

Ceremony 4

Honorary Doctoral degrees

Faculty of Business and Economic Sciences

- **School of Management Sciences – excluding Undergraduate Diploma qualifications**

Wednesday, 5 April 2017, 09:30

Vodacom NMMU Indoor Sports Centre, South Campus, Summerstrand

CONGRATULATORY MESSAGE

Graduation is a momentous occasion, representing the crowning moment of all your hard work and the many sacrifices that you and your loved ones have made to reach this milestone.

For us, graduation is the highlight of the university calendar as we witness successful students cross the stage to be capped and enter a new chapter in their lives. Each of you has a unique story to tell.

We salute and applaud your achievement and wish you all the best in your future endeavours. Your time here at the Nelson Mandela Metropolitan University (NMMU) was but a stepping stone towards your future.

We trust that NMMU has equipped you not only with an excellent academic qualification for the many challenges of life and work, but also with life-changing experiences to shape your future.

It is our wish that you will leave here today as proud NMMU graduates who will continue to champion social justice and equality, and be change agents in building a better society and a better world.

Thank you for offering us the privilege of making NMMU a part of your life. Your success is our success, and as NMMU alumni, we look forward to watching your story unfold.

Congratulations!

**Ms Santie Botha
Chancellor**



**Prof Derrick Swartz
Vice-Chancellor**



ABOUT NMMU

Nelson Mandela Metropolitan University (NMMU) is a new generation university, distinguished by a wide range of study options and access routes open to students. With 450 programmes from certificate through to doctoral level across 130 different career fields, NMMU truly is a comprehensive university.

Founded on more than a century of quality higher education, NMMU nurtures innovation, fosters creativity, embraces technology and develops people to meet the challenges of tomorrow. NMMU is a product of a merger of the University of Port Elizabeth and the PE Technikon in 2005. Prior to such a merger, the Vista University campus of Port Elizabeth was incorporated into the former University of Port Elizabeth. The university has a strong track record of research, working extensively in partnership with business and industry, making NMMU a valued contributor to the socioeconomic development of the region and beyond.

This year (2017), the university has 24530 students and close to 4100 permanent and contract staff, based on seven campuses in Nelson Mandela Bay and George.

Leaders

NMMU's Vice-Chancellor is Professor Derrick Swartz, the Chancellor is Ms Santie Botha and the Chair of Council is Judge Ronnie Pillay.

Location

Six of NMMU's campuses are in Nelson Mandela Bay and one is in George on the Garden Route. The seven campuses are:

- South Campus in Summerstrand (within a 720-hectare private nature reserve)
- North Campus in Summerstrand
- Second Avenue Campus, home to the new "green" Business School, in Summerstrand
- Bird Street Campus which will be a new postgraduate arts hub in Central
- Missionvale Campus in Missionvale
- George Campus in George
- The Ocean Sciences Campus (recently purchased from CSIR)

Facilities and supportive teaching and learning environment

NMMU is privileged to have outstanding facilities. All students have access to well-equipped laboratories, some of which are open 24/7, and free Wi-Fi throughout all its campuses. All the lecture halls are equipped with the latest technology and students have the opportunity of using additional e-learning tools online. The campus libraries and information services network offers a state-of-the-art integrated online system. There are cafeterias, food courts and coffee shops.

A range of opportunities are provided to enhance the academic success of students. These include a first-year orientation programme, peer-facilitated learning opportunities (eg, Supplemental Instruction, e-PAL, tutorials, practicals, mentor programmes, 'Keys to Success' workshops and online resources). NMMU also promotes both in and outside of the class learning to enhance holistic student development. To recognise the learning that takes place outside of the class, NMMU has developed an innovative, electronic co-curricular record system.

The University also offers the finest sporting facilities in the Eastern Cape and numerous venues for conferences, meetings and other special events.

Faculties

NMMU has seven faculties. They are:

- Arts
- Business and Economic Sciences
- Education
- Engineering, the Built Environment and Information Technology
- Health Sciences
- Law
- Science

Academic focus areas

Though NMMU prides itself on its vast range of programme offerings, it has a number of strategic areas in terms of its core business of teaching and learning, research and engagement. They are:

- Health and wellness
- Economic and business development with a focus on job creation and entrepreneurship
- Materials and process development for industry and manufacturing
- Emerging information and communications technology for development
- Environmental and natural resource management
- Culture, communication and language
- Leadership, governance, democracy and justice
- Educational development in support of excellence in teaching, learning and curriculum
- Infrastructure and human settlement development

Strategic research areas

- Biodiversity conservation and restoration
- Coastal marine and shallow water ecosystems
- Cyber citizenship
- Democratisation, conflict and poverty
- Earth Stewardship Science
- Health and wellbeing
- Humanising pedagogies
- Manufacturing technology and engineering
- Nanoscale characterisation and development of strategic materials
- Science, Mathematics and Technology Education for Society
- Strategic energy technologies
- Sustainable human settlement development and management
- Sustainable local economic development

Research and Engagement entities

NMMU has 31 focused faculty based and 7 institution-wide entities (institutes, centres and units) that exist over and above the formal academic structures that are aimed at promoting engagement, research, technology transfer and innovation. They include the likes of InnoVenton; NMMU's Institute for Chemical Technology and Downstream Chemicals; eNtsa, an institute that focuses on seeking solutions through engineering; Earth Stewardship Science Research Institute (ESSRI); and Institute for Coastal and Marine Research. Many are award-winning entities.

'Green' endeavours

In line with its value of respect for the natural environment, NMMU is involved in a large number of "green" initiatives that will not only reduce its own carbon footprint but is also assisting others in seeking renewable energy resource solutions. The university's new Business School, for example, was the first in the country to be awarded four-star "green" accreditation for a public and education building by the Green Building Council of South Africa in 2013. The "green" agenda is supported by the Centre for Renewable Energy, which is recognised as a research leader in the field.

International links

Just over 8% of NMMU's student body comes from 64 different countries outside of South Africa. The Office for International Education fosters relationships and manages inter-institutional linkages to enrich both NMMU staff and students. These partnerships also foster our growing research. NMMU regularly sends students for study abroad opportunities.

Reasons to be proud:

- NMMU's diversity and multiculturalism. Our African students alone come from 34 countries on the continent.
- The High Resolution Transmission Electron Microscopy (HRTEM) Centre, which opened in 2011, is the only place in Africa where scientists can view atoms in line with NMMU's growing prominence for nanoscience.
- More than 40% of NMMU academic staff have doctoral degrees when compared to the national average of 33%.
- New infrastructure like the iconic Engineering block on North Campus and the new Human Movement Science Building complete with a 100m research sprint track on South Campus.
- NMMU has excellent links with industry and business, particularly within the pharmacy, tourism and automotive industries.
- NMMU's ongoing education partnership with Fifa, as one of only two presenters in Africa of an international sports management programme through the Centre International d'Etude du Sport (CIES).
- The success of being the first student racing team from Africa to successfully compete in the Formula Student event in Germany. NMMU students designed and built a racing car to exacting specifications.
- The university was selected in 2012 to facilitate the country's first electric e-mobility programme and technical centre, called the uYilo e-mobility programme.
- NMMU has extensive expertise within the field of friction processing which has resulted in numerous national awards for the patented technology, WeldCore®. This technology has also aligned the strategic partnership between NMMU and Eskom.
- NMMU's accounting and pharmacy students who continue to produce top results in their national external examinations.
- NMMU's international award-winning choir which continues to perform around the globe to wide acclaim.

ACADEMIC DRESS

Special academic attire was designed for office bearers at Nelson Mandela Metropolitan University to be worn at prestigious academic events like graduation.

Each outfit – from that of the Chancellor and Vice-Chancellor to those of the Executive Deans – has been especially selected to signify a particular office, in keeping with attire worn by academics at leading universities throughout the world.

The gowns, caps and hoods of NMMU graduates were similarly inspired and are explained in detail below.

Academic dress for graduates at NMMU is as follows:

Doctoral degrees

Gown: Cardinal red polyester cashmere gown with long pointed sleeves pleated up with blue cord and button and lined with blue satin with 125mm facings and a blue collar.

Hood: Full shape hood in cardinal red polyester cashmere lined with faculty colour satin and edged around the cowl with 75mm faculty colour ribbon with 15mm blue ribbon overlaid central. 50mm wide straight neckband in cardinal red polyester cashmere, 25mm faculty colour ribbon in centre of neckband with 15mm blue ribbon overlaid central to faculty ribbon.

Cap: Round doctor's bonnet in black velvet with faculty colour cord and tassel.

Master's degrees

Gown: Black gown, long pointed sleeves pleated up with blue twisted double cord and button. Similar cord detail is used.

Hood: Full shape blue hood lined faculty colour satin and edged around the outside of the cowl with 75mm faculty colour with ribbon. 50mm straight neckband in blue with 25mm faculty colour ribbon centred.

Cap: Black mortarboard with blue tassel.

Postgraduate diplomas

Gown: Black gown, long pointed sleeves pleated up with blue twisted double cord and button. Similar cord detail.

Hood: Blue simple shape hood lined silver grey satin. Straight neckband with 15mm faculty ribbon on top edge of neckband and around cowl. 15mm silver grey ribbon on bottom edge of neckband and around cowl spaced 20mm away from the faculty colour.

Cap: Black mortarboard with blue tassel.

Bachelor honours degrees

Gown: Black gown, long pointed sleeves pleated up with blue twisted double cord and button. Similar cord detail.

Hood: Blue simple shape hood lined silver grey satin with 50mm wide straight neckband in faculty colour. Cowl edged 75mm faculty colour ribbon on the outside. 15mm silver grey ribbon runs along the outer edge of the cowl, overlaid on faculty ribbon and on top edge of neckband.

Cap: Black mortarboard with blue tassel.

Four-year bachelor's degrees (including Bachelor of Technology degrees)

Gown: Black gown, long pointed sleeves pleated up with blue twisted double cord and button. Similar cord detail.

Hood: Blue simple shape hood lined silver grey satin with 50mm wide straight neckband in faculty colour. Cowl edged 75mm faculty colour ribbon on the outside. Silver grey cord runs along the outer edge of the cowl, overlaid on faculty ribbon and on top edge of neckband.

Cap: Black mortarboard with blue tassel.

Three-year bachelor's degrees

Gown: Black gown, long pointed sleeves pleated up with blue twisted double cord and button. Similar cord detail.

Hood: Blue simple shape hood lined with silver grey satin with 50mm wide straight neckband in faculty colour. Cowl edged 75mm faculty colour ribbon on the outside.

Cap: Black mortarboard with blue tassel.

Advanced diploma

Gown: Black gown, long pointed sleeves pleated up with blue twisted double cord and button. Similar cord detail.

Hood: Blue simple shape hood lined with silver grey satin with 50mm wide straight neckband. 15mm faculty colour ribbon on top and bottom of neckband around cowl.

Cap: Black mortarboard with blue tassel.

Diploma

Gown: Black gown, long pointed sleeves pleated up with blue twisted double cord and button. Similar cord detail.

Hood: Blue simple shape hood with 50mm wide straight neckband. 25mm faculty colour ribbon on centre of neckband.

Cap: Black mortarboard with blue tassel.

Faculty colours

Arts:	Yellow
Business & Economic Sciences:	Plum
Health Sciences:	Apple green
Law:	Grey blue
Education:	Orange
Science:	Dark green
Engineering, the Built Environment and Information Technology:	Light blue
Business School	Black and magenta

Messrs T. Birch & Co (Pty) Ltd and its subsidiary, Croft Magill & Watson (Pty) Ltd, have been appointed as official robe maker to the University and as contracted suppliers of choice to students for graduation academic attire.

The Image Factor has been appointed as the official photographer of the University.

2017 AUTUMN GRADUATION CEREMONIES APRIL 2017

Friday, 31 March 2017		
Ceremony 1	09:30	George Campus All Programmes
Tuesday, 4 April 2017		
Ceremony 2	09:30	Faculty of Arts (School of Architecture; School of Music, Art & Design and School of Language, Media & Culture)
Ceremony 3	14:30	Faculty of Education
Wednesday, 5 April 2017		
Ceremony 4	09:30	Faculty of Business and Economic Sciences (School of Management Sciences - excluding Undergraduate Diploma qualifications)
Ceremony 5	14:30	Faculty of Arts (School of Governmental & Social Sciences)
Thursday, 6 April 2017		
Ceremony 6	09:30	Faculty of Business and Economic Sciences (School of Economics, Development & Tourism)
Ceremony 7	14:30	Faculty of Business and Economic Sciences (School of Industrial Psychology & Human Resources, Graduate School and others)
Friday, 7 April 2017		
Ceremony 8	09:30	Faculty of Engineering, the Built Environment and Information Technology (School of the Built Environment)
Ceremony 9	14:30	Faculty of Engineering, the Built Environment and Information Technology (School of Engineering)
Saturday, 8 April 2017		
Ceremony 10	09:30	Faculty of Engineering, the Built Environment and Information Technology (School of Information & Communication Technology)
Ceremony 11	14:30	Faculty of Science (School of Computing Sciences, Mathematics, Physics & Statistics and School of Biomolecular & Chemical Sciences)
Monday, 10 April 2017		
Ceremony 12	09:30	Faculty of Science (School of Environmental Sciences)
Ceremony 13	14:30	Faculty of Law Faculty of Business and Economic Sciences (School of Accounting, Postgraduate qualifications including Bachelor of Technology degrees)
Tuesday, 11 April 2017		
Ceremony 14	09:30	Faculty of Health Sciences (School of Clinical Care Sciences and School of Medicinal Sciences)
Ceremony 15	14:30	Faculty of Health Sciences (School of Behavioural Sciences and School of Lifestyle Sciences)
Wednesday, 12 April 2017		
Ceremony 16	09:30	Faculty of Business and Economic Sciences (School of Accounting – Undergraduate qualifications)
Ceremony 17	14:30	Faculty of Business and Economic Sciences (School of Management Sciences – Undergraduate Diploma qualifications)

OFFICE-BEARERS OF THE UNIVERSITY

CHANCELLOR

MS S BOTHA: BEcon, BEconHons(US)

CHAIRPERSON OF COUNCIL

JUSTICE R PILLAY: BA, LLB(UDW)

VICE-CHANCELLOR

PROF DI SWARTZ: BA(UWC), MA, DPhil, Doctor in Human Rights Law (hc)(Essex University, UK)

DEPUTY VICE-CHANCELLOR: INSTITUTIONAL SUPPORT

DR SW MUTHWA: BA(SW)(Fort Hare), BA(SW)Hons(Wits), MSc, PhD(London University, UK)

DEPUTY VICE-CHANCELLOR: RESEARCH AND ENGAGEMENT

PROF AWR LEITCH: BSc, BScHons, MSc, PhD(UPE)

DEPUTY VICE-CHANCELLOR: TEACHING AND LEARNING

PROF DM ZINN: BA, BAHons, HDE(UCT), MEd, DEd(Harvard University, USA)

EXECUTIVE DIRECTOR: FINANCE

MR MR MONAGHAN: BCom(UPE), BComHons(UNISA), Professional Accountant(SA)

EXECUTIVE DIRECTOR: HUMAN RESOURCES

MS VN BAM: BSocSc(UCT), PGDip(UFH), MBL(UNISA)

REGISTRAR

DR F GOOLAM: BSc, HDE, BEd, MEd(UDW), PhD(UP)

PRESIDENT OF ALUMNI ASSOCIATION

DR R JONAS: BA(UWC), HDE, BAHons(Unisa), MA(UPE), PhD(NMMU)

EXECUTIVE DEANS OF FACULTIES:

ARTS

PROF MJR BOSWELL: BSocSc, BSocScHons, MSocSc(UCT), PhD(Vrije Universiteit, Netherlands)

BUSINESS AND ECONOMIC SCIENCES

DR I LAGARDIEN: PGDip, MSc(London School of Economics), PhD(University of Wales)

EDUCATION

DR SF MOENG: BA, HDE, BEdHons(UPE), MSc(St Cloud State University, USA), DEd(NMMU)

ENGINEERING, THE BUILT ENVIRONMENT AND INFORMATION TECHNOLOGY

DR OSW FRANKS: BSc MechEng, MInd Admin(UCT), Hons (B&A)(US), PhD (Engineering Science)(USF - USA), Pr Eng

HEALTH SCIENCES

PROF L PEPETA: MBChB (Unitra), FCPAED(SA), DCH(SA), MMed (Wits)

LAW

PROF A GOVINDJEE: BA, LLB(RU), LLM(UPE), LLD(NMMU)

SCIENCE

PROF A MURONGA: BSc,UED(UNIVEN), BScHons, MSc(UCT), PhD (University of Minnesota, USA)

DEAN OF TEACHING AND LEARNING

PROF CD FOXCROFT: BA, BAHons, MA, DPhil(UPE)

DEAN OF STUDENTS

MR LP JACK: NDip(PMA)(EC Technikon), BTech(PM)(PET), BAPhil(US), MCom(UKZN)

ORDER OF PROCEEDINGS

ENTRANCE OF ACADEMIC PROCESSION

(The congregation is requested to rise while the academic procession enters the hall)

MOMENT OF SILENCE

Director: Marketing and Corporate Relations
(The congregation is requested to remain standing)

CONSTITUTION OF CONGREGATION AND WELCOME

Chancellor
(The congregation is requested to be seated)

CHORAL ITEM

NMMU Choir

CONFERRING OF HONORARY DOCTORAL DEGREES

Chancellor

AWARDING OF QUALIFICATIONS

Chancellor

DISSOLUTION OF CONGREGATION

Chancellor

NATIONAL ANTHEM

(The congregation is requested to stand for the singing of the National Anthem)

DEPARTURE OF ACADEMIC PROCESSION

(The congregation is requested to remain standing until the academic procession has left the hall)

INFORMATION TO MEMBERS OF THE CONGREGATION

Members of the congregation are requested:

- *To rise and remain standing while the academic procession enters and leaves the hall.*
- *Not to leave the hall before the end of the ceremony.*
- *To switch off cellular phones or turn them on silent mode.*
- *Not to move around in the hall.*
- *Not to eat and drink in the hall.*
- *Not to get up and take photographs during the ceremony.*
- *To keep cheering and ululating to a minimum.*



*The words **Cum Laude** indicates in the text below that the diploma or degree is awarded with distinction to the candidate/s listed.*

BACHELOR OF COMMERCE (BUSINESS MANAGEMENT AND ACCOUNTING)

MARX, Zaine

BACHELOR OF COMMERCE (BUSINESS MANAGEMENT AND ECONOMICS)

BRUCE, Sandy
DELPART, Kelsey
FAIERS, Jarryd Brad
MILES, Andrew Thomas
MOKOENA, Teboho
MRWEBI, Busisiwe
RAMIAH, Rony

STIGLINGH, Louise

CUM LAUDE

KEILS, Anika
O'CONNOR, Kyra Dawn

BACHELOR OF COMMERCE (BUSINESS MANAGEMENT AND INDUSTRIAL PSYCHOLOGY)

BETHA, Mandisa
COOK, Natasja Dominique
DALY, Kim Toni
FANKHAUSER, Inge
FERREIRA, Theodor Benjamin
FOURIE, Danilo
HUGO, Matthew Andrew Thomas
KILIAN, Cassandra
MCGRATH, Travis Frank
MCHUNU, Nomfundo
MJULEKA, Sonwabile

MUTEMERI, Michelle Vimbai
SONWABE, Andiswa
WIGGINS, Hannah Claire
WONG LEITH, Hayley Paige

CUM LAUDE

JANSE VAN RENSBURG, Lorette Natalie
MACE, Shelby
OELKERS, Freyja

BACHELOR OF COMMERCE (FINANCIAL PLANNING)

BETZ, Nicholas
BOOTH, Michael Stephen
BOTHA, Ignatius Bakkes
GRANZIER, Ulrich
LINDA, Luyanda Ismail
MAJIKIJELA, Nokonwaba Phelela
MANCOTYWA, Sibabalo-Sethu
MOTOLWANA, Milisa Siziphiwe
MPI, Pumela
MTISI, Kuzivakwashe Neville
MTISI, Rudo Marcelline
MUYAKA, Tafadzwa
NKANI, Xolisa Asandiswa Zimi
NORTJE, Anrich Arno
NTLOKWANA, Yanga
PAPAMICHAEL, Angelos

PILLAY, Megan Nicole
POTTER, Justine Tayla
RAMMUTLA, Mathule Thomas Romeo
SIZIBA, Gugulethu
SPINDLER, Devon Zak
TARR-GRAHAM, Jade
TIMMS, Kyle Sheldon
VAN DEN HEEVER, Ruan
VAN WYK, Quan
WILLIAMS, Tiffany Meagan

CUM LAUDE

NTINI, Thabo Rodney
RODRIGUES, Byron Richard

BACHELOR OF COMMERCE (GENERAL)

BADI, Aviwe
BELLE, Sophie Stephanie
BROWN, Henry Brandon
CROUCAMPS, Driekie
DANIELS, Adrian Zander
DOUWS, Julian Success
ERASMUS, Wessel Daneel
GQOZO, Asithandile Sinazo
HAYWOOD, Sebastian
JANSE VAN RENSBURG, Stefan Adriaan
KHOZA, Musa Tintswalo
KWATSHA, Aviwe Nomatshawe
MABENTSELA, Akho
MAKI, Brian Sindile
MATSHAKENI, Kwanele Enough

MBALI, Thandolwethu
NCAYO, Noxolo
NCEDE, Ayanda Siviwe
NGONDO, Mashilana Mark
NGONI, Zina Nanini
NOMBONA, Thando
OSODE, Onyeka Nicole
QANDANA, Luvuyo
QILINGANA, Yanga Kuselo
SCHOONRAAD, Dylan
SOMLOTA, Nolonwabo
STAFFORD-DANIELS, Julian Henry
TROSKIE, Teneille Kayleigh
VABAZA, Thandiwe Tembela

BACHELOR OF COMMERCE (GENERAL: BUSINESS MANAGEMENT)

BELL, Benedict Gerome Abner
CALLAGHAN, Leigh Carly
CHARALAMBOUS, Kimon John
COLANANNI, Marc Stepheno
GAMBLE, Blake
GCAKASI, Bulelwa
GOLDMAN, Danica Jessie
GREEN, Sasha Claire Lovell
HARTMANN, Tristan Herrero
JOUBERT, Bianca Chantelle
KOUTSOUDIS, Panico
KRIEK, Timon
KYRIAKIDES, Alexander Christos
LUMKWANA, Zimkhitha Yvonne
MAKURUMIDZE, Brian Tonderai
MAVHUNGU, Rendanimyra

MOULET, Cedric Phillippe Renaud
MPELANE, Sivuyisiwe
NGCOKONGCA, Xolelwa
PETER, Sibulele Victorious
PHIRI, Faith
ROBERTS, Danielle Jesse
SILA, Asiphe
SIPAMLA, Katleho
STRYDOM, Niel
VAN STADEN, Chanique
VENTER, Stephanie
WARREN, Brett St Helier

CUM LAUDE

O'NEIL, Lauren

BACHELOR OF COMMERCE (GENERAL: STATISTICS)

BAMBI, Lucian Byron

POSTGRADUATE DIPLOMA IN FINANCIAL PLANNING

ANDERSON, Taryn Susan
BAART, Lubabalo
BOMVU, Siyamtemba
BOTH A, Abraham Jacobus
BOTH A, Ilse
BOTH A, Simone
BROWN, Royden Michael
BUYANA, Makhaya
DAO, Thi Anh Thu
DAVIDS, Martin Geoffrey
DE JAGER, Reinhardt
DODD, Dwain Francios
DONALDSON, Mark
FITCHAT, Colleen
GRANT, Kwasi Asante
GXAKAZA, Sikulule
HAAS, Luvuyo
JERLING, Luke
JOZANA, Nomvisiswano
KIZITO, Olivia
KOERT, Kieran Noel
MAHALEFELE, Majanki
MAKAPELA, Pilani
MANZI, Mbuso Mongezi Shadrack
MAPHEBA, Rembuluwani Isaac
MATA, Mongezi
MBATHANI, Buchule Mhlahi
MBUBE, Sikhumbuze
MEY, Pieter Stephan
MFIKELI, Kutaza
MKUDU, Simbisai Lydiah
MLONZI, Viwe

MODI, Akhona Polly
MOULTRIE, Grant Rodney
MPOMPA, Luyanda Clive
MSIMANGO, Bongani Enock
MUTSVENE, Vincent
NGXONONO, Sinoxolo Paulina
NJAMELA, Samora Ayabulela
NTENGU, Thandiwe
NTSHEKISA, Sizwe
OXENHAM, Hugh Vernon
POTGIETER, Tallis
SAWULA, Nomthandazo Antonia
SIGUBA, Namhla
SOCI, Samkelo
SOXUZA, Monwabisi Christopher
STOKWE, Zoleka
TABOSHE, Lubabalo Gordon
TSHONI, Masixole Welcome
YUI, Alexis Danielle
ZEELIE, Jordan
ZWENI, Siyabulela

CUM LAUDE

BROWN, Tamzyn Rebecca
BUDLER, Gisela Elise
KIRTON, Hayley Samantha
LACHENICHT, Ashley Jayd
MSELENI, Lazola
NGESI, Nwabisa Siphosethu
ROBINSON, Julie-Ann Kristy
SIDAT, Sumaiya

BACHELOR OF TECHNOLOGY: LOGISTICS

ALEXANDER, Nicole Joan
BECK, Ryan Patrick
BLIGNAULT, Shelby Jade
BURNES, Ilse Verna
CEDRASS, Amina
HOWLEY, Emalicia Laureen
JAMA, Mthandazo Wilson

KIKA, Luvuyo Cyril
KYEREMEH, Kojo Oppong
MAKAPELA, Fundiswa Jennifer
MATHABATHE, Merilu Luleka
MAULGAS, Farhaana
MBONDA, Nolubabalo
MDOKWANA, Khayakazi

NOMVUNGU, Mzingisi
RUITERS, Byron Mark-Anthony
SISHUBA, Avuyile
TANCU, Amanda
THOMAS, Thulisa
TIRY, Fahiema
ZIWA, Mlulami Michael

CUM LAUDE

LEMLEY, Roxanne
MKUMATELA, Yolisa
VAN VUGHT, Nicole Justine
VAN VUUREN, Ruwaldo Sineldo

BACHELOR OF TECHNOLOGY: MANAGEMENT

ABERSALIE, Elgin Ian
ADENDORF, Ryan Gregg
ANDREW, Elona
BALENI, Nontsikelelo
BARENDS, Tashreeka
BELANI, Nomaza Yolanda
BOWERS, Doven Carl
BRANDT, Ranen Marcel
BRUINTJIES, Diaan Dorian
CAMAGU, Abongile
CANNON, Cuan Dillon
DARRIES, Zachariah Immanuel
DE LANGE, Roche
DE VILLIERS, Leonardo Pierre
DE VOS, Desmond
DELIWE, Luntu
DU TOIT, Allison-Kim
ERASMUS, Marchanette
FALTEIN, Akhona Dorcas
FENI, Khanya Dorothy
FLEURS, Keegan Lyle
FRANCIS, Tiffany Iris
GCOBO, Lubongo
GOODFORD, Jason Franklin
GOUWS, Stefanus Francois
GQADA, Thabo Theophyllus
GQIRANA, Bulelwa Lillian
GQOKOMA, Noxolo
GQOTOLO, Nkosinathi Abel
HLUNZA, Yondela
HONU, Elorm Oyama James
JACK, Luyanda Algero
JACOBS, Ivo Bradley
JANTJIES, Bradford Martin
JEBESE, Lwando
JEZILE, Silindubuhle
KASSIM, Nadia
KAWA, Mandisa Victoria
KIEWIET, Shirley
KLAAS, Manelisi
KOLYT, Athenkosi Donald
KONZA, Iviwe Mandilakhe
LEEJW, Etienne Everton
LIEPNER, Lucas
LOUW, Samuel Liphant
MADELA, Sandiso
MADUNA, Cikizwa Olwethu
MAFU, Enkosi
MAKASI, Lwando
MAKI, Luyolo
MAKINA, Sivuyile
MANGQASANA, Siviwe
MART, Thomas Mcebisi
MASEKO, Dalton Thamsanqa
MASIMINI, Pumeza Siph Sihle
MASUKU, Immaculate Nondumiso
MASWANGANYI, Makhanani
MATAM, Onwabile
MATITIBA, Nosimbabalwe

MATIWANE, Luthando
MATROOS, Seth
MAZWI, Siseko
MBANGA, Akhona Yolanda
MDITSHWA, Zimvo Mbaso
MDLETYE, Ziyanda Mana
MDUNYWA, Phaphama
MHLABA, Lulama
MKUNYANA, Akhona Shaun
MLUMISO, Andile Roseman
MOTLANA, Tshiamo Desiree
MQUMBISA, Noluvuyo
MTSHOTANA, Thandiswa
MVANANA, Siziwe Adricia
MXOSANA, Vuyolwethu Sinethemba
NANTO, Mathemba Emmanuel
NEMADZIVHANANI, Nyathi Manonga Khakhathi
NGOGODO, Ludumo
NGWENZE, Qaqamba
NGXABANI, Anelisa Zamandala
NJWABANE, Ntsika-Zihlangule
NKOHLA, Phion Vuyiseka
NKWINTI, Thandokazi
NTOTHO, Sakhumzi
OLIVIER, Twanette Linique
PANGOMSO, Nwabisa Hope
PISANI, Gcotyiswa Veronica
PUNGULWA, Tembani
QOLONQILE, Nontsikelelo
RAUTENBACH, Warren Jason
RENNIE, Russell Edward
SEELE, Baleseng Joyce
SIBANDA, Cynthia
SIHOYIYA, Yonela Lynette
SIRAYA, Nosine
SIRAYI, Siyabonga
SKITI, Lunga Malunguza
SKOSANA, Paulus
SPEELMAN, Matthews
TILI, Luyolo Goodman
TYESI, Ayanda
VABAZA, Awonke
VAN SCHOOR, Claire Margaret
ZANTSI, Fuzo
ZIHLANGU, Aphiwe
ZULU, Motlalepule Jacobeth

CUM LAUDE

ADLAM, Madeleine Joyce
BESTER, Carla
DAVIDS, Jeffrey
DIXON, Brendon
DOLLEY, Sindy
DYANI, Phelokazi
GERBER, Tersha Leigh
GIULIETTI, Chantell Adele
GRIGOR, Charles
HEUGH, Natasha

JACK, Luleka Aretha
MARE, Matthew Peter
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NKUNZI, Phakama
PENXE, Anelisa
RABIE, Waylin Chesney

REEVES, Greg Peter Puttenham
RYNERS, Basheerah
SIRKHOTTE, Aasif
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WHITEBOOI, Veronique Samantha

BACHELOR OF TECHNOLOGY: MARKETING

CRONJE, Robyn Alexis
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JOUBERT, Mare-Elize
KWAYIMANI, Amanda Valencia
LUNGILE, Nosipho Veronica
MAARMAN, Clyde
MACKAY, Matthew Alexander
MBAKAZA, Siyabonga Vuyokazi Nosidanga

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NTSHOKO, Sandisiwe
NUNES, Michaela
ODOLO, Luyanda
RYAN, Elizabeth
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USENDORFF, Michael David
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BACHELOR OF ARTS HONOURS (BUSINESS MANAGEMENT)

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BACHELOR OF COMMERCE HONOURS (BUSINESS MANAGEMENT)

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BLUMBERG, Alex Nathan
BRONKHORST, Jannes
CAMPODONICO, Melissa Andrea
DE WET, Martin Louis
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HANISI, Lwazikazi Sihle
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LOMBARD, Armand Johannes
MANENTSA, Ncumeza Chulumanca
MASHOLOGU, Ntombizodwa Zintle
MATHAPERSADH, Dhiraj
MAXAKATO, Asipesona
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NLANDA, Nthaba Wangu

OLIVIER, Michelle
PAUL, Mtendere
PETZER, Leon Gerard
POZYN, Carmen
RAGA, Jarita
SAAIMAN, Roand
SAWULA, Nomthandazo Antonia
SKWEYIYA, Sisanda
VERITY, David Charles
VERMAAK, Anzel Marlize
WAIT, John-Pierre

CUM LAUDE

DUNBAR, James Andrew
MARAIS, Megan Lee
TAYLOR, Kelly

MASTER OF COMMERCE (RESEARCH)

AKAH NDANG, William – **Cum Laude**
(*Business Management*)

Title of dissertation:

THE ENTREPRENEURIAL ORIENTATION AND PERFORMANCE OF AFRICAN IMMIGRANT-OWNED SMALL BUSINESSES IN THE EASTERN CAPE

Supervisor: Mr TM Matchabe-Hove

BHANA, Lauren

Title of dissertation:

FACTORS INFLUENCING EFFECTIVE ELECTRONIC WORD-OF-MOUTH MARKETING

Supervisor: Prof S Perks

DE LANGE, Juanre Anton

(*Business Management*)

Title of dissertation:

THE INFLUENCE OF SELECTED MARKETING MIX STRATEGIES ON BUSINESS PERFORMANCE OF SMALL FAMILY AND NON-FAMILY BUSINESSES IN THE EASTERN CAPE

Supervisor: Prof E Venter
Co-supervisor: Prof S Perks

MATHIYASE, Koliswa – **Cum Laude**

(*Business Management*)

Title of dissertation:

COMPETITION FACTORS INFLUENCING CLIENT SWITCHING BEHAVIOUR WITHIN THE COMMERCIAL BANKING INDUSTRY

Supervisor: Mr XL Antoni
Co-supervisor: Mr TM Matchaba-Hove

MAWILA, Melba Hlulani

(*Business Management*)

Title of dissertation:

THE USE OF STRATEGY TOOLS IN THE NON-PROFIT SECTOR

Supervisor: Prof EE Smith

RICHARDSON, Bianca – **Cum Laude**

(*Business Management*)

Title of dissertation:

SELECTED MARKETING AND BRANDING PRACTICES AMONG SMALL AND MEDIUM-SIZED FAMILY BUSINESS IN THE EASTERN CAPE

Supervisor: Prof E Venter
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MASTER OF TECHNOLOGY: ENTREPRENEURSHIP

BODLEY, David Cyril – **Cum Laude**

Title of dissertation:

THE RELATIONSHIP BETWEEN OPPORTUNITY-RELATED ASPECTS AND THE PERFORMANCE OF PRIMARY CO-OPERATIVES IN SOUTH AFRICA

Supervisor: Dr EJ Zeelie

MASTER OF TECHNOLOGY: MARKETING

SHEEHAN, Catherine Jennifer

Title of dissertation:

ELECTRONIC SERVICE QUALITY STANDARDS AND CUSTOMER RELATIONSHIP MANAGEMENT IN THE AIRLINE INDUSTRY

Supervisor: Prof M Tait

DOCTOR OF PHILOSOPHY IN COMMERCE

AKPONAH, Voke Blessing
(*Business Management*)

Title of thesis:

THE ADOPTION OF EMPLOYEE SHARE-OWNERSHIP PLANS (ESOPs) IN NIGERIA

Supervisor: Prof NE Mazibuko
Co-supervisor: Dr J Krüger

BEST, Laura Anne
(*Business Management*)

Title of thesis:

A FRAMEWORK TO INCORPORATE SUSTAINABILITY INTO SOUTH AFRICAN CONSUMER PROTECTION POLICY

Supervisor: Prof FW Struwig
Co-supervisor: Dr S Muthwa

MATIZA, Tafadzwa
(*Business Management*)

Title of thesis:

THE INFLUENCE OF NON-FINANCIAL NATION BRAND IMAGE DIMENSIONS ON FOREIGN DIRECT INVESTMENT INFLOWS IN ZIMBABWE

Supervisor: Prof S Perks

MBENGO, Nomatshawe Josette
(*Business Management*)

Title of thesis:

EMPLOYEE COMMITMENT TOWARDS SAFETY MEASURES IMPLEMENTATION IN THE PUBLIC HEALTH INSTITUTIONS

Supervisor: Prof NE Mazibuko
Co-supervisor: Prof SV James

MULLER, Roger Joseph
(*Business Management*)

Title of thesis:

PERCEPTIONS REGARDING THE IMPACT OF UBUNTU AND SERVANT LEADERSHIP ON EMPLOYEE ENGAGEMENT IN THE WORKPLACE

Supervisor: Prof EE Smith
Co-supervisor: Dr R Lillah

NUWAGABA, Geoffrey
(*Business Management*)

Title of thesis:

RELATIONSHIPS BETWEEN CASH MANAGEMENT AND GROWTH OF INFORMAL BUSINESSES IN UGANDA

Supervisor: Dr J Krüger
Co-supervisor: Prof FW Struwig

OOSTHUIZEN, Nadine
(*Business Management*)

Title of thesis:

ONLINE MENTORING AS A TRANSFORMATIVE TOOL FOR FEMALE CAREER AND BUSINESS DEVELOPMENT

Supervisor: Prof S Perks

POTGIETER, Adele
(*Business Management*)

Title of thesis:

THE INFLUENCE OF SELECTED BRANDING VARIABLES ON CORPORATE REPUTATION

Supervisor: Prof HB Klopper
Co-supervisor: Dr M Doubell

TAI HING, Paul
(*Business Management*)

Title of thesis:

A FRAMEWORK TO IMPLEMENT SOCIAL ENTREPRENEURSHIP ACTIVITIES IN HIGHER EDUCATION INSTITUTIONS

Supervisor: Prof FW Struwig
Co-supervisor: Prof CM Adendorff

VAN GREUNEN, Conrad
(*Business Management*)

Title of thesis:

INDIVIDUAL-RELATED FACTORS INFLUENCING KNOWLEDGE-SHARING INTENTION IN KNOWLEDGE-INTENSIVE BUSINESSES

Supervisor: Prof E Venter
Co-supervisor: Prof GD Sharp

DOCTORAL DEGREE CITATIONS

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

VOKE BLESSING AKPONAH

Previous qualifications:

2004	BSc (Banking and Finance)	Delta State University, Nigeria
2005	BScHons (Banking and Finance)	Delta State University, Nigeria
2013	BComHons (Business Management)	Nelson Mandela Metropolitan University
2015	MCom (Business Management) (<i>cum laude</i>)	Nelson Mandela Metropolitan University

Thesis:

THE ADOPTION OF EMPLOYEE SHARE-OWNERSHIP PLANS (ESOPs) IN NIGERIA

Employees are the most valuable assets of an organisation. In today's competitive world, management should understand that utilising strategic incentives is significant for enhancing employee satisfaction, motivation and performance, which in turn, should lead to organisational success and survival. This study seeks to identify the essential mechanisms to introduce ESOPs in Nigeria, as a financial incentive that reduces organisational failure, employee turnover and poverty. Ten hypotheses were formulated to empirically test the theoretical model that was developed and to provide direction for the accomplishment of the research objectives.

This study, being the first in Nigeria, filled the gap that has existed in the Nigerian literature in respect of the awareness and adoption of ESOPs. The candidate's thesis has made a significant contribution to the body of knowledge by establishing a framework that provides insights on the fundamental mechanisms influencing ESOPs adoption, and how ESOPs can be adopted successfully. The study showed that important features, such as trade-union responsiveness, takeovers, reforms, awareness of employee benefits, trust and taxation implications are strategies that can influence the successful adoption of ESOPs.

The study recommends that management should consider transparency, two-way communication and empowerment as core strategies that can be implemented successfully, when adopting and operating ESOPs in their organisations.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

Laura Anne Best

Previous qualifications:

1986	B Social Science (Economics and Industrial Psychology)	University of Cape Town
1987	BA Hons (Labour Relations)	University of Port Elizabeth
2000	MA (Development Studies) (<i>cum laude</i>)	University of Port Elizabeth

Thesis:

A FRAMEWORK TO INCORPORATE SUSTAINABILITY INTO SOUTH AFRICAN CONSUMER PROTECTION POLICY

Consumer protection policy measures can facilitate consumer behaviour shifts – in favour of more sustainable choices. Whilst government is responsible for developing the consumer-protection policy in any particular country, business must be central in the implementation of such a policy. In South Africa, there is disassociation in the consumer-protection policy and the sustainability policy, where the consumer-protection policy is the responsibility of the Department of Trade and Industry; whilst sustainability is primarily located under the Department of Environmental Affairs. A six-step qualitative research process was adopted to develop a framework to incorporate sustainability into consumer-protection policies.

A theoretical framework for incorporating sustainability into consumer-protection policies was developed, in order to structure the qualitative research. Four dimensions for incorporating sustainability into consumer protection were then identified. The qualitative data were collected by using an open-ended questionnaire, as well as the content analysis of the existing data. Two sets of experts further reviewed and critiqued the proposed framework.

The results of the qualitative enquiry, in particular, showed that for all the countries examined, some at least had sustainability-consideration elements in their policies; but this was evident to a lesser extent in African countries, particularly those with less-developed economies. On the other hand, policy mechanisms that promoted sustainability were more evident in the policies and laws of developed countries. In most African countries, the basic needs were foregrounded, as the primary concerns of consumers, ahead of sustainability concerns. Furthermore, poverty limited consumer choices, particularly if more sustainably produced and eco-efficient goods came at a higher price.

The importance of the basic needs of poor consumers in South Africa, and the impact of poverty on sustainability-policy intentions must underpin any such proposed framework.

Consumer policy could play a key role in the choices that consumers make; and, if well-designed and implemented, could direct consumer spending in support of the goal of sustainability and sustainable consumption. The proposed framework provides a foundation, on which to refine further, and to develop a consumer-protection policy that incorporates the well-being of consumers and social justice. Using consumer spending to drive sustainability requires a deliberate intention on the part of policy-makers to move away from the more conventional framing of consumer policies, which has tended to focus on the economic interests of consumers, such as price, quality, choice and redress.

However, modern business is shifting towards a more holistic conceptualisation of sustainability, as a value that needs to be deliberately and consciously built into the design and essence of a business. Doing so is not only good corporate citizenship; but it also offers a competitive advantage, which could drive product demand and attract consumers.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

TAFADZWA MATIZA

Previous qualifications:

2008 BTech (Honours) International Marketing Chinhoyi University of Technology (Zimbabwe)
2014 MCom (Business Management) University of Limpopo

Thesis:

THE INFLUENCE OF NON-FINANCIAL NATION BRAND IMAGE DIMENSIONS ON FOREIGN DIRECT INVESTMENT INFLOWS IN ZIMBABWE

How foreign investors perceive a country is becoming increasingly significant to the ability of individual economies to attract foreign direct investment. In the case of Zimbabwe, attracting foreign direct investment presents a unique challenge – due to the unfavourable image of the country. Despite the vast research on the determinants of foreign direct inflows to particular countries, little is known about whether non-financial nation image-related dimensions influence the inflow of FDI to a particular country.

With this in mind, this study sought to determine the perceived non-financial nation brand-image dimensions considered influential to foreign investors seeking specific FDI inflow opportunities in Zimbabwe. A hypothesised model was developed to examine the relationships between nine non-financial nation brand-image dimensions: Tourism; governance; people; culture and heritage; exports; investment and immigration; factor endowments, infrastructure, and legal and regulation frameworks) and four foreign direct-investment inflow opportunities (market-, resource-, efficiency- and strategic asset seeking) in Zimbabwe.

As a result of this cross-sectional quantitative deductive study, thirteen statistically significant relationships were established between the variables.

It emerged that key exports offered in Zimbabwe influence foreign-direct investors, considering all four FDI inflow opportunities in Zimbabwe; while Zimbabwe, as a tourist destination plays a role in the decision of market-, efficiency- and strategic asset-seeking foreign-direct investors. Government actions in Zimbabwe were important for foreign direct investors seeking resource- and strategic asset-seeking FDI inflow opportunities in Zimbabwe; while resource- and efficiency-seeking foreign direct investors consider the qualities of the people residing in Zimbabwe. Market- and resource-seeking foreign direct investors considered Zimbabwe's regulatory framework.

It is thus clear that the Government of Zimbabwe should undertake significant policy reviews to improve the country's business environment and its ease of doing business, in order to continue its engagement with key external stakeholders, such as supra-national financial institutions and foreign investors, as well as adhering to existing favourable FDI policies. The Zimbabwe Investment Authority should adopt an intermediary role, by linking the Government of Zimbabwe with potential foreign investors through investor targeting, as well as promoting Zimbabwe as an investment destination by engaging in image-building activities, such as public diplomacy, investor relations, specialised advertising and hosting investor forums – with multiple, distinct investor segments.

This thesis makes a novel contribution to the empirical body of knowledge of nation-branding, foreign-direct investment and investment promotion – by developing and successfully testing a hypothetical model that synthesises facets of these three fields of study. The findings represent a new discourse in the identification of non-financial determinants of FDI; and they provide an explanatory framework for the non-financial determinants of FDI in Zimbabwe.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

NOMATSHAWE JOSETTE MBENGO

Previous qualifications:

1993 BAEd
2009 BAHons (Humanities)
2012 MA (Humanities)

Vista University
Rhodes University
Rhodes University

Thesis:

EMPLOYEE COMMITMENT TOWARDS SAFETY MEASURES IMPLEMENTATION IN THE PUBLIC HEALTH INSTITUTIONS

The provision of health-care services by nurses is important for maintaining and improving the wellbeing of a country's citizens. In a bid to maintain, protect, improve and restore patients' health, nurses must remain committed to the implementation of safety measures and management in health institutions. This study seek to investigate and determine those aspects that contribute to employee commitment to the implementation of safety measures that influence the wellbeing of nurses and patients in public health institutions.

The candidate's thesis has made a significant contribution; as it developed a hypothesised model on the implementation of safety measures that could be utilised to identify and resolve the need for effective safety measures in public health institutions. The study identified that migration, role considerations, health environment, organisational support, work conditions, as aspects that influence employee commitment to the successful implementation of safety measures related to safety compliance and safety management.

This study contributes to the body of knowledge through the identification of the dimensions that influence nurses' commitment to the implementation of stringent policies and regulations that are focused on improving the safety measures in the health-care institutions.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

ROGER JOSEPH MULLER

Previous qualifications:

2002 MDP (Management Development Diploma)
2010 MBA (Masters in Business Administration)

University of Port Elizabeth
Nelson Mandela Metropolitan University

Thesis:

PERCEPTIONS REGARDING THE IMPACT OF UBUNTU AND SERVANT LEADERSHIP ON EMPLOYEE ENGAGEMENT IN THE WORKPLACE

South Africa, and more specifically the Eastern Cape, have some of the lowest employee-engagement scores in the world. Highly engaged employees are characterised by their vigour, dedication and absorption in the workplace. Engaged employees also drive financial performance; they are productive; and they have a high concern for quality and satisfying the needs of customers that could lead to a sustained competitive advantage. Ineffective leadership behaviours and poor relations between employees and management appear to be key drivers of employee disengagement – frequently leading to industrial protest actions.

Scholars sometimes suggest that a new leadership paradigm was needed, arguing that existing leadership theories and practices are ineffective in more humanistic and collectivistic cultures, like that in South Africa. To this end, *Ubuntu* (operationalised, as comprising the four dimensions of survival: the spirit of solidarity; compassion; dignity; and respect). *Servant leadership* was posited to positively influence *employee engagement* and *organisational performance* (measured via a balanced score card) within organisations in the Eastern Cape.

A positivistic research paradigm was used – by means of a quantitative-research approach. The primary data were obtained by using the survey method via self-administered structured questionnaires. A total of 809 paper-based and web-based questionnaires were distributed; and a final sample size of 428 was secured. The key findings of the study revealed that only the spirit-of-solidarity dimension of Ubuntu leadership influenced employee engagement significantly and positively. The empirical results further revealed that survival and the spirit-of-solidarity dimension both had a significant and positive influence on all four dimensions of the balanced scorecard.

The study further revealed that servant leadership positively and significantly influenced employee engagement – and all the four dimensions of organisational performance.

As management theory and leadership practices predominantly originate from euro-centric or western schools of thought, this study has made a unique contribution by presenting an afro-centric approach to organisational leadership, based on indigenous African knowledge systems. It is envisaged that the results of this study could be used to implement effective Ubuntu and servant-leadership strategies, in order to create an enabling environment for employee engagement that could ensure effective functioning of organisations via measures of the balanced scorecard.

The measuring instrument and the hypothetical model developed in this study could also be used by organisations and leadership consultants in other provinces of South Africa.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

GEOFFREY NUWAGABA

Previous qualifications:

2001 Uganda Diploma in Business Studies
2006 BCom
2010 MBA

Makerere University Business School
Makerere University
Makerere University

Thesis:

RELATIONSHIPS BETWEEN CASH MANAGEMENT AND GROWTH OF INFORMAL BUSINESSES IN UGANDA

The study investigates the relationships between cash management and the growth of informal businesses in the external and internal environment in Uganda, in order to propose guidelines for effective cash management that would enhance the growth thereof. A framework to manage cash in informal businesses was developed and empirically tested. The framework included seven cash-management components. It further highlighted that the relationship between cash management and the growth of informal businesses is moderated by the operating environment – from both the internal and the external perspectives.

Six hypotheses were developed to test the relationships between cash management and the growth of informal businesses. Only three of the six hypotheses were accepted. The empirical results did not show any significant relationships between cash management and the internal environment in which informal businesses operate.

The results showed that the growth of informal businesses in Uganda is largely hampered by poor cash-management practices. The magnitude of the impact of these is accelerated by the external environment, such as competition and the legal and regulatory environment. These factors put pressure on the limited cash resources owned by informal businesses. Owing to the significant contribution of informal businesses to the economic growth of a country, it is important that all stakeholders from the government, non-governmental organisations, private individuals and development partners focus their efforts on ensuring the prosperity of these businesses for the welfare of the economies in which they operate, as well as that of the future generations – given the proliferating rates of unemployment – especially among the youth.

Therefore, the study formulated practical guidelines for the business owners and managers, business educators, researchers and regulatory authorities. These can be implemented to assist in informal business growth. Ultimately, this study contributes to the body of knowledge in the literature on the relationship between cash management and the growth of informal businesses, as well as to the existing body of knowledge on the factors that influence cash management in informal businesses.

Several strategies were recommended that should be implemented – giving attention to the external environment – if informal businesses are to effectively manage cash and to enhance their growth.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

NADINE OOSTHUIZEN

Previous qualifications:

1984	Bachelor of Commerce	University of Port Elizabeth
1985	Honours in Commerce (<i>cum laude</i>)	University of Port Elizabeth
1991	Masters in Commerce (<i>cum laude</i>)	University of Port Elizabeth

Thesis:

ONLINE MENTORING AS A TRANSFORMATIVE TOOL FOR FEMALE CAREER AND BUSINESS DEVELOPMENT

The under-representation of females at management level, due to the glass-ceiling effect, can be attributed to females' lack of access to a mentor in senior management. The revolution in technology has led to online mentoring, which combines conventional mentoring with new technology; and it provides access to a wider pool of mentors. The primary objective of this study was to establish the enabling conditions necessary for effective online mentoring in South Africa; and to show how this can be used to develop the careers of females (both corporate employees and small-business entrepreneurs).

The study followed a mixed-method research approach with a sequential exploratory design. For the first two phases of the qualitative enquiry, the data were collected by interviewing the mentors and the mentees involved in online mentoring, as well as online-mentoring specialists, using a semi-structured interview schedule. For phase three, an online survey was conducted – with the assistance of a structured questionnaire amongst conventional mentors and mentees - on their perceptions of online mentoring. The qualitative results informed the content of the structured questionnaire.

The qualitative study established that females regard online mentoring challenges to include matching preferences, technology impediments, cultural-fit problems, language differences, lack of mutual trust, scheduling and frequency and duration of meetings, the impersonal nature of online mentoring, and specific mentee- and mentor-related challenges. It is thus important to overcome these challenges, in order to create an enabling online-mentoring environment in South Africa. It is acknowledged that there are real online-mentoring challenges, not just in South Africa, but globally; and that these challenges may not all be gender specific.

Further to this, many challenges are perceived and can easily be negated through communication openness, setting meeting objectives and establishing relationship boundaries. The quantitative study confirmed six necessary conditions for effective online mentoring in South Africa, namely: infrastructural readiness; demographic matching preferences; mentor characteristics; the communication process; mentoring-pair perceptions; and relationships. The study further identified that only the mentoring-pair perceptions influence the achievements of the mentees.

This study has contributed to the under-researched field of online mentoring. It has provided evidence on how online mentoring can be utilised for the career advancement of female-corporate employees and small-business entrepreneurs. It has also identified several strategies for creating a conducive online-mentoring environment in South Africa.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

ADÉLE POTGIETER

Previous qualifications:

1990	BCom (Industrial Psychology)	Randse Afrikaanse Universiteit
1991	BComHons (Investment Management)	Randse Afrikaanse Universiteit
2013	MCom (Business Management)	Nelson Mandela Metropolitan University

Thesis:

THE INFLUENCE OF SELECTED BRANDING VARIABLES ON CORPORATE REPUTATION

Traditional research in the field of corporate reputation focused mainly on how the reputation of an organisation is influenced by corporate branding. Contemporary research demonstrates a shift in research towards the influence of employees in formulating and establishing the corporate reputation. Limited research has, however, been conducted on the relationship between employer branding, personal branding, corporate branding and corporate reputation.

This study addresses the need for further research on corporate reputation – by investigating the influence of employer branding, employee’s personal branding and corporate branding on corporate reputation. The elements that constitute an authentic personal brand proposed by Rampersad (2009) were, as far as could be established, being empirically tested for the first time.

The findings highlighted the importance of employee’s personal brand in the creation, implementation and success of employer branding, corporate branding and ultimately corporate reputation.

The thesis expands the empirical body of research and knowledge in the field of marketing, and branding in particular. The most significant finding was that personal branding has a greater influence on corporate reputation than that of employer branding and corporate branding.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

PAUL TAI-HING

Previous qualifications:

1993	NDip (Operations Management)	Port Elizabeth Technikon
1994	NH Dip (Operations Management)	Port Elizabeth Technikon
2000	BTech (Management)	Port Elizabeth Technikon
2012	MTech (Business Administration)	Nelson Mandela Metropolitan University

Thesis:

A FRAMEWORK TO IMPLEMENT SOCIAL ENTREPRENEURSHIP ACTIVITIES IN HIGHER EDUCATION INSTITUTIONS

This study used a series of case studies of social entrepreneurship projects that were implemented in the classroom at the Nelson Mandela Metropolitan University. These case studies highlighted the possibilities of how classroom space and students can be utilised to set up social enterprises to improve the conditions of the many disadvantaged and disenfranchised communities, within which the university functions. At the same time, learning takes place through the practical application of the theory taught in the classroom. From the case studies highlighted in the study, a framework was developed, to implement social-entrepreneurship activities in the context of higher education. This framework includes five steps, namely, motivation and inspiration to develop social enterprises in the classroom, student involvement in creating and developing a product for sale, the use of appropriate teaching strategies to provide the learning experience, the provision of adequate mentoring and control of the social enterprises, and finally, the assessment of the social enterprises.

With the funds generated from the projects, communities benefited, for example, by the upgrading of community facilities.

Educators in higher education institutions are responsible for developing future business leaders. Given the increasing importance of social issues, especially poverty, this educational experience ensured that the students were made aware of the importance of using the powers yielded by business to solve some of these social issues, and thus to contribute to the improvement of the South African economy. As a result, social entrepreneurship has a role to play in addressing social and economic issues. For example, the entrepreneurship part of the business would help to alleviate the unemployment strain placed upon the South African economy; whereas, the social part of the business should assist in alleviating poverty.

Regarding the implementation of social- entrepreneurship activities within the environment of higher education, it is evident from the case studies that successful social enterprises can be established within the classroom and sufficient funds generated, in order to effect positive change in disadvantaged communities. To this end, a framework was proposed, which allows future facilitators to implement such strategies successfully.

THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE (BUSINESS MANAGEMENT)

CONRAD VAN GREUNEN

Previous qualifications:

2008	Bachelor of Commerce	Nelson Mandela Metropolitan University
2009	Bachelor of Commerce Honours (Business Management)	Nelson Mandela Metropolitan University
2011	Master of Commerce (Business Management)	Nelson Mandela Metropolitan University

Thesis:

INDIVIDUAL-RELATED FACTORS INFLUENCING KNOWLEDGE-SHARING INTENTION IN KNOWLEDGE-INTENSIVE BUSINESSES

The ability of businesses to harness the potential of intangible assets, such as knowledge, has become far more decisive than their ability to manage physical assets. In the implementation of knowledge-management activities, knowledge-sharing is recognised as an integral task and a key enabler of knowledge management. It has also been established that most employees are reluctant to share their knowledge, and that the factors that promote or discourage knowledge-sharing behaviour in businesses are poorly understood. In fact, knowledge-management systems fail, as a result of the misunderstanding of individual characteristics that could influence knowledge-sharing.

Conrad's doctoral study has added to the body of knowledge-management research, in particular knowledge-sharing research, by investigating selected individual-related factors influencing the knowledge-sharing intention of individuals in a particular subset of businesses, namely, knowledge-intensive businesses, and focusing on a particular type of knowledge, namely, tacit knowledge. Structural-equation modelling was the main statistical procedure used to test the significance of the relationships hypothesised between the various independent and dependent variables.

The key findings of the study were that personality traits are strong predictors of individual employees' willingness to share knowledge, and that the maturity of individuals, in terms of realising the significance and value of sharing their knowledge with others, and in recognising the intrinsic benefits of sharing, influence their knowledge-sharing intention. This study offers valuable recommendations and suggestions for managing these individual-related factors, in such a way as to increase knowledge-sharing among employees, and as a consequence, the effectiveness and competitive advantage of knowledge-intensive businesses.

**HONORARY DOCTORAL
DEGREE CITATIONS**

STRIVE MASIYIWA

DOCTOR OF PHILOSOPHY (*HONORIS CAUSA*)



Strive Masiyiwa, a London-based Zimbabwean businessman, entrepreneur, and philanthropist. He was born on 29 January 1961 in Zimbabwe and attended primary school in Zambia before completing his secondary education in Scotland. He holds a degree in Electrical Engineering from the University of Wales.

Strive Masiyiwa returned to his native Zimbabwe in 1984 after a 17-year absence. After working briefly as a telecoms engineer for the state-owned telephone company, he quit his job and set up his own company with the equivalent of US\$75. In five years, he had emerged as one of the country's leading industrialists, having built a large construction and electrical engineering business. The emergence of mobile cellular telephony led him to diversify into telecoms, but he soon ran into major problems when the Zimbabwean government refused to give him a license to operate his business, known as Econet Wireless.

Masiyiwa appealed to the Constitutional Court of Zimbabwe, on the basis that the refusal constituted a violation of "freedom of expression". After a five-year battle, the Zimbabwean court, then one of the most respected on the continent, ruled in his favour. The ruling, which led to the removal of the state monopoly in telecommunications, is regarded as one of the key milestones in opening the African telecommunications sector to private capital. Masiyiwa listed Econet Wireless Zimbabwe on the local stock exchange in July 1998 as gesture of thanks to reward the thousands of ordinary people who supported him during his long legal battles. Today, Econet Wireless Zimbabwe has gone on to become a major business that dominates the Zimbabwe economy.

In March 2000, Masiyiwa left Zimbabwe, never to return to the country, and moved first to South Africa, where he founded The Econet Wireless Group, a new and completely separate organisation to the listed Zimbabwean entity. After more than ten years in South Africa, Masiyiwa moved to London; however, he still retains significant business interests in South Africa.

A devout philanthropist, he is a cofounder, along with his wife, Tsitsi, of the Higher Life Foundation, a charity that provides scholarships and meals to destitute orphans in Zimbabwe. Masiyiwa has used his wealth to provide scholarships to over 250,000 young Africans over the past 20 years, through this foundation. Every year, he supports over 40,000 orphans in educational initiatives, as well as sponsoring students at universities in America, the United Kingdom, and China. He also funds initiatives in public health and agriculture across the African continent. In addition, he is a member of the Bill Gates and Warren Buffett, initiative known as the Giving Pledge.

Strive Masiyiwa serves on the boards of numerous global organisations, including Unilever Plc, The Rockefeller Foundation and the US Council on Foreign Relations International Advisory Board. He also sits on two United Nations Advisory Panels and is the only African member of the United States Holocaust Memorial Museum's Committee on Conscience.

In 2014, the Chair of the African Union (AU), Nkosazana Dlamini-Zuma, asked Masiyiwa to help mobilise resources for Africa's response to the EBOLA outbreak. This was the first time the AU had asked a business leader to undertake such a role. Masiyiwa, with the help of other leaders, set up the first ever Pan African fund raising campaign known as the #AfricaAgainstEbola Solidarity Fund.

He is an avid environmentalist and together with Sir Richard Branson founded the environmental group, the Carbon War Room and took over the chairmanship of AGRA from former UN Secretary General, Kofi Annan, an organisation that supports Africa's smallholder farmers. In 2014 Fortune magazine named Masiyiwa one of the 50 most influential business leaders in the world and in 2015, one of the 10 Most Powerful Men in Africa. In August 2016, he received Africa's Digital Revolution Leadership Medal of Honour.

For his contribution to entrepreneurship, philanthropy and his incredible influence on business leadership, it is an honour for Nelson Mandela Metropolitan University to confer the degree of Doctor of Philosophy (*honoris causa*) on **Strive Masiyiwa**.

FRED SWANIKER

DOCTOR OF PHILOSOPHY (*HONORIS CAUSA*)



Fred Swaniker is an educational entrepreneur globally acclaimed for his leadership development expertise.

Born in Ghana in 1976, Fred had lived in four countries in Africa by the time he was 18. He attended Macalester College in Minnesota, USA and began his professional career as a consultant with McKinsey & Company in Johannesburg. He later attended the Stanford Graduate School of Business in California, where he received an MBA and was named an Arjay Miller Scholar, a distinction awarded to the top 10% of each graduating class at Stanford.

Having lived and worked in almost 10 countries across the continent, he is passionate about Africa. Driven by a deep concern about how the African continent has been hobbled by leadership challenges, he has founded four pan-African organisations focused on developing leaders.

Concerned about the fact that wealthy African families were increasingly sending their children to study in countries outside of Africa, he envisioned a world-class academic institution on the African continent where the most outstanding young students could develop into leaders who are passionate about the continent and eager to make an impact. This dream was realised when Fred launched the African Leadership Academy in 2004 - a top-notch school for African students in Africa. The school teaches leadership skills to high school juniors and seniors where innovative curriculum merges rigorous academics with powerful courses in Entrepreneurial Leadership and African Studies. The full-time residential boarding school teaches leadership and entrepreneurial skills to students from across Africa while preparing them for universities around the world. Approximately 80% of graduates from the Academy attend top universities. To date, almost 1 000 future leaders have joined the ranks of the Academy and the aim is to develop 6 000 transformative leaders for Africa over a 50-year period. For most students, tuition is waived, provided they promise to return to Africa after graduating from university.

The Academy's work was validated in 2006, when Fred and business partner Chris Bradford were selected from over 900 organisations worldwide and named Echoing Green Fellows as two of the "leading emerging social entrepreneurs in the world". Fred was later selected as one of 115 young leaders to meet former US President Barack Obama at the first-ever President's Forum for Young African Leaders held at the White House in 2010. He has been named a TED Fellow and a World Economic Forum Young Global Leader. In 2011, Fred was named one of the Top Ten Young Power Men in Africa by a 2011 Forbes Magazine online feature.

Fred is also the founder of African Leadership Network - a community of the most dynamic and influential leaders working to create change in Africa and aims to contribute towards Africa's prosperity by strengthening relationships between leaders to encourage collaboration. Annually the Network convenes an eclectic, inspiring and fast-paced gathering in a selected African city.

In 2014, at a TED conference in Brazil, Swaniker announced an expansion of his vision: a new network of 25 African universities that would ultimately groom 3 million leaders by 2060. He describes how African Leadership University was 'reimagining education to build the university of the future for Africa and beyond'. By the end of 2016, two campuses had opened: one in Mauritius and the other in Rwanda, which now have 340 students from 48 African countries. Beginning in 2018, ALU expects to open three to five campuses a year, and to reach 40 000 students over the next five years. Fast Company recognised this network of universities as the third 'Most Innovative Company' in Africa and CNN released a feature calling the university "the Harvard of Africa." Graca Machel, former Minister of Education of Mozambique and widow of Nelson Mandela, serves as the Chancellor of the university.

For his incredible educational entrepreneurship and his quest for excellent leadership, it is an honour for Nelson Mandela Metropolitan University to confer the degree of Doctor of Philosophy (*honoris causa*) on **Fred Swaniker**.



VISION

To be a dynamic African university, recognised for its leadership in generating cutting-edge knowledge for a sustainable future.

MISSION

To offer a diverse range of quality educational opportunities that will make a critical and constructive contribution to regional, national and global sustainability.

To achieve our vision and mission, we will ensure that:

- Our values inform and define our institutional ethos and distinctive educational purpose and philosophy.
- We are committed to promoting equity of access and opportunities so as to give students the best chance of success in their pursuit of lifelong learning and diverse educational goals.
- We provide a vibrant, stimulating and richly diverse environment that enables staff and students to reach their full potential.
- We develop graduates and diplomates to be responsible global citizens capable of critical reasoning, innovation, and adaptability.
- We create and sustain an environment that encourages and supports a vibrant research, scholarship and innovation culture.
- We engage in mutually beneficial partnerships locally, nationally and globally to enhance social, economic, and ecological sustainability.

VALUES

i. Respect for diversity

- We reflect and serve diverse regional, national and global communities
- We promote an open society where critical scholarship and the expression of a multiplicity of opinions and experiences are actively encouraged
- We foster an environment in which diversity is appreciated, respected and celebrated
- We are committed to accessibility, inclusivity and social justice

ii. Excellence

- We promote, recognise and reward excellence in our teaching, learning, research and engagement
- We promote, recognise and reward excellent service delivery to all our stakeholders
- We provide a supportive and affirming environment that enables students and staff to reach their full potential
- We adopt innovative approaches to promote excellence in our institutional policies, structures, processes and systems

iii. Ubuntu

- We are a people-centred university
- We respect the dignity of others
- We recognise our mutual interdependence
- We promote compassionate and responsible citizenship

iv. Integrity

- We act with integrity and accept responsibility for our actions
- We behave in an ethical and professional manner
- We conduct our activities in an accountable and transparent manner
- We ensure the integrity of our information, systems and processes

v. Respect for the natural environment

- We care about the environment and recognise our responsibility to conserve, protect and properly manage natural resources for ourselves and future generations
- We promote the integration of sustainability principles into our academic practices, institutional operations and design of physical infrastructure
- We encourage mutually beneficial and sustainable approaches to community service and engagement
- We inspire students and staff to embrace environmentally friendly practices

vi. Taking responsibility

- We acknowledge our personal responsibility for ethical behaviour towards others
- We assume responsibility for the achievement of personal and institutional goals
- We accept responsibility for our actions and the consequences thereof
- We provide an environment that encourages students and staff to take responsibility for their academic and professional endeavours

EDUCATIONAL PURPOSE AND PHILOSOPHY

- We provide transformational leadership in the service of society through our teaching and learning, research and engagement activities.
 - To achieve this we are committed to developing the human potential of our staff and students in the full spectrum of its cognitive, economic, social, cultural, aesthetic and personal dimensions in the pursuit of democratic citizenship.
- We adopt a humanising pedagogical approach that respects and acknowledges diverse knowledge traditions and engages them in critical dialogue in order to nurture a participative approach to problem-posing and -solving, and the ability to contribute to a multi-cultural society.
- We inspire our stakeholders to be passionate about and respectful of an ecologically diverse and sustainable natural environment.
- We will be known for our people-centred, caring, values-driven organisational culture that will allow all members of the university community to contribute optimally to its life.

CONGRATULATORY MESSAGE FROM THE ALUMNI ASSOCIATION

Congratulations on your achievement! You are now an alumnus of NMMU. We would like to take this opportunity to introduce you to the NMMU Alumni Association.

Once you have obtained your NMMU certificate, diploma or degree you become an alumnus of the university and a member of the NMMU Alumni Association. The Association is recognised by the NMMU Council as a structure of the University. The Association supports and enhances the realisation of the University's vision and mission through maintaining and expanding positive relationships with its members.

The University can be supported in a variety of ways including sharing news, expertise, skills, networks and contributions in cash and kind. Cash donations to the Alumni Fund are used to fund bursaries, projects and the NMMU Capital and Endowment Campaign. Every contribution makes a difference. Donations can be made online as well.

Join our existing alumni chapters nationally and internationally or help establish new ones to maintain and build our networks. We encourage you to remain active NMMU ambassadors.

The role of the Alumni Relations Office

The Alumni Relations Office is responsible for the day-to-day management and running of the Alumni Association, the University Shop and all matters related to alumni relationship building.

We kindly request all alumni to ensure that we have your latest contact details to invite you to chapter socials and networking events as well as provide you with information regarding alumni and NMMU achievements. You are also requested to send us news regarding your or fellow alumni achievements and interesting experiences for publication in our newsletters and on the website.

Please visit our website for more information <http://alumni.nmmu.ac.za> or e-mail us at alumni@nmmu.ac.za or join our Facebook page **NMMU Alumni**. Other contact details include tel. +27 41 504 3935 and fax +27 41 504 1417. You are also most welcome to visit the Alumni Relations Centre on the North Campus in Port Elizabeth.

Remember to buy your memorabilia from the University Shop during graduation.

We look forward to hearing from you. Stay connected to your *alma mater!*

NATIONAL ANTHEM

**Nkosi Sikelel'i-Afrika,
Maluphakanyisw'uphondo lwayo,
Yizwa imithandazo yethu,
Nkosi Sikelela, thina lusapho lwayo.**

**Morena boloka setjhaba sa heso,
O fedise dintwa le matshwenyeho.
O se boloke, O se boloke setjhaba sa heso,
Setjhaba sa South Africa.**

South Africa.

**Uit die blou van onse hemel,
Uit die diepte van ons see.
Oor ons ewige gebergtes
Waar die kranse antwoord gee.**

**Sounds the call to come together,
And united we shall stand.
Let us live and strive for freedom,
In South Africa our land.**