

## FROM THE HOD

An unusual conundrum confronts contemporary universities, namely, should the university pursue the life of intellect, or should it train for material prosperity, leaving the more transcendent parts of our humanity untouched? Whereas universities were once prized as places where students learned how to be educated in the knowledge, skills, values and virtues of intellectual innovation, today they are trained to be workers and adept consumers. Education is increasingly reduced to narrow instrumental logic, recognizable as training and which has little common ground with critical imagination. In fact, there seems to be an increasing contempt for critical thinking. The outcome is seen in a growing generation of young people who are barely literate, live in a privatised world and are either indifferent to or complicit with a growing culture of cruelty unleashed by free market fundamentalism. Is it plausible to believe, as did the disciples of Socrates and Newman and Christ, that only one thing is necessary, and that is to sit and listen at another's feet – this is to choose the better option?

Unfortunately, most never find out. University leaves little time for innovative thought. Most are anxious and worried about many things, burdened with much serving and studying and extra-curriculating and embracing market mechanisms as a way of redefining almost every aspect of university life. These institutions find no time to examine what so many claim is "the better option." Perhaps they are deterred by the threat of the choice; perhaps it is the difference in the lives of those who have chosen to be uniquely creative; perhaps it is the small fortune parents have to spend to keep their children safe and employable. Of course, inevitably this has created self-defeating problems. According to UNESCO over the next 30 years more people worldwide will be graduating through education than since the beginning of history. However, the universities have produced the kind of qualification that has been based on very limited creativity and innovation, and as a result technology and its transformative effect on work has resulted in degrees having very little value.

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## Farewell to a true gentleman

*Dr Louw, you will be sorely missed*

It is with great sadness that the IOP Department say farewell to Dr Gerrit Louw... a true gentleman, distinguished academic and wonderful colleague. Gert as he was fondly known, passed away in September 2014 and will always be remembered for the kind-hearted and gentle person that he was. He had a boundless willingness to help those around him, always made time to provide sound advice for a research problem and generously shared his wisdom with students and colleagues alike.

Thank you for being such an inspiring academic, strong lecturer, heartening supervisor, a devoted researcher, dedicated colleague and sincere friend to us all. Gert, your absence on the tenth floor is deeply felt. You have left a chasm in our hearts and you are sorely missed by your colleagues and students in the Department. Ansie, Jacques, Edrich and Francelle, while there are no words that can provide solace for the sadness in the hearts of those that were touched by Gert, we want you to know that your family are never far from thoughts and prayers.



## IN THIS EDITION...

- Conferences
- Students head to VWASA
- Meet our new staff
- Vacation work successes
- Honours and Masters studies 2016

## THE YOUTH USING THEIR TIME WISELY

Instead of taking a public holiday on June 16<sup>th</sup>, the honours group in Labour Relations and Human Resources were hard at work attending block lectures. The students felt that the most meaningful tribute to and recognition of the role of the 1976 students' uprising was to maximise all their educational opportunities.



# VACATION WORK FOR TOP ACHIEVERS

**An opportunity for experience in the world of work**

**By Stacy Shelton**

The IOP department's annual VWP allows students the opportunity to work in industry for the period of a week- two weeks. The programme took place over the June/July holidays this year. Like many years before, this year proved to be a highly worthwhile and rewarding experience for all students involved. Annually this programme is provided to the top 10 students currently in their third year, but due to the willingness of industry to assist, the top 2 within second year were also afforded this fantastic opportunity.

The reports received from individuals in industry were glowing! Individuals from industry described the department's students as professional, knowledgeable, eager to learn, bright and hardworking. Many of the organisations involved said that they would be happy to assist again in future. The department truly feels proud to receive such fantastic feedback from those outside the university.

From the students' perspective – the VWP students stated that they felt that the programme was “a worthwhile experience”, and that “it makes you realise that the years spent at university were not in vain and that it is actually preparing you to join the workforce and be productive”. Furthermore, the students said that “it was a wonderful opportunity of applying theory in practice”, and “this program made it clear that I am studying the right course.” During the course of the programme students were exposed to a wide range of HR activities – all the way from the more menial tasks such as filing, all

the way through to more complex tasks such as conducting interviews, handling projects, assisting with psychometric tests, writing up of reports and assisting with drawing up job descriptions.

The students in the program and the IOP department would like to thank the following companies for hosting our students: NMMU HR department, Kelston Motors, CR Solutions, Kelly, Staff Solutions, Dimension Data, Life Healthcare (St. Georges and Mercantile hospitals), Work Dynamics, and Key-point Consulting. Without your willingness to assist none of this would be possible!



**VACATION WORKERS (above):** VWP students pictured with Miss Shelton, the organiser of 2015's programme

## WORK EXPERIENCE COMES FULL CIRCLE

**By Roelf van Niekerk**

I worked in the Department of Psychology at the former UPE from 1989-2003. After working for some time at three other universities, I joined the Department of Industrial and Organisational Psychology (IOP) at NMMU in May 2014. Upon my return, I found that the friendliness and collegiality that I enjoyed earlier at the UPE are still very much part of the organisational culture of NMMU. In particular, I enjoy the positive spirit in the diverse student body at NMMU. The students relate well to lecturers and demonstrate a remarkable level of respect and tolerance toward one another. Staff-wise, the Department of IOP is a relatively small department. However, we carry a considerable undergraduate and postgraduate student load. Fortunately, the interest fields and areas of specialisation of staff members are varied and, as a result, we complement each other well. I have thoroughly enjoyed the last 14 months and value the opportunities available to me. I am proud to be associated with the university and look forward to spending the last years of my career here.

## REPORT ON 2014 ANZMAC CONFERENCE

**By Gideon Rousseau**

The 2014 ANZMAC Conference was held at the Griffith University in Brisbane Australia from 1-3 December 2014. The department of Social Marketing acted as hosts. The conference attracted nearly 500 submissions from 36 countries. More than 200 submissions came from overseas, from countries as remote as Portugal, Norway and Brazil, showcasing the truly international field attracted to ANZMAC. From South Africa, NMMU and Stellenbosch University sent delegates and presented papers. Three hundred and eighty two papers were accepted for presentation, giving an acceptance rate of 79%. In addition, 22 posters and seven special sessions were held, providing further insight into the emerging issues in marketing. The paper presented by myself and Danie Venter on shopping behaviour of mature consumers attracted a lot of interest and was well received. A large number of papers focused on social issues in marketing and used qualitative data gathering methods, indicating that the latter data gathering technique is becoming more acceptable in marketing research. We were generally very impressed with the standard and diversity of papers delivered, making this event a high quality and memorable experience.

# AWARDS FUNCTION

*A celebration of our top performers for 2014*

On Thursday 30th October 2014, NMMU's IOP Department hosted its annual Awards Ceremony, where the top performers in the Department were recognised. Awards were allocated to the top three students in the IOP and LR & HR modules, as well as the top three students across each year of study. This year a new initiative was undertaken by the Department to acknowledge students who may not be top of the class, but have shown hard work and determination to improve their results significantly and was also awarded on the evening. The evening was a wonderful celebration of these excellent performers and was attended by students, parents, academics and industry representatives alike.

At times like these it is important to reflect on those who have contributed to these successes and thank them for these opportunities. Partnering with business professionals and organisations, our students get a taste of the working world, whether it be through assignments, guest lec-



**EXCEPTIONAL PERFORMERS (above):** Top achieving students pictured here with Prof Rob Snelgar (HOD) and Willie van Wyk from Coca-Cola Fortune

tures, factory tours, collaborative projects or the Vacation Work Programme. We appreciate that you take the time and make the effort to help develop our students. One should also remember the parents, family, partners and friends of our top performers for their continuous support and encouragement over the years of study. To the IOP department's team of staff, we are grateful for your overwhelming passion for academia and eagerness to share it with your students. Our

HOD, Prof Rob Snelgar, thank you for leading our Department with steadfast determination and dedication.

And finally, to our shining stars, our achievers, our purveyors of excellence – Congratulations on your excellent academic achievement. We salute all your hard work, long hours, tenacity and resilience! Continue aspiring to be a top performer and be tenacious in striving towards your dream. Well done to every recipient - we are proud of each of you!

## UNVEILING OF PAINTING

Professor Kim Cameron unveiled the African Elephant painting at a function at the Stephen Ross School of Business in Michigan late last year. The painting was commissioned and presented to Prof Cameron (pictured below) by the IOP Department as a thank you gift for presenting at the POS conference in May 2014.



## CLYDE SANDERSON VISITS THE SECOND YEARS

**By Lana Dodd**

On Tuesday, the 15<sup>th</sup> of April 2014, I, along with the rest of the EZA 201 class, was very privileged to have the opportunity to attend a guest lecture by Clyde Sanderson, the talent acquisition manager of Coca-Cola Sabco. The first aspect of the lecture that struck me as especially interesting was the fact that he shared information with which, as a result of the knowledge I had thus far acquired in my EZA201 course, I could relate. For me, this was a pleasant reassurance that the information taught by our lecturers is truly relevant to a realistic work setting. I also found it very interesting that such a specific emphasis is placed on recruiting locally. That, along with various other points made in his lecture, challenged me to further investigative thought. Additionally, I learned a lot regarding the changes taking place in recruitment practices as a result of the changing environment and, specifically, social media. I once again became aware of the importance of constantly adapting practices, not limited to recruitment, to the changes taking place worldwide in order to ensure relevance and efficiency. In conclusion, Mr Sanderson presented valuable information in an interesting and easy to understand fashion and I found his lecture insightful and enjoyable.



**GUEST LECTURE (above):** Post-graduates pictured with Mr Sanderson from Coca-Cola Sabco

# VWSA UITENHAGE PLANT VISIT

**A glimpse into the real world of work for our students**

By Loreen le Roux & Marli Smit

Student enthusiasm was clearly visible on Friday, 24 July 2015, as our Honours students (IOP and LR & HR) had the opportunity to visit Volkswagen South Africa's Uitenhage Plant. After an intensive plant tour, the students heard from VW's Training, Industrial Relations (IR) and Sales and Marketing departments, as well as a NUMSA delegation.

The day started with students experiencing history of the "people's cars" as built by the VW family at the AutoPavilion. Afterwards, they went on a motorised plant tour which provided insight as to the sheer size of the multinational automotive producer and they were able to see the plant in action. Students were particularly impressed by the robotics and mechanisation used in production, as well as the direct implications of "short time" seeing as the Vivo production line only work a three day week.

The main aim of the visit was to expose students to the private sector and in particular to the HR Function as a strategic business partner, highlighting the role of IR and the Union (NUMSA). Training and IR representatives provided a valuable understanding of their services, challenges and strategic impact on the business. Furthermore, Richard Kasika

(IR Manager) addressed the IR operation and the NUMSA training officer, Xolile Tshayana, and his comrades shared the NUMSA viewpoint with the group. Students expressed surprise at

the frank, positive and mature contribution that NUMSA had to share. Many had not ever met a union official and experienced the contact to be a "refreshing" and "positive surprise".



**VIBRANT VIEWPOINTS (L-R above)...** NUMSA representatives Xolile Tshayana, Comrade, MJ Maarman and Remington Zokufa



**PEOPLE PASSION (L-R above)...** Richard Kasika (IR Manager) and Kekeletso Mokoena (IR Officer) from VWSA with student Nicole Sibanda listening to their wisdoms

Students noted the uniform and consistent manner in which the management representatives, who represented Marketing and Sales and HR, exuded their passionate, energetic and enthusiastic commitment to the organisation. HR concepts such as employee engagement, leadership, motivation, flexibility and negotiation gained new meaning for the group. New concepts such as 'time banking' were also explained.

Said one of the students "many laughs and a longer than average day later, we ended with the same high spirits having gained inspiration from experiencing the 'real' HR, as taught by our IOP and LR lecturing staff". Planned outings and factory tours such as these go a long way in providing students with real, relevant practical applications of what they learn about in the classroom.



**HAPPY STUDENTS (above)...** Mrs Loreen le Roux and Miss Marli Smit pictured here with postgraduate students in the training room at VWSA

# Meet our newest colleagues...

## STACY SHELTON - Intern

Stacy Shelton is new to the IOP department this year, and is currently occupying the post of intern lecturer. Stacy is born and bred in PE, and has previously studied BA HRM and obtained her BA (Honours) Industrial Psychology just this year. She is currently completing her Masters in Industrial Psychology. She has also been fortunate enough to receive two bursaries for her studies this year. These were the South African Rewards Association (SARA) bursary and the Dormehl Cunningham bursary.



Together both these bursaries will fund Stacy's Masters fees in their entirety which she sees as a true blessing and a wonderful opportunity. The SARA bursary, in particular, has been a real honour, according to Stacy. Reason being that to in order to be granted this particular bursary one should be considered to be a promising candidate within the line of Rewards and this bursary is granted to just two students nationwide annually. Rewards is an area which Stacy is particularly passionate about and it is this upon which her dissertation is based. Her research focuses on the relationship between intrinsic rewards, personality and emotional intelligence within the education sector and this is a topic which she feels particularly strongly about due to the essential role she believes educators play in society.

Stacy states that perhaps it is the high esteem in which she holds those who are involved in education which led her to becoming a lecturer. There is nothing more rewarding than the education of another, and nothing more interesting than research, in Stacy's opinion. It has been so interesting for her to experience university life from the perspective of a lecturer as she never realised just how much effort went into preparing for lectures and how draining the task of marking tests and assignments could be! Stacy always felt that the IOP department was a particularly wonderful place due to the warm, caring and passionate staff working here and says that she feels particularly privileged to be able to be a part of the IOP team.

## MARLI SMIT - Intern

I am an intern in the department of Industrial and Organisational Psychology and am currently in my 5<sup>th</sup> year of studies doing my IOP Masters. My journey started here at NMMU with a BCOM: Business Management and Industrial Psychology degree. On completion of my degree I proceeded to IOP Honours and now IOP master's. I was born and raised in Port Elizabeth and love every moment of it here. I have been to quite a few places and must say "there's no place like home". Personally, I enjoy interacting with different people, being creative and spending quality time with my family.



As a student I always felt the department to be kind, helpful and "homey". The lecturers are always available to talk, even if it is not work related. This department helped me develop a great deal as a human being in that I found myself and my purpose. Being on the other side of the fence now, I try and uphold the same values I felt as a student. I believe you need to let your students know they can approach you with anything at any time. Regarding academia, it gratifies me to see how students develop over the course of a module and knowing that your hard work and effort has made a meaningful impact. To see students grow and have meaningful discussions indicates to me that they did not only learn about the work, but also enriched their lives. I must therefore say that standing in front of a class and witnessing this transformation process is what lured me into academia instead of going into industry.

Currently, my interests are Consumer Behaviour as well as Training and Development. I enjoy developing others so naturally teaching training lies close to my heart. I also enjoy Consumer Behaviour as it has an impact on everyone and also for the reason that I enjoy marketing related topics. My masters research is in the area of consumer behaviour with the focus of my study being on nutritional knowledge and its impact on lifestyle choices. I chose this topic because nutrition and food in general is something I am very passionate about. There seems to be a lack of consumer knowledge regarding this topic and therefore I decided to explore the possible reasons for that.

## FRIK NORTJE

*Get to know our new colleague a little better*



**Where I come from?** I grew up in Orkney (North West).

After school I went to Potchefstroom (where I studied). Having worked my way through university waiting tables and doing Cashier work my first (professional) employment was as a Psychologist in the SAPS in Nelspruit. After two years in Nelspruit I transferred to Johannesburg. In 2003 my wife and I re-located to the UK. We returned to South Africa (Port Elizabeth) in 2010.

**My studies...** I studied at the NWU between 1993 and 2003. Simultaneously I was also registered at UNISA doing some subjects in Criminology. In 2005 I started an MBA at the Open University Business School (OUBS) in the UK. I started out in Psychology completing an Honours degree and an Academic Masters degree in Clinical Psychology. After having worked at the SAPS as a Psychologist I was exposed to Industrial Psychology which inspired me to complete a Masters degree in IOP. During this time I realized that although I knew a bit about human behaviour, I was not that well-versed in "business". This realisation led to me doing an MBA whilst I was living in the UK.

**Work interests...** My career path up to now required me to be a "generalist" with a wide spectrum of interests ranging between remuneration, performance management, organisational development and psychometrics. If I have to choose I would say that my passion lies in Organisational Development and the effective use of Psychometrics.

**Experience with IOP department...** Working with such wonderful, professional and knowledgeable colleagues is a privilege. I am enjoying every minute of my work day being able to contribute to the lives of students. I am now (even more so) a contributor to the advancement of Industrial Psychology through my direct involvement in the academic field and in my role as an Ex-co member of the Society for Industrial and Occupational Psychologists in South Africa

## HONOURS STUDENTS ACTIVITIES 2014 / 2015

### SKYPE SESSION WITH JIM MALOZZI

IOP Honours students were privileged to Skype with Jim Mallozzi, former CEO of Prudential Real Estate in the USA. Jim is a living example of how leading by the principles of Positive Organisational Scholarship (POS) can unify workers worldwide. The students completed a case study in preparation on how Jim implemented POS, and then each student was afforded the opportunity to ask him one question regarding his POS journey. Dr Johan Schoeman, who organised the Skype session as one of, received an email from Jim the following day saying how “terrific it was to spend some time with you and your students via Skype”. A confirmatory style of lecturing (such as Skype sessions) carries great value in today’s globalised and information savvy world. Therefore the activity above is such a great example of exploiting technology to the advantage of our students.



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### BUSINESS ETIQUETTE AROUND THE WORLD

An Advanced Organisational Behaviour initiative places students in the position of preparing employees to work successfully with diverse clients, suppliers, executives and employees from around the globe. These presenters



provide information on effective business etiquette and relationships in countries such as Japan, India, Namibia and the like. They share traditional business practices, preferred communication styles, methods of negotiation and the like, to help prepare business executives for work abroad, and also for working with different cultures within the bounds of our own country. The IOP honours students are pictured here on the left with Dr Harris.

### CONFERENCE SUCCESS

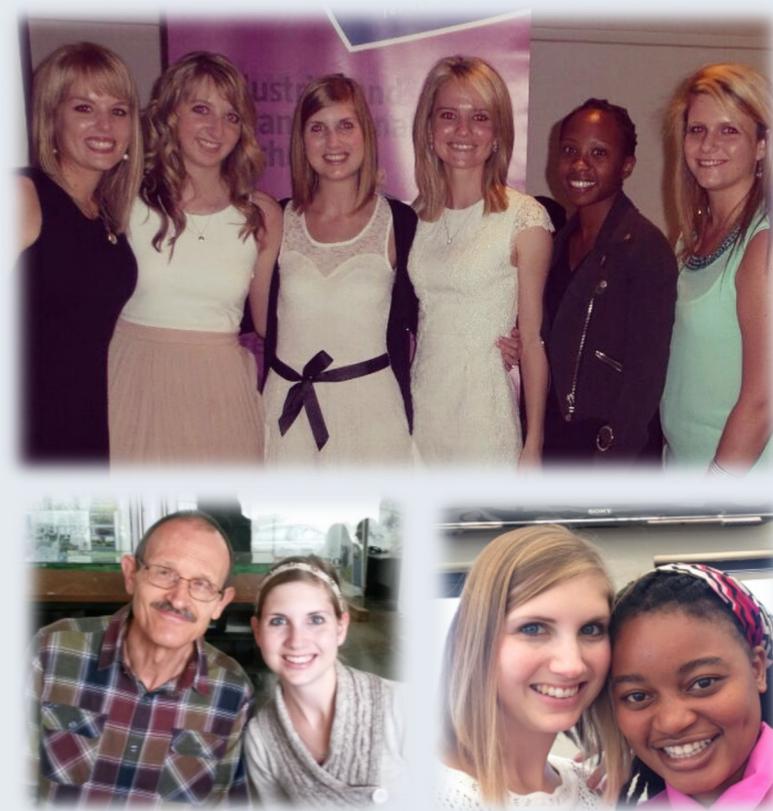
Honours students, **Danushka Hooper**, **Sasha Macnab** and **Stacy Shelton** (L-R in photo), presented their Honours research at the Rhodes Interdisciplinary Postgraduate Conference 2014. Post-graduate students were encouraged to share their research with academics and peers at the conference which took place in Grahamstown in October 2014 and three of our students took up the challenge. Sasha and Stacy were awarded 2nd and 3rd place respectively. Sasha's research investigated the relationship between quantity surveyors' levels of intrinsic rewards and Psychological Capital, whereas Stacy looked at the correlation between nurses' reward preferences, satisfaction and Psychological Capital. A big congratulations to these students!



## MICHELLE RENARD

### *A fond farewell...*

Michelle Renard joined our department many years ago as a student and progressed to becoming the incredible academic that she is today. Michelle took a leap of faith in December leaving behind a sunny South Africa to join her husband who is working on a project just outside Windhoek in Namibia for several months. Although Michelle has recently returned to South Africa to hand in her Doctorate, the Department wants to take this opportunity to salute this rising star. "Michelle, your unrelenting passion for academia, this Department and your students is priceless. While we celebrate this incredible opportunity that you have and make the conscious decision that this is not a time for tears or goodbyes, it is difficult to imagine roaming the passages on the tenth floor without you there. Mich, we appreciate you so much for the incredible, amazing, inspirational, motivational, dedicated, hard-working, generous academic and friend you are. Most of us met you back in the day as a student, we have had the privilege to get to know you over the years as a colleague and now love you as a friend. We would like to wish you all the success and happiness that life has to offer!"



**FRAMING MICHELLE:** The pictures included are of Michelle with some of her students from third year and Honours. Above left (L-R) she is pictured with Marli Smit, Sasha MacNab, Danushka Hooper, Sanelisiwe Manana and Stacy Shelton at the IOP Award Ceremony. To the immediate left, she is pictured with Mukhethwa Chauke a current Honours student. At the bottom, to the far left, she is pictured with Prof Rob Snelgar who is also the promoter of her Doctoral research

## HONOURS 2016

The IOP Department offers two Honour's programmes for students who want to further their studies. The first is for specialisation in the field of **LABOUR RELATIONS AND HUMAN RESOURCES (LR/HR)**. The LR/HR programme runs full-time over one year and part-time over two years. The course runs with eight modules taught in block release to accommodate part-time students and students who are non-resident in the Nelson Mandela Metropolitan area. The knowledge content includes the theory and practice of labour relations and human resources; corporatism, collective bargaining, employee participation and dispute resolution; selected human resource issues; labour law; labour markets; organisational behaviour and research methodology and design. The closing date for LR/HR

applications for 2016 is the 31<sup>st</sup> of October. Late applications will be considered depending on space availability.

The second programme is the Honours in **INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY (IOP)** which is offered full-time over the period of one year. The content covers Psychometric Testing, Organisational Behaviour, Consumer Behaviour and Human Resource Management focusing on strategic HR, compensation and rewards, as well as training and development. Over and above this, the programme includes a research method and treatise component, requiring students to get involved in a research project. The closing date for 2016 IOP Honours applications is 31 October 2015.

For more information contact Kendra Roodt via email :

[Kendra@nmmu.ac.za](mailto:Kendra@nmmu.ac.za)

## POSITIVE FEEDBACK

Two of our top student achievers provided the Department with incredibly positive feedback after the 2014 awards ceremony. We asked them to write a piece about their experience, so that we could share it with the wider community and this is what they had to say:

*"Being two International students and coming from a small island state, we did not really know what to expect when we started our degree at NMMU. We are now happy and proud to say that the journey to obtaining a degree is not easy, it demands a lot of personal work, dedication and sacrifice but we also feel that having a supportive, encouraging and welcoming department has positively contributed to how we have performed so far.*

*For us, the IOP department has proved to be the best at NMMU!! We have consistently seen through our lecturers and staff of the department how the same values and principles that are taught and promoted in our IOP modules, are being practised amongst the lecturers/ staff in the department. This is inspiring!! We also appreciate the open door policy and the fact that our lecturers are very friendly, welcoming, helpful and reliable!*

*The awards we have received means so much to us! The event was nice and well-organised. We definitely feel more motivated to continue the rest of our course with great determination. We personally believe that recognising students for their efforts and excellent performance is a good initiative and must continue. May you all continue with the wonderful work that inspires students. Our special thanks goes to Mrs Renard, Dr Harris, Ms Le Roux, Dr Schoeman and Ms Warncke.*

*From Ella Pool and Tracy Elizabeth"*

## THE VALUE AND IMPORTANCE OF PSYCHOBIOGRAPHICAL RESEARCH

By Roelf van Niekerk

Psychobiographical research focuses on the life histories of extraordinary individuals, such as Steve Jobs, Raymond Ackerman, Nelson Mandela, Herman Mashaba, Desmond Tutu, Helen Suzman, Walt Disney, and Charleze Theron. Psychobiographical research employs psychological theory to describe, interpret and ultimately illuminate life histories.

The value of psychobiographical research relates to several of its characteristics. Firstly, psychobiographical research focuses on detailed developmental processes and patterns of behaviour over the entire life course. Psychobiographical research is longitudinal in nature and this allows for a detailed interpretation of events as they unfold across time and situations (as opposed to a snapshot of a person's life at a specific point in time). Secondly, psychologists are becoming increasingly interested in the study of optimal functioning and positive psychology. This shift necessitates careful (and non-invasive) analysis of the lives of outstanding individuals who embody positive traits, such as talent, charisma, wisdom, or creativity. Thirdly, a major advantage of psychobiographical research is that it is theory-driven research which provides a useful means for testing, developing and refining existing psychological theories. Psychobiographical research contributes to the development of existing psychological theories through the confirmation or refutation of theoretical constructs and hypotheses. Lastly, psychobiographical studies can be valuable educational tools. Detailed life story analyses can facilitate the development of empathic skills in students and deepen their understanding of the human mind and behaviour.

Professor Roelf van Niekerk is currently involved in coordinating the psychobiographical research projects in the Department. Should you be interested in learning more about this type of research, you can contact him via email at [roelf.vanniekerk@nmmu.ac.za](mailto:roelf.vanniekerk@nmmu.ac.za)

## VENTURING BEYOND THE CLASSROOM

The Beyond the Classroom Leadership programme is a voluntary programme assisting students in developing the much-needed leadership skills they will one day require in business. Students select an academic that they feel has most impacted their development at the NMMU to join them at their leadership certification ceremony. Mrs Renard and Dr Harris were invited to attend the certification ceremony of third year IOP student Matobela Keli (left) and first year IOP student Taryn Thuynsma (far right) at the certification ceremony. Well done on your certification!



## PRACTICAL, FASHIONABLE AND COMMUNITY-FOCUSSED

### *Students give of their time to make a difference on Mandela Day*

Local fashion designer, Thabo Makhetha, teamed up with Lauren Weakley, Pied Piper Quilt Shop and Lady Slipper Needlecraft to make blankets for Mandela Day. The drive took place on 18 July 2015, whereby an invitation was sent out to people in Nelson Mandela Bay to donate 67 minutes of their time to make the warm, durable blankets for the underprivileged. Our Honours students made the time to assist in the blanket making, and albeit that they are not tailors by trade these students brought their willing hands (and hearts) to participate in this project. Students spent the better part of a day drawing patterns, cutting material and pinning blankets together to be sewn by the professional quilters. Lauren mentioned that she was thrilled at the enthusiasm of the students and also the sheer numbers of students that seemed to keep coming.

The blankets were donated to the 2015 Industrial Psychology Honours group to present to the two charities they are currently supporting, namely Jerusalem Ministries and Jongozabantu Edu-Care Centre. Over and above the beautifully handmade blankets, the group rallied friends, family and lecturers alike to collect donations of non-perishable items, curtains, mattresses and the like. These donations were handed over to Pelisa and Sesi Nonkululeko from the relevant charities at an informal ceremony on Wednesday, 07 August. Thank you to Thabo for the incredible initiative and to Lauren for being involved in both the blanket making and the representing Thabo at the hand over. Well done to our students for contributing to our communities in a wonderful way and for willingly giving so much more than 67 minutes. We are a proud department!



**WILLING HANDS (L-R above)...** Mpho Lebambo and Nicole Sibanda pictured making blankets with one of the quilters.



**BLANKET BEAUTIES (L-R left)...** Pelisa from Jerusalem Ministries pictured with Lauren with one of the eye-catching blankets



**WARM DONATIONS (above)...** IOP Honours students pictured here with Lauren, Pelisa and Sesi Nonkululeko at the handover of blankets and donations to Jerusalem Ministries and Jongozabantu Edu-Care Centre

## THE IMPORTANCE OF ASSESSMENT CENTRES

By Frik Nortje

Assessment centres are widely used in industry for various purposes. In an ever-changing world where individuals are becoming "interview-fit" and competition for talent is at an all-time high the use of unsophisticated assessment tools for recruitment, development and promotion is long-gone. Assessment centres are now (more than ever) refined tools that are being used to get a spot-on fit between an individual and the organisation's specific requirements. The use of Psychometric instruments in combination with bespoke techniques in assessing for talent (and the development and nurturing thereof) makes assessment centres an essential part of creating a competitive advantage.

# Coursework Masters 2016

For further information  
contact Kendra Roodt:  
[Kendra@nmmu.ac.za](mailto:Kendra@nmmu.ac.za)

## INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY

Currently, the Department offers a provisionally accredited Master's programme in IOP. Last year, the Department received 36 applicants, of which 20 were accepted. The selected students represent the Eastern and Western Cape, Gauteng, KwaZulu Natal and Namibia. The Master's programme aims at equipping post-graduate students with theoretical, applied and research competencies required by local and international organisational contexts. The academic (course work) component of the programme is offered over a two-year period. The programme comprises eight compulsory modules and a research treatise.

The modules are:

- Business ethics and professional practice
- Contemporary HR and labour relations developments
- Financial management
- Human resource management
- Assessment and workplace counselling
- Research methodology
- Training and leadership development
- Transformation of work and organisations

The closing date for applications for the 2016 IOP Master's coursework programme is 31 October 2015.

## LABOUR RELATIONS AND HRM

At present, the Department also offers a Master's programme for advanced studies in the field of labour relations and human resources. The programme runs with seven coursework modules and a treatise.

The curriculum covers the following topics:

- Labour relations in a global environment
- Conflict, negotiation and dispute resolution
- The transformation of work and organizations
- Advanced labour law
- Human resources developments and issues
- Finance for non-financial managers

The part-time programme is delivered in eight week-long blocks spread over a two-year period. The programme has been designed in this way to ensure that the qualification is accessible to students who are non-resident in the Nelson Mandela Metropolitan area.

The closing date for applications for 2016 is the 31<sup>st</sup> of October 2015. However, late applications will be considered depending on space availability.

**CELEBRATING A DECADE OF NMMU (below)...** Some of the Department's staff wearing their NMMU 10 year celebration shirts in honour of the special occasion. Staff from in the front row (L-R) Johan Schoeman, Gideon Rousseau, Jennifer Bowler and Roelf van Niekerk. In the back row (from L-R) are Stacy Shelton, Chantel Harris, Kendra Roodt and Marli Smit



**ECSTATIC ABOUT EXPERTS (above)...** Ezc202 students benefited from a guest lecture by Zwelethemba Ngayeka, Client Relations Manager at MerSETA (Manufacturing, Engineering and Related Services Seta) on 15 September 2014. In the above photo (L-R) are Mutsa Mwadiwa, Ezc202 lecturer Dr Johan Schoeman, Lana Dodd, Zwelethemba, Vicky Venter and Caro van Blerk.

## Rewards conference 2015

On 27 May the Department provided the platform for the organising and hosting of a Rewards conference by Prof Rob Snelgar. The intention was to bring the more meaningful Rewards issues to the attention of Eastern Cape HR practitioners by inviting specialists in the discipline to discuss various topics. Dr Mark Bussin presented on *Talent Management and Implications for Performance-Based Rewards*, Dr Brian van Zyl presented on the *Legalities of Equal Pay for Work of Equal Value*, and Craig Raath presented on the *Effects of Reward Preferences on Engagement*.

The presentations were very engaging as well as very meaningful in relation to the practical application of principles presented. The event was very well attended with too many people for too few seats, which gives an indication of the need for an annual Rewards conference in order to encourage sophistication of rewards practices in the Eastern Cape area.



**REWARDS SPECIALISTS:** (L-R) Dr Mark Bussin, Dr Brian van Zyl and Craig Raath presented on relevant rewards-related topics at the Rewards Conference in May 2015

## A NAMIBIAN EXPERIENCE

Research associate, Michelle Renard, is in Namibia completing her doctoral thesis and took time to meet with IOP colleagues at the University of Namibia. Michelle agreed to present guest lectures to students in their department in an effort to collaborate. Her lectures focused on career development theories in the context of her own career progression, as well as on psychological well-being and intrinsic motivation. "Our University of Namibia colleagues are all lovely people and were very welcoming, so I am glad to have met them" said Michelle. She was impressed with the level at which the students engaged during lectures, answering questions when asked and providing her with insight into their studies. Michelle will be returned to Port Elizabeth at the end of July so as to submit her doctoral thesis.



**Namibian colleagues:** (L-R) HOD of Human Sciences, Prof Elizabeth Shino, Michelle Renard and lecturers, Andrew Beukes and Wesley Pieters.

## FROM THE HOD continued from page 1...

Now we need to radically rethink our view of intelligence. In fact, creativity, which is the process of having original ideas that have value --more often than not comes about through the interaction of different disciplinary ways of seeing things. That is true education. Our only hope for the future is to adopt a new conception of human ecology, namely, one in which we start to reconstitute our conception of the richness of human capacity. Our education system has mined our minds in the way that mining houses mine the earth: stripped for a particular commodity. For the future, it won't serve us. We have to rethink the fundamental principles on which we're educating our children.

The test of character posed by the above approach is especially dangerous for those formed by the ideas that dominate our modern world. For example, we live in a culture that has, for centuries now, cultivated the idea that the sceptical person is always smarter than one who believes. You can be almost as dull as a cabbage, as long as you doubt and question. The fashion of the age has identified mental sharpness with a pose, not with genuine intellectual method and character. Only a very hardy individualist or social rebel -- or one desperate for another life -- therefore stands any chance of discovering the substantiality of the truly innovative life today which plumbs the depths of the human mind and capacity. Today it is the sceptics who are the social conformists, though because of powerful intellectual propaganda they continue to enjoy thinking of themselves as wildly individualistic and unbearably bright. And when such people sense that something is coming around the logical corner that they do not want to be so, they often just refuse to carefully follow the argument. As creators and consumers they fill the field of pop culture today, which is an economic enterprise and only by accident occasionally has something to do with art. Even art objects are now

commonly referred to as "product" by those who handle them and only make news when they are sold for absurdly large sums or are stolen.

The spin-off of decades of moving from intellectual pursuit to unilinear strip-mining of the human mind at universities is that what is truly profound is thought to be stupid and trivial, or worse, boring, while what is actually stupid and trivial is thought to be profound. That is what it means to fly upside down. Recently a pilot was practicing high-speed manoeuvres in a jet fighter. She turned the controls for what she thought was a steep ascent—and flew straight into the ground. She was unaware that she had been flying upside down. This is a parable of human existence in our times—not exactly that everyone is crashing, though there is enough of that—but most of us as individuals, and world society as a whole, live at high-speed, and often with no clue as to whether we are flying upside down or right-side up. Indeed, we are haunted by a strong suspicion that there may be no difference—or at least that it is unknown or irrelevant. And if you are already flying upside down and don't know it, post-modern cleverness that emanates from education today will do you little good.

However, as a result of the existing forming of the mind, more often than not we end up being treated like dirt in the work situation, and that has stuck on us. We've put ourselves against standards of others' making, because we thought it would give us worth. Instead we should be touching each person with how unique they are and how their dignity is so great that they will not be overridden; they should be wooed and pursued and helped to accept that they actually have something terribly unique to offer.

Our destiny should be to join a tremendously creative team effort, under unimaginably splendid leadership, on an inconceivably vast plane of activity, with ever more comprehensive cycles of productivity, creativity and enjoyment.

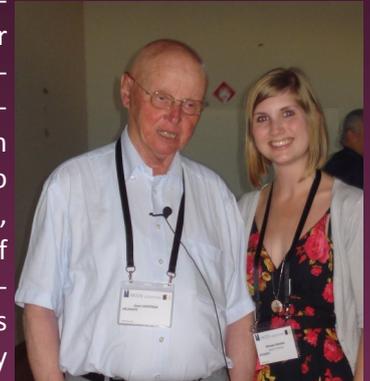
Now, would that not be the ideal university?

**SOCIAL MEDIA UPDATE**

The IOP Department launched its own LinkedIn and Facebook pages which has been well received by both students and industry professionals. To date, our LinkedIn page has 75 members, and our Facebook page has 423 followers. If you haven't already joined these pages, please search "NMMU Department of Industrial & Organisational Psychology" on either of these social media sites in order to remain up-to-date with departmental happenings.

**INTERNATIONAL FLAIR**

Michelle Renard attended the 22<sup>nd</sup> International Congress of the International Association for Cross-Cultural Psychology (IACCP) held from 15-19 July 2014 in Reims, France. Michelle presented her preliminary PhD findings at the conference. Her presentation was entitled, "Exploring the intrinsic rewards, intrinsic motivation and work engagement of non-profit employees in Belgium and South Africa". Michelle was privileged to meet Prof Geert Hofstede at the conference, who gave one of the keynote addresses. Prof Hofstede is a Dutch social psychologist and anthropologist who has authored numerous books and articles on cross-cultural psychology and culture within organisations. He also developed the theory of cultural dimensions which is taught to IOP students worldwide.



**FRENCH CONNECTION:** (L-R) Prof Hofstede pictured with Michelle at the conference

**Student photo gallery**



**EZA201 SUMMER SCHOOL (ABOVE)...** Students pictured here with Michelle who baked cupcakes to celebrate the last day of the summer school held in December  
**FAREWELL 2014 HONOURS STUDENTS (BELOW)...** IOP staff attended a farewell lunch with the 2014 Honours students at Something Good in November 2014



**REMUNERATION CONVERSATION (ABOVE):** Dr Mark Bussin (left) and Prof Snelgar pictured with the students who attended the Remuneration Conversation held at the Beach Hotel late last year

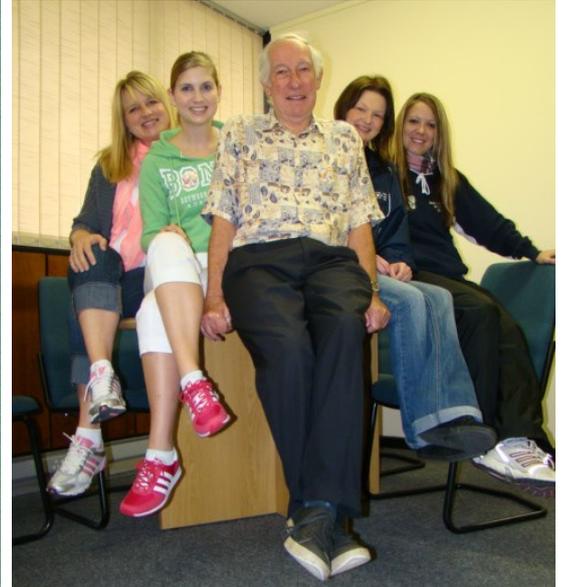
**SMILES AND LAUGHTER (BELOW):** The excitement for the future is visible on the faces of these postgraduate students who completed their Honours degree (L-R)...Danushka Hooper, Sasha MacNab, Stacy Shelton, Marli Smit and Peggy Mpoto



# Photo gallery



**WHO IS THE BOSS OF BLING?** Staff dressed up for Casual Day to support a good cause. Pictured on the LEFT are Rob, Michelle, Kim, Kendra and Chantel (L-R) donning their bling and Johan and Loreen (ABOVE)



**PUT ON YOUR RUNNING SHOES (ABOVE)...** Staff wearing tekkies in support of Tekkie Tax, an annual fundraiser for designated welfare organisations, schools and institutions. **BREAKFAST FOR ALL (BELOW)...** Loreen and Roelf pictured here at the School's year end breakfast at Crossways



**DEPARTMENTAL DINNER COLLAGE (LEFT)...** To celebrate the successes of 2014, staff attended their annual year end staff function at Fresco Coffee Shop for a lovely evening of great food, laughter, fun and all things social. Thanks colleagues for a lovely evening and an amazing year!

# Staff news & gallery

**A BIG THANK YOU TO OUR NEWSLETTER CONTRIBUTORS:**

- Deon Rousseau
- Frik Nortje
- Jennifer Bowler
- Johan Schoeman
- Lana Dodd
- Loreen le Roux
- Marli Smit
- Michelle Renard
- Mukhethwa Chauke
- Rob Snelgar
- Roelf van Niekerk
- Stacy Shelton

**LIKE US ON FACEBOOK OR JOIN US ON LINKEDIN:**

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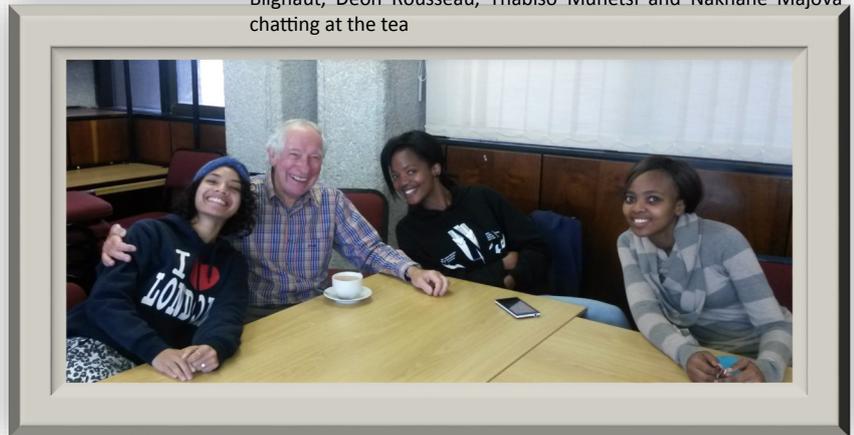
**NEW ADDITIONS...** *Left:* Dr Johan Schoeman became a grandfather earlier this year when he welcomed his grandson, Josua, into the world. Congratulations to Johan, Louise and family on very precious new addition to the Schoeman clan. A big congratulations also goes to **Kim Weatherall-Thomas** and Delano Alexander on the birth of their son, Dante (*below*). May your baby boy bring you much love and laughter over the years to come.



**THANK YOU TEA (ABOVE)...** Deon Rousseau and Rob Snelgar (L-R) pictured at a thank you tea for IOP Honours students who worked at the Department's Open Day stall. **BELOW (L-R)...** Danielle Blignaut, Deon Rousseau, Thabiso Munetsi and Nakhane Majova chatting at the tea



**MIXING IT UP IN THE KITCHEN (ABOVE)...** Deon Rousseau, Johan Schoeman and Roelf van Niekerk (L-R) in their aprons and ready to cook at the Pastry Works. **BELOW** the staff from the School of IOP and HR did a teambuilding event during the second semester in 2014



**A NOTE FROM THE EDITOR...**

It has been over a year since the last edition of the IOP News, so this edition is assured to be packed full to the brim with heaps of news of our Department. While it has been a challenging 12 months, bidding farewell to Dr Louw who sadly passed in September 2014, and then having Michelle Renard (my co-editor and dear friend) leaving to join her husband in Namibia (December 2014), it has also been a year of wonderful achievements and delights for the Department. I hope that you have enjoyed reading the 9th edition of our Departmental newsletter as much as I have enjoyed compiling it.

Yours in IOP,  
**Chantel**