expectations. Additionally, I recently presented to the pipeline operators at Transnet offices in KwaZulu Natal. The presentation was informed by and designed using an infographic Prof Leenta Grobler introduced in the International Business Studies module.

I could not have understood and employed the above tools without being part of the MBA class of 2022. Knowledge is power and boosts one's confidence. I have gained so much and am excited to reap the benefits of attending and engaging with the NWU Business School.

*Kind regards,
Suzan Makume*

*Improvement SME
P&E, Operations Improvement
and Transformation | SASOL*



