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Venue

Durban Spa Conference Centre, Durban South Africa

BOOK OF ABSTRACTS

MESSAGE FROM THE COLLEGE DEAN OF RESEARCH

On behalf of the management of the College of Law and Management Studies I am pleased to welcome you to be a part of learning, sharing and networking experience at the 3rd Business Management Conference (BMC) hosted by the College.

Business Unusual - Economy, Business and Governance in a Changing World is the theme of this multi-disciplinary international conference held at the Garden Court Marine Parade, Durban, South Africa.

The Conference proceedings will amongst others, focus on the following sub themes:

- Ethics, accountability and social responsibility in business and governmental practices
- Responsible business and management education principles and practices (PRME)
- Responsible financial decision-making in a changing global environment, and the role of the accounting profession to maintain responsible and accountable business and public sector governance practices
- Changing trends in business and entrepreneurship within emerging economies
- The role of government to support sustainable local and global economic growth, entrepreneurship and trade
- Business and trade in the digital age – E Commerce and Trade Innovations
- Marketing and marketing practices for global consumption
- The changing nature of work
- The role of the legal profession in supporting sustainable business development and practices

Participants are encouraged to focus their submission towards the sub-themes of the conference; general submissions will be accepted as long as it falls within the broad ambit of the main theme of the conference.

I encourage all delegates to participate fully in the two days of interaction - presentations, discussions and networking - and to join us at a Conference Cocktail Function and a Gala Dinner to be held on the 17th and 18th of September at the Southern Sun Maharani Hotel respectively. These will be fun-filled events with tantalizing cuisine, rhythmic music and traditional dances.

To delegates from outside the Province, I recommend leisurely visits to facilities such as the uShaka Marine World, Wilson's Wharf on the Victoria Embankment and the Suncoast Casino and Entertainment Centre and enjoy the beautiful beaches of Durban – where the sun never sets! On that note I welcome all delegates to the University of KwaZulu-Natal.

*Professor Marita Carnelley
College Dean of Research*

ABSTRACTS

DATE: 17 September - Session 2: 10h30 – 13h00

STREAM: Changing Trends in Business and Entrepreneurship within Emerging Economies

CHAIR: Dr Mogie Subban

- 1. Title: *Knowledge driven Strategy in Higher Education: Exploring the influence of Business Intelligence and Knowledge Management on Institutional Strategy in Developing Economies***

Authors:

Mr Sachin Suknunan, Graduate School of Business & Leadership; and Professor Manoj Maharaj, School of Management, Information Technology and Governance – University of KwaZulu-Natal, South Africa

Abstract

It is often said that knowledge is power. Hence while the role of Knowledge Management and Business Intelligence as a strategic intervention in developed economies has been studied extensively, the same is not true for developing economies. There is an abundance of evidence that show how Knowledge Management plays a key role in organisational strategy, productivity, efficiency, performance and competitiveness in Higher Education in developed countries. However, there are no studies investigating this at African higher educational institutions. Higher Education plays a central role in a country's economy through research and academic development through knowledge creation and the dissemination of this knowledge to its stakeholders, namely the students and graduates. It is therefore important to ascertain if African Higher Education institutions can attain similar levels of quality, innovation and productivity through the strategic use of Knowledge Management as compared those in developed countries. This paper reports on a quantitative and qualitative study that addresses this gap and examines Knowledge Management and Business Intelligence across 20 leading African universities. These 20 universities includes the top 10 ranked universities from South Africa, together with the top 10 universities from outside South Africa (based upon the Times Higher Education Rankings). The results show that the Argyris and Schön Organisational Learning Theory is a suitable framework for the strategic use of Knowledge Management in an African Higher Education setting.

2. Title: *The Adoption of Mobile Health (M-Health) in African Developing Countries: A Case of East African Community*

Authors:

Mr Patrick Ndayizigamiye and Professor Manoj Maharaj, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

Less Developed Countries (LDCs) are leapfrogging the traditional ICT infrastructural development and moving directly to a mobile paradigm. The widespread adoption/diffusion of cell phones and other Personal Digital Assistants (PDA) devices has prompted an enthusiastic move towards health care delivery (m-health) via these technologies. This paper investigates some of the applications of m-health within the East African Community (EAC). Findings from m-health adoption case studies from the EAC reveal that the main challenges of m-health adoption in the region are lack of scalability and interoperability of m-health applications, overreliance on seed funding from donor funders and scarce participation of the private sector in the dissemination of m-health. Thus, the paper advocates for a joint stakeholders' participation framework to inform future decisions to adopt m-health in African countries.

Key words: Mobile health, East African Community, stakeholders' participation

3. Title: *An Analysis of the Suitability of Mobile Health in Burundi*

Authors:

Mr Patrick Ndayizigamiye and Professor Manoj Maharaj, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

Mobile health (m-health) is being adopted in many developing countries. Current literature suggests that m-health has been adopted in all East African Countries except in Burundi. In the East African Community, there are a number of cases of successful m-health implementations. Such success is evaluated through the lens of the benefits that emanate from m-health adoption such as improved health care outcomes, expanding healthcare access and the decreasing cost of health care services deployment. It is thus apparent that Burundi is missing out on an important component of ICT that may assist in alleviating some of the deficiencies within the country's health system. Based upon data collected via interviews with key personnel from the Ministry of Health, Ministry of AIDS, Ministry of Communication and 6 mobile operators in the country and using the Networked Readiness Index framework, this paper assesses the country's readiness to adopt m-health, with particular emphasis on mobile technology infrastructure, affordability of mobile subscriptions and ICT skills in the country.

Key words: Mobile health, Networked Readiness Index framework, ICT strategy

4. Title: An Evaluation of the Success of Marketing and Management Strategies Implemented by SMMEs

Author:

Mrs Andrisha Beharry - Ramraj, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Arica

Abstract

This study is aimed at evaluating the management and marketing strategies implemented by small, medium and micro enterprises (SMME) that led to their success. In evaluating the strategies implemented, it was also necessary to determine the various challenges that small, medium and micro enterprises face. The need to understand the success of SMMEs is fundamental to the economic prosperity of various regions. It is also currently internationally accepted and acknowledged that the SMME sector is an essential factor in promoting and achieving economic growth and development, as well as in the creation of wealth and employment.

A survey was conducted among 120 entrepreneurs in the Port Shepstone area with the aid of a questionnaire. The findings confirm that traditional marketing strategies, the use of technology and management capacity led to the success of these entrepreneurs.

Key words: SMME Strategies, Success Factors, SMME Challenges.

DATE: 17 September - Session 2: 10h30 – 13h00

STREAM: Responsible Financial Decision-Making in a Changing Global Environment, and the Role of the Accounting Profession to Maintain Responsible and Accountable Business and Public Sector Governance Practices

CHAIR: Professor Anesh Singh

1. Title: A Conditional Approach to Testing the Viability of the ICAPM in a South African Context

Authors:

Mrs Faezah Peerbhai and Mr Barry Strydom, School of Accounting, Economics and Finance, University of KwaZulu-Natal, South Africa

Abstract

The correct determination of the cost of capital within firms is a critical aspect of corporate finance as the result affects both the financing and investing activities of an organisation. A key element of this process is estimating the cost of equity. The Capital Asset Pricing Model (CAPM) is overwhelmingly the preferred approach for estimating the cost of equity in both the financial literature and in practice despite its theoretical limitations and poor empirical performance. One of its major limitations is that it assumes that all relevant risk factors are related to a single market index, typically proxied by a domestic market's stock market index, however this does not account for the current trend in globalisation which has meant that firms are increasingly affected by factors occurring in the international arena. As a result, it is postulated that an International form of this model, the International CAPM, would be more suited to a South African environment, where companies are exposed to international risk factors as well as domestic ones. This study therefore utilises the conditional approach of GARCH modelling to assess the adequacy of the ICAPM model for use in South Africa, by testing JSE listed stocks over the period of 1990 – 2010. The results found largely indicate that the ICAPM model would more the appropriate for use than the standard CAPM model in South Africa.

2. Title: Impact of Information Technology on Company Performance and Financial Decision Making

Authors:

Mr Durrel Ramrathan and Dr Mabutho Sibanda, School of Accounting, Economics and Finance, University of KwaZulu-Natal, South Africa

Abstract

Information Technology (IT) has continuously evolved over the decades impacting the manner organisations operate as well as the different functions within. Quantifying these impacts together with the effect on overall company performance has proven to be difficult. These research studies have produced mixed results which may be attributed to the limited amount of research. Critics advocate that greater expenditures on IT rarely entail superior financial results, citing studies that compare firm performance to contemporary IT spending. However a key element to consider is the delayed impact of IT expenditure because of the

period of learning and adjustment. This study investigates the association between IT spend and future company performance where accounting and market value measures are used as proxies for company performance. The results specified that the Earnings measure indicated a strong positive relationship initiating early on, the Profit Margin and Asset Turnover measures provided some unexpected and mixed findings. However Tobin's q , the market valuation measure, indicated a strong positive relationship that supported the notion that investment in IT can improve future company performance. Along with company performance, the impact of IT on the finance function was analysed and highlighted how IT has become a critical enabler for the finance function to move away from transaction processing and towards a more strategic role within the organisation. As IT has evolved it has opened the doors for more advanced techniques and methodologies to be easily integrated into business. One such definition that has come about is that of Analytics. Using case studies, this study draws out the need for analytics which is emphasized by the need for organisations to interpret and analyse market related data in order to respond to market signals. The ability leads to the examination of how analytics is able to assist financial decision making. Areas such as Fraud, Budgeting, Forecasting and Customer Insights have showed to gain the most from using analytics due to the large amounts of data that needs to be processed to avail the information to decision makers. Finally the limitation of the research and the direction for possible further research is discussed.

3. Title: *Can there be an Alternative Paradigm for Economics?*

Author:

Mr Abdulkader Mahomed, School of Accounting, Economics and Finance, University of KwaZulu-Natal, South Africa

Abstract

Science and its application through engineering and technology have dominated the world over the last two centuries. The knowledge that it has yielded has produced momentous changes at both the intellectual and practical levels not only for man but equally so for the environment that he lives in. The successes of the 'pure' sciences like physics and chemistry in yielding the kinds of results that it has, through its exactness of mathematical modelling and predictions has invariably attracted the social sciences to its axioms and methodologies. Most notably, economics has embraced the modernist conception of science and attempted to integrate, as far as possible, its worldview into economics. Its primary proposition is that all of matter is inert, dead and mechanistic, with no higher purpose and meaning. Just as Newtonian mechanics explains the movement of bodies from one state to another through the intervention of few fundamental forces, economics similarly attempts to reduce all of human behaviour to the postulate of a pleasure-

pain nexus. This conception of hedonistic man reduces him to a “self-contained homogenous globule of desire of happiness” shifted incessantly from one state to another, responding only to the singular force of self-interest. Implicit in this view is that man is not driven by culture, habits, norms or values. As the discipline developed within this scheme, economics lost its multidisciplinary character and became isolated from the other social sciences that it mutually interacts and integrates with in reality. This compartmentalisation of knowledge has had grave and profound consequences: misconceived policies resulting in economic and financial crises, ecological disasters, increased disparities between social groups, widespread poverty, and disillusionment with social institutions. This article explores some of these issues and suggests an alternative framework for economic science, a paradigm predicated upon the worldview of Islamic science.

4. Title: *Financial Intermediation Links to Economic Growth: Evidence from Rwanda*

Author:

Mr Sebhuzo Gisanabagabo, School of Accounting, Economics and Finance, University of KwaZulu-Natal, South Arica

Abstract

The relationship between finance and economic growth and causal directional has been under research back to the Schumpeter (1911). Some research was conducted using a panel of countries with the same characteristics, other with mixed characteristics, and other research on individual countries, yet, there is no consensus. Furthermore, in less developed countries, there is a lack of research conducted at country level which calls for more concern for researchers because those countries may benefit from findings in policy formulation. This study attempts to empirically investigate the possible cointegration and causal link between financial intermediation and economic growth for Rwanda using quarterly data spanning from 1996:1 to 2010:4. A structural Vector Autoregressive is developed to analyze the short-run dynamics between variables of interest. Findings suggest evidence of a cointegrating relationship and impulse responses look consistent with the underlying economic theory and display some basically expected features of connections between variables of the model. The policy implication is that long run oriented policies of economic growth are to set a solid attractive business environment with an appropriate channel of finance literacy and inclusion.

Key words: Financial intermediation, Economic growth, Cointegration, Causality, Structural VAR, Rwanda

5. Title: Accountability and Corporate Defaults: A Study of Lehman Brothers Inc.

Author:

Mr Sajjad Rehman, Management Sciences, Bahria University Islamabad, Pakistan

Abstract

This study examines the academic literature related to failure of corporate governance in investment banking that has a devastating impact on investors, employees, and the economy as in the case of Lehman Brothers Holdings Inc. Corporate governance in firms and investment banks ensures that corporate decisions should be in the best interests of the corporation and its stakeholders and corporate officials speak truthfully when communicating with investors and the public. Thus accountability of these decision makers is of concern to the stakeholders to maximize their share values. It examines how accountability of ownership structure and directors seems to have failed in a case of Lehman Brothers Holdings Inc. that resulted in its collapse. This study also finds that on the examination of federal oversight of financial reporting, how Lehman Brothers Holdings Inc.'s BODs and CEO used creative accounting REPO 105 to manipulate the figures. Also this study discusses the ambiguities in the corporate laws and their exploitation by Lehman Brothers Holding Inc. BODs. Next, it concludes with prospective corporate governance reforms proposed in response to the 2008 financial crisis including CEOs & BODs should be accountable especially on ethical grounds by decreasing or capping the amount of shares ownership they can have. Also different models have specifically been proposed here by the Credit Risk theories model to predict default of Lehman Brothers Inc.

DATE: 17 September - Session 3: 14h00 – 15h20

STREAM: Changing Trends in Business and Entrepreneurship Within Emerging Economies

CHAIR: Dr Obianuju Okeke-Uzodike

1. Title: *The Changing Nature of Work: Postgraduate Supervision as 'Category Boundary Work'*

Author:

Mrs Jeanine Nothnagel, Tourism and Events Management, Central University of Technology, South Africa

Abstract

While postgraduate supervision is deeply researched in the setting of effective supervision, it is still an under-theorised field. Pearson (2005) stated that postgraduate supervision is a field of study which has been researched fairly extensively. The aspect of postgraduate supervision has been a very popular topic on the postgraduate research agenda in recent years because of its changing nature in the academic working environment, and has received considerable coverage in the literature both nationally and internationally. Since government funding of universities has gradually become more linked to the student and the completion of his/her postgraduate research, there has been a growing interest in locating the factors influencing successful and timely completion. It is because of the funding aspect of postgraduate research that the postgraduate supervisor plays a very important role. Therefore, postgraduate supervision can be seen as a process of 'category boundary work', because postgraduate supervision involves a relationship in which the boundaries are negotiated, maintained, challenged and reconstructed around the relationship between the postgraduate supervisor, the postgraduate student and the Higher Education Institution. This paper aims to provide a perspective which can be applied across different disciplinary and institutional backgrounds to provide significant insight into this complicated process and changing nature of postgraduate supervision in the academic working environment.

2. Title: *Green Golf Tourism - A Fact or a Fad: The Golfer's Perception*

Author:

Mrs Bianca De Klerk, Tourism & Event Management Central University of Technology, South Africa

Abstract

Travel and tourism has long been an important contributor to the global economy. Its economic value makes it an attractive sector for commerce. Golf tourism is a rapidly expanding special interest activity that is linked to tourism. Today, golf tourism is considered as one of the most significant global sporting industries. Worldwide, golf is the largest sports-related travel market segment.

However, it also has the potential to fuel environmental damage. The so-called 'green game' has affected millions of people in different ways. Golf course projects may have the potential to harm the environment in many ways such as deforestation, over-consumption of water to keep the turf green and contamination resulting from the excessive application of chemical fertilizers and pesticides used for the maintenance of the golf courses.

Now, more than ever before, golfers and non-golfers alike should be taking a second look at the nature of the game. Green golf tourism can have a significant influence in attracting a new niche market of green golfers and non-golfers. Therefore, the onus lies on golf course owners and management to incorporate this “green” trend into their management roles so that it becomes second nature when it comes to the operating of their businesses. The responsibility starts with them and should be communicated effectively to staff and golfers alike.

This study was done at George Golf Club and Pinnacle Point, Mosselbay. A total of 277 respondents were interviewed by means of a questionnaire. Results indicated that golfers and non-golfers alike were not well informed about the term “green” golf tourism and did not understand how that could influence a person’s choice to travel or any other travel related decision such as the choice of golf course. Therefore, it might be said that there may be many opportunities for golf course owners and managers to explore this venture in their businesses as well as the tourism industry in order to create a possible trend and at the same time sustain our most valuable resource – Mother Earth!

DATE: 17 September - Session 3: 13h30 – 15h00

STREAM: Responsible Financial Decision-Making in a Changing Global Environment, and the Role of the Accounting Profession to Maintain Responsible and Accountable Business and Public Sector Governance Practices

CHAIR: Dr Vannie Naidoo

1. Title: *The Real Effects of Monetary Policy Shocks and Output Growth in BRICS Countries*

Author:

Mr Adebayo Kutu, School of Accounting, Economics and Finance, University of KwaZulu-Natal, South Africa

Abstract

This paper studies the real effects of monetary policy shocks and out growth in BRICs countries. Its aims is to examine; (i) whether the monetary policy shocks exerted a fundamental effect on output growth and economic stability in BRICs countries and (ii) the responsiveness of macroeconomic variables to monetary policy shocks in the economy. To achieve these aims, the study employed a monthly data estimation covering the period of **1995: 01– 2013: 12** to capture the dynamic behaviour of the

variables. Also, a 9-variable structural equation using a panel co-integration *SVAR* was carried out to impose a short-run restriction on the model and summarized the impulse response functions of these grouping countries. The overall results from the impulse response analyses shows that a contradictory monetary policy shock to interest rate has a negative effect on output growth in the BRICs countries.

Key words: *Monetary policy shocks, out growth in BRICs countries and Panel co-integration SVAR*

DATE: 17 September - Session 4: 15h20 – 1700

STREAM: Changing Trends in Business and Entrepreneurship Within Emerging Economies

CHAIR: Dr Given Mutinta

1. Title: *Socio-Economic Viability of the Protex Business Hive Infrastructure for The Kwa-Dabeka Township in KwaZulu-Natal (South Africa)*

Authors:

Ms Lindiwe Kunene and Ms Nomalizi Dyili, School of Management, Information Technology and Governance University of KwaZulu-Natal, South Africa

Abstract

Townships in South Africa are synonymous with an array of social and economic tribulations, ranging from, lowered basic education levels, increased terminal illnesses, to economic stagnation. Kwa-Dabeka township in the KwaZulu-Natal province of South Africa, North-West of the Durban-eThekweni Municipal city is one of the many townships that are negatively impacted by such conditions and in need of turn-around strategies to curb socio-economic trials. Through the use and the repositioning of existing SMME infrastructure, known as the Protex Business Hive, this study aims to investigate possible solutions that would yield positive socio-economic results for this community and for businesses. The paper takes into cognizance the importance of partnership models of various stakeholders to find viable solutions. The use and importance of government intervention efforts is highly considered in an effort to find solutions. The study specifically promotes the use of NDPG interventions from government, designed to assist economic development in townships. To conduct the study, exploratory research was applied to find variables responsible for the current conditions or in cases where they are known to. A two pronged research model was designed and applied; where an analysis from the community was compiled as well as an analysis of the current businesses housed in the Protex

Business Hive that serve the community. A protocol was used for the interview processes specifically for the SMME's where naturalistic interpretative principles were applied to analyse the data. Basic statistics using percentiles were applied to analyse and contextualize the data from the second tier of the study; the Kwa-Dabeka households' buying behaviour. The study found that there was a need for the current SMME's offering to be aligned with demands of households in the area.

Key words: sustainable development, township, socio-economic development, strategic growth, social services

2. Title: Cost Barriers Encountered by Automotive Component Manufacturers in Green Supply Chains

Authors:

Ms Nomalizi Dyili and Ms Mbalenhle Mngadi, School of Management, Information Technology and Governance University of KwaZulu-Natal, South Africa

Abstract

Purpose: Raw materials and other input costs continue to increase, while environmental protection legislation and other forms of regulation have become more stringent. Pressure is on organizations to invest in green initiatives at supply chain level, and involve suppliers and third parties in the greening process. However there is a persistent perception that managing sustainable green supply chains results in increased cost burdens.

This paper investigates the costs barriers encountered by automotive components manufacturers (ACMs) as suppliers of parts in the automotive green supply chain.

Methodology: Quantitative research was undertaken with automotive component manufacturers in KwaZulu-Natal and used to examine the nature and extent of costs encountered in green supply chains.

Findings: The findings suggest that there are high costs incurred when investing in green supply chains by the ACMs.

Conclusion: In as much as ACM's benefit from stronger collaboration with their supply chain partners, they do however encounter costs when transforming from current processes to a sustainable green supply chain.

Key words: green supply chain, cost barriers, automotive component manufacturers.

DATE: 17 September - Session 4: 15h20 –17h00

STREAM: Responsible Financial Decision-Making in a Changing Global Environment, and the Role of the Accounting Profession to Maintain Responsible and Accountable Business and Public Sector Governance Practices

CHAIR: Dr Mabutho Sibanda

1. Title: *Role of Tourism in Increasing of Price of Land and Housing in Iran*

Authors:

Hamidreza Joodaki, Sara Farzaneh and Jaleh Qhazvin

Abstract

Tourism industry is considered as the greatest and most various industry in the world. Most of these countries know this dynamic industry as main source of income, occupation, growth of private sector and development of infrastructure.

One of the old methods of investment in countries such as Iran have transitional economy, is buying land and house, sometimes is resulted to high profit and of course for this reason hustler's are very interested in this background. Nowadays buying and selling land in the areas with pleasant climate in our country is considered.

Since, Shahmirzad is a city with fair and desired environmental attractions is located in the border of deserted cities, mainly has special climatic position and these conditions are resulted to attraction of passenger, tourist for passing their leisure hours from Semnan and other cities of the area and from other provinces in hot seasons and with regard to these suitable conditions in the city buying land and housing also have been considered by most of residents of Semnan and cities around Shahmirzad by now.

The aim of present research is investigation the role of tourism in increasing price of land and housing in Shahmirzad city. By studying on price of land and housing especially in central area, that gardens of the city are located in this area, we have concluded that role of tourism have caused in price of land and housing specially these prices in central and old areas are more expensive than towns around the city.

Key words: Tourism, Climate conditions, Price of land and housing, Shahmirzad

2. Title: *The Relationship Between Insurance Brokers and SMEs in the Nelson Mandela Metropolitan Area South Africa*

Author:

Ms Kudakwashe Chodukufa, Business Management, UNISA, South Africa

Abstract

It is emphasised in literature that insurance companies are not willing to insure Small and Medium Enterprises (SMEs). The aim of this paper is to establish the importance of a business relationship between insurance companies and SMEs. The primary objective of the paper was to establish whether the insurance brokers in the Nelson Mandela Metropolitan Area offer specific insurance policies for Small and Medium Enterprises. The secondary objectives were to establish the view of brokers towards SMEs and their level of interaction with SMEs.

The data for the research was collected through a structured questionnaire that was developed and validated. A random sample of 40 insurance brokers in the Nelson Mandela Metropolitan Area was drawn from a database provided by the Insurance Institute of South Africa. The questionnaire was distributed electronically through emails to the insurance brokers and the data collected was stored in a database. The data was collected, coded and analysed. SPSS was also used for the analysis. The statistical method used to analyse the data was Chi-Square test for independence, simple linear regression and descriptive statistics.

The results indicated that most insurance brokers have negative views towards SMEs and they had low levels of interaction with SMEs. Yet the brokers have specific insurance policies for SMEs.

DATE: 18 September - Session 1: 08h00 – 10h10

STREAM: Changing Trends in Business and Entrepreneurship Within Emerging Economies

CHAIR: Ms Lindiwe Kunene

1. Title: *Alleviating Poverty in South Africa: A Theoretical Overview of the Expanded public Works Programme*

Authors:

Dr Zanele Mfusi, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa; and Professor Krishna Govender, Regenesys Business School, South Africa

Abstract

Poverty alleviation is a challenge facing most developing countries. This paper reports on one national government strategy, namely the Expanded Public Works Programme (EPWP) which was implemented in South Africa (SA) to primarily address poverty and unemployment. The paper sketches the journey from the projects of the national Department of Public Works (DPW) aimed at poverty alleviation to general community-based public works programmes, and finally to the EPWP. After providing the background to the SA government's poverty alleviation strategy, the discussion hones in on the EPWP, its organization, focus, operational plan and training framework. The discussion culminates in a brief explanation of the monitoring and evaluation framework for the EPWP.

Key words: poverty alleviation, rural society, socio-economic development, community development, expanded public works programmes

2. Title: *'Hybrid' Organization for Transforming Micro, Small and Medium Enterprises (MSMEs) into Sustainable Social Enterprises: Entrepreneurial Evidence from Emerging Economies*

Authors:

Professor Saket Kushwaha, Lalit Narayan Mithila University, Darbhanga, Bihar; Professor Jabir Ali, Centre for Food & Agribusiness Management, Indian Institute of Management Lucknow; and Drs Tribhuvan Nath and Virendra Kamalvanshi, Department of Agricultural Economics, Institute of Agricultural Sciences, Banaras Hindu University, Varanasi

Abstract

The new millennium businesses are experimenting and practicing new business models with greater social and human touch powered by technological innovations that are redefining connectedness and transforming business. The overwhelming success of 'hybrid' business models around the world has drawn attention of traditional and underperforming businesses to transform them towards becoming

high performing sustainable enterprises. The Micro, Small and Medium Enterprises (MSMEs) which are the growth engine of many developing countries including emerging economies are facing challenges and competition from advanced businesses and MNCs. The emergence of the 'hybrid' business model has been termed as 'sustainability driven' which rather than focusing only on reducing the negative social and environmental impacts of business activity, seeks to create social, economic and environmental improvements through their practices and products. The organizational transformation through the 'hybrid' form can revolutionize the MSMEs into high-potential sustainable social enterprises which could mark grand success with high earning of social, economic and environmental value. Using exploratory and case study approaches, the study examines selected 'hybrid' MSMEs models of social enterprises from the emerging economies. The study results indicate that the new and transformed 'hybrid' form of MSMEs as social enterprises leads to attain the path of growth, profitability and sustainability. The findings of the study have great implications towards reforming existing MSMEs and entrepreneurship development in the emerging and developing countries.

Key words: Hybrid organization, MSMEs, Social Enterprise, Emerging Economies, India.

3. Title: *Project Management: A Catalyst for Productivity and Organizational Performance*

Author:

Dr Daketima Briggs, Management, University of Botswana, Gaborone

Abstract

Project management practices come in various forms. This is due to the variety of application areas in which project management principles and concepts are utilized. However, for one to appreciate the enormity of project management practices on organizational productivity and performance, one needs to understand the various processes, tools, and techniques that are mainly utilized in the implementation of projects. In this respect, it should be realized that projects by their nature are unique undertakings (PMBOK^(R) Guide, 2012) and as such, there is no 'one size fits all' processes, tools, and techniques applicable in all project situations. By the same line of reasoning, it is also important to delineate the distinction between traditional management and project management. This will enable us to see why project management is the new engine for organizational productivity and performance. This will buttress the case for a shift in management focus when productivity and performance are at stake. Against this back drop, therefore, this paper seeks to explore the project management terrain in order to identify the processes, tools, and techniques that are utilized in most projects most of the time.

Besides, the role of the project manager as the main point person responsible for ensuring project success will be examined. In addition, the aim of the study is to provide a real-world context for project management. In order to achieve these objectives, a mixed method research design will be adopted. The research design and methodology will be guided by the following four questions: (1) what are the processes, tools, and techniques utilized in most projects most of the time? (2) What roles do project managers play in ensuring that the project is successful? (3) What do we mean by a project being successful? (4) how do we measure a project's success? A mixed methods research approach will be utilized in answering the research questions.

4. Title: *The Effect of Modern Office Technologies on Management Performance*

Authors:

Mr Mashau Pfano and Mrs Andrisha Beharry-Ramraj, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

It is challenging to consider of a situation where businesses can do well without the use of modern office technologies and, in particular, computers, telephones and the like. It is extremely difficult to say whether businesses depend on technology or technology created business opportunities. The study was conducted to examine whether modern office technologies are correlated with positive change in management performance.

The study uses literature to reach a conclusion that businesses need office technologies. For business using technology the most important thing to do is to monitor technology life cycles. Thus, the business will always stay updated about the technologies used and most importantly avoid unnecessary cost. As a result, relevant technologies are the ones that actually result in increased performance.

This study explains that product or technology has a finite life, it may be measured in decades or even centuries, but eventually it gets old and something comes along to replace it.

Using a quantitative approach, questionnaires were sent to middle and upper business managers in Durban, KwaZulu-Natal. An appropriate questionnaire was personally administered by the researcher to his sample. Quantitative data analysis tools were used to analyse data and satisfactory results were found.

The findings show that modern office technology can make significant difference in a workplace. The finding asserts that office technologies enhance performance and

this result can only be seen if the office is equipped with relevant and needed technologies. The results show that there is fairly strong correlation between right use of office technologies and positive change in management performance.

There is no reason to believe that the current rate of change in technology will slow down anytime soon. Therefore, the great challenge is to harness this newly emerging technology for the benefit of businesses. Many scholars agree that technology advances have a positive effect on our quality of life and the way we do business and this trend is expected to keep rising.

Key words: Modern office technology, management performance, technology life cycle and technological gadgets.

5. Title: *Supervisory Support as an Antecedent for Transfer of Training at a Manufacturing Factory in Pietermaritzburg, South Africa*

Authors:

Drs Vangeli Gamede and Maxwell Phiri, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

Research in Human Resource Development has revealed that supervisory support is one of the significant factors for the successful transfer of training in an organisation. The assumption is that, the ability of the supervisors to play a significant and effective role in training programmes may enhance employees' application of knowledge, skills and attitudes acquired during training, back in the workplace. This article examines the extent to which supervisory support influences the employees' transfer of knowledge, skills and attitudes from the training environment to the work environment. The study for the article was carried out at Hulamin, a South African aluminium manufacturing company based in Pietermaritzburg, South Africa. A sample size of 300 shop floor employees was selected for the study. The study is significant as it addresses one of the factors that is highly debated in contemporary literature on the subject of the transfer of training. A survey method was used and questionnaires were distributed to the 300 respondents. The results were analyzed using various statistical methods, namely, the descriptive and inferential statistics, reliability analysis and factor analysis. The hypotheses were also tested using Mann Whitney-U and Wilcoxon-W tests. The analyzed results and the tested hypotheses showed that there is a positive relationship between the supervisory support and the successful transfer of training. The results of the study make a significant contribution to the better understanding of the role of supervisors in determining the successful transfer of training. The study is therefore of value as it ensures that, in the process of

identifying important factors that have a major contribution to the successful transfer of training, supervisory support is also considered as playing a significant role.

Key words: Human Resource Development; Supervisory Support; Transfer of Training; Hulamini; Manufacturing Company; Training Programmes

6. Title: *Is There More to a Visual Art Exhibition Than Just Art?*

Authors:

Dr Bianca Manners, Me Hanneri Borstlap and Professor Melville Saayman, Tourism Research in Economic Environs and Society, North West University, South Africa

Abstract

Festivals and events are among the fastest-growing segments of tourism in the world (Goeldner, Richie & McIntosh, 2000:234). The boom in growth experienced by festivals in South Africa has led to the increase in numbers of both artists and art galleries. The first Aardklop National Arts Festival (also referred to as Aardklop) was organised in 1998 and celebrated its sixteen birthday in October 2013 (Saayman & Saayman, 2006:574; Botha, *et al.*, 2012:22). This festival provides a quality platform for the promotion of the arts and supports the artist community, while enriching the local society (Saayman & Saayman, 2006:574). Visitors visiting festivals, such as Aardklop and specifically art galleries at festivals are on the increase, which implies that the art industry is becoming highly competitive due to the increase in artists and art galleries (Higgs, Polonsky & Hollick, 2005:49; Slater, 2007:149). This resulted in art organisations mirroring a business-like approach that emphasises revenue production, marketing and promotion (Higgs, Polonsky & Hollick, 2005:49). Therefore, according to Higgs *et al.* (2005), these changes have stimulated a response to challenges by becoming more concerned with effective management by means of different marketing and good service delivery. The purpose of this paper is to determine the critical success factors of visual art exhibitions at the Aardklop National Arts Festival.

In order to do this, a structured questionnaire served as the instrument to collect the socio-demographic information of visitors and the critical management factors of the art exhibition attendees. A total of 305 questionnaires were included for further analysis. This was done in two stages; firstly, a general profile of the respondents was compiled by using two-way frequency tables, and secondly, a principal axis factor analysis was performed to determine the critical success factors. From the results, five factors were identified that can be used by current managers to enhance their

management strategies when a visual art exhibition is managed. Apart from this, tertiary education facilities can also use this information in educating future managers in the art exhibition industry.

Key words: critical success factors; factor analysis; management; visual art exhibitions

DATE: 18 September - Session 1: 08h00 – 10h10

STREAM: Marketing and Marketing Practices for Global Consumption

CHAIR: Professor Micheline Naude

1. Title: *Reflecting on Information Communication Technology (ICT) in Marketing From a Marketer's and Student Perspective*

Authors:

Professor Deseré Koko and Ms Thakane Koelane, Management Sciences, Central University of Technology, South Africa

Abstract

Information Communication Technology (ICT) has fundamentally changed the way in which global business is conducted. Of all the organisational functions, marketing has possibly been impacted the most by the emergence of ICT, as the array of available digital media presents a plethora of new ways in which goods and services could be marketed. ICT has indeed shaped the world into a global village, enabling communication and interaction irrespective of time and space. ICT has opened the world of marketing, giving marketers an array of new and innovative ways in which they can communicate with their customers. Acknowledging the importance of ICT in marketing has been highlighted by the Canadian Marketing Association as one of the seven key issues that marketers are facing currently (Gustavson, 2006). The 1990s were characterised by a burst of new technologies including the Internet and the World Wide Web (www) (Schultz and Patti, 2009: 76). Digitalisation brought along a large number of additional communication devices, products and services. First, fax machines and computers, then mobile phones, iPods, iPads, Blackberries, social networks, and the like.

Despite an increased emphasis on ICT deployment since the 1990s, marketers have struggled to fully embrace the integration of ICT in marketing. With this in mind, this investigation aimed to ascertain the extent to which ICT in marketing is embraced by marketers and the extent to which marketing students on a tertiary level are exposed to ICT in marketing, as part of their curriculum. The study employed both a quantitative and qualitative research design. The quantitative part of the study involved the administering of a structured questionnaire to the senior marketing students of the Central University of Technology, Free State (CUT) and the qualitative section included interviews with selected marketing managers in the Bloemfontein area. The findings show that marketers are in a transition phase where ICT in marketing is increasingly used in conjunction with traditional marketing methods. It also highlights that marketing students need more specific exposure to ICT in marketing as part of their curriculum.

2. Title: *The Existence of the Green Gap and the Reasons for the Gap in a Developing Country*

Author:

Mr Njabulo Mkhize, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

This research study investigates the reasons why consumers in the marketplace are not purchasing green products. This happens at the backdrop of an increase in the awareness of environmental issues. The difference between awareness and behaviour is what has led to labels such as 'green gap', environmental value-behaviour (EVB) gap', and 'value-action gap' to mention but a few. Green consumer behaviour is vital to the sustainability of the environment. For marketers it is important to recognise and know the reasons why people are not 'going green'. The study is conducted amongst Pietermaritzburg residents above the age of 18, using a self-administered questionnaire. The research instrument was tested for validity and reliability and was found to both reliable and valid. The sample of the study included 317 participants and achieved a response rate of 84%. Data analysis was conducted using SPSS 21.0. Correlation analysis is conducted to check for significance with demographic variables. Finding out the reasons or the barriers for consumers to adopt green lifestyles has been said to be a complex issue ([Kaufmann, Panni & Orphanidou, 2012:51](#)). While individuals can state that they value the environment, in some instances other issues take precedence over their concern for the environment e.g. financial security, safety ([Kennedy, Beckley, McFarlane, & Nadeau, 2009: 151](#)). [Han, Hsu, and Lee \(2009:520\)](#) state that monetary and non-monetary costs are reasons for the small numbers of eco-friendly consumers. The results of this study reveal 3 main reasons for not adopting green lifestyles namely, the lack of promotion of green products, the lack of availability of green products

and the limited or the lack of mechanisms to adopt green lifestyles. Recommendations are made to marketers and policy makers.

Key words: Green Consumers, Reasons for 'Green Gap', Green Lifestyle, environment's sustainability

3. Title: *Sport Fanship, Social Media and Marketing Strategies*

Author:

Dr Sara Ferrari, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

The multiple experiences related to fanship are not strictly limited to the mere consumption of a sport product. Several interconnected individual sentiments and social dynamics are deeply involved in the significance of supporting a team, following a sport event or buying sport merchandise.

In the contemporary sport context, these experiences increasingly pass through the social media space and there is a non-stop flow of narratives converging into a world of blogs and forums, sharing pictures and opinions on networks, with Facebook friends and through 240-characters tweets. Social media might be generally defined as a random, communicative space in which everyone has a voice, plus an unlimited and indefinite audience. In this kaleidoscopic space, the complex category of sport fans is largely formed by proactive actors in the creation of a collective discourse implicating social identities in their complexity.

A further significant side of social media is formed by the sport-marketing professionals who have to build a presence in the collective and multifaceted area of social media into their business strategy.

Subsequently, to look at it in a methodological and simplified way, it takes an analysis facilitator to consider the unstructured social media actors and the marketing professionals as two different categories of content and narrative producers. Generally, more than in other social media within the sport communication field, a key characteristic is the dynamics with which the proactive, spontaneous actors have an incident without a marketing captation. To consider this complex aspect of social media is a basic aspect in an analysis characterised by the intent to determine practical and theoretical guidelines on how to be supportive in the sport management field.

More generally, several questions have to be analysed in this field of study which is fragmentally explored. Just to mention a few topical points: Is a social media marketing strategy a risk for the spontaneity and passion or participation of sports fans? Are the social identities and emotions implicated in a sports fan's experience

of marketing awareness? Are sports fans who follow the marketing content making assumptions of the social media spaces in a critical attitude or by an interested approach?

This presentation is part of a work in progress that intends to explore the above-mentioned theoretical points. The first aim is to map the situation of the social media channels related to sport in the South African context from a qualitative point of view. The second aim is to mention a few international case studies significant for the purpose of describing how to manage a marketing strategy in the global arena of sport.

4. Title: *Current Dynamics of Urban Tourism in Bloemfontein*

Authors:

Mr Johan Hatting and Professor Deseré Koko, Management Science, Central University of Technology, South Africa

Abstract

Tourism is an important contributor to the economy of local regions. This is especially applicable to the South African context where unemployment is a major and persisting challenge - estimated to be as high as 37% in some provinces (Ons Stad, 2013:4). Industries like mining and agriculture that traditionally employed large numbers of individuals are increasingly plagued by labour-related unrest and low productivity which impacts adversely on sustainable job creation (van Rensburg, 2014:1). It is thus justified that a more prominent focus should be placed on the tourism industry, as a possible means of economic growth. Towns and cities can benefit from tourism and local authorities and product owners need to know what type of tourist visits the various attractions and what their satisfaction levels are. This will enable both local government and product owners to pre-empt the needs of tourists thus providing a more satisfying travel service. The focus of this investigation is on Bloemfontein, the capital city of the Free State Province of South Africa. Four major cultural attractions and the two local tourism information offices were targeted for data collection. The aim was to both profile the visitors to the various sites and to ascertain their levels of satisfaction.

5. Title: *Strategic Marketing and SMEs Performance in Nigeria*

Authors:

Mr Alao Abiodun and Mr Odumbaku Aliu, Department of Marketing, Moshood Abiola Polytechnic, Nigeria

Abstract

Review of many scholarly articles on strategic marketing showed lesser contribution to knowledge in relation to SMEs strategic marketing practices and performance in SMEs sector in Nigeria's competitive environment. A gap in knowledge was established and addressed in terms of SMEs marketing practices as a simple operational function rather than complex strategic function, in the SMEs competitive landscape. Thus, this paper investigated strategic marketing practices of SMEs operation in the competitive business environment of Nigeria vis-a-vis their performance. The conceptual and theoretical bases were provided in relation to key relevant variables of marketing, strategic marketing and competitive performance. The study adopted a survey approach to examine strategic marketing practices in 234 samples of SMEs determined from 2334 SMEs operating in Ogun and Lagos states, Nigeria. A questionnaire was developed and tested to validate the related measures of the study, using confirmatory factor analysis. The questionnaire was administered on 234 operators, managers and decision makers of SMEs in Ogun and Lagos business environs. Data was collected and analysed using multiple regression analysis. The findings showed low level of strategic marketing orientation of SMEs operators, managers and decision makers in Nigeria. The findings further show that, higher competitive pressure and low cognizance of strategic marketing practices will have a negative effect on SMEs performance in terms of sales, market share, profit and growth. Based on the findings, recommendations were made on how strategic marketing practice should be adopted as the best competitive practice for higher performance in the SMEs sector, in Nigeria's business environment.

Key words: Strategic Marketing, Marketing, Strategic orientation, SMEs, competition, Competitive Environment, Competitive Performance.

DATE: 18 September - Session 2: 10h30 – 12h30

STREAM: Responsible Business and Management Education Principles and Practices (PRME)

CHAIR: Professor Manuel Escudero

1. Title: *The Implication of Postponement Decisions on Supply Chains of Light Vehicle Manufacturers in South Africa*

Author:

Professor Intaher Marcus Ambe, Business Management, UNISA, South Africa

Abstract

The viability of postponement is determined by the structure of the supply chain characteristics. Postponement strategy brings benefits to an enterprise, such as the reduced inventory, the pooling risk, the accurate forecast and partially mediates the relationship in supply chain strategies. The purpose of this paper is to determine the application of postponement decisions on supply chain strategies of light vehicle manufacturers in South Africa. The paper is exploratory and descriptive, using a qualitative approach based on a survey of light vehicle manufacturers in South Africa. The target population for the research was light vehicle manufacturers in the South African automobile industry (total target population [7 OEMs]). A semi-structured interview questionnaire using a five-likert scale response format was used to elicit the opinions of the respondents. Overall, the findings suggest that the majority of the respondents used some form of postponement, which indicates an element of agility – hence the use of an agile supply chain. The results show that European manufacturer 1 did not keep fully assembled vehicles in stock, indicating a MTO strategy (agile supply chain). Only European manufacturers 1 and 2 tended to keep work-in-progress inventory - hence a point where the lean supply chain changes to agile supply chain. The paper provides evidence of some form of postponement practice followed by the manufacturers. Therefore, although some supply chains were mainly lean, they may have applied some agile elements at different points in the supply chain which indicates postponement.

Key words: Postponement, Supply chain management, light vehicles, South Africa

2. Title: *Public Procurement Policies and the Application of Procurement Practices in South African Higher Education Institutions*

Authors:

Ms Winnie Dlamini and Professor Intaher Marcus Ambe, Business Management, UNISA, South Africa

Abstract

Public procurement policies are used as a tool for achieving socio-economic objectives. In South Africa, public higher education institutions play a strategic role in enhancing the social and economic sphere of the country's knowledge production. In the 2007 economic slump, economic realities necessitated universities to employ procurement best practices. However, economic realities are not a priority in public procurement and there is less support for the implementation of procurement best practices. Although, South African public higher education institutions are autonomous, they conduct their procurement as guided by public policies. The purpose of this paper is to assess public procurement policies that affect the application of procurement best practices in higher education institutions in South Africa. The paper, based on a conceptual review, revealed that public

procurement policies hinder the application of procurement best practices. It is recommended that government reduces the rigidity of public procurement policies in South African higher education institutions in order to minimise ways to streamline operations and save cost.

Key words: Public procurement, policies, procurement best practices, Public Higher education, South Africa

3. Title: *Effectiveness of Performance Monitoring and Evaluation: A Critical Review of Local Government, South Africa*

Authors:

Ms Phumzile Dlamini and Professor Intaher Marcus Ambe, Business Management, UNISA, South Africa

Abstract

Due to the effects of globalisation there has been increased pressure on organisations to manage their performance to gain competitive advantage. Organisations have to design and implement innovative and effective strategies and re-engineer processes to enhance overall business performance. In South Africa, there is critical need for effective and efficient performance monitoring and evaluation to hold public servants accountable. Performance monitoring and evaluation contribute towards improved performance, ethically and with sound integrity. However, the performances of South African municipalities are below expectations. This is due to myriad of service delivery backlogs, lack of accountability, lack of proper leadership as well as corruption. Owing to the importance of performance monitoring and evaluation in South African municipalities, there is a need to account for budget allocation yearly whether the set targets are met, or not. The purpose of this paper therefore, is to explore service delivery challenges in the South African municipalities and to suggest a performance monitoring and evaluation framework that could be used by local government to improve its performance. The paper based on a theoretical review, provides an understanding of performance monitoring and evaluation in South African municipalities.

Key words: Performance management, monitoring and evaluation, municipalities, South Africa.

DATE: 18 September - Session 2: 10h30 – 12h30

STREAM: Business and Trade in the Digital Age – E Commerce and Trade Innovations

CHAIR: Professor Brian McArthur

1. Title: *Bricks and Mortar versus Bricks and Clicks: Problems & Prospects for Book Retailers in the Western Cape*

Authors:

Dr Virimai Victor Mugobo and Mr Tichaona Musikavanhu, Retail Business Management, Cape Peninsula University of Technology

Abstract

The advent of online retailing during the past decade has created various opportunities and challenges for brick and mortar book retailers in South Africa. A number of book retailers in the Western Cape have adopted online retailing as a marketing channel whilst others remain stuck in the traditional retailing format. The purpose of this study is therefore to establish the level at which brick and mortar retailers have embraced online retailing, the problems and prospects and the best practices in this emergent digital channel. The study will adopt a mixed-methods approach by amalgamating qualitative and quantitative research methods. 100 semi-structured questionnaires will be administered on 100 respondents purposively sampled from the target population and 20 semi-structured interviews will be conducted with managers purposively selected from the book store industry in the Western Cape. The quantitative data will be analysed using the statistical package for the social sciences (SPSS) and the quantitative data will be analysed using Atlas. The study will be significant to the retail industry as it will bring to the fore the opportunities and challenges of online book retailing and the level at which online retailing has been implemented. This will enable the book retailers to come up with appropriate strategies that enable them to compete effectively in the digital age which is characterized by accelerating competition and fragmented markets. Finally, the study will contribute to the online book retailing body of knowledge by uncovering the critical success factors and best practices in the industry.

Key words: Online retailing, brick and mortar, brick and clicks, retailers

2. Title: *An Investigation Into the Effects of Social Media on Student Buying Behaviour – A Case Study at the University of KwaZulu-Natal*

Authors:

Ms Fathima Khan and Dr Vannie Naidoo, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

Social media has changed the position of the consumer. Whilst a significant amount of research has been undertaken into the reasons behind purchasing decisions made by consumers, the influential role social media plays and the subsequent impact on student buying behaviour still needs to be determined. Consumers have started to use the internet and other web tools more, due to the rapid development of technology and communication channels. The most significant and important one of these tools is that of social media. Consumers access product or service information to be purchased through the means of social media to a large extent. It is evident that social networking sites such as Facebook and Twitter have become popular social networking platforms for consumer markets. Studies have suggested that individuals are subjected to peer pressure and are most likely to conform to the normative behaviours of their peer groups. Marketers have understood the power that peer influences have but social media has also produced a new kind of influence, which research suggests as being even more influential. Presently students exchange their ideas and opinions in discussion forums via social networks with the intention of asking for information, views, and experiences before buying a product. Therefore, this study aims to find out the effects of social media especially on student buying behaviour, the variables that effect a purchase decision and to what extent social media platforms affect a student's decision to purchase. For this study, non-probability sampling technique and quantitative approach will be used. The convenience sampling method determined the sample. The study group consists of students based at the University of KwaZulu-Natal's five campuses. A structured and closed ended survey will be administered amongst 380 students. Section A of the survey will help to determine the demographics of the students and section B will be based on the students' interaction with social media. The study also seeks to understand the relationship between purchasing behaviours of student and social media and the extent to which the views, reviews and opinions expressed by others found on social media affect the purchasing decision of students.

3. Title: *Evaluating Technology Acceptance of Mobile Money by Poor Citizens of India*

Author:

Ms Sumedha Chauhan, Information Management, Management Development Institute, India

Abstract

The mobile-money (m-money) service is one of the major initiatives that can facilitate the provision of low cost and immediate money transfer via mobile phones, especially in developing countries such as India. A large section of the Indian population does not have access to the banking facilities and m-money can act as an alternative to facilitate financial inclusion. However, for m-money to be

successful, the user base needs to accept the initiative truly. The purpose of this research is to understand the technological acceptance of m-money among the below-poverty-line citizens of India, using the technology acceptance model (TAM). We collected the survey data from 225 actual and potential m-money users and examined it using a structural equation modelling technique. The conclusions of the study imply that the trust and the core constructs of the TAM apart from perceived ease of use have a significant impact on the intention to accept m-money. This study also presents the possible explanations for the significant relationships amongst the constructs and provides recommendations on how this information can be utilized to boost the technology acceptance of m-money among the poor citizens of India.

DATE: 18 September - Session 3: 13h30 – 15h30

STREAM: Responsible Business and Management Education Principles and Practices (PRME)

CHAIR: Professor Marita Carnelley

1. Title: *Perceived Service Quality and Customer Satisfaction: Employees Perspectives of Kenyan Private Universities*

Authors:

Mr Eric E. Mang'unyi, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa; Professor Krishna Govender, Regenesys Business School, South Africa

Abstract

This paper reports on an empirical study conducted among a sample 133 employees of a private higher education institution in Kenya, to examine the relationship between perceived service quality (SQ) and customer satisfaction (CS), using the HEdPERF instrument. Although service quality was measured using six dimensions namely: academic, non-academic, reputation, access, programmes and understanding, by using structural equation modeling (SEM), the six SQ dimensions needed to be collapsed into four, since these were significant to the employees¹ of private universities. The results partially support the proposed conceptual model that non-academic, access, academic and reputation

¹The employee is viewed as a 'customer' of the private higher education institution, thus service quality refers to the employee-customers' perceptions.

dimensions have a positive and significant influence on the employees' SQ perceptions, and in turn influences their satisfaction.

It can be inferred from the findings that university quality should not only be looked at in terms of academic activities alone, as non-academic aspects also need to be considered since they are deemed important to the employees. Since universities are in both national and international competition, they (management) should aim at ensuring that all services related to organizational life like physical, implicit and explicit, are delivered to acceptable standards to realize increased satisfaction.

Key Words: private higher education; service quality; employee satisfaction, HEdPERF

JEL: M00

DATE: 18 September - Session 3: 13h30 – 15h30

STREAM: Business and Trade in the Digital Age – E Commerce and Trade Innovations

CHAIR: Dr Colette Muller

1. Title: *The Adoption of Mobile Health (M-Health) In African Developing Countries: A Case of East African Community*

Authors:

Mr Patrick Ndayizigamiye and Professor Brian McArthur, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

E-commerce promises a number of benefits, especially within the context of SMMEs in developing countries. On the one hand, this stems from the substantial role that SMMEs play in developing economies. SMMEs are the cornerstone of developing economies. On the other hand, E-commerce benefits include cheap access to international markets and reduced transaction costs. These benefits are particularly of interest for SMMEs due to their budget constraints. Thus, E-commerce is an attractive platform for advertising and selling through extended market reach.

In South Africa, a recent survey (Goldstuck, 2012) indicates that two-thirds of SMMEs have a website. The online presence of a number of South African SMMEs has been triggered partially by the South African government's Woza online initiative that encourages SMMEs to have an online presence. It is in this context that this paper

examines South African SMMEs adoption of E-commerce. This paper is concerned with four E-commerce adoption options: i) customers payment by credit card through the SMME's website, ii) customers placing orders through the SMME's website, iii) providing customer services through the SMME's website and iv) placing orders with suppliers over the internet. Using a sample size of 400 SMME owners conveniently sampled, this paper explores the adoption of the four E-commerce options in two geographic areas within South Africa: Durban and Pietermaritzburg.

Findings reveal that although SMMEs from Durban and Pietermaritzburg have adopted all four e-commerce options, such adoption is only significant for SMMEs whose business operations extend beyond the local level. However, internet security is an important impediment towards e-commerce adoption in both areas. There is also evidence that the knowledge of specific e-commerce related business benefits may inform the SMMEs' decision to adopt specific e-commerce options.

In light of the findings, the paper provides some recommendations that could guide SMME owners in their quest for e-commerce adoption. The recommendations are also useful guidelines for supporting institutions that assist in SMMEs' e-commerce adoption.

Key words: E-commerce adoption, SMMEs, Durban, Pietermaritzburg

2. Title: *Mobile Banking Adoption: A Rural Zimbabwean Perspective*

Authors:

Mr Pinigas Mbengo, E Commerce, Harare Institute of Technology, Zimbabwe; and Dr Maxwell Phiri, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

The main purpose of this study is to explore the determinants that motivate and inhibit mobile banking adoption by the rural unbanked in Zimbabwe. The researchers conducted an extensive literature search. The references consulted were categorically analysed and 100 articles were considered to compile the findings of this paper. The study provides a contribution to practice by providing a better understanding of issues associated with mobile banking diffusion mechanisms that aid the adoption of mobile banking systems. The main findings of the research indicate that there is a slow and often annoying adoption of mobile banking within Zimbabwe by the rural unbanked due to a considerable number of inhibitive factors. Again, this research reveals the nature of adoption that may reliably inform service providers about strategies to consider when appealing to this market segment. The study also shows that mobile banking adoption cannot ignore the use of marketing oriented factors in order to avoid the assumption of being myopic by considering only product based variables to assess behavioural intention to adopt mobile

banking services as identified in Technology Acceptance Model. However, the literature review also reveals that there are virtually no substantive theoretical researches which adequately extend the TAM using all the marketing mix elements. Therefore the Technology Acceptance Model is extended using the marketing mix elements to better predict the behavioural intention to adopt mobile banking by the rural unbanked. This research contributes practically in that having studied the behaviour of the rural unbanked, mobile banking service providers are likely to develop tailor-made integrated marketing mix strategies in order to financially include this market segment. The paper recommends for future research to use the additional marketing mix elements of physical evidence, processes and people in the adoption of mobile banking services by the rural unbanked.

Key words: Adoption, banking, mobile banking, financial inclusion, rural unbanked, Zimbabwe

DATE: 18 September - Session 4: 15h20 – 16h40

STREAM: Changing Nature of Work

CHAIR: Dr Colette Muller

1. Title: *Skills Transfer as a Moderator to Perceived Organizational Climate and Employee Performance: A Case-Study of Selected South African Companies*

Author:

Professor Tshedi Naong, Department of Business Management, Central University of Technology, South Africa

Abstract

In this paper we reflect on the centuries old contention that the determinants of business success are not the skills of the executives alone, nor the visible features of the organisation such as the strategies, structures or rewards systems; rather, the organisation has an invisible quality, a certain style, character or way of doing things, that may have an even more powerful effect on various organisational outcomes than the leadership of any one person or organisational system. A longitudinal study using the quasi-experimental research comparable to pre-test post-test one group design, was used. Litwin and Stringer's (1968) Organisational Climate Questionnaire (LSOCQ) was used to collect data from 526 stratified randomly sampled lower level employees from five different companies. The findings reveal a significant correlation between perceived organizational climate and skills transfer.

2. Title: Exploring the Impact of Institutional Culture on Change Initiatives in an Electric Utility Company in Africa

Authors:

Mr Moses Jumbe, Distribution – Network Engineering and Design, Eskom, South Africa; and Ms Cecile Gerwel Proches, Graduate School of Business and Leadership, University of KwaZulu-Natal, South Africa

Abstract

Organisational change efforts have been shown to be failing at an alarming rate. Organisational culture is increasingly being recognised as a critical determinant of the success or failure of organisational change efforts. The organisation is undergoing planned change, driven by its ambitious vision of becoming one of the top five performing utilities in the world. The aim of this study was to explore how the Utility's culture was impacting on its change initiatives. The study also sought to investigate the robustness of the change model employed to inform the change process. Finally, the study also sought to confirm or disconfirm contentious literary issues concerning the conceptualisation of organisational culture. Organisational culture and change management theories were used as the main theoretical frameworks of the study. The study employed qualitative research methods for data collection, sampling and analysis. Ten semi-structured in-depth interviews were conducted with managers, supervisory and non-supervisory staff in one of the organisation's operating units. Data analysis was by means of thematic analysis. Organisational culture was found to be impacting the operating unit's change efforts. The manner in which leadership conceptualises organisational culture has significant implications for change as it determines how leaders deal with cultural tenets implicated by change initiatives (Latta, 2009). It also gives an indication as to the amount of time and effort needed in preparation for the change. Cultural analysis to determine organisational readiness for change was not adequately undertaken. The cultural factors of, among others, communication, feedback, involvement, and consultations negatively impacted the change efforts. The participants' perceptions were that leadership failed to connect employees to the vision. Employees did not therefore commit and take ownership of the change. Change initiatives such as restructuring and system's re-engineering, by their very nature, could only produce transitional outcomes. Transformational change initiatives, that is, those that required a fundamental shift in culture, were required to shift the organisation from the fourth quartile in global rankings to the first quartile, and transform it into one of the top five performing power utilities in the world. A change model relating to transformational change should have been employed to guide and inform the change process. Leaders should have consistently paid due attention and consideration to cultural issues during the entire change process as organisational culture has the effect of impacting the entire change process.

3. Title: *Work Engagement, Intrinsic Motivation and Job Satisfaction Among Employees in a Mining Company in Zimbabwe*

Authors:

Ms Polite Masvaure and Dr Shaun Ruggunan, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

This paper seeks to establish the relationships between three job characteristics constructs, namely work engagement, intrinsic motivation and job satisfaction in a workplace notorious for discord and conflict between workers and employers.

Methodology: A quantitative methodology was adopted using a cross-sectional survey. Respondents were selected from the workers at a mining company, with a final sample of 156 employees participating in the study. The Utrecht Work Engagement Scale, Intrinsic Motivation Inventory and the Minnesota Job Satisfaction Questionnaires were used to collect data.

Findings: The results of the study indicate positive relationships between job satisfaction, work engagement and intrinsic motivation among the workers. Age and marital status were found to be significant contributors to workers' job satisfaction, intrinsic motivation and work engagement. Implications of these results are that human resource interventions are required in order to deal with enhancing work engagement, intrinsic motivation and job satisfaction. Furthermore, the results indicate that intrinsic motivation and work engagement can enhance job satisfaction.

Originality/Value: The current study adds to the research pointing at job satisfaction as a promising underlying mechanism for employees' to be internally motivated and engaged at work.

Key words: Work Engagement, Intrinsic Motivation, Job Satisfaction

4. Title: Challenges of Government-To-Government E-Government: A Case Study of Kwazulu-Natal Department of Transport

Author:

Mr Irshad Abdulla, Government Solutions and Standards, State Information Technology Agency, South Africa

Abstract

e-Government (e-Gov) is the use of Information and Communication Technology (ICT) to enhance government service delivery to citizens. Government-to-Government (G2G) is a type of e-Gov concerned with the use of ICT within a government department or across different government departments. Although e-Gov promises many benefits to government and citizens, it is plagued by high failure rates, particularly in developing countries. However, governments worldwide, including the South African national and KwaZulu-Natal provincial governments, continue to pursue e-Gov as it provides a means to transform the way government delivers on its mandates. e-Gov therefore faces challenges that inhibit governments from leveraging ICT to its fullest potential. Thus the purpose of this study was to explore and understand e-Gov challenges, focusing on G2G in particular.

The literature was surveyed, together with evidence of G2G challenges in South African government, to identify the types of challenges facing G2G. The result was that User Adoption, Human Resource Skills, Complexity and Technology Infrastructure were identified as four challenges facing G2G in South Africa. Using the KwaZulu-Natal Department of Transport (KZN DoT) as a case study, this research has attempted to understand how these four challenges affect G2G.

A qualitative research methodology was used, with a case-study research design. The research site was the KZN DoT. Data was gathered through semi-structured, in-depth interviews and through document analysis. Fifteen research participants were interviewed from the KZN DoT and the KZN State Information Technology Agency (SITA), which is the ICT arm of the South African Government and provides ICT services to the KZN DoT. The data was analysed using thematic analysis and qualitative coding. NVivo 10 was used as the Computer Aided Qualitative Data Analysis Software (CAQDAS).

This research has found that all four of the G2G challenges affect G2G in different ways in the KZN DoT. User Adoption was found to be the central challenge facing G2G since the lack of user adoption means that the intended benefits of G2G cannot be realised. User Adoption was found to comprise six key components: *Addressing User Requirements, Business Process Management, Change Management, User Involvement, Organisational Culture and Priority*. These key components of User Adoption in turn are affected by other components: *strategy,*

usability, complexity, HR skills, resistance, systems development methodology, management support and data quality. It can therefore be concluded from the research findings that the G2G challenges of Complexity and HR Skills in fact affect the other G2G challenge of User Adoption. Although Technology Infrastructure does affect G2G, in itself it did not emerge as an important challenge facing G2G as compared to the other G2G challenges of User Adoption, HR Skills and Complexity. A number of underlying issues related to Technology Infrastructure were, however, identified.

DATE: 19 September - Session 1: 08h00 – 10h05

STREAM: The Role of Government to Support Sustainable Local and Global Economic Growth, Entrepreneurship and Trade

CHAIR: Professor Henry Wissink

1. Title: *The Role of Government to Support Sustainable Local and Global Economic Growth, Entrepreneurship and Trade*

Author:

Dr Cleopas Sanangura, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

South Africa has a population of over 45 million people and an estimated GDP (PPP) of US\$524 billion (CIA 2011). The country employs a mixed economy to address the legacies of apartheid, with the state's role being dynamic, shifting emphases to meet the changing developmental needs of our society. South Africa is the second power house of the African Continent after Nigeria (www.bet.com 2014). The GDP of South Africa is four times that of its Southern African neighbours, and counts for approximately 30 percent of the continent's GDP. Its industrial output and mineral production is 40 percent and 45 percent on the continent respectively, and the country generates over 50 percent of Africa's electricity (DTI, 2010).

At a time when as many as 2.6 billion individuals worldwide are living on less than one dollar a day, evidence demonstrates that sustainable economic growth is critical to reducing poverty. In fact, countries in Asia, Africa, and Latin America have shown repeatedly that growing the economy is the best first-step to help people lift themselves permanently out of poverty. Sustainable economic growth creates opportunities for people living in poverty to earn a living and provides governments with revenues needed to make long-term investments in their country's

development. Government therefore plays a critical role in developing policies that stimulate economic growth and development of entrepreneurs.

Development of the informal sector and SMEs is very important to employment creation, poverty alleviation and sustainable economic development of South Africa. Small and medium sized enterprises (SMEs) play a significant role in the economic development of every nation, particularly in developing countries like South Africa. The development of SMEs is seen globally, as a key strategy for economic growth, job generation and poverty reduction (Berry, Blottnitz, Cassim, Kesper, Rajaratnam and Seventer, 2002). The South African Department of Trade and Industry (DTI) estimates that small businesses employ almost half of formally employed persons, and contribute to 42% of the country's gross domestic product (Makgoe, 2008). Start-up SMEs are a key driver of sustainable economic development of the country. Gree and Thurnik (2003) argue that the contribution of the SME sector cannot be sustained without the creation of new SMEs. According to Maas and Herrington (2006) start-up SMEs are seen as a significant component of the solution to South Africa's development issues. Without start-up SMEs, South Africa risks economic stagnation.

Despite the importance of the creation and survival of start-up SMEs to the South African economy, 75% of start-up SMEs created in South Africa fail within the first two years of operation. Von Broembsen, Wood and Herrington (2005) state that the probability of a new SME surviving beyond 42 months and becoming an established firm is less likely in South Africa than in any other Global Entrepreneurship Monitor sampled country hence Government needs to participate in supporting SMMEs.

2. Title: Vocational Education and Training: Practices in India and the Role of Government to Promote Entrepreneurship

Author:

Professor Dr Sanjiv Mittal, School of Management Studies, Guru Gobind Singh Indraprastha University, India

Abstract

Indian Economy is growing at the rate of 5.5% per annum which is current India's GDP growth. Indian Government has opened up its economy for business and trade following LPG model (Liberalization, Privatization, Globalization) since 1991. Indian Government has allowed FDI in almost all business sectors including retail. There has been widespread entry of multinational companies in India through the route of FDI which has created a tremendous growth of the economy and increase demand for 'skilled labour'. The Government of India has ambitious plans to create almost 80-90 million new jobs by 2015. However 90 % of the jobs in India are "skills based" which

calls for vocational training. It is merely 6% of the Indian workforce which receives any type of skills development through vocational training.

Recognizing the importance of skills development in India two initiatives were taken by the UPA Government. Firstly, creating the ministry of micro, small and medium enterprise (MSME) in the year 2006 to develop and promote entrepreneurship in India. Secondly, establishing the National Skill Development Agency (NSDA) to promote Entrepreneurship development.

Another important change can be seen in India with the formation of new Government on 26th May, 2014 that a ministry headed by independent Minister of State for Skill Development and Entrepreneurship has been established. By creating a federal ministry for entrepreneurship and skills development the Government has shown how serious India is in creating new businesses in an increasingly changing and competitive world. The demand for the number of people with skills for an economy like India is growing at a rate of 10-12% per annum. According to the survey conducted by the National Skill Development Corporation of India (NSDC) starting from 2009-10 over the next 12 years, India would need 240 million skilled people just to maintain the current growth rate. India has set a target of skilling / upskilling 500 million people in India by 2022 through a PPP initiative for skills development. Such initiatives will foster entrepreneurship in India.

The paper has made an attempt to find the skills gap in India and the efforts of the Government to improve the vocational education and training in India to create skilled labour which is acceptable to the industry.

Key words: Vocational Education, Skills Development, Entrepreneurship Development, Skill – Based Training

3. Title: *An Evaluation of the Umbumbulu Agricultural Hub as a Model to Support Small Scale Farmers*

Authors:

Mr Peter Gilmore, Economic Development Unit, eThekweni Municipality, South Africa; and Dr Mihalís Chasomeris, Graduate School of Business and Leadership, University of KwaZulu-Natal, South Africa

Abstract

The purpose of this study is to critically evaluate the success of an Agricultural Farmers Support Centre at Umbumbulu Town in KwaZulu-Natal as a model for support to rural small scale farmers. The Umbumbulu Agricultural Hub was implemented by the eThekweni Municipality on a pilot basis for three years with the intention to be rolled out to other parts of the eThekweni Municipality. There are 181 farmer groups and 40 co-operatives registered with the hub. The study adopted both qualitative and quantitative methods to collect data. The author administered

questionnaires that consisted of open and closed-ended questions to 49 farmers at a monthly farmers meeting held at the Umbumbulu hub. Semi-structured and unstructured interviews were held with five purposively selected representatives from the hub, eThekweni and ILembe Municipalities and the Kwa-Zulu Natal Department of Agriculture. Quantitative methods were also used to collect statistical data from documented evidence that was made available by the hub. All data collected was matched against the literature review obtained from a wide range of sources. The findings confirmed that there is an overwhelming support for agricultural extension services and that the Umbumbulu Hub has had a positive impact on the farmers as a conduit through which extension services can be supplied to smallholder farmers in rural areas. Over the three year period the membership had grown from 24 community gardens to 181 gardens. Production had increased from 5,2 tons of produce in 2011 to 18,2 tons by 2013. This amounts to 16kg per month per farmer in 2011 to 71kg per month in 2013. The hub's output in terms of training also increased from 21 farmers per month being trained in 2011 to 49 farmers per month in 2013. The average of farmers mentored per month increased from 29 farmers in 2011 to 99 farmers in 2013. Results from the farmer questionnaires showed that 90% of the farmers have experienced crop yield and crop quality improvement. Eighty two percent indicated that training programmes offered by the hub were beneficial and 100% indicated they made use of the hub for mentorship support. The findings of the research will contribute towards the knowledge base and place the municipality in a better position to make an informed decision as to whether to roll the hub model out to other parts of the municipality.

4. Title: *Methods, Models, Metaphors: uMshwathi and Local Economic Development*

Authors:

Mrs Claudia Ariatti, Consulate General of Italy Johannesburg, South Africa; and Dr Mihalis Chasomeris, Graduate School of Business and Leadership, University of KwaZulu-Natal, South Africa

Abstract

South Africa's inherited economic dualism and globalisation's influence on commodities, labour, property and financial markets, appears to justify state intervention with an economic growth program embracing previously excluded communities. The Constitution of the Republic of South Africa, 1996, is premised on the developmental nature of the State. The 2012 National Development Plan necessitates implementation through the Medium Term Strategic Framework. The Intergovernmental Relations Framework Act 13 of 2005 coordinates government activities to achieve development. The Municipal Systems Act 32 of 2000 assists

Municipalities in achieving their developmental mandates with the Integrated Development Plan (IDP).

Building blocks required for local economic development (LED) processes are: mobilised, competent and willing key actors, which steer an LED process through cooperative governance and management structures, creating the ability for long-term strategic action and constant learning, combined with actual initiatives to improve an area's locational quality.

The research centres on the significant developmental role of the State and its central planning process. The study examines mainly secondary data on uMshwathi Local Municipality using the qualitative research method of the case study.

The operation of LED within Municipalities is described as centrally positioned and cross-cutting. uMshwathi's IDP and LED Plan reveal limited performance of the local economy assessment, the creation, implementation and review of the LED strategy and the community's democratic participation. The Municipality has not achieved Goals 9 and 7 of the Medium Term Strategic Framework, 2010: "responsible, accountable, effective and efficient local government system" and "vibrant, equitable and sustainable rural communities and food security for all".

Recommendations include that Provincial Government grant access to communication and coordination through a dedicated portal; that vacancies be filled in uMshwathi Municipality and staff trained to view LED as an opportunity through which all municipal functions are accomplished; the formulation of a District LED Policy, the establishment of a District LED Agency and employment of professional LED practitioners in all LED Units; the development of programmes with participation of the myriad of local resources, persons, processes and organizations to provide necessary skills and improve the social capital of the resident population, thus uplifting the Community of uMshwathi.

5. Title: *Supply Chain Practices in South African State Owned Enterprises (SOEs)*

Authors:

Mrs Rebecca Setino and Professors Intaher Marcus Ambe and Johanna Badenhorst-Weiss, Business Management, UNISA, South Africa

Abstract

The South African government supply chain management system is not adequately implemented in State Owned Enterprises (SOEs). There are weaknesses in the SOEs SCM enablers, strategies and policies. In addition top management of SOEs still do not see SCM as strategic enough to deserve their attention, and therefore there is

very little support from top management, thus making it even difficult for SCM practitioners to execute their day to day functions, let alone delivering on the letter and spirit of the relevant legislations. Supply chain strategies lack buy in from the top, and as result senior SCM practitioners have not been involved in the corporate strategy. This has resulted in supply chain and corporate strategies being misaligned. Due to service delivery backlog, high level of corruption and continuous strikes across the country for better services it is inevitable that government leaders be more strategic about how South Africa can use SCM as a tool to improve service delivery. Consequently, there is a need to close the gap between the strategic level dealt with by top management and the application of operational SCM concepts: the use of SCM concepts and therefore supply chain strategies – should be aligned with the corporate and business strategies in order to ensure the achievement of top level business objectives. This paper aims to explore supply chain practices in State Owned Enterprises (SOEs). The paper based on a conceptual review, provides the status, trends and development and suggests a framework for aligning supply chain strategies and organisational strategies in an SOE environment.

Key words: Supply chain management; Strategies, State Owned Enterprises; South Africa

DATE: 19 September - Session 1: 08h00 – 10h05

STREAM: Ethics, Accountability and Social Responsibility in Business and Governmental Practices

CHAIR: Dr Fayth Ruffin

1. Title: *Budget Allocation and Expenditure Patterns of Sedibeng District Municipality on Service Delivery in the Gauteng Province of South Africa*

Author:

Mr Immanuel Imuezerua, Accountancy, Vaal University of Technology, South Africa

Abstract

In South Africa, municipalities were created as a tier of government to perform the role of addressing the backlog of service delivery created by the pre 1994 government. The purpose of this study is to determine the budget process of Sedibeng District Municipality in Gauteng province of South Africa and also examine how this budget is allocated in terms of expenditure for effective delivery of services. For this study, a quantitative research method was used which requires the researcher to base knowledge claims on collection of data to best understand the

research problems. Data collection also involves gathering of numeric information so that the final base represents the quantitative information. The empirical study consists of a structured questionnaire handed out to a sample population of forty (40) officials at Sedibeng District Municipality. The officials were asked to respond to questions on budget allocation, compilation and its effect on service delivery.

The response gathered, were consistent with the Incremental theory of budgeting by Wildavsky (1964) but contrast in the area of expenditure. Cronbach's Alpha (a statistical test used in order to generate internal consistency of questionnaire) was used to measure the validity and reliability of data while analyses were done using regression analysis. The findings of the empirical investigation indicated that although the municipality claim to operate the incremental method of budgeting, the zero based method and trend analysis based method are used in certain sections of the budget which cause shortfall in service delivery. It is therefore recommended that the incrementalism theory be applied in every section of the municipality's budget for effective service delivery.

2. Title: *The Role of Leadership in Healthcare Service Delivery in a Public Hospital in Durban*

Authors:

Mr Sagaren Govender, Health Technology Services, South Africa; and Ms Cecile Gerwel Proches, Graduate School of Business and Leadership, University of KwaZulu-Natal, South Africa

Abstract

The KwaZulu-Natal Department of Health has a constitutional mandate to provide effective, efficient and quality healthcare to all of the citizens that reside in the province. However, a particular public hospital in this province, which renders both specialised and non-specialised services to thousands of patients in the Durban Metropolitan area, has been on the decline for the last two years. The hospital is inundated with various problems that are impacting negatively on healthcare service delivery, which include poor leadership; no stable management; shortage of critical staff such as clinicians, nurses and managers; outdated medical equipment; shortage of prescribed drugs; suspension of key staff members; financial mismanagement; fraud; poor infrastructure; and shortage of basic stock items such as stationery, linen, etc. This paper draws on the the role of leadership in identifying the aforementioned service delivery challenges that are predominant at this hospital, and highlights the best form of leadership that could promote efficiency and organisational performance. The executive leadership of the hospital has been criticised publicly in the popular press for failing to address these key challenges, which has led to threats of litigation from many patients or patients' families, who have been affected by service delivery failures. Staff morale, confidence and productivity is low, and negative publicity and the attitude of staff towards work

compounds the operational challenges that affect this hospital. The key assumption of the study is to demonstrate how effective leadership can contribute to improving organisational performance at the healthcare facility, resulting in quality healthcare for patients. The theoretical underpinnings of leadership in relation to public healthcare service delivery were interrogated through various literature studies on leadership. The qualitative research approach was used. Purposive sampling was employed in the research setting in order to collate data from the targeted audience which included managers and employees. The key findings of the study indicated that this public hospital is inundated with various service delivery challenges, which is critical for establishing effective leader-related interventions that can address these service delivery challenges that prevail at the healthcare facility.

3. Title: *The Role of Transparency and Public Participation in Good Governance: A Case Study of West Rand District Municipality*

Authors:

Dr Thembie Ntshakala and Dr Thokozani Nzimakwe, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

The twenty years of democracy has brought many of lessons to the South African sphere of local governance. Governance comprises of mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Active citizen participation is an essential ingredient in any democratic dispensation because it ensures that the government of the country remains "on track" and that public officials serve the general welfare of society. The aim of this article is to analyse the role of transparency and public involvement in ensuring good governance, using the West Rand District Municipality as a case study. Involving the public, both in the planning and implementation process, contributes towards improving their quality of life and also to the success of the service delivery process This article recommends that the public needs to look inward and determine what new strategies and approaches can be harnessed into their own practices to promote transparency. These can include innovative methods of engaging with local government and different ways of building networks and coalitions. Councillors should report regularly and also in detail to the community, because it is through reporting to the public that continuous feedback on the local government projects gets known to the public.

4. Title: *Democratic Governance and the Outcomes Approach to Performance Management Through African Epistemologies*

Authors:

Ms Ntokozo Makoba, Management Advisory Services, Department of Agriculture and Rural Development, South Africa; and Dr Fayth Ruffin, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

Democracy is an African epistemology. In his seminal work, *The Destruction of Black Civilization: Great Issues of a Race from 4500 B.C. to 2000 A.D.*, scholar Chancellor Williams highlights an ancient African system of democracy based upon comparative continent-wide studies of African customary laws. Yet contemporary concepts of modernity characterise democracy as a system of Westernised origin and question whether African countries can measure up to the promise of democratic governance. In this article, the authors briefly historicise the pre-colonial South African state, the imposition of colonisation and apartheid, and the role of the African National Congress in dismantling the apartheid regime leading to the dawn of democratic governance. In view of unitary government in South Africa, the authors interrogate application of the public administration Westphalian model, contrived as the basis for International Relations by the European international system of states and that eventually led to the scramble for Africa at the Berlin Conference of 1884-84. The authors argue that (1) skills and abilities requisite for freedom fighters are different from those of public administrators, managers and policy-makers and (2) the Presidency's 2010 Outcomes Approach (OA) framework – in policy and in practice – offers great opportunity for results-oriented public service delivery in the new South Africa. Empirical results from a mixed method study that engaged 44 senior managers of the Department of Agriculture and Environmental Affairs (DAEA) (as part of a full research master's dissertation study) reveal varied perceptions on whether and how the OA influences performance management. Based upon the findings, the authors contend that change management plays a key role in the practice of the OA performance management and that change management protocols must be grounded in African epistemologies that facilitate citizen participation in the OA to ensure improved service delivery to those who depend upon DAEA particularly for facilitation of sustainable livelihoods and environmental ethics. The article is concluded with pragmatic recommendations applicable to governmental departments shifting to the OA.

Williams, C (1974). *The Destruction of Black Civilization: Great Issues of a Race from 4500 B.C. to 2000 A.D.*, Chicago (USA): Third World Press.

DATE: 19 September - Session 2: 10h30 – 12h30

STREAM: The Role of Government to Support Sustainable Local and Global Economic Growth, Entrepreneurship and Trade

CHAIR: Mrs Indrisha Beharry-Ramraj

1. Title: *Perceptions of Second-Tier Cooperative Potential by Sicabazini Farming Cooperatives*

Authors:

Ms Lindiwe Kunene and Ms Noxolo Somhlahlo, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

Small businesses' operating as suppliers for large organizations has led to numerous farmers being able to move from being subsistence producers to possibly commercial farmers. In some communities this is achieved through the use of cooperatives where various community members who produce the same or similar goods come together and form business, driven by a common goal to succeed and be profitable. The transition from small scale farming as cooperatives to commercial farming is known as second tier cooperative. Through the use of a case study, the growth potential perceptions by the Sicabazini co-operatives were studied to assess their transition into becoming second tier cooperatives. Data collected revealed the opportunities and challenges that small-scale farmers have regarding their second tier transition.

Keywords: Cooperatives, second-tier, farming, growth

2. Title: *The Crisis of Industrialisation in Africa: A Focus on Nigeria*

Authors:

Dr Philip Dahida, Department of Public Administration, University Of Abuja, Nigeria

Abstract

This study intends to unravel the copious challenges which hampered industrial growth in Africa and in deed Nigeria as a nation. Nigeria for instance, after independence in 1960, the main stay of her economy was Agriculture with little elements of textile and agro-allied industries until around late 1970's, these industries came to a state of comatose. One of the reasons for the distortion in the industrial

development was the production of oil in commercial quantity. By implication, the discovery of oil made most African states like Nigeria to settle for an economy which relies mainly on primary mode of production instead of developing the hitherto existing local craftsmanship into modern industries. Also most consumers in Africa prefer foreign products to locally made goods due to inferiority complex. In the long-run most infant industries producing locally made products folded up due to inability to favorably compete with the western technologies.

After a thorough review of relevant literature, the study adopted the dependency approach as theoretical framework that guides the paper. The main objective of the paper is to investigate in to the multiple problems that have accounted to the decline in the sector that led to industrial crisis. In an attempt to achieve the objective of this study, content analysis was used to articulate the views of notable scholars who have meaningful contributions on the subject matter.

As to methodology, the paper made use of secondary data which include: pamphlets, magazines, books, journals, bulletins, newspapers, government publications and internet services. The study revealed that, the major challenge confronting industrial growth in most African countries and Nigeria in particular is lack of political will and focused leadership to break away from mono-cultural economy i.e. oil, without diversification to allow industrial growth and development to flourish. Other set-back include the followings; lack of access to micro credit facilities, epileptic power supply, weak market structure, general lack of trained manpower- technical know-how and security challenges. The attendant effects are that, there is no wealth creation, lack of job opportunities and high level of unemployment. Although in principles, Nigeria is regarded as the giant of Africa but in practice she is a consumer nation without potent industrial growth and development.

One major recommendation in the study is that skill acquisition and rejuvenation of technical education by institutions of higher learning and technical colleges as well as diversification of the economy to entrenched in it industrial base and development is seriously advocated.

Key words: Technology; Industry; Industrialization; Manufacturing; Agriculture

3. Title: *The Role of Government in Building Sustainable Women Entrepreneurship: A Comparative Assessment of Brazil and South Africa*

Authors:

Dr Obianuju Okeke-Uzodike, Professor Pepukayi Chitakunye and Dr Ziska Fields, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

The inception of Millennium Development Goals has seen many governments developed various national goals within the framework of MDG's aimed at providing a better place for the citizens. It is no longer an issue of debate the contribution of women and entrepreneurship to the nation's economic growth.

Literature has documented evidence of contribution of women entrepreneurs in the areas of job creation, economic growth, poverty alleviation and so on. However, research has identified BRICS nations as source of potential economic growth areas for the world economy.

This paper will explore the role of government in economic growth for two BRICS countries-Brazil and South Africa. The paper will examine existing government policies and initiatives towards entrepreneurship development and women empowerment. It will further discuss the impact of women entrepreneurs towards the development of each of the economies. The state of women entrepreneurs and the challenges facing them will be examined. The paper will give insight on the present state of women entrepreneurs in both economies. It will draw conclusion within the context of the existing government platforms for women entrepreneurs and the progress made so far towards achieving MDG's of poverty alleviation, women empowerment and sustainable global partnership.

The findings of the study will give insight into various governments policies and strategies implementations beyond MDG's target year. The paper will rely heavily on existing secondary data.

<p>4. Title: <i>An Investigation into the Criminological Concept of Cybercrime Issues and the Effect of Cybercrime Security in Business</i></p>

Authors:

Dr Funminiyi Olajide and Professor Manoj Maharaj, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

The effect of cybercrime continues to diverge throughout the economy, social life, and national defence and security. An investigation into the criminological aspect of cybercrime is imperative, as cybercriminals are changing the way they organise, targeting new methodologies and diverse platforms.

In the global village, cybercriminals are exploiting the Internet to target individuals, business and government in order to extract illicit (financial) gain. Africa is fast becoming a safe harbour for cybercriminals and there is urgent need for counter

cyber-crime activities and cyber business victimisation. Hacktivism is used for planning, organising and influencing crucial political decisions in many countries and also, for economic growth in many nations of the world. The global use of social networking has made the Internet an integral part of daily life for large numbers of people. There is no doubt that without the use of the Internet, business may suffer and people may not be able to communicate as effectively as expected.

Therefore, this research will investigate into the criminological aspect of cybercrime activities as related to different issues, including social networking and business organisation. In this research, relevant technical standards on detection, prevention and security of cybercrime will be developed and presented. A cyber investigation framework for digital and computer forensics, including policies, standard and procedures on cyber-security across borders will be discussed. The need for cyber forensic investigation on business systems networks will be evaluated as a key factor of supporting business development, practices and expansion across the border.

DATE: 19 September - Session 2: 10h30 – 12h30

STREAM: Ethics, Accountability and Social Responsibility in Business and Governmental Practices

CHAIR: Dr Elias Munapo

1. Title: *National Development Plan: New Challenges and Planning Work procedures Requiring Sound Technical Behaviour*

Author:

Dr Mogie Subban, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa; and Dr Henk Theron, KwaZulu-Natal Co-operative Governance and Traditional Affairs, South Africa

Abstract

The introduction of the National Development Plan (NDP) has changed the planning regime in South Africa for the better. A comprehensive planning hierarchy including local, provincial and national spheres of government is now a possibility. The KwaZulu-Natal (KZN) Province has embraced this opportunity with both hands. To this end, a Provincial Planning Commission has been established that has developed a Provincial Growth and Development Strategy (PGDS) that is aligned with the NDP. Currently, each district is formulating a District Growth and Development Plan (DGDP) within the same time horizon as the NDP, namely up to 2030. Municipal

Integrated Development Plans (IDPs) will be the instruments to implement the PGDS in five year periods. Cumulatively, planners in KZN had to respond to this new "hierarchy" in innovative ways to make it work by integrating and aligning the NDP in all planning levels in such a manner that the nature of planning work is evolving and planners have to ensure that planning is being undertaken ethically, accountably and in a socially responsible manner to address poverty, inequality and unemployment in line with the targets as set out by the NDP. With actions-based Batho Pele Principles and proper feedback systems as necessary ingredients, the paper will thus address these key issues and development planning in the context of the NDP.

2. Title: *Ethical Skills and Public Procurement for Infrastructure Development in South Africa: A Missing Link*

Author:

Mr Bongani Qwabe and Dr Fayth Ruffin, School of Management, Information Technology and Governance, University of KwaZulu-Natal, South Africa

Abstract

This article is premised on the need for the reconnection of ethical skills and public procurement, in pursuit of the successful implementation of infrastructure projects and public procurement practices in South Africa. Globally, there is considerable realisation that public projects, including economic infrastructure projects such as energy and telecommunication have immense potential for promoting growth and development. From the Southern African Development Community (SADC) perspective, the Regional Infrastructure Development Master Plan (RIDMP) tersely pronounces the need for infrastructure development as the bedrock for economic development and deepening regional integration. The call for infrastructure development has thus resulted in an upsurge of government spending, as in South Africa. However, the current success rate of infrastructure projects in South Africa is alarming. The authors of the article maintain that the success rate of infrastructure projects will depend largely on ethical conduct of practitioners responsible for the delivery of such infrastructure projects and procurement processes. While South Africa has adequate legislative provisions for the management of public procurement processes, the lack of ethical skills remains a daunting challenge. From a human capital development perspective, the completion of projects on time, standardisation in contracting, pricing, procurement, and promotion of accountability, transparency, and probity, have a bearing on ethical skills. Thus, the article deems that failure to implement infrastructure projects in general, and in South Africa specifically, is attributed not only to the technical skills of the project experts, but rather to their ethical skills. The article finally provides recommendations for the development of a human capital model that will sustain ethical skills in the South African public procurement sector.

Key words: ethical skills, public procurement, and infrastructure development

3. Title: *Factors Affecting in Development of Rural ICT's Office*

Author:

Kaveh Mehdi far, Management, University of Sistan and Baluchestan, Iran

Abstract

The purpose of this study is to identify key success factors in providing banking services in rural ICTs. In this study first the effective factors in rural banking services offices (Variables such as Specialty broker, office space, advertising, facilities, services and job satisfaction) were identified by using library studies and consultation with director and consultant master. Statistical society of study includes all rural ICT brokers of Boushehr province (the total number is ۲۱۴ people) and the sample is calculated ۷۰ people by Cochran test. The sampling was simple random according to the size of society. Descriptive and inferential statistical methods were used for analysis. For test of the research hypotheses, an inferential statistical method (T-student) was used. The results showed that five variables (advertising, office space, services, specialty broker, and facilities) are effective in the success of rural banking offices. And also there is no significant relationship between the brokers' job satisfaction and success of rural banking offices.

Key words: ICT - Banking Services offices - broker - key success factors.

