

**WELCOME KUPANGWA  
(PhD)**

NELSON MANDELA UNIVERSITY  
School of Management Sciences  
Department of Business Management

**EDUCATION**

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- 2021            **Nelson Mandela University**, Port Elizabeth, South Africa  
Doctor of Philosophy in Business Management  
**Thesis title:** *A framework for transmitting and entrenching values in indigenous Black South African family businesses.*
- 2015            **Nelson Mandela Metropolitan University**, Port Elizabeth, South Africa  
Master of Commerce in Business Management (*With distinction*)  
**Dissertation title:** *The influence of contemporary leadership styles on job satisfaction and organisational commitment of SMEs employees.*
- 2014            **Nelson Mandela Metropolitan University**, Port Elizabeth, South Africa  
Bachelor of Commerce (Honours) in Business Management  
(*Financial Management & Investment Management*)
- 2013            **Nelson Mandela Metropolitan University**, Port Elizabeth, South Africa  
Bachelor of Commerce  
**Majors:** *Business Management & General Accounting*

**ACADEMIC APPOINTMENTS**

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- 2022-present    **Nelson Mandela University**, Port Elizabeth, South Africa  
Postdoctoral Research Fellow in the Family Business Unit
- 2015-present    **Nelson Mandela University**, Port Elizabeth, South Africa  
Lecturer in the Management Practice Department
- 2013-2014       **Nelson Mandela University**, Port Elizabeth, South Africa  
Assistant Lecturer in the Business Management Department

**TEACHING EXPERIENCE AND WORK RESPONSIBILITIES**

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**Modules (subjects) presented at Nelson Mandela University in the following fields:**

- 2023-present    Logistics Research Project (EBLM412) – 4<sup>th</sup> year level  
2023-present    Business Research Principles (EBAD421) – 4<sup>th</sup> year level  
2019-2021       Strategic Management (EBM2000) – 2<sup>nd</sup> year level  
2017-present    Management Research Project (EBBM412) – 4<sup>th</sup> year level  
2016-2018       Retail Management (ADM1001) – 2<sup>nd</sup> year level  
2016-2018       Retail Planning (ADM1002) – 2<sup>nd</sup> year level  
2015-2018       Fundamentals of Business Management (SBM1001) – 1<sup>st</sup> year level  
2015-2022       Introduction to Management (Entrepreneurship) (BMM1X10) – 1<sup>st</sup> year level  
2015               Introduction to Business Functions (EB121) – 1<sup>st</sup> year level

**May 2022 – Present: Postdoctoral Research Fellowship, Nelson Mandela University, Family Business Unit, Port Elizabeth, South Africa**

**Duties and deliverables included:**

- Conceptualising, drafting and writing, and submitting article manuscripts to South African Department of Higher Education and Training (DHET) accredited journals and conferences.
- Assisting with invigilation duties.
- Undertaking membership duties of the Nelson Mandela University Family Business Unit.
- Assisting with Short Learning Programmes administration and preparation offered by the Nelson Mandela University Family Business Unit.

**Jan 2015 – Present: Lecturer, Nelson Mandela University, Department of Management Practice, Port Elizabeth, South Africa**

**Duties and tasks included:**

- Advising and developing colleagues on learning and teaching methods.
- Advising students on issues of learning strategies and graduate employability.
- Collaborating with departmental and school colleagues to design and deliver learning, teaching, and assessment.
- Collaborating with faculty management to monitor student progress and results using the Nelson Mandela University ITS Integrator (Student Management System).
- Contributing to administrating and managing research working groups such as the Faculty Research Ethics Committee (REC-H).
- Demonstrating a willingness to be involved in various activities supporting University life, such as University talks, professorial inauguration, and graduation ceremonies.
- Designing and developing study materials such as module guides.
- Designing and drafting assessments for different assigned modules.
- Designing and engaging in introducing and deploying technologies in the learning and teaching setting (Setting up e-learning technologies for live streaming and recording).
- Designing lecture (lessons) plans and lectures (teaches both face-to-face and online) curriculum per module outcomes as per contract hours.
- Developing and distributing online learning content via Moodle Learning Management System, such as online lessons, assignments, tutorial tests and research projects to support learning and assessment.
- Engaging and designing engaging and academically challenging curriculum content.
- Engaging in departmental, school, and faculty staff meetings by contributing to some administrative activities within Nelson Mandela University.
- Engaging and participating in cutting-edge research and publication in high-impact factor academic journals and contributing to knowledge transfer through academic research conferences and workshops.
- Engaging and participating in further teaching and learning events and workshops to ensure that the most up-to-date pedagogy is used in lectures.
- Marking (grading), examining, and moderating assessments for students and providing feedback to students and module lecturers within the stipulated marking and moderation cycle deadlines as per the Nelson Mandela University academic calendar.
- Mentoring, managing and motivating students to achieve their academic goals.
- Supervising projects and student dissertations and theses for postgraduate students such as (Honours/Advanced Diploma students and Masters' candidates).

**Mar 2013 – Dec 2014: Lecturing Assistant, Nelson Mandela University (Department of Business Management), Port Elizabeth, South Africa**

**Duties and tasks included:**

- Assisting lecturers with the academic administration and invigilation of the tests, assignments, and other general duties as instructed by lecturers.
- Assisting students with academic issues and queries in the Department and Faculty in general.
- Marking assessments in different modules such as Financial Management, Marketing Management, and Introduction to Business Functions as well as providing feedback to students within the stipulated marking cycle.
- Ensuring harmony within the department by doing other general duties as instructed by lecturers and the Head of Department.

**RESEARCH SUPERVISION EXPERIENCE**

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Malawu, P. (s215136063). Social media marketing strategies (adoption) among small and medium-sized enterprises (SMEs). Registered 2023, Nelson Mandela University.

**RESEARCH INTERESTS**

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Entrepreneurship, Family Businesses; SMEs, Retail Management, Organisational Behaviour

**PEER-REVIEWED ARTICLE PUBLICATIONS**

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**Kupangwa, W.** (2024). The African philosophy of Ubuntu and family businesses: A perspective article. *Journal of Family Business Management*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JFBM-10-2023-0216> [**Emerald Journals**].

**Kupangwa, W.**, Farrington, S. M., & Venter, E. (2023). Transgenerational value transmission in business-owning families: An indigenous African perspective. *Journal of Family Business Management*. Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JFBM-06-2023-0091> [**Emerald Journals**].

**Kupangwa, W.**, Farrington, S. M., & Venter, E. (2023). Strategic business values in indigenous Black South African family businesses. *South African Journal of Business Management*, 54(1), a3836. <https://doi.org/10.4102/sajbm.v54i1.3836> [**AOSIS Journals**].

**Kupangwa, W.**, Farrington, S. M., & Venter, E. (2023). The role of values in enhancing longevity among indigenous black South African family businesses. *Southern African Journal of Entrepreneurship and Small Business Management*, 15(1), a555. <https://doi.org/10.4102/sajesbm.v15i1.555> [**AOSIS Journals**].

**Kupangwa, W.**, & Dubihlela, J. (2016). Influence of selected demographic variables on the adoption and use of electronic business technologies by small and medium-sized retailers. *International Journal of eBusiness and eGovernment Studies*, 8(1), 40-56. [**Sobiad Journals**].

Dubihlela, J., & **Kupangwa, W.** (2016). Employee perspectives of factors influencing e-business technology adoption and use by small and medium retail enterprises. *International Journal of Business and Management Studies*, 8(1), 1-19. [**Sobiad Journals**].

**PRESENTED, REVIEWED & PUBLISHED IN CONFERENCE PROCEEDINGS**

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- Kupangwa, W.,** Farrington, S. M., & Venter, E. (2023). *Transgenerational Value Transmission: Socialisation mechanisms indigenous African business-owning families*. Proceeding of the 16<sup>th</sup> International Business Conference. 24<sup>th</sup> – 27<sup>th</sup> September, Swakopmund, Namibia. **[The paper won the first-Runner Best Paper Award].**
- Kupangwa, W.,** Farrington, S. M., & Venter, E. (2023). *Value transmission: Socialisation agents in the context of indigenous Black South African family businesses*. Proceeding of the 34<sup>th</sup> Southern African Institute of Management Scientists Conference. 10<sup>th</sup> – 13<sup>th</sup> September, Centurion, South Africa.
- Kupangwa, W.,** & Mohamed, H. (2019). *Consumer purchase intention on purchase private label brands (PLBs) in South African food retail category*. Proceeding of the 5<sup>th</sup> International Conference on Business and Management Dynamics. 2<sup>nd</sup> - 3<sup>rd</sup> September, Swakopmund, Namibia.
- Kupangwa, W.,** Lillah, R., & Farrington, S. M. (2015). *The influence of selected demographic variables on contemporary leadership styles*. Proceeding of the 9<sup>th</sup> International Business Conference. 20<sup>th</sup> - 23<sup>rd</sup> September, Victoria Falls, Zambia.
- Kupangwa, W.,** Farrington, S. M., & Lillah, R. (2015). *The influence of contemporary leadership styles on the job satisfaction and organisational commitment of SME employees*. Proceeding of the 27<sup>th</sup> Southern African Institute of Management Scientists Conference. 30<sup>th</sup> August - 2<sup>nd</sup> September, Cape Town, South Africa.

## **RESEARCH PAPERS PRESENTED AT CONFERENCES (NOT PUBLISHED)**

### **Chaired sessions**

- SME, Entrepreneurship & Family Business Track Chair. (2023, September). 34<sup>th</sup> Southern African Institute for Management Scientists (SAIMS) Annual Conference. Centurion, South Africa.
- Family Business Track Chair. (2019, September). 31<sup>st</sup> Southern African Institute for Management Scientists (SAIMS) Annual Conference. Port Elizabeth, South Africa.
- Session Chair. (2017, August). 8<sup>th</sup> International Conference on Social Sciences (ICSS). Durban, South Africa.

### **Presentations**

- Kupangwa, W.,** Farrington, S. M., & Venter, E. (2024). *Manifestations of ethical values in indigenous African family businesses: An application of the Ubuntu philosophy*. Accepted for presentation at the International Family Enterprise Research Academy (IFERA) conference on 18<sup>th</sup> – 21<sup>st</sup> of June, Lisbon, Portugal.
- Kupangwa, W.,** Farrington, S. M., & Venter, E. (2023). *Socialisation mechanisms used in the transmission of values among indigenous business-owning families*. Presented at the International Family Enterprise Research Academy (IFERA) conference on 6<sup>th</sup> – 8<sup>th</sup> of July, Kraków, Poland.
- Kupangwa, W.,** Venter, E., & Farrington, S. M. (2023). *Institutional carriers of values: Exploring values entrenchment by founders and leaders in family businesses*. Presented at the International Family Enterprise Research Academy (IFERA) conference on 6<sup>th</sup> – 8<sup>th</sup> of July, Kraków, Poland. **[Nominated for Best Contribution to Practice Paper Award].**

**Kupangwa, W., Venter, E., & Farrington, S. M. (2022).** *Values as informal institutions: The interaction between indigenous black South African family businesses and the community.* Presented at the 5<sup>th</sup> International Family Business Research Forum (IFBRF) on 27<sup>th</sup> – 29<sup>th</sup> of September, Hasselt, Belgium. **The paper won the STEP Project Global Consortium Best Paper Award.**

**Kupangwa, W., Farrington, S. M., & Venter, E. (2022).** *Strategic business values in indigenous Black South African family businesses.* Presented at the 33<sup>rd</sup> Conference of the Southern African Institute for Management Scientists on 11<sup>th</sup> – 13<sup>th</sup> of September, Mpekeni Beach Resort, South Africa.

**Kupangwa, W., Farrington, S. M., & Venter, E. (2022).** *Strategic business values in indigenous Black South African family businesses.* Presented at the 3<sup>rd</sup> African Family Business Research Conference on 10<sup>th</sup> – 11<sup>th</sup> of August (Online Conference).

**Kupangwa, W., Farrington, S. M., & Venter, E. (2021).** *Values transmission and entrenchment in indigenous Black South African family businesses.* Presented at the 2<sup>nd</sup> African Family Business Research Conference on 10<sup>th</sup> – 14<sup>th</sup> of August (Online Conference).

**Kupangwa, W., Farrington, S.M., & Venter, E. (2020).** *The role of family values on the trans-generation success of indigenous Black South African family businesses.* Presented at the 1<sup>st</sup> African Family Business Research Conference on 10<sup>th</sup> – 14<sup>th</sup> of August (Online Conference).

**Kupangwa, W., Farrington, S. M., & Venter, E. (2019).** *The role of family values on the trans-generation success of indigenous Black South African family businesses.* Presented at the 31<sup>st</sup> Conference of the Southern African Institute for Management Scientists on 8<sup>th</sup> – 9<sup>th</sup> of September, Port Elizabeth, South Africa.

**Kupangwa, W., & Mohamed, H. (2017).** *Entrepreneurial competencies on business performance: Meeting the competency needs of small and medium-sized enterprises.* Presented at the 8<sup>th</sup> International Conference on Social Sciences (ICSS) on 24<sup>th</sup> – 25<sup>th</sup> of August, Durban, South Africa.

## **MANUSCRIPTS UNDER REVIEW**

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**Kupangwa, W., Farrington, S. M., & Venter, E. (2<sup>nd</sup> Round Review).** Value sets of business-owning families: An indigenous African perspective. *Journal of African Business* [Taylor & Francis Journals].

**Kupangwa, W., Farrington, S. M., & Venter, E. (2<sup>nd</sup> Round Review).** The nature of values in indigenous African family businesses. *Journal of Small Business & Entrepreneurship* [Taylor & Francis Journals].

**Kupangwa, W., Venter, E., & Farrington, S. M. (Under review).** Institutional carriers of values: Exploring values entrenchment strategies of founders and next generation leaders in family businesses. *Journal of Management & Organisation* [Cambridge Journals].

## **RESEARCH IN PROGRESS**

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**Kupangwa, W.,** Farrington, S. M., & Venter, E. (manuscript preparation). *Founders and next-generation leaders: Institutional constituents in indigenous Black South African family businesses.*

**Kupangwa, W.,** Farrington, S. M., & Venter, E. (manuscript preparation). *Value entrenchment: The role of values in shaping organisational culture in indigenous Black South African family businesses.*

**Kupangwa, W.,** Venter, E., & Farrington, S. M. (manuscript preparation). *Exploring the impact of values on innovation processes within indigenous Black South African family businesses.*

**Kupangwa, W.,** Venter, E., & Farrington, S. M. (manuscript preparation). *Values as informal institutions: The interaction between indigenous Black South African family businesses and the community.*

**Kupangwa, W.,** & Mohamed, H. (manuscript preparation). *Organisational culture influencing employee job satisfaction and organisational commitment in the retail sector.*

**Kupangwa, W.,** & Deliwe, A. P. (manuscript preparation). *Online learning on Moodle: Lecturer and student experiences in an undergraduate extended programme module.*

**Kupangwa, W.** (manuscript preparation). *The influence of ethical values on business image and performance of retail small and medium-sized enterprises.*

#### **INVITED PRESENTATIONS**

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- 2022            Presenter at the Early Career Academics Advancement Programme (ECAAP) In-House Virtual Symposium, Nelson Mandela University  
**Presentation topic:** *Moodle online learning: Maximising student autonomy in learning.*
- 2022            Speaker at the Student Housing and Accommodation Awards, Nelson Mandela University  
**Presentation topic:** *Leadership excellence – Ethics and “wokeness” in leadership.*
- 2022            Speaker at the Faculty of Business Economic Sciences, National Women’s Day 2022, Nelson Mandela University  
**Presentation topic:** *Celebrating women’s success in a ‘men’s world.’*
- 2022            Research Ethics Application Training, Management Practice Department, Nelson Mandela University  
**Presentation topic:** *Understanding the research ethics application processes at Nelson Mandela University.*

#### **CONFERENCES ORGANISED**

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- 2022            3<sup>rd</sup> African Family Business Research Conference  
**Role:** *Social media communicator*
- 2021            2<sup>nd</sup> African Family Business Research Conference  
**Role:** *Social media communicator*
- 2020            1<sup>st</sup> African Family Business Research Conference  
**Role:** *Social media communicator*

#### **SCHOLARSHIPS, FELLOWSHIPS, & AWARDS**

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- 2023            16<sup>th</sup> International Business Conference First-Runner Best Paper Award, Namibia.

2022	STEP Project Global Consortium Best Paper Award at the 5 <sup>th</sup> International Family Business Research Forum, Belgium.
2022-present	Postdoctoral Fellowship, Nelson Mandela University, Family Business Unit.
2016-2020	Postgraduate Research Scholarship Award for Doctoral Studies, Nelson Mandela Metropolitan University.
2014	Excellence in Student Governance and Development Merit Award: For Sustained Leadership at the Nelson Mandela Metropolitan University.
2014	Excellence in Student Governance and Development Merit Award: For representing Nelson Mandela Metropolitan University at the National Executive Committee for the Association of Catholic Tertiary Students (ACTS).
2014	Postgraduate Research Scholarship Award for Masters Studies, Nelson Mandela Metropolitan University.
2013	Honours Bursary Award, Nelson Mandela Metropolitan University.
2012	Golden Key International Honour Society.
2012	Student Merit Award, Nelson Mandela Metropolitan University.
2011	Student Merit Award, Nelson Mandela Metropolitan University.

## **ACADEMIC LEADERSHIP & CITIZENSHIP ACTIVITIES**

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### **Academic leadership and community services**

2023-present	<b>Mentor</b> at the Nelson Mandela Bay Business Chamber, Gqeberha, South Africa.
2023	<b>Examiner</b> for Master's of Commerce in Development Studies dissertation at the University of the Free State, South Africa.
2019-2022	<b>Examination moderator</b> for Retail Management (ADM1001)
2019-2022	<b>Examination moderator</b> for Retail Planning (ADM1002)
2019-2022	<b>Committee member</b> , Nelson Mandela University, Faculty of Business and Economic Science, Research Ethics Committee (Human)
2019-2022	<b>Treasurer</b> , Nelson Mandela University, Alumni Association Executive Committee (AAEC)
2019-2021	<b>Module coordinator</b> for Strategic Management (EBM2000)
2017-2023	<b>Module coordinator</b> for Management Research Project (EBBM412)
2016-present	<b>Member</b> , Nelson Mandela University, Family Business Research Unit (FBU)
2016-2019	<b>Committee member</b> , Nelson Mandela University, Alumni Association Executive Committee (AAEC)
2016-2018	<b>Module coordinator</b> for Retail Planning (ADM1002)
2016-2018	<b>Module coordinator</b> for Retail Management (ADM1001)
2015-present	<b>Mentor</b> , Student mentorship programme, Beyond the Classroom Leadership Programme
2015-2022	<b>Module coordinator</b> for Introduction to Management (BMM1X10)
2015-2018	<b>Module coordinator</b> for Principles of Business Management (SBM1X10)
2014	<b>Committee member</b> , Nelson Mandela University, Alumni Association Fundraising Subcommittee

### **Journal manuscript and conference reviewing**

2024	<b>Reviewer</b> at the International Family Enterprise Research Academy (IFERA) 2024 annual conference
2023	<b>Reviewer</b> at the 34 <sup>th</sup> Southern African Institute for Management Scientists (SAIMS) 2023 annual conference
2023	<b>Reviewer</b> for the Journal of Family Business Management (Emerald) 2023
2023	<b>Reviewer</b> at the International Family Enterprise Research Academy (IFERA) 2023 annual conference

2022	<b>Reviewer</b> at the 33 <sup>rd</sup> Southern African Institute for Management Scientists (SAIMS) 2022 annual conference
2019-2022	<b>Volunteer Peer Reviewer</b> , Common Ground Research Networks (CGRN) For the following journals: <i>The Organisation Studies Journal Collection</i> <i>The Interdisciplinary Social Sciences Journal Collection</i> <i>The International Journal of Technology, Knowledge, and Society</i>
2019	<b>Reviewer</b> at the 31 <sup>st</sup> Southern African Institute for Management Scientists (SAIMS) 2019 annual conference
2019	<b>Reviewer</b> at the 5 <sup>th</sup> International Conference on Business and Management Dynamics (ICBMD)
2017	<b>Reviewer</b> at the 8 <sup>th</sup> International Conference on Social Sciences (ICSS)
2016	<b>Reviewer</b> at the 28 <sup>th</sup> Southern African Institute of Management Scientists (SAIMS) conference

### **PROFESSIONAL MEMBERSHIP**

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2022-present	<b>Member</b> , Higher Education Learning and Teaching Association of Southern Africa (HELTASA)
2020-2021	<b>Member</b> , International Council for Small Business (ICSB)
2016-2020	<b>Business Accountant Member</b> , Southern African Institute for Business Accountants (SAIBA) [Membership number - SAIBA5087]
2015-present	<b>Member</b> , Southern African Institute of Management Scientists (SAIMS), [Membership number - KUPW01]
2012-present	<b>Member</b> , Golden Key International Honour Society [Membership number - 8787531]

### **LEARNING AND TEACHING & RESEARCH SHORT COURSES**

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2019	<b>Rhodes University</b> , Grahamstown, South Africa Strengthening Postgraduate Supervision Course
2016	<b>Nelson Mandela Metropolitan University</b> , Port Elizabeth, South Africa The Scholarship of Teaching and Learning Certificate
2014	<b>Nelson Mandela Metropolitan University</b> , Port Elizabeth, South Africa Research Methodology: Theory and Practice Course

### **OTHER COURSES**

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2021	From PhD to Innovator Course
2009	Education for Life - Behaviour Change Programme for Youth
2009	Behaviour Change - Training of Trainers Course

### **SELECTED RESEARCH DEVELOPMENT WORKSHOPS**

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Oct 2022	Mentoring and developing the next generation of researchers
May 2022	Guiding the theoretical framework and structuring a doctoral thesis
Dec 2021	Developing & measuring socially impactful research
Dec 2021	Article writing for novice authors
Dec 2021	Research ethics & integrity
Apr 2021	Nailing the research question
Dec 2020	Understanding the conceptual dimensions to coding and content analysis
Dec 2020	Building the knowledge contribution



Nov 2019	Critical thinking and academic writing
May 2019	Intermediate workshop to coding with ATLAS.ti software
May 2019	Introduction to qualitative research coding with ATLAS.ti software
Mar 2019	The question of doctorateness
Nov 2018	Masters and doctoral examination
Jun 2018	Literature review and problem identification
May 2018	Building and using a conceptual framework
Aug 2017	Finding your gap and making the case your question
Jun 2017	Statistics for researchers
May 2017	Coding qualitative data
Sep 2016	Partial Least Squares Structural Equation Modelling (PLS-SEM)
May 2016	Literature review and thesis writing: Part II
May 2016	Proposal writing and research design: Part I

## **LEARNING AND TEACHING & RESEARCH SKILLS AND COMPETENCIES**

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- Curriculum and module design
- Course material development
- Research design and supervision
- e-Learning design and teaching
- Teaching pedagogies
- Teamwork and networking
- Time management

## **REFERENCES**

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### **Professor Shelley M. Farrington (PhD)**

Postdoctoral Fellowship Host & Ph.D. Supervisor  
 Business Management Department  
 Nelson Mandela University  
 Port Elizabeth, South Africa  
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### **Professor Elmarie Venter (PhD)**

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 Business Management Department  
 Nelson Mandela University  
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### **Doctor Roger Muller (PhD)**

Senior Lecturer: Management Practice Department  
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