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CENTRE FOR ENTERPRISE AND ENTREPRENEURSHIP STUDIES, CENTRAL UNIVERSITY OF  
TECHNOLOGY, FREE STATE

**THE SECOND INTERNATIONAL CONFERENCE ON ENTREPRENEURSHIP DEVELOPMENT  
(ICED) 2019**

*Theme:*

Sustainable entrepreneurship development for the 4<sup>th</sup> Industrial Revolution

Conference Chair: Professor Dennis Yao Dzansi  
Professor of Entrepreneurship

Head of Department of Business Support Studies, Central University of Technology, Free State  
Head of Centre for Enterprise Studies

Programme Chair: Prof Crispen Chipunza  
Assistant Dean of the Faculty of Management Sciences, Central University of Technology, Free State  
Associate Professor of Human Resource Management

## WELCOME TO BLOEMFONTEIN

I welcome you to our 2<sup>nd</sup> International Conference on Entrepreneurship Development 2019 here in Bloemfontein, South Africa.

I am very grateful to all who have in their various ways contributed to making this conference a success. The theme for this year's conference, *Sustainable entrepreneurship development for the 4th Industrial Revolution*, has three key components namely, sustainability, entrepreneurship and 4<sup>th</sup> industrial revolution. All of these components are very topical and it is my hope that this conference will make valuable contributions to this discourse.

Just like the maiden edition, the Second Conference is indeed truly international because we have participants from many countries while much of the research to be discussed has global relevance.

The backbone of any conference is the programme committee. I am very appreciative of the hard and diligent work of the following people for their various voluntary roles in bringing this conference to fruition. They include the Programme Chair and Co-Chairs; Track Chairs, and the Programme Committee made up of: Prof Crispin Chipunza, Prof Tshedi Naong, Prof Patient Rambe, Prof Tryna Van Niekerk, Prof Rene Haarhoff, Ms Felicia Rooi, Dr Rosemary Manyevere, Ms Maraka Lefera, Ms Jaydee Snyman, Ms Slee Ndlovu and Mr Daniel Maritz.

I am also grateful to our partners/ sponsors namely, Van Schaik Publishers, Juta Publishers, Pearson, Emerald Publishing South Africa, The Free State Department of Economic, Small Business Development, Tourism and Economic Affairs (DESTEA) for their generous support.

There are a number of Executives and Deans of our university (CUT) participating. I am pleased that they have taken time to interact with us. I would like to thank our Hotel School for providing the delicious meals and conference space as well as CUT Innovation Services (CUTis) for its generous financial support. Finally, we are grateful to the Editors of the South African Business Review and African Journal of Hospitality, Tourism and Leisure (all DHET accredited Journals) for agreeing to publish deserving full papers in special editions of their journals.

As before, I pray that the International Conference on Entrepreneurship Development at CUT continues to grow. Enjoy the conference and may your stay in the beautiful City of Bloemfontein, the city of roses and the only Free State in South Africa!



Prof DY Dzansi  
Conference Chair

## MESSAGE FROM THE PROGRAMME COMMITTEE

Dear Delegates

It is with great pleasure that we welcome you to the Central University of Technology, Free State. We have learnt great lessons about your commitment, dedication and participation at the First International Conference on Entrepreneurship Development (ICED) successfully hosted by our esteemed institution in April 2017. We sincerely hope that ICED 2019 will be no different as we joyfully look forward to your unwavering support, co-operation and participation during the presentation of scholarly papers. We anticipate some mutual benefit from the lively engagements among presenters and delegates and to receive thought provoking feedback from session chairs and fellow delegates. We sincerely hope that you will have a memorable and ecstatic experience of the Conference, our esteemed university, the city and the entire province.

We also exhort your use of the conference as a platform to network with fellow delegates and conference organisers, to build durable relationships with scholarly peers and develop an enduring academic community into the future. We are eternally grateful for the generous support that we received from Van Schaik Publishers, Juta Publishers, Pearson, Emerald Publishing South Africa, The Free State Department of Small Business Development, Tourism and Economic Affairs, CUTis and Communications and Marketing Section, without which the hosting of this conference could not have happened.

We are also indebted to the session chairs, local and international reviewers for the invaluable feedback so expeditiously rendered. We deeply appreciate your professionalism and excellent support. Lastly, our special thanks are extended to the Conference chair, Programme Chair and Programme Co-chairs and organising team members for the strenuous effort and dedication to the conference preparation and organisation. I encourage you all to keep the sterling work up!

Professor Patient Rambe, PhD.

A handwritten signature in black ink, appearing to read 'Patient Rambe', with a stylized flourish at the end.

Programme Co-Chair

Associate Research Professor: Faculty of Management Sciences

## 2019 PROGRAMME COMMITTEE

<b>Conference Chair</b>	<b>Programme Chair</b>
<p>Dennis Yao Dzansi, PhD. Professor of Entrepreneurship Head of Department of Business Support Studies Central University of Technology, Free State</p>	<p>Crispen Chipunza, PhD. Associate Professor of Human Resource Management, Assistant Dean: Research Innovation and Engagement Central University of Technology, Free State</p>
<p style="text-align: center;"><b>Programme Co-chairs</b></p> <p style="text-align: center;">Patient Rambe, PhD. Associate Research Professor and Postgraduate Streams Convenor, Faculty of Management Sciences, Central University of Technology, Free State Tshedi Naong, DBA Associate Professor of HRM and Head of Department of Business Management Central University of Technology, Free State</p>	

### TRACK CHAIRS

Prof Patient Rambe, Central University of Technology, Free State

Prof Van der Walt, Central University of Technology, Free State

Dr Mokhethi Motselisi, University of Lesotho

Dr Munsamy Logan, Central University of Technology, Free State

Prof Dillip Das, Central University of Technology, Free State

Dr Hlalele Moeketsi, Central University of Technology, Free State

Dr Peterson Dewah, University of KwaZulu-Natal

Dr Paul Chavhunduka, Great Zimbabwe University

Prof Willie Chinyamurindi, University of Fort Hare

Dr Bemani, Great Zimbabwe University

## **EXECUTIVE PLANNING COMMITTEE**

Prof Dennis Yao Dzansi, Central University of Technology, Free State

Prof Crispen Chipunza, Central University of Technology, Free State

Prof Tshedi Naong, Central University of Technology, Free State

Prof Patient Rambe, Central University of Technology, Free State

Prof Desire Koko, Central University of Technology, Free State

Prof Freda van der Walt, Central University of Technology, Free State

Prof Rene Haarhoff, Central University of Technology, Free State

Prof Tryna Van Niekerk, Central University of Technology, Free State

Dr Dalene Crowther, Central University of Technology, Free State

Dr Lineo Dzansi, Central University of Technology, Free State

Mr Daniel Maritz, Central University of Technology, Free State

Ms Maraka Lefera, Central University of Technology, Free State

Ms Rolline Ndjike-Fongwa, Central University of Technology, Free State

Ms Jaydee Snyman, Central University of Technology, Free State

Ms Felicia Rooi, Central University of Technology, Free State

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Dr Johan van Zyl, University of the Free State, South Africa

Prof Helena van Zyl, University of the Free State, South Africa

Your Programme Committee  
is pleased to present your schedule for the  
Second International Conference on Entrepreneurship Development (ICED) 2019  
of the Centre for Enterprise Studies in the  
Department of Business Support Studies at the  
Central University of Technology, Free State  
Enjoy!



## General Conference Information

Conference venue and parking	The main conference venue is the Central University of Technology, Hotel School
Registration, Helpdesk	Helpdesk will open for registration at 07:00 daily
Name tags	Please wear your name tags in plain view at all times. It serves as your entry pass to all conference sessions and catering.
Wi-Fi	Internet access will be available for the duration of the conference. Wi-Fi Username and Passwords will be provided.
Emergencies	In the event of an emergency, or if in need of medical attention, please alert the staff at the conference helpdesk.
Cell phones	Conference delegates are required to switch off cell phones during the Conference plenary sessions and track sessions.
Timekeeping	There is a 5-min allowance between presentation session to enable room changes. Presenters are requested conclude their session timeously.

## Guidelines for the session chair

Activities before your session:

1. You are kindly expected to check the conference schedule and be clear about the exact date, time, venue and room of the session that you are chairing.
2. Please be available in your designated room at least **10 minutes** prior to the commencement of your session. Acquaint yourself with the working of the lights, computer LCD projector etc. Please contact the helpdesk immediately if you face any problems.
3. Ensure that the list and participants in your session such as presenters/ speakers are present in the room.
4. Announce that the time allotted to each paper (including all co-authors) is of **20 minutes** followed by **5 minutes** of brief question and answer session. Total time of **25 minutes** maximum for each presentation/ paper.
5. The Session Chair may announce the method that will be used to notify the speaker/ presenters when they are nearing their presentation time and not to interrupt their presentation. It is up to you as the Session Chair to ensure that all speakers receive their allotted time and that the audience has the opportunity for their question and comments.

#### Activities during your session:

1. Briefly introduce yourself and welcome the participants to your session. Announce that you shall be chairing this session. Remind and request speakers/ presenters and audience/ participants to adhere to the guidelines.
2. Ensure that each participant starts on time and ends on time. It is your responsibility to ensure that the session finishes on time.
3. While inviting participant(s) to present a paper, announce their initials and surname, affiliation and title of the paper. You may refer to the conference programme.
4. Encourage questions and answers, discussions, comments and interaction among the participants given the time limit.
5. At the end, convey acknowledgements on your personal behalf and on behalf of the ICED 2019 Members to the presenters and the audience.

#### Guidelines for presenters/Authors:

1. Kindly avoid lateness to the venue. You are requested to be at your designated session room at least **10 minutes** before commencement of the session.
2. All accepted abstracts submission will be allotted 20 minutes time to make their oral presentation with the help of PowerPoint during the conference. The presenter / authors may bring their files in PowerPoint format in the USB stick/flash drive. This presentation will be followed by a **5 minutes** time for questions and answers.
3. The presenter /authors are advised to stick the time limit. The Session Chair will not allow any presenter/ author to continue or more than **20 minutes** in any case. It is advisable to undertake a rehearsal for time keeping prior to attending the conference.
4. There shall be a question and answer session for **5 minutes** after each presentation, where the participants may ask more pertinent questions and seek clarifications from the presenter / authors. Kindly keep the question and answer not more than the time allotted since there will be another presentation in waiting.
5. The content of the PowerPoint Presentation can be a very brief introduction of the concepts, research problem identified, methods used, findings, conclusion, limitation etc.
6. It is recommended that the presenters / authors should focus more on their research methods, findings, implications and the usefulness of the research.
7. There are ample opportunities during the morning break, lunch, afternoon tea, gala dinner etc. for further questions and answers and debate/ discussion about the concerned subject. Hence all the participants are requested to utilize their times to network effectively.

Thank you!



**Professor Larry Dwyer**

Larry Dwyer, PhD is Visiting Research Professor, School of Business, University of Technology, Sydney; Adjunct Professor Faculty of Economics, University of Ljubljana and Griffith Institute for Tourism (GIFT), Griffith University.

He publishes widely in the areas of tourism economics, management, policy and planning. With over 200 publications in international journals, books, book chapters, government reports and monographs, he has been awarded numerous research grants to contribute to tourism knowledge.

Professor Dwyer is past President and current Board Chair of the International Academy for Study of Tourism, the world's peak academic tourism association. He is past President of the International Association for Tourism Economics, and currently serves on its International Advisory Board. He is a Foundation Fellow of the Council of Australasian University Tourism and Hospitality Educators and Researchers (CAUTHE).

Professor Dwyer maintains strong links with the tourism industry at international, national, and regional levels. He receives invitations to give keynote addresses at numerous international tourism conferences worldwide. He also has undertaken an extensive number of consultancies for public and private sector tourism organisations, and for international agencies, including the United Nations World Tourism Organisation and the OECD. He is an appointed member of the Editorial Boards of twenty eight international tourism journals.



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**Prof. Keolebogile Shirley Motaung**

Professor Keolebogile Shirley Motaung is a professor, biomedical scientist and Assistant Dean: Research, Innovation and Engagement in the Faculty of Science at the Tshwane University of Technology. She is the founder and Chief Executive Officer of Global Health Biotech (Pty) Ltd, and President of the African Tissue Engineering and Regenerative Medicine International Society. As a Professor, research scientist and entrepreneur, she trains her postgraduate students not just on how to do research, and become a scientist, but also on how to become entrepreneur. By becoming entrepreneurs, they can create jobs for themselves after completing their studies at a time when jobs are scarce and unemployment is high.

Motaung is a well-established scientist with international recognition in her field of tissue engineering and regenerative medicine. Motaung's research focuses mainly on stem cells, tissue engineering and regenerative medicine using medicinal plants for bone and cartilage

regeneration. She has used her innovation and expertise in plant-based morphogenetic factors in tissue engineering of bone and articular cartilage to establish the La-Africa Soother (LAS) business which manufactures the natural anti-inflammatory ointment/cream named La-Africa Soother (LAS) from medicinal plants. The LAS product offers athletes, sportsmen and women an alternative natural anti-inflammatory cream/ointment. The LAS ointment is used to relieve muscle pain, treats pain at the source and speeds recovery. Application of LAS should be before and after physical activity in order to prevent injury (this is the first of its kind). The product is now ready for commercialization and the patent has been filled.

Through such innovation, Prof Motaung has received huge recognition as: – Winner of the Black Management Forum (BMF) in partnership with Standard Bank Top Inventor of the Year Award 2018. She is the Winner of the Distinguished Woman Scientist under the category Research and Innovation, South African Women in Science Awards (SAWISA) 2018, Recipient of the #Inspiring Fifty SA Women 2018. She is also the Winner of the 2017/2018 National Science and Technology Forum (NSTF) South32 Awards under the category: Innovation Awards: Corporate Organisation, Most Innovative Woman of the Year in Gauteng in 2018 and won the Biotech Fundi Research Award in 2017 and the Gauteng Accelerator Programme (GAP) Biosciences Competition in 2015. Winner, Gauteng Legislature's Community Heroine award of the VITA BASADI Awards in 2017. As the winner of the 2017 FemBioBiz Pitching Den, she received an all-expenses paid trip to Finland to upscale her business and she has just been selected as a finalist for the Business Woman of The Year Award in the Science and Technology category 2018 and Top 10 nominee for the IPA 2018! Innovation Prize for Africa (IPA) under innovation category with more than 3000 applicants from 52 African countries. Motaung is passionate about capacity building and has trained 14 postgraduate (11 master's and 3 doctoral) students. She is currently supervising four (4) doctorate students and six master's students. Prof Motaung is a progressive and strategic partner in international collaboration driven by the Department of Science and Technology (DST), and is a leading champion of women support, improvement, development, growth and retention in science, technology, engineering and mathematics. She is passionate about science and technology entrepreneurship, often assisting the DST in redefining international relations for women in STEM research.

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## Conference Programme: Pre-conference Day

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<b>2<sup>nd</sup> International Conference on Entrepreneurship Development 2019</b>	
<b>Conference Venue: Hotel School, Central University of Technology, Free State</b>	
<b>Day 1: Wednesday 3<sup>rd</sup> April 2019</b>	
12:00- 19:00	Registration
14:00- 16:00	Pre conference Workshop on SMME training

## Conference Programme: Conference Day 1

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<b>2<sup>nd</sup> International Conference on Entrepreneurship Development</b>	
<b>Conference Venue: Hotel School, Central University of Technology, Free State</b>	
<b>Day 2 Thursday, 4<sup>th</sup> April 2019</b>	
07:00-08:00	Registration Venue: Hotel School Atrium
08:00-08:30	Official Opening by the Vice Chancellor and Principal of the Central University of Technology, Free State, Professor Henk De Jager Venue: Japie Van Lill Auditorium
08:30-09:30	Plenary Session: Keynote address by Professor Larry Dwyer Visiting Research Professor, School of Business, University of Technology, Sydney Venue: Japie Van Lill Auditorium
09:30-11:10	Session 1
11:10-11:25	Tea Break Venue: Hotel School Atrium
11:25-13:05	Session 2
13:05-14:05	Lunch
14:05-15:20	Session 3
15:20-16:00	Tea Break & Tour Preparation Venue: Hotel School Atrium
16:00-18:00	Bloemfontein Tour
18:30-21:30	Gala dinner

### Breakaway Session 1

Venue	<b>Big 5 Room 107</b> <b>Theme 1:</b> <i>Tourism and Hospitality Entrepreneurship development</i>	<b>Springbok Room 108</b> <b>Theme 2:</b> <i>Entrepreneurship for Africa Socio-economic development</i>	<b>Protea Room 112</b> <b>Theme 3</b> <i>Technology Entrepreneurship in Africa</i>	<b>Mangaung Room 113</b> <b>Theme 4:</b> <i>Other contemporary issues in entrepreneurship development</i>
Session Chair	Session Chair: <b>Freda Van der Walt</b>	Session Chair: <b>Thabo Mokoena</b>	Session Chair: <b>Patient Rambe</b>	Session Chair: <b>Peterson Dewah</b>
Time				
09:30-09:55	MICE Tourism Development Strategies: A Case of Zimbabwe  <b>P. Matura</b>  Great Zimbabwe	Entrepreneurship for sustainable economic development in Zimbabwe.  <b>L. Chimwai &amp; W. Munyanyi</b>  Great Zimbabwe University	The effectuation of social entrepreneurship bricolage in the adoption of disruptive technology to implement entrepreneurial ideas. A survey of Engineering Small to Medium Enterprises (SMEs) in Zimbabwe.  <b>A Makore</b>  Great Zimbabwe University	Accountability and Governance of Small to Medium Enterprises in Zimbabwe as a source of development  <b>P. Chavhunduka</b>  Great Zimbabwe University
09:55-10:20	Harnessing Business Social Responsibility (BSR) practices to promote the sustainability of hospitality SMMEs: A case of Bed and Breakfast outlets in the Bloemfontein Area  <b>L. Moeti</b>  Central University of Technology, FS	Environmental monitoring as an entrepreneurial risk analysis tool for construction companies: A case of Bloemfontein, South Africa  <b>BM. Hlalele,</b> <b>I. Kgololo-Ngowi;</b>  Central University of Technology, FS	Assessment of information technology employability skills among business education students in tertiary institutions in Ekiti state  <b>OA. Adeosun. &amp; Y O. Akindahunsi</b>  College of Education, Ikere-Ekiti	Fostering creativity and innovation through leadership and affective commitment: The Moderated Mediation Analysis  <b>PP. Khaola</b>  National University of Lesotho
10:20-10:45	Demographics, Consumer Behaviour and Entrepreneurship Opportunities	Business social responsibility perception among SMMEs in the Free	Greening technology entrepreneurship in Africa  <b>R Molestane</b>	Productivity duration among A1 resettled farmers in Zimbabwe: A case of resettled



	linked to the Wegry/Drive Out Bull Run Motorsport Event  <b>J. Hattingh</b>  Central University of Technology, FS	State province of south Africa <b>F. Okyere</b>  National University of Lesotho & <b>DY. Dzansi</b>  Central University of Technology, FS	Vaal University of Technology, FS	farmers in Midlands Province.  <b>Matsvai</b>  Great Zimbabwe University & <b>J. Mukarati</b>  Departments of Agricultural Economics, Midlands State University, Zimbabwe
10:45-11:10	Social Entrepreneurship - Enhancing Economic Development  <b>J. Munsamy* EC. Conradie and M. Van Zyl</b>  Central University of Technology, FS	The Impact of Managerial Interpersonal Competencies on the performance of Family and Non-Family owned SMEs In Zimbabwe And South Africa  <b>N. Mashavira</b>  Great Zimbabwe University	Crowdfunding and entrepreneurship development  <b>S. Munongo</b>  Great Zimbabwe University	Restructuring the Business/Accounting Education Curriculum for Self-Sustainability: Instilling Entrepreneurial Consciousness into Students in Tertiary Institutions  <b>FKF. Bosede</b>  College of Education, Ikere-Ekiti & <b>OA. Adeosun</b>  College of Education, Ikere-Ekiti
11:10-11:25	<b>TEA BREAK</b> <b>Venue: Hotel School Atrium</b>			
	<b>Breakaway Session 2</b>			
	<b>Big 5 Room 107</b> <b>Theme 1:</b> <i>Tourism and Hospitality Entrepreneurship development</i>	<b>Springbok Room 108</b> <b>Theme 2:</b> <i>Entrepreneurship for Africa Socio-economic development</i>	<b>Protea Room 112</b> <b>Theme 3:</b> <i>Technology Entrepreneurship in Africa</i>	<b>Mangaung Room 113</b> <b>Theme 4:</b> <i>Other contemporary issues in entrepreneurship development</i>
Session Chair	Session Chair: <b>Mokhethi Motselisi</b>	Session Chair: <b>Willie Chinyamurindi</b>	Session Chair: <b>Chavhunduka Paul</b>	Session Chair: <b>Moeketsi Hlalele</b>
Time				
11:25-11:50	Tourism students' perceptions towards entrepreneurship: A case study of Northern Cape	Examining the Feasibility of Fourth Industrial Revolution (4IR) in Zimbabwe's Service Sector with the Lens of Human	Disruptive Innovative Products, Services and Concepts: A Sustainable Strategic Entrepreneurship	Employee-resourcing strategies and SME performance: A case of South Africa and Zimbabwe

	<p>Urban Technical, Vocational, Education and Training (TVET) College in South Africa</p> <p><b>M. Mpotaringa (nee Chamboko) &amp; D. Koko</b></p> <p>Central University of Technology, FS</p>	<p>Capital Development (HCD).</p> <p>G Chipanga,</p> <p>Zimbabwe Staff College</p> <p><b>G. Ndoda, R. Msipah, N. Sifile, O. Tukuta, M, Muchaendepi, and W. Mufudza.</b></p> <p>Chinhoyi University of Technology, FS</p>	<p>Imperative for the Fourth Industrial Revolution in Zimbabwe.</p> <p><b>M Tukuta,</b></p> <p><b>G. Ndoda, G. Chipanga, GN. Msipah; O. Sifile, and T. Mufudza</b></p> <p>Chinhoyi University of Technology, FS Zimbabwe Staff College</p>	<p><b>H. Mupani</b></p> <p>Central University of Technology, FS</p>
11:50-12:15	<p>Remodelling the framework for product innovation through social capital formation for tourism entrepreneurs in Zimbabwe</p> <p><b>W. Munyanyi</b></p> <p>Great Zimbabwe University</p>	<p>Measuring Infopreneurial Intentions of Library and Information Science Students at the National University of Science and Technology</p> <p><b>G. Chiwara-Ndoro &amp; P. Dewah</b></p> <p>National University of Science &amp; Technology, Zimbabwe</p>	<p>The transformative realignment of economies as a consequence of the Fourth Industrial Revolution. Application of the Kuznets analysis of development to the developing world. A case study of South Africa and Singapore</p> <p><b>V. Muradzikwa</b></p>	<p>Effects of moral sensitivity and emotional openness on risk management efficacy among entrepreneurs in Zimbabwe</p> <p><b>W. Munyanyi</b></p> <p>Great Zimbabwe University</p>
12:15-12:40	<p>The contribution of entrepreneurial skills transferability on entrepreneur development: A theoretical perspective on immigrant entrepreneurs in the Mangaung Metropolitan.</p> <p><b>L. Moloji</b></p> <p>Central University of Technology, FS</p>	<p>Feelings for entrepreneurship: Do emotions affect entrepreneurial attitudes, self-efficacy and intentions?</p> <p><b>P. Khaola</b></p> <p>National University of Lesotho &amp; <b>D. Musiiwa</b></p> <p>Central University of Technology, FS</p>		<p>Developing a drought early warning system for manufacturing industry in Lesotho using RDI</p> <p><b>BM. Hlalele</b></p> <p>Central University of Technology, FS &amp; <b>RP. Motati,</b></p> <p>University of the Free State</p>
12:40: 13:05		<p>Risk perception: How previous experiences influence the assessment of risk by immigrant entrepreneurs in South Africa</p> <p><b>P. Sibanda</b></p> <p>University of Cape Town</p>		<p>Extreme temperature modelling: A business continuity perpetrator</p> <p><b>BM. Hlalele</b> <b>L. Moncho</b></p> <p>Central University of Technology, FS</p>

13:05- 14:05				
LUNCH				
Venue: Hotel School Atrium				
Breakaway Session 3				
Venue	<b>Big 5 Room 107</b> <b>Theme 1:</b> <i>Tourism and Hospitality Entrepreneurship development</i>	<b>Springbok Room 108</b> <b>Theme 2:</b> <i>Entrepreneurship for Africa Socio-economic development</i>	<b>Protea Room 112</b> <b>Theme 3:</b> <i>Technology Entrepreneurship in Africa</i>	<b>Mangaung Room 113</b> <b>Theme 4:</b> <i>Other contemporary topical issues in entrepreneurship development</i>
Session Chair	Session chair: <b>Freda Vander Walt</b>	Session chair: <b>Logan Munsamy</b>		Session Chair: <b>Moeketsi Hlalele</b>
Time				
14:05-14:30	The relationship between owner-manager's level of education and performance expectancy of using formal Human Resources (HR) practices in family-owned SME firms in Zimbabwe and South Africa.  <b>W. Nyamubarwa &amp; C. Chipunza</b>  Central University of Technology, FS	Investigating the drivers of product innovation in Africa <b>VY. Atiase,</b>  Coventry University, UK & <b>DY. Dzansi,</b>  Central University of Technology, FS		Factors that influence the sustainability of quality management practices in state-owned enterprises: A proposed quality improvement framework <b>TG. Mapande</b>  <b>E. Agbobli</b>  <b>BM. Hlalele &amp; L. Mosweunyane</b>  Central University of Technology, FS
14:30-14:55	Challenges Faced by Female Mini-Bus Taxi Owners: The Case of eThekweni Municipality  <b>T. Matiwane &amp; LN. Kunene</b>  Central University of Technology, FS	The role of business incubation hubs in fostering entrepreneurship <b>A. Makochieng</b>  Nelson Mandela University		Factors affecting job creation among secondary school leavers in Delta state, Nigeria  <b>E. Umemezia, and K. Edobor</b>  University of Benin.
14:55- 15:20	The implications of e-service perceptions for entrepreneurs in the service sector: A case study of a South African rural population  <b>EM. Masupa &amp; F. van der Walt</b>  Central University Technology, FS	Developing enterprising cities in South Africa  <b>DK. Das</b>  Central University of Technology, FS		Transforming communities using resource based entrepreneurial development through incubation  <b>C. Sibanyoni</b>  SAMTI, Free State  <b>R. Sebolao</b>

				Central University of Technology, FS
15:20-16:00	<b>TEA BREAK AND TOUR PREP</b> Venue: Hotel School Atrium			
16:00-18:00	<b>TOUR</b>			
18:30-21:30	<b>GALA DINNER</b> Venue: Hotel School Atrium			

## Conference Programme: Conference Day 2

18:30-21:30	<b>GALA DINNER</b> Venue: Hotel School Atrium
Programme Director	Prof. NM Naong
Official Opening	Prof. AJ Strydom: Dean – Faculty of Management Sciences
Guest speaker	MEC/HOD - DESTEA
Vote of thanks	Prof. Alfred Ngowi/Lategan

## Conference Programme

<b>2<sup>nd</sup> International Conference on Entrepreneurship Development</b>				
Conference Venue: Hotel School , Central University of Technology, Free State				
Day 3 Friday, 5 <sup>th</sup> April 2019				
07:00-08:00	Registration Venue: Hotel School Atrium			
08:00-08:30	Welcome by Prof Ngowi, Deputy Vice Chancellor, Research Innovation and Engagement Venue: Japie van Lill Auditorium			
08:30-09:30	Plenary Session, Keynote Speaker: Venue: Japie van Lill Auditorium			
09:30-11:10	Session 1			
11:10-11:25	Tea Break: Venue: Hotel School Atrium			
11:25-12:40	Session 2			
12:40-13:40	Pack and Go Finger Lunch			
Venue	<b>Springbok Room Theme 1:</b> <i>Tourism and Hospitality Entrepreneurship development</i>	<b>Mangaung Room Theme 2:</b> <i>Entrepreneurship for Africa Socio-economic development</i>	<b>Protea Room Theme 3:</b> <i>Technology Entrepreneurship in Africa</i>	<b>Room Theme 4:</b> <i>Other contemporary topical issues in entrepreneurship development</i>
Session Chair	Session Chair: Patient Rambe	Session Chair: Paul Chavhunduka		Session Chair: Logan Munsmay
Time				
09:30-09:55	Does firm size matter on innovation in small accommodation businesses in	The effect of entrepreneurial orientation on the performance of immigrant-owned SMMEs in the		The association of cognitive style of unemployed graduates in Lesotho to entrepreneurial intentions and implications on venture start-ups

	<p>developing economies?  <b>L T. Chipunza &amp; T M. Naong,</b></p> <p>Central University of Technology, FS.</p>	<p>Eastern Cape Province of South Africa  <b>T. Chimucheka, W T. Chinyamurindi</b></p> <p>University of Fort Hare, Business Management Department &amp;  <b>N. Dodd</b></p> <p>University of Stellenbosch</p>		<p><b>M. Mokhehi &amp; R. Thetsane</b></p> <p>National University of Lesotho</p>
09:55-10:20	<p>The role of social media sites in trip planning and destination decision making process: A review of literature</p> <p><b>R. Matikiti-Manyevere</b></p> <p>Central University of Technology, FS &amp;  <b>M. Kruger</b>  North West University</p>	<p>Does a pre-start-up formal business plan influence post start-up business performance? An analysis of micro-enterprises in Lesotho.</p> <p><b>PR. Monyolo, M Letsela and PP. Khaola</b></p> <p>National University of Lesotho</p>		<p>The Impact of Supply Chain Management Policy on Service Delivery in the South African Police Service in the Northern Cape Province  <b>PK. Hoeyi</b></p> <p>Central University of Technology FS &amp;  <b>KR. Makgari</b></p> <p>Riviera Kimberley</p>
10:20-10:45	<p>Assessment of public funding composition and management training of small cosmetological businesses' employees: a case of hair salons in Bloemfontein</p> <p><b>N. Mpiti &amp; P. Rambe</b></p> <p>Central University of Technology, FS</p>	<p>Entrepreneurship in adult education and training: Challenges and opportunities in accessing financial support in KwaZulu-Natal</p> <p><b>C. Mayombe</b></p> <p>University of KwaZulu-Natal, South Africa</p>		<p>Dry spells variability analysis for the improvement of agribusinesses' management in Lesotho  <b>BM. Hlalele</b></p> <p><b>DM. Sakulski,</b></p> <p><b>AJ. Jordaan</b></p> <p>University of the Free State</p>
10:45 - 11:10		<p>The potential role of Growth centres in promoting the commercialization of stinkbugs, Zimbabwe.</p> <p><b>B. Chazovachii</b></p>		<p>Cultural intelligence and its importance in creating psychological well-being in an entrepreneurial setting: An African perspective</p> <p><b>LWP. Lezar</b>  <b>F. Van der Walt</b></p>

		Great Zimbabwe University		Central University of Technology, FS
11:10-11:25	<b>TEA BREAK</b> Venue: Hotel School Atrium			
	<b>Breakaway Session 2</b>			
Venue	<b>Springbok Room</b> <b>Theme 1:</b> <i>Tourism and Hospitality Entrepreneurship development</i>	<b>Mangaung Room</b> <b>Theme 2:</b> <i>Entrepreneurship for Africa Socio-economic development</i>	<b>Protea Room</b> <b>Theme 3:</b> <i>Technology Entrepreneurship in Africa</i>	<b>Room</b> <b>Theme 4:</b> <i>Other contemporary issues in entrepreneurship development</i>
Session Chair Time	Session Chair: Mokhethi Motselisi	Session Chair: Prosper Hoeyi		Session Chair: Lentswe Mosweunyane
11:25-11:50	Organisational Dynamics Shaping Women Managers' Work Experiences:  P. Natanyane F. Van der Walt  Central University of Technology, FS	The influence of self-construal on entrepreneurial orientation and growth of micro-entrepreneurs  P. Khaola, B. Khunong and F. Oni  National University of Lesotho		Conceptualising a project management framework for emerging construction contractors in the Free state  J. Akaba, FA. Emuze & EK. Agbogli  Central University of Technology, FS
11:50-12:15	The Impact of Customer Awareness on Customer Engagement in E-commerce: Moderating Effect of Customer Gender  L. Sempe  Central University of Technology, FS	Opportunities and Challenges of Broad-Based Black Economic Empowerment: Views from a sample of Small and Medium Businesses in South Africa  AP. Pike-Bowles, WT. Chinyamurindi & J. Puchert  University of Fort Hare		VALU-E: An Educational Game for Entrepreneurship and Sustainability  M. Van Zyl, AJ. Strydom & UD. Holzbour  Aalen University, Aalen, Germany
12:15-12:40	Taking on the challenge: SMMEs and socioeconomic development in the face of large business and government apathy in South Africa  T. Makwara	Assessing the soft skills training needs of owner managers of emerging construction firms in the Mangaung Metropolitan Municipality in South Africa  MS. Dzansi, C. Chipunza, DY. Dzansi, EK. Agbogli, T. Dzogbewu.		Problem Based Learning as means for embedding entrepreneurial attributes: A survey of Engineering students at a South African University of Technology  DK. Das

	Central University of Technology, FS	Central University of Technology, FS		Central University of Technology, FS
12:40- 13:40	<b>LUNCH</b> Venue: Hotel School Atrium			
	<b>END OF CONFERENCE</b>			



# Conference Abstracts

## *Theme 1: Tourism and Hospitality Entrepreneurship development*

Tourism and Hospitality Entrepreneurship development

MICE Tourism Development Strategies: A Case of Zimbabwe

P. Matura

Great Zimbabwe

### **Abstract**

MICE Tourism is a form of tourism that focuses on meetings (M), incentive travel (I), conventions (C) and events (E). MICE tourism is considered the newest form of tourism with the capacity to transform the tourism industry in Zimbabwe. MICE tourism is relatively underdeveloped in Zimbabwe and this study attempts to bridge the gap. The study is based on the Ansoff Matrix theory (1957). This study focuses on strategies to promote the development of MICE tourism in Zimbabwe. The study adopted a qualitative research design approach with key informants from the Zimbabwe Tourism Authority (ZTA), Ministry of Environment, Tourism and Hospitality Industry (MOETHI), The Tourism Business Council of Zimbabwe (TBCZ), Zimbabwe Investment Authority (ZIA) and Hospitality Association of Zimbabwe (HAZ) being the respondents. Interviews and document analysis were the data collection methods. Data was thematically analyzed. The major finding is that Zimbabwe, as a country, is still yet to develop its MICE tourism business, hence there are entrepreneurship opportunities for all. Victoria Falls is getting the lion's share of MICE tourism business. The key strategy, according to the study, is developing MICE Tourism infrastructure and superstructure by government in partnership with the private sector in all the regional tourism destinations in the country. The paper recommends the adoption of public private partnerships (PPPs) as a sustainable way towards MICE tourism business development in Zimbabwe. The government needs to create a conducive investment and business environment so as to attract foreign direct investment towards MICE tourism as well as promoting the creation of MICE tourism business enterprises.

**Keywords:** *MICE Tourism, tourism development strategies, entrepreneurship.*

# **Remodelling the framework for product innovation through social capital formation for tourism entrepreneurs in Zimbabwe**

W. Munyanyi

Great Zimbabwe University

## **Abstract**

Innovation is key in the tourism industry, where firms experience a dynamic environment as a result of ever-changing customer needs, perishability in services provided and shorter product life cycles. Over the years, the tourism industry has experienced inconsistent growth and the economic meltdown as meant that tourism firms may not rely on resources abundance to foster growth. Product innovation forms the foundation for superior performance and organisational competitiveness. In the wake of resource limitation, firms in Zimbabwe may rely on innovation capability, in place of resources, to foster growth. In addition, while studies have been carried out on the tourism sector in Zimbabwe, there is a general lack of empirical literature on the influence of social capital. This study sought to investigate the influence of social capital dimensions on the product innovativeness of small and medium enterprises in the tourism industry in Zimbabwe, mediated by knowledge sharing capability. Data was collected using an online survey, from 313 entrepreneurs and managers in the tourism industry, from a database created based on the information provided by the Zimbabwe Tourism Authority and the Sanganai/Hlanganani World Tourism Expo. Structural equation modelling was used to demonstrate how social capital influences product innovation as mediated by knowledge sharing capability. The results from this study suggest that knowledge sharing capability leads social capital to product innovation. Firms can therefore increase their product innovation capacity by increasing creativity by creating both a social capital and a knowledge sharing culture within their business environment.

**Keywords:** *Social capital, knowledge sharing, product innovation, structural equation modelling*

# **Demographics, Consumer Behaviour and Entrepreneurship Opportunities linked to the Wegry/Drive Out Bull Run Motorsport Event**

J. Hattingh

Central University of Technology, FS

## **Abstract**

The tourism industry has a positive economic impact on countries and local communities alike. This is especially pertinent for developing countries such as South Africa where event tourism can be an essential driver for entrepreneurship, economic growth and development. Events have the potential to attract large numbers of attendees to host cities and local areas. The changing preferences of consumers are posing new challenges to marketers and event organisers. Marketers and event organisers need to understand the behaviour of consumers who attend their events, as this is likely to impact the sustainability of events. Little research has explored the demographics and consumer behaviour of visitors to events. However, latest theoretical perspectives indicate that consumer behaviour have an impact on the field of tourism. By studying the unique hedonistic and affective aspects of tourism consumption in this case study, the flow of knowledge can improve the aspects of consumption in daily life and quality of life in general. The purpose of this study was, therefore, to gain insight into the demographics and consumer behaviour of visitors to a motorsport event, the WegRy/Drive Out Bull Run, hosted annually in the Northern Cape Province. A quantitative research approach was followed in the study due to the relatively large population of around 700 attendees. The research design was survey research, and 267 questionnaires were administered to visitors of the 2017 WegRy/Drive Out Bull Run motorsport event held in Van Wyksvlei from 6 to 8 October. The study showed that most of the participants and attendees were from South Africa and that the event was white and male dominated. Experiences related to the various aspects of the event, including the organisation, were satisfactory, although some concerns were recorded and analysed. Opportunities for entrepreneurship in the local community were identified. Applicable recommendations were proposed to assist the event organisers in adequately marketing and positioning the event in future.

**Keywords:** *Tourism, Bull Run, Northern Cape, Motorsport.*

# **The role of social media sites in trip planning and destination decision making process: A review of literature**

R. Matikiti-Manyeverere

Central University of Technology, FS

&

M. Kruger

North West University

## **Abstract**

The main aim of this study was to examine the influence of social media sites on trip decision making process as well as to investigate the most used social media sites during trip planning through a review of literature. This study was based on a review of literature from a range of peer reviewed papers on social media and tourist destination planning. An extensive literature review on social media and destination decision making process was conducted. Institutional Repository, Scopus, Google Scholar, JSTOR, Emerald Insights Journals, Science Direct, SA ePublications, Sabinet, Taylor & Francis, ProQuest and articles from tourism organisation such as the World Tourism Organisations were also consulted. These sources were selected because they published a variety of articles including tourism related articles. In total 12 sources were contacted. These sources were used as part of data collection procedure and critically examined for information related to social media and travel decision making process. The findings demonstrated that social media sites are used at each stage of trip planning but are predominantly used at the information search stage and after trip to share travel experiences. A review of literature also shows that social media sites are now being considered as the most reliable sources of information following recommendations from family and friend. It is critical for tourism business owners to be present in social media sites to connect with prospective customers. They also need to understand the types of social media sites frequently used by tourists in different regions and ensure that content regarding their attractions and services is posted on those sites including customised content, games and applications.

**Keywords:** *Social media, trip planning, destination, decision making process*

# **Tourism students' perceptions towards entrepreneurship: A case study of Northern Cape Urban Technical, Vocational, Education and Training (TVET) College in South Africa**

M. Mpotaringa (nee Chamboko)

Central University of Technology, FS

## **Abstract**

Annually, educational institutions such as Universities, Business schools and Technical, Vocational, Education and Training (TVET) Colleges release students into the already flooded labour market. The students have high hopes of finding employment and occupying high paying positions. However, due to students' failure to be absorbed into the labour market, governments have recognized the importance of entrepreneurship as an economic booster. In developing countries, due to high unemployment rates, youth entrepreneurship has been identified as an economic driver to curb poverty and promote economic growth. Colleges encourage individual thinking and entrepreneurial creativity. Acquisition of entrepreneurial skills is embedded in tourism studies. The study focused on how tourism students perceive entrepreneurship. In the context of youth entrepreneurship, which is the focus of this study, Sabah (2016:87) ascertain that entrepreneurial activity is an intentionally planned behaviour. Thus, the theory of planned behavior is used as a major framework for this study. The study was quantitative in nature. A survey design method was used in order to understand the problem. A self-administered questionnaire was employed to collect data from 127 tourism students across the different National Certificate Vocational (NCV) levels. Results revealed limited exposure of learners to the workplace before graduation for them to experience different entrepreneurship opportunities that exist. Thus tourism students leave the college to the world of work without entrepreneurial mindsets. There is a need for further training, exposure and providing support measures such as contacts and networks for the youth to have entrepreneurial mindset and enable them to choose entrepreneurship as a career choice.

**Keywords:** *Tourism students, entrepreneurship, perceptions, attitudes*

*Theme 2: Entrepreneurship for Africa Socio-economic development*

**Entrepreneurship for sustainable economic development in Zimbabwe.**

L. Chimwai & W. Munyanyi

Great Zimbabwe University

**Abstract**

The Zimbabwean economy has largely been supported by small and medium enterprises since the economic meltdown of the 2008 era. With the high levels of unemployment that have been recorded in Zimbabwe and a very large informal sector that absorbs most of the working population, it is highly imperative that entrepreneurial skills should be developed in the Zimbabwean population. This research paper argues that advancing entrepreneurship in Zimbabwe is key in order to realise the much needed sustainable economic growth. The study therefore explores how sustainable entrepreneurship can be harnessed and developed in Zimbabwe to achieve economic growth and development. A theoretical model was developed, that conceptualises and represents the hypothesised relationships, and hence links different factors influencing the adoption of entrepreneurship. Literature is reviewed on how entrepreneurship education, innovation and risk taking have been used worldwide to advance entrepreneurship and achieve economic growth and the conceptual model developed was tested using Structural Equation Modelling to show how economic development is influenced by entrepreneurship education, risk taking and innovation. A sample of 300 informal traders was systematically selected from the list of registered traders and preliminary results showed that the four factors impact significantly on economic development. Finally, this paper suggests entrepreneurship education at all levels of education, inculcating the right attitude at tender ages so that Zimbabweans become job creators and not job seekers, risk-taking and competitive behaviour amongst entrepreneurs and project management skills. The novelty of this study lies in considering behavioural aspects as antecedents of economic development.

**Keywords:** *Entrepreneurship education, risk taking, innovativeness, economic development*

# **Does a pre-start-up formal business plan influence post start-up business performance? An analysis of micro-enterprises in Lesotho.**

P R. Monyolo, M. Letsela and PP. Khaola

National University of Lesotho

## **Abstract**

Even though a business plan has been advocated as a prerequisite for start-up businesses in many environments, researchers do not agree whether the plan provides a unique utility to such businesses. Based on theories of new business planning, the aim of the study reported herein was to examine if a business plan is associated with subsequent business performance. Using mixed method approach, we interviewed 86 micro-enterprise owners within the Maseru Central Business District (CBD). Documentary analysis was also used to triangulate the interviews. Data were analysed by means of t-test analysis, correlation analysis, and regression analysis. Based on SPSS programme, the findings suggest only a slight significant relationship between the presence of the prestart-up business plan and the enterprise success (enterprise growth). Furthermore, micro-enterprises that kept books of accounts were more likely than others to have many employees. In addition, the study uncovered that business-owners used a start-up plan for numerous purposes in business management in addition to helping the business expand. These other purposes included: achievement of goals, setting of objectives, keeping focused, identification of problems and opportunities, evaluation, and vision and mission. Lastly, the study also revealed that entrepreneurs with tertiary education had a higher likelihood of writing a prestart-up plan than those with lower levels of education. We discuss these results and provide recommendations and prospects for future research.

**Keywords** – *Pre-start up; Business plans; Venture performance; Entrepreneurship; Micro-enterprises*

# The influence of self-construal on entrepreneurial orientation and growth of micro-entrepreneurs

P. Khaola, B. Khunong and F. Oni

National University of Lesotho

## Abstract

The extent to which culture impacts entrepreneurial orientation (EO) has attracted attention of scholars and policy makers alike. While many studies have aptly examined this aspect, little research efforts have focused on the impact of culture as it relates to self (self-construal) as opposed to organizational or national culture on EO, especially among micro-entrepreneurs. This is surprising because culture revolves around individuals within organisations or nationalities. To bridge this gap in literature, we examined if self-construal of micro-enterprise owners influence their motivation, risk-taking, and innovativeness. Data collected by means of structured interviews from 80 micro-enterprise owners from Roma, Maseru, and Teya-Teyaneng in Lesotho were analysed based on correlation and hierarchical regression analysis. Results revealed that independent self-construal and long-term planning had positive and significant influence on EO but the dependent self-construal did not. While the dependent self-construal negatively and significantly influenced the enterprise growth, the independent self-construal did not. Long-term planning positively but only slightly influenced the enterprise growth. Of the demographic variables, only prior business experience and level of education had an impact on EO and enterprise growth. In addition, EO had a positive and significant influence on enterprise growth. Lastly, EO was found to mediate the relationship between prior business experience and enterprise growth. It is recommended that micro enterprise owners should not only have training on how to undertake long term planning for business survival, but should be also assisted to have self-confidence to be independent in their decision-making.

**Keywords:** *Enterprise growth, Entrepreneurial orientation, Long-term planning, Self-construal*



# Measuring Infopreneurial Intentions of Library and Information Science Students at the National University of Science and Technology

P. Dewah

National University of Science & Technology

## Abstract

Universities worldwide engage in entrepreneurship education in order to equip their graduates with knowledge and skills to start up their businesses regardless of risks associated with business start-ups and growth. This study aimed at measuring the extent at which NUST's final year students from the Department of Library and Information Science intended to venture into information services based entrepreneurship also known as infopreneurship (the practice of self-employed individuals who have acquired specialised skills that addresses people's information needs by accessing necessary information that supports the demand and justifies charging fees for a profit) after graduating. The study employed both qualitative and quantitative approaches where a survey design was used to collect both wide reaching and deep data on a student population of 48 participants from the LIS pioneer group to enroll in infopreneurship education. Data was collected through a questionnaire and face to face interviews. The findings revealed that the majority (32) students had intentions of engaging into infopreneurship business ventures while 9 students demonstrated intentions of venturing into general entrepreneurship whereas 7 students were undecided. Findings revealed that students intended to engage in businesses which promoted fast returns upon investment unlike infopreneurship businesses which needed time to make impact. An example of such businesses which need time to make impact are advertising services that involves building social presence until the client base can encourage visibility to potential organizations that might be in need of advertising services. Students aimed at businesses like buying and selling of information products like bond papers, software installation service, collection management, information repackaging, writing, editing and proof reading, literacy training, records management and Cataloguing. Traits, demographic factors, cognitive and environmental factors influenced infopreneurial intentions of students. The study applied the Theory of Planned Behavior whose aspects of social norms, subjective norms and perceived behavioral control were more applicable to the study. This is because families, referent others and peers are close to an individual and as a result shape and influence an individual's decision to engage in a business venture. Perceived ease of engaging in a venture was attributed to past experiences, education and evaluating experiences of those who have succeeded in the infopreneurial venture. The study recommends the introduction of infopreneurship course to the

departments of Journalism and Media Studies and Publishing Studies in the faculty of Communication and Information Science other than the Library and Information Science and Records and Archives Management departments. This is because the students in the departments of Journalism and Media Studies and Publishing Studies can also use their information skills thereby popularizing the concept of infopreneurship which is ‘the practice of self-employed individuals who have acquired specialised skills that addresses people’s information needs by accessing necessary information that supports the demand and justifies charging fees for a profit’ (Kody, 2011)

**Keywords:** *Entrepreneurship education, Infopreneurship, Library and Information Science, NUST,*

# **Examining the Feasibility of Fourth Industrial Revolution (4IR) in Zimbabwe's Service Sector with the Lens of Human Capital Development (HCD).**

G. Chipanga

Zimbabwe Staff College

G. Ndoda, R. Msipah, N. Sifile, O. Tukuta, M. Muchaendepi, W. Mufudza.

Chinhoyi University of Technology

## **Abstract**

The adoption of technologies in the service sector (SS) has been disappointing in Zimbabwe. While a few pioneering companies and early adopters praise technology's positive impact, its adoption remains slow and limited across all industry sectors in Zimbabwe. Although proponents aver that 4IR technology has full potential for the SS, it is still far from being exploited in Zimbabwe. In relation to theories of the firm entrepreneurship endeavours may help organisations in analysing service innovation. Many scholars still have a bias towards the manufacturing sector and perceive that innovation in the service sector as is of no significance. There appears to be uncertainty regarding the dimensions of entrepreneurship and their role in the service sector (Sundbo, 2007 cited by Kraus, 2013). Literature indicates that 4IR technologies will generate inclusive growth with the potential to deliver up to \$3.7 trillion in value by 2025 (McKinsey & Company 2018) for the global economy, if entrepreneurs in the service sector change their mindset and attitude towards the adoption of innovation in their processes. The 4IR as a driver towards competitive advantage for entrepreneurs should be used in offering new products and services to society and supporting the environment by optimizing resource consumption. It is argued that the theory of the firm is more user friendly in the services industry due to its versatility. In this era and age companies that maintain status quo cannot survive the wave of competition as a result of the adoption of the 4IR effects which calls for flexibility to change in line with the market and technological trends. Exponents indicate that more than 70% of service and industrial companies are still either at the start of the journey or unable to go beyond the pilot stage. Most are stuck in "pilot purgatory" where technology is deployed experimentally at reduced scale for an extended period due to the inability or lack of conviction to roll it out at full scale. The service sector accounts for a significant proportion of GDP in most countries, including low income countries, where it frequently generates over 50% of GDP. The process of development usually coincides with a growing role of services in an economy. Thus

services constitute an increasing percentage of GDP in nearly all developing countries. Services contributed 47% of growth in Sub-Saharan Africa over the period 2000-2005, while industry contributed 37% and agriculture only 16%. It is against this background that this study investigates the feasibility of the 4IR in Zimbabwe's service sector with the lens of HCD establish the effects of the 4IR on the performance of entrepreneurs in the service sector determine the relationship between service sector performance and innovation. The paper adopted a mixed methods approach convenience sampling and purposive sampling were used. Questionnaires and interviews were used to gather data which was later analysed using SPSS and NVivo. A total of 50 SMEs in the service sector were conveniently picked where 10 owner managers were also purposively selected as key informants. It was discovered that firms in the service sector are slowly realising the applicability of the 4IR in Zimbabwe as part of their functions, most entrepreneurs in Zimbabwe are being overtaken by competitors due to lack of appropriate technologies to the 4IR issues in their operations. It was also discovered that there is a strong relationship between service sector performance and adopting innovation as presented by the 4IR adoption. Basing on the findings it is therefore recommended that awareness campaigns through workshops and conferences be held to help entrepreneurs in the service sector understand the issues of the 4IR, the government should support the service sector to adopt innovative ways in their processes, strong networks with other players in the service industry could help Zimbabwean entrepreneurs

**Keywords:** *Fourth Industrial Revolution, Service Sector, Human Capital Development, Lens, Technology.*

# **Disruptive Innovative Products, Services and Concepts: A Sustainable Strategic Entrepreneurship Imperative for the Fourth Industrial Revolution in Zimbabwe.**

M. Tukuta,

G. Ndoda, G. Chipanga, GN. Msipah, O. Sifile, and T. Mufudza

Chinhoyi University of Technology  
Zimbabwe Staff College

## **Abstract**

The economic down turn in Zimbabwe has significantly affected the operations of the manufacturing sector which should be leading in terms of industrialisation. As of 2016, the manufacturing sector contributed 9.853% of GDP (World Bank Collection of development indicators, 2016). It has also been noted (World Bank collection of development indicators 2016) that the levels of exports of 4 billion were lower than the imports levels which were pegged at 7.5 billion. This is evident that most practicing entrepreneurs in Zimbabwe are retail oriented than manufacturing who specialise in finished products. Due to the prevailing economic challenges, currently SMES in Zimbabwe are sluggish in the adoption of the changes brought about the 4IR. The introduction of the 4th Industrial revolution has brought about many disruptions in terms of how businesses operate and it is therefore imperative for SMEs to adapt to disruptive innovations in order to compete at par with established organisations in terms of products and services they offer. Entrepreneurs operating in the current 4.0 era are more reactionary than being proactive in coming up with strategies for harnessing innovation as a way towards growth and development of viable and competitive ventures even at a global level. It is against this backdrop that this study sought to establish the impact of disruptive innovation towards sustainable strategic entrepreneurship, determine the drivers of disruptive innovation towards economic development, identify perception of entrepreneurs towards embracing disruptive innovation in their operations. A mixed research approach was adopted in which qualitative techniques focused on the perceptions of entrepreneurs towards disruptive innovation. Quantitative sought to establish the relationship between disruptive innovation and sustainable entrepreneurship as well determining the drivers of disruptive innovation in SMEs in the 4IR. The study focused on SMEs in the manufacturing sector in Harare, Zimbabwe where both convenience and purposive sampling techniques were employed to select the participants of the study. Both questionnaires and interview guides were used to gather data which was later analysed using SPSS.

**Keywords:** *Disruptive innovation, strategic entrepreneurship, Fourth industrial revolution*

# **The Impact of Managerial Interpersonal Competencies on the Performance of Family and Non-Family Owned SMEs in Zimbabwe and South Africa**

N. Mashavira

University of Zimbabwe

## **Abstract**

Managerial interpersonal competencies which encompass the knowledge and ability to work with people have for long been a concern for both large and small organizations. Efforts at understanding managerial competencies and firm performance among small businesses have taken a holistic approach, using all known managerial competencies, in both family and non-family-owned businesses, yet recently, there is acknowledgement that managerial interpersonal competencies are more effective in business sustainability than other competencies. With this observation, the need to extend this finding to other contexts among family and non-family SMEs in different countries becomes apparent. The objective of the study was, therefore, to establish the impact of managerial interpersonal competencies on SME performance as measured by innovation and return on investment in both family and non-family owned SMEs in Zimbabwe and South Africa. The study adopted a purely quantitative approach. A total of 106 and 105 questionnaires were completed by managers, owner/managers, or owners in Harare and Gauteng provinces respectively. Data were collected using a self-administered questionnaire. Structural Equation Modeling (SEM) was used to test hypotheses on the relationship between managerial interpersonal competencies and firm performance as measured by innovation and return on investment. Findings showed a positive and significant relationship between managerial interpersonal competencies and firm performance as measured by innovation and return on investment in family-owned SMEs in both countries. The aforementioned relationship did not obtain in non-family owned SMEs in the two countries, suggesting that family members' contact with the business since childhood and kinship considerations are likely to give the firms a competitive advantage. It is recommended that owners or managers in non-family owned SMEs leverage on people skills for superior firm performance. Implications for the results are discussed.

**Keywords:** *Managerial interpersonal competencies, SMEs, SME performance, owner-managers, innovation, return on investment.*

# Employee-resourcing strategies and SME performance: case of South Africa and Zimbabwe

H. Mupani

Central University of Technology, FS

## Abstract

Research shows that establishing formal employee resourcing strategies is linked to business performance. However, the application of such strategies is an insurmountable task among small, micro and medium enterprises (SMMEs) across different sectors in Zimbabwe and South Africa. Based on the afore-mentioned, the objective of the study was to determine the relationship between employee-resourcing strategies and business performance within the restaurant sector in South Africa and Zimbabwe. The study adopted the positivist paradigm and a sample of 221 owner/managers of small restaurant businesses. Data was collected using questionnaires, and analysed using Structural Equation Modelling (SEM). Despite the results showing that employee-resourcing strategies had no effect on small business performance, strategies such as workforce planning, recruitment, selection and retention were shown to be critical in both countries as there was a convergence of employee-resourcing strategies in both countries. The results are discussed within the framework of Resources Based View, contributions to literature on human resource management in SMMEs and implications for practice.

**Keywords:** *Employee-resourcing strategies, SMEs, Firm Performance; owner-managers*

# **The relationship between owner-manager's level of education and performance expectancy of using formal Human Resources (HR) practices in family-owned SME firms in Zimbabwe and South Africa.**

W. Nyamubarwa & C. Chipunza

Central University of Technology, FS

## **Abstract**

The individual factor of educational level has been studied among SMEs in terms of how it influences several behavioural outcomes. However, such influences in family-owned SME firms, which are known shying away from formal human resource practices has not been given much attention, empirically. The objective of the study was, therefore, to explore the nature of the relationship between the level of education of owner-managers in small family-owned accommodation firms and performance expectations of using formal Human Resource (HR) practices. Basing on the Unified Theory of Acceptance and Use of Technology model (UTAUT), the study adopted a quantitative comparative cross-sectional research design to test the significance of the proposed relationship in Zimbabwe and South Africa. The findings revealed that there is a significant and positive relationship between the SME owner-manager's level of education and performance expectancy of using formal HR practices in family-owned SME firms in both countries. Results are discussed in the context of the theoretical framework adopted the significant contribution to the body of literature on the adoption of human resources management practices among SMEs in developing contexts.

**Keywords:** *Performance expectations, human resource management, SMEs, level of education, owner-manager*



# The role of business incubation hubs in fostering entrepreneurship

A. Makochieng

Nelson Mandela University

## Abstract

Entrepreneurship can be a frightening and lonely journey. Especially if you are contemplating going into business alone or for the first time. To make this journey a little less daunting, business incubators offers one of the most comprehensive strategies to foster entrepreneurship. These incubation hubs, which provide essential support services, have recently gained prominence. Some of the services provided by these incubation hubs include but are not limited to providing business mentors, administrative support, linkages with potential funders, linkages with like-minded fellow entrepreneurs and literally play a crucial role in hand-holding entrepreneurs until they are ready to take off on their own. These incubation hubs create a vital ecosystem in nurturing entrepreneurship. No time is this need of incubation hubs more pertinent than now, when our country is grappling with high unemployment rates especially amongst the youth, and finding innovative ways to make majority of the South African citizens more productive, and bring about the much-needed socio economic change in the society we live in is imperative. Incubation hubs also foster innovation and creativity and their importance in the society has not be fully studied. Primarily, this paper seeks to explore the role of incubation hubs in nurturing entrepreneurship. Secondly, the need for establishing linkages between these incubation hubs and the universities in order to introduce students to the world of real business at an earlier stage is crucial. This would give students a binary of options of either exploring the world of entrepreneurship or seeking formal employment.

**Keywords:** *Entrepreneurship, incubation hubs, innovation, socio-economic development, university linkages*  
**Theme:** *Entrepreneurship for African socio-economic development*

# Investigating the drivers of product innovation in Africa

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&

DY. Dzansi,

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## Abstract

Firm competitiveness and profitability can be derived from the ability of the firm to innovate essential and user-friendly products. In the face of globalisation and fierce competition, product innovation remains one of the major sources of productivity, corporate renewal, survival and strategic foresight for firms operating in emerging markets. Firms in emerging markets need to develop various capabilities such as skilled human capital, creativity, networking and competitiveness in order to engage effectively in product innovation. Through the creativity debate and using the Global Entrepreneurship Index (GEI) 2017 for 35 African countries, this study investigates the strategic role of human capital, networking and competition as the main drivers of product innovation among firms in Africa. The evidence shows that while human capital and firm competitiveness contribute to product innovation among firms in Africa, networking does not seem to contribute to the same. Theoretically, this study contributes to the creativity debate and the role of the individual talent in driving such a process in a firm's environment. Practically, firms need to continue to focus on human resource capacity development and staff training which is critical for product innovation.

**Keywords:** *Africa; Product Innovation; Competitiveness; Human capital, Networking, Creativity Theory*

# **The effect of entrepreneurial orientation on the performance of immigrant-owned SMMEs in the Eastern Cape Province of South Africa**

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University of Fort Hare, Business Management Department

&

N. Dodd

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## **Abstract**

Small, micro and medium enterprises (SMMEs) contribute significantly to the economy of developing countries including South Africa. These enterprises face a number of challenges and it is reported that the majority of SMMEs fail within a short period of time in South Africa. A high failure rate of SMMEs is also attributed to the lack of entrepreneurial orientation among SMME owners and managers. The objective of this study was to investigate the effect of entrepreneurial orientation (i.e. risk taking, innovativeness and proactiveness) on the performance of immigrant-owned small, micro and medium enterprises (SMMEs) in the Eastern Cape Province of South Africa. Although entrepreneurial performance can be defined in various ways, this study defined performance through measuring tangible elements such as revenues, firm growth, profitability, personal wealth creation, growth in employment, turnover, and sustainability. A quantitative research design was adopted. Data was collected from 400 immigrant entrepreneurs who were selected using snowball and purposive sampling techniques. Correlation and regression analysis were used to test the hypothesis. It was found that entrepreneurial orientation has a positive effect on the performance of immigrant-owned SMMEs. Thus, risk taking, innovativeness and proactiveness have an effect on the performance of immigrant-owned SMMEs operating in South Africa. This study recommends that entrepreneurs should strive to improve their entrepreneurial orientation (risk-taking skills, innovativeness, and proactiveness) to improve the performance of their businesses; the government should show support for immigrant entrepreneurship in order to eliminate negative perceptions from communities where immigrants operate and financial institutions should develop products for immigrant entrepreneurs in South Africa as they are a growing and promising market.

**Keywords:** *Entrepreneurial orientation, immigrant entrepreneurship, performance, innovation, risk-taking, proactiveness*

# **Does firm size matter on innovation in small accommodation businesses in developing economies?**

LT. Chipunza & TM. Naong,

Central University of Technology, FS

## **Abstract**

The study sought to establish whether firm size influence innovation in small accommodation businesses (SAB) in two developing economies in Southern Africa namely South Africa and Zimbabwe. The study examined and compared the influence of different sizes of small accommodation businesses (micro, small and medium) on different dimensions of innovation in Manicaland and Free State provinces of Zimbabwe and South Africa respectively where owner/managers of SAB were participants. A cross sectional comparative research design was used. Using stratified random sampling, two samples each of 139 were drawn from target populations of 257 and 331 small accommodation businesses from Manicaland and Free State provinces in Zimbabwe and South Africa, respectively. Data was collected using questionnaires and analysed using Parametric, ANOVA F tests and Bonferroni post hoc tests. The results of the study showed that regardless of nationality, there is no statistically significant difference in both overall and specific dimensions of innovation among small business firm sizes as measured by the total number of employees. Implications of the results are given with regards to SAB in developing countries.

**Keywords:** *Innovation, Firm Size; Micro, Small and Medium Businesses; Small Accommodation Businesses.*

# **Environmental monitoring as an entrepreneurial risk analysis tool for construction companies: A case of Bloemfontein, South Africa**

BM. Hlalele,

I. Kgololo-Ngowi;

Central University of Technology, FS

## **Abstract**

Without water there is no construction industry. Construction industry is one of the major employer of low-skilled to unskilled labour force. Drought events have compelled most companies to adopt innovation ways of water supply to stay in business. These include treatment of water effluent, boreholes installation, which may have financial implications. Drought events analysis remain external entrepreneurial risk factors to keep heavy water use industries such as construction in business. The 2015/16 drought forced many companies out of businesses. Given rapidly changing climate that leads to water shortages, the current study aimed at analysing and monitoring drought events to enable construction companies to put measures in place for drought risk mitigation. The study used a reconnaissance drought index (RDI) in monitoring drought as an entrepreneurial risk. A dickey fuller stationarity test was used prior to drought index computation. DrinC software was used in computing RDI values. This water balance drought index used potential evapotranspiration (PET) computed using Hargreaves method. The used RDI-6, 9 and 12-time scales that are used to detect and quantify hydrological drought which adversely impact construction companies. The results revealed statistically decreasing Mann Kendall' trend on all RDI-6, 9 and 12-time scales. This implied a situation where the study area is moving into hydrological drought events. The average drought intensity of extreme drought below -2. The results further showed a high drought tendency of more than 1 in 9 and 12-time scales. The study therefore advises all water users and the government to use water sparingly as RDI trend is significantly getting negative and devise innovative ways to get water to keep this industry in business.

**Keywords:** *Reconnaissance drought index, entrepreneurial risk, environment, drought, periodicity*

# **Entrepreneurship in adult education and training: Challenges and opportunities in accessing financial support in KwaZulu-Natal**

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## **Abstract**

This study examined the types of challenges graduates from adult education and training encountered and opportunities in accessing financial support in order to start-up and grow an own small business in KwaZulu-Natal. The main concern was to find out why graduates do not enter self-employment after requiring technical and entrepreneurial skills. The study used the combination of both qualitative (semi-structured interviews) and quantitative (survey questionnaires) methods to collect data from adult learners, trainers and centre managers. The sample was drawn from adult education and training (AET) centres in the province of KwaZulu-Natal (KZN). The main findings reveal that micro-finance institutions are keen to grant loans and credits to graduates from entrepreneurial training centres. However, graduates are not eligible for credits because they fail to meet the security requirements of the lending banks due to their socio-economic situations. The author concludes that if AET centre managers do not involve micro-finance institutions prior to the training delivery and transition stages of the entrepreneurial training programmes, graduates will continue finding it difficult to access financial services and enter self-employment after acquiring entrepreneurship skills. As practical and policy implications, the entrepreneurial training for unemployed adults is a tool to enable them to improve their living conditions. However, this can be achieved if the entrepreneurial training programmes at AET centres are combined with the creation of a conducive environments to allow graduates the access to credit and become self-employed.

**Keywords:** *Adult education; entrepreneurship; post-training support; self-employment; South Africa.*

## **Social Entrepreneurship - Enhancing Economic Development**

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### **Abstract**

It is claimed that social entrepreneurship is a distinctive approach to finding solutions to societal and developmental problems. Higher education is facing new challenges in its role towards the realisation of an open, democratic, and equitable society. Higher education systems are defined as social institutions not only academic institutions. Development theory involves a range of disciplines encompassing economics, environmental, social and politics, influenced by economic thought University funding was provided to address nutritional needs by developing a food garden at Nzame Primary School, Phelindaba, Bloemfontein. To become a social responsive institution, the food garden was identified as an urgent need and link up with the school curricula by including a sustainable hydroponic system. The entrepreneur of the hydroponic system will be able to develop and test the product, benefiting from this venture while providing healthy organic food to the school children. This will also be applied as a teaching tool in addition to other fun teaching interactions to make learners (and their parents) environmentally conscious, encouraging an interest in STEMI subjects, exposing them to the benefits of hydroponic farming and to learn to replicate at this home. To study the economics of a social entrepreneurship environmental initiative combined with training could give guidelines how to stimulate a social entrepreneurship mind-set to bring about change in the community. Overall findings were that participation is the best way to learn and the challenges are time constraints due to limited interaction with participants.

**Keywords:** *Social entrepreneurship; universities; economic development*

# **Business social responsibility perception among SMMEs in the Free State province of South Africa.**

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&

DY. Dzansi

Central University of Technology, FS

## **Abstract**

Business social responsibility (BSR) is attracting a lot of interest from both practitioners and academics. However, studies on the small, medium and micro enterprises (SMMEs) BSR has largely focused on large corporations. This worrying trend has led to lack of proper understanding of the SMMEs/ BSR interface on the continent and the need for accelerated empirical research on the subject. This study sought to explore how SMMEs in the Free State Province of South Africa perceive BSR. The research was based on quantitative data derived from self-administered questionnaire. The results indicate that, majority of the surveyed SMMEs in South Africa understand the concept of BSR very well. They are also of the view that businesses should engage in BSR whether or not they are making profit – which means for altruistic purposes. Based on these findings, conclusions are drawn followed by policy recommendations as well as practical recommendations for SMMEs.

**Keywords:** *Business social responsibility, altruistic, perception, SMMEs*



# **Transforming communities using resource based entrepreneurial development through incubation**

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## **Abstract**

The idea that entrepreneurial development can mainly be accelerated by financial institutions providing finances to SMMEs, has turned to be dawdling the transformation of communities using the main dynamics of resources. It is imperative to acknowledge today that with the development of the incubation programme by the Department of Trade and Industry (DTI), incubation has turned out to be the major player in transforming communities using the available resources. This paper is a report of the study conducted on transforming communities using resource based entrepreneurial development through incubation. The study followed a qualitative research underpinned by the resource based theory involving 30 incubation centres and incubatees (SMMEs) in South Africa that have developed various communities through projects and product development using minimal resources to support their entrepreneurship. Two experts from universities of technology were further interviewed as part of the sample. Thematic data analysis was conducted and common themes identified from the responses. The preliminary findings indicate that incubation centres are potential resources for transforming communities, with specific reference to individual people's lives through entrepreneurial development. In addition, innovation and technology advancement to communities can be amplified through incubation.

**Keywords:** *Communities, entrepreneurship, entrepreneurial development, incubation, transformation*

# **Opportunities and Challenges of Broad-Based-Black-Economic-Empowerment: Views from a sample of Small and Medium Businesses in South Africa**

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University of Fort Hare

## **Abstract**

Every nation is faced with different challenges, South Africa as a developing country is no different. Emerging economies are faced with numerous socio-economic development issues such as unemployment, crime and poverty. Broad-Based-Black-Economic-Empowerment has become a leading obstacle in the 21st century, largely impacting small and medium enterprises. Broad-Based-Black-Economic-Empowerment has become a major issue for small and medium enterprises due to the obstacles in becoming Broad-Based-Black-Economic-Empowerment compliant. Thus, fostering entrepreneurship is a prime concern for the South African government. Consequently, this qualitative study analysed the opportunities and challenges of Broad-Based-Black-Economic-Empowerment on small and medium enterprise owners. A total of 22 semi-structured interviews were conducted with the participants illuminating that the Broad-Based-Black-Economic-Empowerment legislation was not favoured. However, business owners were still becoming Broad-Based-Black-Economic-Empowerment compliant in order to obtain government tenders and ultimately enjoy financial gain. Challenges associated with the Broad-Based-Black-Economic-Empowerment legislation entailed the immense administration and the cost of becoming compliant. Although challenges existed, the small and medium enterprise owners were seeking guidance from Broad-Based-Black-Economic-Empowerment agencies in order to safeguard compliance. The results illustrated that business owners are urging for a restructuring of the current Broad-Based-Black-Economic-Empowerment legislation in order to contribute towards social justice and equality. Ultimately, contributing towards economic development and prosperity.

**Keywords:** *Broad-Based-Black-Economic-Empowerment; South Africa; small and medium enterprises; Previously Disadvantaged Individuals; Industry; entrepreneurship*

# **Taking on the challenge: SMMEs and socioeconomic development in the face of large business and government apathy in South Africa**

T. Makwara

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## **Abstract**

While the promotion of entrepreneurship for socioeconomic development has become a common theme among the developing nations in Africa, there seems to be apathy on the part of the South African government and large business in spearheading socioeconomic development. Thus, the aim of this research is to assess the current role of entrepreneurial ventures such as small micro and medium enterprises (SMMEs) in spearheading economic growth and addressing social problems in an environment where large business and government are seemingly doing very little. The research takes the form of a three level grounded theory literature review to gather evidence of the critical role SMMEs play in spearheading socioeconomic development. The key literature finding is that both government and large business in South Africa play secondary supporting roles in spearheading socioeconomic development. However, what remains empirically indeterminate is if indeed, SMMEs play a practical and meaning leading role in, for example, improving the standard of living of communities. Thus, further empirical research on this topic is recommended.

**Keywords:** *Entrepreneurship, SMMEs, socioeconomic development, large business, social problems*

# **Assessing the soft skills training needs of owner managers of emerging construction firms in the Mangaung Metropolitan Municipality in South Africa**

M. Dzansi, C. Chipunza, DY. Dzansi, EK. Agbobli, T. Dzogbewu.

Central University of Technology, FS

## **Abstract**

Literature suggests that just like the so called hard skills, soft skills competencies are also essential for the sustainability of small businesses in the construction industry. Yet literature review indicates that soft skills training of owner managers of emerging construction firms (hereafter ECFs) in South Africa has been relegated to the periphery with focus on the so called hard skill competencies. To bridge this gap, the quantitative research approach was used to assess the soft skill training needs of owner managers of ECFs in the Mangaung Metropolitan Municipality in South Africa. Several interesting findings were made including: inadequate soft skill competencies; significant differences in soft skills training needs based on firm and owner manager demographics; the preferred delivery modes in their order of preference being: (i) traditional fully face to face contact mode, (ii) face to face contact flipped classroom, (iii) part face to face contact with online learning (blended mode), (iv) the virtual full online/distance mode; and significant differences in preference for delivery based on gender, age, educational level and working experience. In the presentation, these and other findings as well as recommendations will be presented in detail.

**Keywords:** *South Africa; soft skills training needs; owner managers; emerging construction firms Mangaung Metropolitan Municipality*

# **The contribution of entrepreneurial skills transferability on entrepreneur development: A theoretical perspective on immigrant entrepreneurs in the Mangaung Metropolitan.**

L. Moloji

Central University of Technology, FS

## **Abstract**

The aim of this paper is to investigate the contribution of immigrant entrepreneurs towards the transfer of entrepreneurial skills to local citizens and how this impacts on entrepreneurial development in Mangaung Metropolitan area. The study emanates from the increasingly growing number of immigrant businesses in the study area as compared to the number of businesses owned by locals. This is in spite of the availability of training programs initiated by the South African government and other stakeholder which are intended to equip local citizens with necessary entrepreneurial skills to create and sustain businesses. The paper is also given impetus by the lack of studies that investigate the contribution of immigrant towards local entrepreneurs. As such, a comprehensive interpretation of present literature on entrepreneurial skills used in immigrant SMMEs and personal observations is adopted. The paper argues that, sufficient business mentoring and collaboration has the potential of effecting transferability of skills by immigrant entrepreneurs to locals. The implications are that government's influence and support may assist to transfer skills and mentor local entrepreneurs to create and sustain their businesses. Therefore, immigrant entrepreneurs have a potential to contribute to entrepreneurship development locals.

**Keywords:** *Entrepreneurial skills, skills shortage, skills transfer, immigrant entrepreneur and entrepreneurial development*

# Extreme temperature modelling: A business continuity perpetrator

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## Abstract

Agriculture contributes approximately 3% of the national GDP in South Africa and provides employment for most of the low-skilled labour force. Abiotic stresses are some of the major constraints to crop, animal production and food security globally. Extreme temperature is therefore undoubtedly the most important stressor to both animal and crop production in agribusiness in the current rapidly changing climate. Heat stress negatively affects fertility and reproduction in dairy cows and leads to poor crop (maize) yield. This study was conducted in Bothaville and Frankfort areas which have high production of maize and dairy products respectively. The study aimed at characterising extreme temperature using heat index for improved management of crop and dairy production in the study areas based on positivist theory paradigm given the rapid changing climate that has adversely impacted on agribusinesses hence economy in South Africa. Furthermore, the study sought to ensure sustainable value food chain in the Free State agribusiness. A 37 year-long monthly maximum average temperature versus time-series data was obtained from South African Weather Services to compute heat index on seasonal and annual time scales. Expectation Maximum algorithm aided by SPSS was used in replacing the missing data values for data control, validity and reliability. Results showed the return period of approximately 2 years in the “danger with caution” in the heat index category on annual bases. Although no temperature values exceeded 40.6 oC, farmers in the study areas are advised to put proactive measures in place, such as irrigation of crop fields and sheltering of cow sheds to counteract the effects of extreme temperatures.

**Keywords:** *Heat index, modelling, business risk, business continuity, hazard, extreme temperature*

# Developing a drought early warning system for manufacturing industry in Lesotho using RDI

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## Abstract

Textile industry in Lesotho contributes approximately 40 to 45% of the Gross Domestic Product and employs over 40 000 Basotho. Although Lesotho is a water rich country, this industry uses large amounts of water and has put increased pressure on this major natural resource. In order to assist regulate and effectively manage water usage in the Lesotho textile industry, the current study develops an early warning system to keep this industry in business during the current rapidly changing climate regime. The study used both monthly average precipitation and temperature to compute a water balance standardised precipitation drought index (RDI) on 6.9 and 12-time scales obtained from Lesotho Meteorological Services. Expectation Maximum (EM) algorithm was used in replacing the missing values of both data sets. DrinC software was used in computing SPI values. Results revealed statistically decreasing Mann Kendall' trend on all RDI-6, 9 and 12-time scales. This implied a situation where the study area is moving into hydrological drought events. The spectral analysis revealed return periods of 3 to 7 years on all the three selected scales. This implied Lesotho drought is driven by El Nina events whose cyclicity is 3 to 7 years. With these results, the study area is expected to be in drought in 2019. The industry is therefore expected to use water sparingly during the expected drought events. The study warns all water users and the government to use water with caution as RDI is significantly getting negative. Measures such as water restrictions and rationing are therefore encouraged as the study area in its second year after the 2015/16 drought disaster.

**Keywords:** *Standardised precipitation drought index, business risk, drought, manufacturing industry, hazard*

# **Assessment of public funding composition and management training of small cosmetological businesses' employees: a case of hair salons in Bloemfontein**

N. Mpiti and P. Rambe

Central University of Technology, FS

## **Abstract**

Although small, micro and medium enterprises (SMMEs) receive limited funding from governmental institutions, entrepreneurship literature provides incontrovertible evidence on public funding as one of the most preferred choices of funding for SMMEs in South Africa. In spite of the convergence of literature on the concentration of public funding in overheads (such as salaries, electricity and rentals) in SMMEs, the proportion of public funding devoted to employee training among SMMEs remain a grey area. More so, the particularization of training that public agencies offer to SMMEs raises doubt on the diversity of training options available to these business entities especially those operating in traditionally female domains such as hair salons. In view of the limited knowledge on the effects of public funding on SMME management training including the illusion on the breadth of training options of SMMEs, the current study examined the influence of public financing of South African hair salon SMMEs on the level of training of their managers. The study, which drew on a quantitative approach and survey research design, involved the administration of 150 structured questionnaires to hair salon SMMEs owner/managers in the Mangaung Metropolitan Area. The findings suggest that while most hair salon SMMEs depend largely on National Youth Development Agency (NYDA) funding, they deployed such funding to highly segmented training areas such as business skills training, entrepreneurial skills training and technical skills training) for their owner/managers. The study also revealed that public funding has a negative impact on business skills training, entrepreneurial skills training and technical skills training. The study recommends SMME owner/managers to diversify sources of funding to reduce their dependence on public funding which severely strains management training opportunities. Furthermore, SMMEs are encouraged to establish which types of training have a greater impact on organizational productivity so that funding can be directed to such training. Future studies should focus more on strategies for loosening the regulations and policy when it comes to accessing public finance for SMMEs particularly hair salons.

**Keywords:** *Public funding; Management training; Hair salons*



**The transformative realignment of economies as a consequence of the Fourth Industrial Revolution. Application of the Kuznets analysis of development to the developing world. A case study of South Africa and Singapore**

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Researcher

**Abstract**

There is an economic quagmire which revolves around technological development, social interactions, economic growth, poverty and inequality. Policy makers have to be ready to embrace the new technology and optimally use it for the betterment of society. However, failure to understand this new technology will have adverse effect on the development of nations. A quantitative and qualitative assessment of South Africa and Singapore is done using secondary data from Stats SA and Singstat respectively. Practical surveys in high density suburbs in South Africa will be done to cover the impact of this new era of technological development. Secondary data will be used to evaluate the impact of technology on the Singaporean economy. A focus on the work of Kuznets and Thomas Picketty's theories is done addressing academic gaps paving a new prescriptive measure for Singapore and South Africa. The objective of the research includes establishing the link between economic development and technological development. An assessment of the application of the Kuznets analysis of development to the South African and Singaporean economy will be conducted. Thomas Picketty's evaluation will be done on third world countries and an assessment of proposals from the World Economic Forum compiled papers coordinated by Professor Klaus Schwab. This is conducted proffering strategies on addressing inequality issues to ensure a balanced society. The impact of the value of workers as a result of advances in technology and the cumulative effect of the revolution on productivity, employment and incomes is evaluated. An assessment of the rise in income inequalities and a proposed counter social strategy is to be propounded. The relationship between technological developments and income inequalities in South Africa will be tested using the coefficient of determination. The current findings show that inequality of income is the single greatest threat to social stability throughout the world. An assessment of South Africa's readiness to embrace the new technology (4IR) and the progress in Singapore gives a conclusive remedy to carry the developing world into a new era of technological transformation.

**Keywords:** *Technological development; Kuznets analysis; Picketty–Saez model; inequality; social strategy*

# **Feelings for entrepreneurship: Do emotions affect entrepreneurial attitudes, self-efficacy and intentions?**

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&

D. Musiwa

Central University of Technology, FS

## **Abstract**

The role of entrepreneurship in job creation, wealth creation, and personal development is vital for a nation's economic growth. Researchers generally agree that an individual's intention to create a business is an essential phase in the entrepreneurial process. The existing models used to predict an individual's entrepreneurial intention (EI) overlooked the person-level variables and the role played by context in EI. To fill this void in literature, we examined how emotions influence attitude towards entrepreneurship and self-efficacy - the elements of Theory of Planned Behaviour (TPB). Data collected from 211 participants were analysed by means of step-wise regression and PROCESS macro based on SPSS. The results revealed that the activated unpleasant emotion (not any other forms of emotion), negatively and significantly influenced an individual's entrepreneurial attitude and entrepreneurial self-efficacy, both of which in turn significantly influenced EI. In other words, the relationship between the activated unpleasant emotion and EI is significantly mediated by both entrepreneurial attitude and self-efficacy. Surprisingly, the subjective norm did not have any influence on the individual's EI and on any facets of the emotion construct. The managerial and theoretical implications of the study are discussed.

**Keywords:** *Activated unpleasant emotion, entrepreneurial intention, self-efficacy*

# **Harnessing Business Social Responsibility (BSR) practices to promote the sustainability of hospitality SMMEs: A case of Bed and Breakfast outlets in the Bloemfontein Area**

L. Moeti

Central University of Technology, FS

## **Abstract**

Despite the increasing call for SMME Business Social Responsibility (BSR) practices to be aligned with provincial sustainable development imperatives, literature warns against the lack of consistency of BSR policies to the sustainable development imperatives. This is as a result of some businesses not adhering to the policies of BSR engagement while others do, and some businesses do practice BSR as an ad hoc activity and not part of any requirements set in policy frameworks. This study contends that the fostering of SMME BSR practices can serve as a platform for development of economic, social and environmental sustainable of hospitality SMMEs. Drawing on a quantitative research approach, a cross sectional survey design was conducted on 120 hospitality SMMEs. This comprised of 56 guest houses, 8 lodges, 12 bed and breakfast and 44 self-catering outlets and were drawn from the Tourism Grading Council of South Africa (TGCSA). The findings suggest that there is a strong and statistically significant relationship between social and environmental sustainability, and BSR practices of hospitality SMMEs. Proposing that when hospitality SMMEs engage in activities like donating to their local community, they build a good reputation, which is critical to their long term social sustainability. Given the strong relationship between social sustainability and BSR practices it is recommended that the hospitality SMMEs should focus on activities that not only meet the needs of the current members of the community but also support the ability of future generations to maintain a healthy community. This implies that in future, hospitality SMMEs will pay attention when carrying out any BSR activities, because it seems to have a direct impact on the sustainable development of those businesses.

**Key words:** *Social Responsivity, Sustainability, SMMEs, Hospitality, Tourism, Sustainable Development*

# **Risk perception: How previous experiences influence the assessment of risk by immigrant entrepreneurs in South Africa**

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**University of Cape Town Graduate School of Business**

## **Abstract**

Opportunity recognition or indeed creation, have been identified as critical for new venture creation. Studies have shown that they are mediated by risk perception, with some scholars arguing that the difference between entrepreneurs and non-entrepreneurs lies in how they perceive risk. It has also been argued that immigrants are more entrepreneurial than the indigenous population, a finding confirmed by studies of entrepreneurial firms in Silicon Valley in the United States of America.

If all immigrants in the world lived in one country, it would be the sixth most populous in the world. This is what makes the study of immigrant entrepreneurs essential, with a view to finding out what drives risk perception amongst them. The central question that this study intended to answer was: “How do immigrants’ previous experiences in their countries of origin, as well as their experiences in transit to and on arrival in South Africa, influence their risk perception?”

By conducting a study involving 36 immigrants drawn from the African continent and the Indian subcontinent in cities throughout South Africa and using the Grounded Theory methodology and a constructivist epistemology, the study found that previous experiences, hardships, youth and individualism do influence risk perception both directly and indirectly. Having limited choices, limited government support and a desire for independence were also found to influence risk perception. The study contributes to theories on risk perception and new venture creation. However, no support was found for the view that immigrants become entrepreneurs because they cannot access the job market.

**Keywords:** *risk perception, previous experiences, hardships, youth, individualism*

### **Theme 3: *Technology Entrepreneurship in Africa***

**The effectuation of social entrepreneurship bricolage in the adoption of disruptive technology to implement entrepreneurial ideas. A survey of Engineering Small to Medium Enterprises (SMEs) in Zimbabwe.**

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Great Zimbabwe University

#### **Abstracts**

The subject of study was the effectuation of social entrepreneurship bricolage in the adoption of disruptive technology in order to implement ideas. There are several studies that note the generalisations of entrepreneurship development and survival in harsh economic environments and challenging divergent ideas are being put forward in order to further analyse the views. Bandura social cognitive theory was used as the lens to set the foundation of evaluation in this study which sought to extend the existing knowledge base and provide a basis for policy recommendation in terms of the relationship of social entrepreneurship bricolage and disruptive technology application. The methodology employed a cross-sectional survey of new firms in the engineering sector to measure innovativeness using a scale developed by focusing on product, service innovativeness, process innovativeness, marketing methods innovativeness and target market selection innovativeness. Data was collected using a five point Likert scale and was analysed using exploratory and confirmatory factor analysis. The implications of the research are further contributions to the influence of bricolage in social innovations.

**Keywords:** *Effectuation, Social Entrepreneurship bricolage, Disruptive technology, social cognitive theory, social innovations*

## **Assessment of information technology employability skills among business education students in tertiary institutions in Ekiti state**

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### **Abstract**

The study investigated the information technology employability skills of tertiary institutions business education students in Ekiti State. Four research questions were raised to guide the study and two hypotheses were formulated. The descriptive survey design was used for this study. The sample for this consisted of 100 final year business education students who were randomly selected. The study revealed that business education students in Ekiti state are highly competent in the tested information technology skills required for employability even though there is significant difference between NCE and B.Ed business education students in their possessed information technology skills. The study also revealed that there is no significant difference between male and female business education students in their possessed information technology skills. The study also revealed there is a significant difference among the areas of specialization in business education in their possessed information technological skills. The study concluded that the business education students have required information technology skills for employability and that there is relationship between the business education curriculum content and information technology skills required for employability. The study therefore recommended that Business education departments in tertiary institutions should be more equipped with information technology facilities to enable students acquire more Information technology skills before graduating and business education programme should more promoted by government and all stakeholders in the field of education.

**Keywords:** *Business education, Information technology, employment, employability, skills, Curriculum*

# Greening technology entrepreneurship in Africa

R. Molestane

Vaal University of Technology

## Abstract

Entrepreneurship itself, of course is not new to African region. However, technology entrepreneurship (TE) is a new form of entrepreneurship activity in the continent. The importance of TE cannot be ignored at enterprise level, national and regional for development and competitive advantage. The purpose of this to explore green information technology practices in disposing of electronic waste generated during technology entrepreneurship transactions and recommend intervention. The study is needed because neglect to manage electronic waste properly has negative effects to health and the environment. Narrative overview of literature synthesizing the findings of literature retrieved from grey literature and online databases search. The findings revealed that green information technology is mostly not practiced during disposal of waste generated from ICT equipment in TE organisations. The main cause is the absence of knowledge of long term and short term effects of electronic waste on health and environment. In instances where there is a limited awareness, regulation is not present, laxer and not enforced. The paper was not intended to critic technology operations in TE but encourages proper management practices of electronic waste generating operations. Electronic waste is a challenge due to their toxic effect on the environment and wellbeing when poorly managed. This paper suggests that awareness or education is regarded as the first step towards realising the importance of proper management of electronic waste. Neglect to proper management of electronic waste generated during technology entrepreneurship transactions hold damaging effects to health and the environment.

**Keywords:** *electronic waste, technology, entrepreneurship, health, environment*

**Theme 4: *Other contemporary topical issues in entrepreneurship development***  
**Accountability and Governance of Small to Medium Enterprises**  
**in Zimbabwe as a source of development**

P. Chavhunduka

Great Zimbabwe University

**Abstract**

This abstract is a foreword of a paper on Small and Medium Enterprises (SMEs) aspects on accountability and governance in Zimbabwe. These two variables affect entrepreneurship development in Zimbabwe. A recent study by the International Monetary Fund (IMF) has come up with a conclusion that Zimbabwe is the “second largest informal sector in the world” second to Bolivia. The informal sector in Zimbabwe accounts for most of the Small to Medium Entrepreneurs (SMEs). It is against this background that this study will try to find out the accountability and governance aspects of this important sector. Entrepreneurship not founded on strong accountability and governance fails as a going concern. The author will look at selected SMEs to find out the level of accountability and governance. Asset management, observance of concepts such as Substance over Form, Business Entity and general internal controls will form the focus of this study. Related literature will be reviewed to find out what other researchers have found out about accountability and governance in SMEs while appropriate research methodologies, research methods, research design, sampling procedures will also be applied given the multitude number of SMEs in Zimbabwe. The findings will be analysed and interpreted using various techniques and recommendations made.

**Keywords:** *Accountability, Governance, Development, Sustainability, Management*



# **Fostering creativity and innovation through leadership and affective commitment: The Moderated Mediation Analysis**

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## **Abstract**

At the heart of entrepreneurship development lie the complementary processes of creativity and innovation. Even though leadership and individual commitment are important to unlocking these processes, little work has surprisingly been reported on how transformational leadership interact with affective commitment to influence creativity and innovation. The purpose of the present paper is to examine if affective commitment moderates the relationship between transformational leadership and creativity; and if creativity in turn influences innovation in existing organisations. The paper specifically seeks to explore and explain how the moderated effects of transformational leadership by affective commitment on innovation are mediated by creativity. Data were collected through self-administered questionnaires distributed to 263 employees in public and private sector organisations and were analysed by means of hierarchical moderated mediation analyses and Hayes's (2013) PROCESS macro based on the Statistical Package for Social Sciences (SPSS, v. 24) software. The results suggest that the effects of transformational leadership on creativity were moderated by affective commitment, and in turn creativity partially mediated the joint effects of transformational leadership and affective commitment on innovation. Overall, the study emphasises the importance of the joint effects of transformational leadership and individual commitment to the criteria of creativity and innovation. The study concludes by providing theoretical and practical implications, and by outlining a number of avenues for future research in these areas.

**Keywords:** *Affective commitment, creativity, innovation, transformational leadership, moderated mediation*

**Productivity duration among A1 resettled farmers in Zimbabwe. A case of resettled farmers in Midlands province.**

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&

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**Abstract**

The land resettlement exercise in Zimbabwe was done at first to address land imbalances and increase domestic agriculture productivity. This was also targeted to decongest the rural and native reserves created during the colonial regime. However, the contribution of the farmers to the national silos is still very minimal as evidenced by the increased vulnerability of the nation to extreme poverty. This can be orchestrated by the fact that some farmers will never grow and or produce beyond their consumption. The study therefore tries to examine the productivity duration amongst the smallholder farmers together with the determinants. This paper applied the concept of survival analysis to estimate productivity duration among A1 farmers in Zimbabwe and to identify the main factors influencing the probability of productivity. The Cox hazard and the Weibull parametric models were applied to analyse farmer productivity. A sample of 176 randomly selected farmers was interviewed to solicit information on the wages, education level and the level of government support in terms of input subsidies. The results showed that educated farmers are more likely to be productive and take lesser time to increase their productivity levels compared to less educated farmers. This then pointed to the fact that the government of Zimbabwe should have targeted the education of farmers first before embarking on resettling the A1 smallholder farmers and this can also be considered in future land reforms. To the already resettled farmers, the study recommended that there be farmer education initiatives to speed up their graduation from survivor to hazard farmers.

**Keywords:** *A1 farmers, productivity duration, Survival analysis, parametric regression and hazard farmers.*

# **Restructuring the Business/Accounting Education Curriculum for Self-Sustainability: Instilling Entrepreneurial Consciousness into Students in Tertiary Institutions**

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&

OA. Adeosun

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## **Abstract**

This study investigated business/accounting education students' awareness of unemployment situations in Nigeria, their level of preparedness to face the challenges and their entrepreneurship consciousness for self-sustainability. Two research questions and hypotheses guided the study. The population was 500; the sample was 80 business/accounting education students, randomly selected from each level of the University of Nigeria, Nsukka, Ikere-Ekiti Campus. The questionnaire instrument was validated and tested for reliability with a coefficient of 0.72. Data were analysed using descriptive statistics. Findings revealed that students are aware of unemployment situations in Nigeria but have very low level of entrepreneurship consciousness to support the development of self-sustainability. It was concluded that inculcating entrepreneurship consciousness into Business/Accounting Education programmes, through practical experiences, will increase self-sustainability of students and reduce unemployment in the country. The curriculum should be restructured to ensure that entrepreneurship is emphasized and tertiary institutions should provide entrepreneurship centres.

**Keywords:** *Restructuring, Curriculum, Sustainable Development, Entrepreneurship Consciousness, Self-Sustainability*

# **Crowdfunding and entrepreneurship development**

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## **Abstract**

Availability of funding is a crucial element in entrepreneurship and presently entrepreneurs are constantly encountering difficulties in obtaining capital to kick-start their creative ideas. Following the 2008 global financial crisis, the global banks adopted a conservative approach, becoming less willing to lend and fund. Consequently, the availability of financial support for creative ideas and start-ups has declined, leaving many promising entrepreneurs in desperate need for alternative fundraising means. On the other hand, web 2.0 internet application advances have resulted in online social networks which in turn facilitate a new approach to plug the entrepreneurial start-up funding gap through crowdfunding (Wu et al. 2015; Beier and Wagner. 2017). Overtime, the global crowdfunding market has grown in size with \$34 billion raised 2015 compared with \$16 billion in 2014, \$880 million in 2010, and World Bank estimates indicate that crowdfunding will raise \$93 billion annually by 2025 (Massolution, 2015; Barnett. 2015; Fromberg and Mehl. 2014). Crowdfunding essentially depends on the interactions among users and their utilization only makes sense when a group of individuals are willing to use and continue using the technology together (Makina. 2017; Cheung and Lee. 2010). In terms of the theoretical framework, Cheung and Lee (2010) in Makina (2017) observes that while recent information systems (IS) studies are now embracing the issue of social networks, they utilize the classical individual-based models for investigation. However, classical individual-based models ignore group-based behaviour that is characteristic of online crowdfunding social networking sites because they assume that the use of an IS only depends on individual personal reasons and perceived social pressure (Davis. 1989; Ajzen and Fishbein, 1975; Venkatesh et al., 2003). This paper undertakes an exploratory approach to critically review the role of crowdfunding in spurring entrepreneurial development since currently very little is known about this emergent research domain. The specific research question this paper addresses is: 'what, if any, is the role and potential impact of crowdfunding campaigns in entrepreneurial start-ups?' The impact of crowdfunding is explored in terms of the social networking theories, crowdfunding methods, processes, entrepreneurial growth, freedom of innovation and value creation. Research on the effect of crowdfunding on entrepreneurial development is still in its infancy, however, existent empirical work shows a positive effect of crowdfunding entrepreneurship in terms of value of creation and freedom

of innovation. This study concluded that (1) crowdfunding provides an innovative, yet effective avenue for entrepreneurs without high-capital endowments to obtain resources to pursue business opportunities, (2) non-financial benefits of crowdfunding include freedom of innovation and value co-creation between actors joined together with a crowdfunding platform and initiative, and (3) to date, donations are the most effective crowdfunding method for entrepreneurial start-ups (Shane and Cable. 2002; Erkinheimo et al. 2016; Quero et al. 2014; Vargo et al. 2015). As this paper notes a remarkable growth in start-up capital raised through crowdfunding, it can be argued that this growth has been facilitated by utilizing social media in promoting crowdfunding campaigns. However, more research is required to be undertaken in measuring the effect of the use of specific types of social media in crowdfunding.

**Keywords:** *crowdfunding, entrepreneurship, development*

# Effects of moral sensitivity and emotional openness on risk management efficacy among entrepreneurs in Zimbabwe

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## Abstract

This study adopted a behavioural approach to risk management by considering moral sensitivity and emotional openness as antecedents of risk management efficacy among entrepreneurs in Zimbabwe. Grounded on Kohlberg's theory of moral judgment, the underlying notion of this study is that both moral sensitivity and emotional openness may influence or impede the entrepreneur's approach and perspectives in risk management. This study was conducted in the Masvingo Province, and a total of 212 entrepreneurs were randomly selected from a database provided by the ministry responsible for small and medium enterprises. Data was collected through an online questionnaire developed on a five point Likert scale and analysed using covariance based structural equation modelling. The results of this study suggest that both moral sensitivity and emotional openness have a positive and significance effect on risk management efficacy. In essence, the findings reveal that in order to better explain the determinants of superior risk management among entrepreneurs, it is appropriate to consider behavioural factors as well. The study recommends that to transcend the way they manage the risks inherent in their business operations, entrepreneurs should promote emotional openness and consciousness as to how their actions may affect different individuals.

**Keywords:** *moral sensitivity, emotional openness, risk management, structural equation modelling.*

# VALU-E: An Educational Game for Entrepreneurship and Sustainability

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## Abstract

Entrepreneurial education can be an important contribution to socioeconomic development. The question is how we can effectively and efficiently bring entrepreneurial knowledge, skills and acumen to potential entrepreneurs within and outside the university. One potential method of entrepreneurial education is the use of educational games.

The question is: whether and how an entrepreneurial game can be developed and used in order to foster entrepreneurship in South Africa. The question is positioned in the intersection between economics, entrepreneurship, gaming, pedagogy and sustainability; hence a multidisciplinary approach is required.

In this paper, we present the results of an analysis and development process to design a game set which can help to educate future entrepreneurs. The analysis also shows the variety of target groups for a game.

The solution presented in the paper is a haptic game set based on the VALU game developed at Aalen University and CUT Bloemfontein. The new game set VALU-E has several attributes that are essential to attract stakeholder support and to ensure training success. We also have a look at the process of game rollout.

The paper shows that haptic games can be developed and used efficiently for training in industry, university and society. This should now be rolled out to various target groups and the training success should be monitored.

**Keywords:** *Entrepreneurial game, educational games, entrepreneurial education, sustainable development, socioeconomic development*





## **Factors affecting job creation among secondary school leavers in Delta state, Nigeria**

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### **Abstract**

Although the federal government of Nigeria had introduced entrepreneurial subjects in the secondary school curriculum as a way of acquiring entrepreneurship knowledge for job creation, literature on the progress of this initiative and the nature of challenges secondary school leavers face in their attempt to create jobs is however scarce. This study, therefore, attempts to bridge that gap by identifying challenges secondary school leavers in Delta State encounter in the process of creating jobs. It examined these challenges along three dimensions: the personal, educational system and government factors. The paper adopted a survey research, whereby questionnaires were administered to one hundred and sixty-six (166) secondary school graduate entrepreneurs in Ika local government area of Delta State. Since the population figure could not be ascertained, the sample size was calculated by using sample estimation technique with unknown population. The data were analysed using regression and Pearson matrix correlation techniques especially Ordinary Least Squares (OLS) estimation technique. The study establishes that government and educational system factors are the most pressing constraints. Specifically, poor funding of the entrepreneurial programmes by government and lack of stimulating learning experiences mar secondary school leavers' entrepreneurial success. The study, therefore recommends that government adopt a more pragmatic approach to entrepreneurship by building training centres that liaise with schools within a given area, providing instructional resources, funds, instituting monitoring agencies to alleviate the challenges faced by secondary school leavers. Further studies should however be carried out specifically on secondary school leavers in rural areas whose plights may be different and require more stringent measures.

**Keywords:** *Delta State, Educational System, Government Factors, Job Creation, Nigeria, Personal factors, Secondary School Leavers.*

# **The association of cognitive style of unemployed graduates in Lesotho to entrepreneurial intentions and implications on venture start-ups**

M. Mokethi

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## **Abstract**

Thousands enter Lesotho job market each year and half fail to secure jobs and twenty percent of these job seekers are from tertiary institution. Entrepreneurship is advanced as one of the means to combat the challenge of unemployment yet it has not been determine whether the unemployed have intensions to take up entrepreneurial career through assessing their entrepreneurial intentions. Studies that focused on characteristics or traits that distinguishes entrepreneurs from the general population failed to provide convincing results why some people and not others became entrepreneurs and a cognitive perspective, which is the focus adopted in this study, has become a useful tool to explain entrepreneurial variance. The study aims to determine the association of cognitive style of unemployed graduates in Lesotho to entrepreneurial intentions and implications on venture start-ups. A non-probability sampling technique was used where a sample consisted of 276 unemployed graduates selected from national census trainees were given questionnaires. A total of 225 responded translating into 81.5 percent response rate. Explanatory factor analysis was conducted and it showed that the instrument used met construct validity. Cronbach alpha showed that the study was reliable. The correlation results revealed that there are respondents that are strong on intuitive and analytical thinking. However, the linear regression analysis found no statistical relationship between unemployed graduate's entrepreneurial intensions and intuitive and analytical thinking. But there is significant positive relationship between self-efficacy and analytical thinking while there is significant positive relationship between self-efficacy and entrepreneurial intentions suggesting a mediating role of self-efficacy, mediating analytical thinking and entrepreneurial intentions of unemployed graduates in Lesotho. Implication of strong analytical thinking indicates that unemployed graduates are effective at implementation stages of the venture creation not start-ups as suggested by literature. To facilitate start-ups by unemployed graduates in Lesotho tertiary institutions should improve creativity competence which will enhance intuitive thinking.

**Keywords:** *Entrepreneurial intentions, cognitive styles, analytical thinking, intuitive thinking, new venture start-ups*

## Developing enterprising cities in South Africa

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### Abstract

Creation of economic opportunities is one of the major functions of the cities. Economic development in the cities demand an environment for entrepreneurship, investment, innovation, and distinct entrepreneurial city image. In the wake of the effort to transform South African economy and so do the cities, there is a need to explore how South African cities can be revitalised through large scale entrepreneurial activities in the cities. Therefore, this paper examined what entails an enterprising city, its implication the South African context and how an enterprising city can be developed in South Africa. A Delphi research method involving interviews and discussions with urban planning professionals, entrepreneurs, people engaged investment sector, Information Communication Technology, branding and image building, and policy and decision makers. Also, evidences from literature and case studies from across the world were used as the precursor to the study to understand the concept of enterprising cities. Findings suggest that, although, the majority of the South African cities contribute to the economic development to certain extent, they do not portray distinct images of entrepreneurial cities at both regional and global level. The enterprising cities have distinct dimensions such as it offers the environment of investment attracting investment from both Foreign Direct investment and domestic investment, Research and Development and Innovation and smart technology enabled quality communication facilities for fast and seamless engagement and liaison both at national and Global level. Furthermore, there is a need for the creation of adequate transportation and built infrastructure, environment for creating open society and cosmopolitanism, attracting high grade competent and skilled personnel, and entrepreneurship friendly policy. More importantly, the cities should have their own distinct image and accordingly need for the branding.

**Keywords:** *Cities; Entrepreneurship; Information Communication Technology; Innovation; Investment*

# **Problem Based Learning as means for embedding entrepreneurial attributes: a survey of Engineering students at a South African University of Technology**

DK. Das

Central University of Technology, FS

## **Abstract**

Developing entrepreneurial attributes among the university students particularly in engineering education is argued to be one of the critical goals of higher education in South Africa. Problem Based Learning has been argued to be one of the pedagogical methods that can assist in developing entrepreneurial attributes among the university students. Therefore, this study examined the linkage between the development of entrepreneurial attributes and PBL among Engineering students at a UoT in South Africa. A cross-sectional survey was conducted among 120 engineering students selected using the purposive sampling method. A pre-tested self-completion questionnaire was used for this purpose. Focus group discussions among other stakeholders such as lecturers, academic leaders, industry personnel, entrepreneurs, and students were also conducted to explore the perceptions of the stakeholders on the PBL and entrepreneurship linkage. Findings from the study suggest that entrepreneurship is an inherent feature of PBL which offers the students the opportunity to learn and enhance entrepreneurial ability. It is also emerged that the nuances of PBL tasks and activities such as preparation of design brief on the industry problem, developing conceptual products or design, engaging with stakeholders such as industry, Government agencies, consumers of the products, etc., presenting (selling) the design brief, concept design and/ or product enable the students to learnt the entrepreneurial attributes such as developing innovative ideas, engaging with stakeholders to determine the demand, selling the ideas and attracting investment, transforming ideas to concepts and products, risk analysis, and marketing the product within limited time and resource. Thus, PBL is found to be an opposite pedagogical method that can entrench entrepreneurial attributes among students and therefore should be an integral part of Engineering curriculum in the UoTs of South Africa.

**Keywords:** *Engineering Education; Entrepreneurship; Graduate Attribute; Industry problems; Problem Base Learning;*

# **The Impact of Supply Chain Management Policy on Service Delivery in the South African Police Service in the Northern Cape Province**

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&

KR. Makgari

Riviera Kimberley

## **Abstract**

After multi-party democracy replaced apartheid, the Government of South Africa formulated policies and legislations to aid the renewal of the governance and administrative systems of the country. Some of these new policies and legislations are, the Public Finance Management Act (Act 1 of 1999), the Batho Pele Principles that are aimed at transforming service delivery in the public sector, the Supply Chain Management (SCM) Policy, and the White Paper on Policing. As well intentioned as these policies and legislations might be, there have still been many protests around the country condemning the poor service delivery in the public sector. The South African Police Service (SAPS) in particular has received its fair share of criticisms. However, the SAPS has often blamed its perceived poor performance on inadequate resources despite the existence of a SCM policy that seeks to bring efficiency in the acquisition and deployment of resources for service delivery. Therefore, this study delved into the internal structures of SAPS in the Northern Cape (NC) to ascertain if the SCM policy has been effective in addressing the logistics needs of the personnel (i.e. the internal stakeholders). If so, then internal service delivery has been effective. The study adopted a mixed methods approach. Upon surveying 176 personnel, a statistical analysis of the data revealed that the SCM policy has largely enhanced internal service delivery. However, the biggest challenge to implementing the policy is staffing inadequacy, as revealed by follow-up focus group discussions. This indicates that any poor service delivery to the NC public (i.e. external stakeholders) may be attributable to reasons other than inadequate resources. On the theoretical front, the study confirmed that performance management does enhance the effect of SCM on service delivery.

**Keywords:** *Internal Service Delivery; Internal Stakeholders; Mixed Methods; Performance Management; Supply Chain Management.*

## **Dry spells variability analysis for the improvement of agribusinesses' management in Lesotho**

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DM. Sakuls

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University of the Free State:

### **Abstract**

Rain fed agriculture remains one of the main sources of food, employment opportunities for low-skilled and rural community members, and income for both commercial and subsistence farmers sub-Saharan Africa. Understanding problems posed by dry spells variability on agribusinesses is one of the critical challenges today. The current study characterised dry spells in Lesotho using a standardised precipitation (SPI) and standardised precipitation evapotranspiration (SPEI) drought indices for the improvement of agribusinesses. A 30-year long rainfall data was collected from ten administrative Lesotho districts and used to compute SPI and SPEI values. Missing values from the three time series data sets were filled by Expectation Maximum algorithm aided by SPSS. Three dry spells parameters, frequency, duration and intensity were derived from SPI/SPEI time series. The main findings of this study were that all candidate stations experienced similar dry spells conditions in both duration and frequency and all the selected stations throughout the country experienced extreme drought intensity levels from both SPI and SPEI. Evidence of SPI and SPEI time series showed that two of the ten districts showed statistically significant decreasing Mann Kendal's trend s. This implied that farmers must be encouraged to grow drought-resistant cultivars in order to sustain and support agribusiness in Lesotho. Rangeland policies and legislations must be enforced for livestock production, especially in the periods when extreme dry spell events are expected. The government and all other relevant stakeholders are therefore encouraged to devise means to support farmers with irrigation systems to maintain agricultural production, revenue and employees' employment status.

**Keywords:** *Dry spell, drought, disaster, agribusiness, Lesotho, spectral analysis*

# **Cultural intelligence and its importance in creating psychological well-being in an entrepreneurial setting: an African perspective**

LWP. Lezar

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## **Abstract**

South African businesses are highly diverse in terms of its human capital. Unfortunately, prior to 1994, there has been a general absence of exposure to various cultural groupings which has contributed to the paucity of cultural intelligence in general society and consequently within South African workplaces. This absence or lack of cultural intelligence is regarded as an organisational weakness, due to the negative impact thereof on the retention of diverse employees, and subsequently organisational competitiveness of businesses. The purpose of this study was to consider cultural intelligence from an African perspective, and to establish its importance in promoting psychological well-being within an entrepreneurial setting. The reason being, that previously this relationship has not been investigated. From the literature review conducted it became evident that when one considers cultural intelligence in an African entrepreneurial setting, additional constructs such as suspicion and crises of identity need to be considered. It also came to the fore that cultural intelligence is theoretically related to psychological wellbeing. From the literature review conducted, it is suggested that more emphasis needs to be placed on the development of cultural intelligence, since through its association with positive outcomes such as psychological well-being, SMMEs could become more effective and competitive. The findings hold various practical implications for SMMEs such as the focussing on appreciative inquiry and the promotion of intercultural dialogue.

**Keywords:** *Cultural intelligence, psychological well-being, diversity, entrepreneurship, African perspective.*

## **Organisational Dynamics Shaping Women Managers' Work Experiences:**

P. Natanyane

F. Van der Walt

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### **Abstract**

In South Africa, women participation in the workplace has increased rapidly. However, due to the persistent gender biases and stereotypes that continue to exist in many workplaces and the demand for work-life balance, many women managers often opt to leave their current employment for the freedom and flexibility that comes with being an entrepreneur. This is important because their workplaces simply could not offer them these types of flexibilities and freedom. The study sought to explore organisational dynamics that shape women managers' work experiences within the context of male-dominated working environments and how this leads them to viewing entrepreneurship as a better option for them. The qualitative study involved seven African female managers between the ages of 24 and 43, working in male dominated working environments in various industries. Data were collected through one-on-one interviews and were thematically analysed. The findings of the study revealed that due to a lack of social support, women managers struggle to function effectively and as such prefer an entrepreneurial occupation. They further reported social constraints such as being regarded as the "out-group" and gender stereotyping which motivates them to leave the formal sector. Given the social constraints the participants are experiencing in the formal sector and the need they have for social support, it is necessary that women entrepreneurs are given sufficient support to succeed in a male-dominated environment.

**Keywords:** *Entrepreneurship, women managers, male-dominated working environments, gender bias and stereotyping*



# **The Impact of Customer Awareness on Customer Engagement in E-commerce: Moderating Effect of Customer Gender**

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## **Abstract**

Most young entrepreneurs today prefer an online route to establish and maintain their businesses. These young entrepreneurs, who are technologically knowledgeable, can use technology to set up low-cost websites for their businesses and stimulate potential customers' interest through social media and online advertisements. Online businesses, however, have minimum chances of business-to-customer interaction, thus customer engagement with an online business might be a challenge. The paper intends to explore the impact of customer awareness on customer engagement in e-commerce, and the moderating effect of gender on this relationship. A purposive sampling technique was used to identify 100 Business Management students who previously made purchases online to participate in the study. The quantitative research method was employed in the study, and data were collected using self-administered structured questionnaires. Confirmatory Factor Analysis, correlational analysis and Structural Equation Modelling using WarpPLS version 6 were employed in data analysis. Results of the study show that customer awareness has a significant positive impact on customer engagement with the online business, and that customer gender has a significant moderating effect on this relationship. It is therefore crucial for online entrepreneurs to create awareness, especially among female customers, through rigorous promotional activities and advertisements in order to stimulate and sustain customer engagement. This could assist online entrepreneurs to attract and retain customers, as engaged customers buy more, spend more and are most likely to spread positive word-of-mouth about online businesses, thus ensuring long-term sustainability and growth of these businesses.

**Keywords:** *Entrepreneurs, E-Commerce, Customer Awareness, Customer Engagement, Gender.*

## **Conceptualising a project management framework for emerging construction contractors in the Free State**

J. Akaba, FA. Emuze & EK. Agbobli

Central University of Technology, FS

### **Abstract**

This theoretical study focuses on the development of a project management framework for ensuring the economic sustainability of emerging construction contractors (ECCs) in the Free State. The economic sustainability of ECCs is a major concern in the South African construction industry where most of them often exit the business within five years of operations. The reported attrition rates of the ECCs thus necessitates the use of project management techniques considered important for project success. The aim of this theoretical paper is to present the conceptualisation of a project management framework for ECC success. The conceptualisation relies on the project management framework, which entails project lifecycle, project control cycle and templates and tools. It is herein argued that the adaptation of the PMF to ECs context will not only enhance project success, but also improve their business success. This argument is premised on literature revelations that large construction enterprises which apply the project management framework in their operations are associated with high project as well as business success. The study recommends the development of project management framework which is based on project lifecycle, project control cycle and templates and tools to enhance the business and project success of ECs.

**Keywords:** *construction industry, emerging construction contractors, project management framework, sustainability*

**Factors that influence the sustainability of quality management practices in state-owned enterprises: A proposed quality improvement framework**

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E. Agbobli

BM. Hlalele

&

L. Mosweunyane

Central University of Technology, FS

**Abstract**

This empirical study focuses on quality management practices at Transnet, a State Owned Enterprise (SOE) in South Africa. Quality management has become critical to organisational success as customers increasingly continue to demand quality goods and services. Effective quality management or its absence thereof may therefore, make or break organisations. Yet many organisations including State Owned Enterprises (SOEs) seem to pay little attention to this all important dimension of their business practices. The literature reveals a yawning void of any rigorous quality management studies at Transnet and for that matter SOEs. This paper therefore took up the challenge to investigate the factors that affect quality management practices as well as their sustainability at Transnet. Applying qualitative method, ten purposively selected respondents were subjected to in-depth interviews for data collection. Data generated was analysed through framework analysis. The study found that attitude, lack of skills and substandard workmanship are factors that inhibit the practice of quality management practices as well as their sustainability at SOEs including Transnet. Recommended interventions aimed at addressing the factors that negatively impact on quality management practices at SOEs (Transnet) include training, awareness generation, revision of quality policies, and quality audits adherence. The expected outcomes of the interventions include quality standard compliance and product/ service quality improvement or effectiveness. With the guidance of the identified contributing factors, organisations must ensure that employees are equipped with necessary and most relevant skills and training to their jobs. The employees must be encouraged to cultivate positive attitudes towards the culture of quality management.

**Keywords:** *State Owned Enterprises; Quality Management Practices; Sustainability.*

# **The implications of e-service perceptions for entrepreneurs in the service sector: A case study of a South African rural population**

EM. Masupa & F. van der Walt

Central University Technology, FS

## **Abstract**

Quality service is an essential component of entrepreneurial success. A customer experiences service quality if their experience of the service matches their expectations, or when it is better than they expected. The technical and functional elements of quality of electronic service (e-service) that were investigated are efficiency, reliability, fulfilment and privacy and these are used to determine customers' perceptions regarding service quality. The purpose of the study was to investigate how a rural sample perceive e-service quality. The research study was conducted in positivist paradigm and was quantitative in nature. A survey design was used and self-administered questionnaires were distributed to a sample of 390 rural dwellers. The findings indicated that the following dimensions of e-service quality received low scores, namely efficiency (mean=27.32; median=28), system availability (mean=12.84; median=13), fulfilment (mean=16.62; median=17), privacy (mean=10.19; median=11), loyalty intention (mean=17.58; median=18), and perceived value (mean=32.32; median=33). It was only the contact dimension of e-service quality that was perceived positively (mean=10.20; median=11). The findings of the study holds important implications for entrepreneurs providing services through an electronic platform. Therefore, the findings of the study could provide useful assistance for entrepreneurs to develop appropriate strategies to penetrate or extent their client base in rural areas. It is suggested that future research studies should continue to focus on rural dwellers in order to understand their expectations and experiences of electronic services.

**Keywords:** *service quality, e-service quality, rural areas, customers, electronic services*

# Challenges Faced by Female Mini-Bus Taxi Owners: The Case of eThekweni Municipality

T. Matiwane & LN. Kunene

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## Abstract

Gender stereotyping in social contexts perpetuates the restriction of women to perceived feminine career fields such as teaching, nursing and home economics. This perception emanates from the socially accepted role of women as home makers, possessing characteristics commonly associated with ‘caring’, together with the generalisation of women as fragile and emotional beings. For the longest of time, it was believed that women could only be in career spaces that emphasized and required these traits. However, the world of business and entrepreneurship, a male-dominated field, has witnessed a rise in the number of female participants in recent times. Notably, the South African mini-bus taxi industry is gradually accepting women as equal and justified participants. This change however has been accompanied by many challenges. This study seeks to explore gender disparities and challenges in this particular industry, with special focus on the eThekweni Municipality area. The study used qualitative research approach and personal interviews to collect data. The size of the target population for the study was unknown because there is currently no database for women entrepreneurs in the mini-bus industry. Participants were purposively sampled, with the saturation point method being used to determine sample size. Saturation was reached at fourteen participants. Thematic analysis was then applied to analyse the data using NVIVO computer software. The study found that fifty percent of women were widows and had inherited the business when their husbands died, this in itself was found to be a challenge for women in this industry. Their male counterparts who are also the leaders of the industry were found to lack respect for these women due to this. The study also found that women were excluded in decision bodies of the industry and were hardly consulted. Lastly, a lack of business skills and industry knowledge were a major hurdle for these women. The study recommends gender equality education for all in the industry. It also recommends development of business and industry skills development programmes.

**Keywords:** *Female; Business; Taxi Industry; and Gender Equality*

## **The potential role of Growth centres in promoting the commercialization of stinkbugs, Zimbabwe.**

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The paper assesses the potential role of Nyika, as a growth and development centre in the commercialization of stinkbugs in Zimbabwe. The dismissive nature of the term given to stinkbugs as minor forest products, has made their commercialization localized and undermined, thereby depriving poor households a safety net to fall upon. However, the existence of the growth point, has been taken as an opportune place for stinkbugs trading and promotion from local to regional scales. Both quantitative and qualitative methodologies were used in the study. Questionnaires, in-depth and key informant interviews were used to gather data. Vendors were randomly sampled while council officials and business people purposively selected. Descriptive statistics and content analysis were data analysis techniques employed in the study. Findings revealed that dynamism, propulsiveness and innovativeness of the growth centre promoted the commercialization of the stinkbugs even though weak institutional structures, human and social assets, and perceived inferiority of indigenous food remain as perpetual challenges of commercialising stinkbugs trade. The trading of stinkbugs should be linked to existing community based organisations which facilitate the creation or identification of markets for indigenous resources. There is also a need to set up effective institutional frameworks for this market and further research on these products for sustainable development is required.





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