

Department	Business Management	
Discipline	Strategic Management	
Research Focus Area	Corporate Sustainability	
Total Capacity	3 Mcom students	
Supervision team	Prof Annemarie Davis Mrs Catherine le Roux Mr Andani Thakhathi	
Name <u>Prof Annemarie Davis</u>	Academic Profile Annemarie Davis is an Associate Professor in Strategic Management and conducted her doctoral research within the strategy-as-practice perspective. She has supervised several postgraduate research projects and favours qualitative studies.	Capacity 3 co-supervised Mcom students
Name <u>Mrs Catherine le Roux</u>	Academic Profile Catherine le Roux is a Senior Lecturer in Strategic Management. She completed her MCom degree <i>cum laude</i> by developing a measurement tool to measure the embeddedness of sustainability in strategising. She is in her final year of her PhD which focuses on the embeddedness of sustainability in management decision making. Catherine has supervised postgraduate research projects and favours practice focused, qualitative studies.	Capacity 2 co-supervised Mcom students
Name <u>Mr Andani Thakhathi</u>	Academic Profile Andani Thakhathi is an Alumnus of UNISA and has experience in both corporate and academia. He obtained his MCom degree <i>cum laude</i> by exploring the strategising practices of sustainability champions. Andani was awarded an international scholarship to complete his PhD in Ethics and Responsible Leadership. Andani is passionate about corporate sustainability and favours qualitative studies.	Capacity 1 co-supervised Mcom student
Model of Supervision	Candidates will be allocated to a primary supervisor and a co-supervisor, but will be required to work independently within the requirements of higher degree studies. Research proposals are assessed in accordance to departmental and college guidelines.	
Selection Criteria MCom	In addition to the admission criteria contained in the myChoice brochure, potential students are required to prepare a 5 page Expression of Interest (EOI) essay according to these guidelines: <ol style="list-style-type: none"> 1. Front Cover (Your name and contact details, your student number and the topic's title) 2. Topic (½ page) 3. Short literature review (2 pages) 4. Potential contribution of the study which includes a clear problem/gap (½ page) 5. Potential unit of analysis and potential research approach (1 page) 6. Access to the research context (½ page) 7. Personal motivation to pursue studies in this topic (½ page) 8. List of references (use Harvard referencing method) 	

	<p>The page limit excludes the cover page and list of references.</p> <p>We are interested in well-articulated expressions that demonstrate a clear research focus, and your insight and interest into the topic. If you get accepted to this focus area, you will be able to further discuss your topic with your supervisor and to develop it into a research proposal.</p> <p>Please direct clarification questions about the focus area to <u>Mrs Catherine le Roux</u> by email: <u>lrouxc1@unisa.ac.za</u>.</p> <p>Please note that no EOI will be read before the closing date for applications.</p>
<p>Technical requirements for EOI</p>	<ul style="list-style-type: none"> • Arial font size 12 • Justified lines • Page numbers • Normal margins
<p>Selection Procedure</p>	<ol style="list-style-type: none"> 1. Apply for a student number 2. Apply for a space in the research focus area using the online application process. 3. Once acceptance in the research focus area has been confirmed, you may register for your studies. <p>Selection of candidates will be in line with Section 37 of the Higher Education Act 101 of 1997 to provide appropriate measures for the redress of past inequalities and to provide clear assessment criteria to avoid any unfair discrimination. Applicants will also receive feedback on their submissions to empower unsuccessful candidates to improve future readmission submissions.</p> <p>The following criteria will be applied to assess the expression of interest essay:</p> <ol style="list-style-type: none"> a) <u>Academic merit</u>: Quality in terms of originality, significance and rigour and impacts in terms of their reach and significance. b) <u>Evidence of higher order thinking</u>: The candidate's skills and abilities in analysing, synthesizing, applying, and evaluating information. c) <u>Academic writing skills</u>: The extent to which the essay convey coherent and well-developed arguments that are supported with relevant, detailed and convincing evidence; the logically sequence of paragraphs with content-based transitions; the use of appropriate diction and tone and constructively vary sentence structures, and the use of correct grammar, punctuation, spelling and syntax. d) <u>Academic and professional experience</u>: Strengths and relevance relative to the candidate's opportunities (impact).

<p>Possible Alternative Opportunities for Unsuccessful Candidates</p>	<p>The names of unsuccessful candidates and the reasons for their rejection will be submitted to the College Executive Committee for validation. Applicants have the right to appeal to the College Executive Management if admission is refused. Reasons for such refusal must be furnished to the applicant.</p> <p>The following possible alternative opportunities exist for applicants who do not meet the generic admission requirements for CEMS:</p> <ol style="list-style-type: none"> (1) Applicants with degrees that have different structures from normal South African honours degrees, applicant's whose degrees do not clearly correspond to generic CEMS admissions requirements (e.g. no mark awarded for previous dissertations, no clear evidence of having completed a research-related module as part of the previous qualification, etc.), or applicants who do not meet generic admissions requirements but who possess applicable experience in research that may qualify them for admissions to a master's degree will be required to apply for Recognition of Prior Learning (RPL). Prior academic and research activity by the applicant will be evaluated in accordance with formal Unisa RPL procedures and the outcome of the RPL process will be submitted to and approved by the College Executive Committee. If the approved outcome of the RPL process is positive, the applicant will be allowed to proceed with an application for admission, subject to all terms and conditions governing the admissions process. (2) Students who have been refused admission because of limited capacity within the academic department where the application was made may reapply in subsequent years. (3) In instances where a student does not have an average of 60% or more a submission may be made to the Department to allow such a student admission. Students must provide a written motivation of not more three pages requesting admission to the department. The department will consider the application, taking into account: <ul style="list-style-type: none"> • The relevant experience, work or otherwise, of the student, • Alternative options for access into the programme • Any other factor deemed necessary by the department
<p>Documents to Support Application</p>	<p>One-page abbreviated CV, including:</p> <ul style="list-style-type: none"> • Academic qualifications (Academic transcript and copies of degrees) • Work experience • Contact details • Expression of interest (see selection criteria)

<p>Research Agenda: Corporate Sustainability</p>	<p>The discussion about whether business requires a fundamental transition towards sustainability is long over. In fact, it has been argued that maintaining business –as-usual is the only certain way to ensure an uncertain future for business and society (Pless, Maak et al. 2012, Laszlo, Zhexembayeva 2011).</p> <p>Corporate sustainability — often referred to as sustainable development or corporate social responsibility — is generally accepted to be the internalization of social and environmental concerns into business operations and in interactions with a wider group of stakeholders. It also extends to larger concerns such as equity, ethics and governance and social justice. Sustainability supports the idea of an integrated value creation space, where growth and performance for the current generation pays equal and simultaneous consideration to all the components of sustainability as well as to future generations (le Roux, Pretorius 2016).</p> <p>Pursuing sustainability embeddedness is a response by corporates to a longstanding call for them to analyse their current underlying views and fundamental beliefs towards business and society. A sustainable organization, associated with “true business sustainability” is seen as the desired outcome for many corporates in terms of sustainability adoption (Perrott 2014, Benn, Dunphy et al. 2014). The transition to a sustainable organization requires that corporate’s engage with a wider group of stakeholders and that, leaders, organizational champions and change agents focus on deeply engraining sustainability within the corporate’s ‘strategy fabric’ by making sustainability an integral part their; business models, strategies, structures, culture, management processes and, of reporting systems (Dyllick, Muff 2015, Exter, Grayson et al. 2013, van der Heijden, Cramer et al. 2012, Eccles, Saltzman 2011, Tang, Robinson et al. 2011).</p> <p>Sustainability embeddedness is when sustainability becomes “everybody’s business” by permeating throughout the corporate, so that it is deeply engrained in practitioner beliefs, attitudes, behaviours and decision-making on every level. Sustainability embeddedness is when all the elements of sustainability (people, planet and profit) are simultaneously, integratively and equitably considered important for performance and resilience (Avery, Bergsteiner 2011, Valente 2015).</p> <p>While the sustainability embeddedness journey is appealing on account of the numerous potential benefits that derive from sustainable practices, there are many challenges for those in practice (Nambiar, Chitty 2014, Perey 2015). The reality is that that whilst embeddedness is considered critical to organizational performance and resilience, the journey is complex and multifaceted for those in practice (Crews 2010).</p>
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<p>References and Recommended Reading</p>	<ul style="list-style-type: none"> • AVERY, G. & BERGSTEINER, H., 2011. Sustainable Leadership Practices for Enhancing Business Resilience and Performance. <i>Strategy & Leadership</i>, 39(3): 5-15. • BENN, S., DUNPHY, D. & GRIFFITHS, A., 2014. <i>Organizational change for corporate sustainability</i>. Routledge. • CREWS, D.E., 2010. Strategies for Implementing Sustainability: Five Leadership Challenges. <i>S A M Advanced Management Journal</i>, 75(2): 15-21. • DYLLICK, T. & MUFF, K., 2015. Clarifying the Meaning of Sustainable Business: Introducing a Typology From Business-as-Usual to True Business Sustainability. <i>Organization & Environment</i>, 29(2): 1-19. • ECCLES, R.G. & SALTZMAN, D., 2011. Achieving Sustainability Through Integrated Reporting. <i>Stanford Social Innovation Review</i>, 9(3): 56. • EXTER, N., GRAYSON, D. & MAHER, R., 2013. Facilitating organizational change for embedding sustainability into academia: a case study. <i>Journal of Management Development</i>, 32(3): 319-332. • LASZLO, C. & ZHEXEMBAYEVA, N., 2011. <i>Embedded Sustainability: The Next Big Competitive Advantage</i>. U.K.: Greenleaf Publishing. • LE ROUX, C. & PRETORIUS, M., 2016. Conceptualizing the Limiting Issues Inhibiting Sustainability Embeddedness. <i>Sustainability</i>, 8(4): 364. • LE ROUX, C. & PRETORIUS, M., 2016. Navigating Sustainability Embeddedness in Management Decision-Making. <i>Sustainability</i>, 8(5): 444. • NAMBIAR, P. & CHITTY, N., 2014. Meaning Making by Managers: Corporate Discourse on Environment and Sustainability in India. <i>Journal of Business Ethics</i>, 123(3): 493-511. • PEREY, R., 2015. Making sense of sustainability through an individual interview narrative. <i>Culture and Organization</i>, 21(2): 147–173. • PERROTT, B., 2014. The sustainable organisation. <i>Journal of business strategy</i>, 35(3): 26-37. • PLESS, N.M., MAAK, T. & WALDMAN, D.A., 2012. Different Approaches to Doing the Right Thing: Mapping the Responsibility Orientations of Leaders. <i>Academy of Management perspectives</i>, 26(4): 51-65. • TANG, K., ROBINSON, D.A. & HARVEY, M., 2011. Sustainability managers or rogue mid-managers? <i>Management Decision</i>, 49(8): 1371-1394. • VALENTE, M., 2015. Business Sustainability Embeddedness as a Strategic Imperative: A Process Framework. <i>Business & Society</i>, 54(1): 126-142. • VAN DER HEIJDEN, A., CRAMER, J.M. & DRIESSEN, P.P.J., 2012. Change agent sensemaking for sustainability in a multinational subsidiary. <i>Journal of Organizational Change Management</i>, 25(4): 535-559. <p style="text-align: center;"><i>You are not restricted to these sources, we recommend conducting your own literature search.</i></p>
<p>We are interested in research that explores;</p>	<ul style="list-style-type: none"> ✓ The embeddedness of sustainability within a corporate's 'strategy fabric' : <ul style="list-style-type: none"> ○ Strategy formulation and implementation ○ Structure, systems, processes and routines ○ Leadership and culture ○ Performance, governance and control ✓ Studies that focus on a corporate's transition towards a sustainable organization.

