

Department	Business Management
Discipline	Business Management
Research Focus Area: <i>“Business management in South Africa”</i>	<p>Business management in South Africa includes the management of SME’s in South Africa.</p> <p>Topics should be specific and limited to the issues below:</p> <ul style="list-style-type: none"> • Addressing management problems such as survival, growth, innovation, culture, leadership and colonialization. • Competition and how to cope with the diverse type of competitors. • The business environment and how it impacts on businesses • Choosing the correct product when starting SME’s. <p>NOTES:</p> <ul style="list-style-type: none"> • The “Research Focus Area” is not your topic. You need to find a topic that is relevant to the area described above. Your research should not just be a repetition of issues already researched. Look at burning issues and topics that could make a difference (in terms of profitability, productivity and/or sustainability) in businesses in South Africa. • Topics focusing on functional areas, especially Financial Management, Human Resources Management, Operations Management and Supply Chain/logistics cannot be accommodated in the Business Management section. • The issue of sustainability is also available as another research focus area. • It is suggested that, if your topic is specialized as described above, you should rather apply at the relevant section. If your topic is generic in nature, we could possibly accommodate you. • Make sure you meet the prerequisites before you apply.
Supervision Team	Prof Edmund Ferreira Prof Sharon Rudansky-Kloppers Prof BJ Erasmus Prof T Botha Dr T Visser
Name Prof Edmund Ferreira eferreir@unisa.ac.za Capacity 2018 1 master’s student 1 doctorate	Academic Profile Prof Edmund Ferreira Edmund Ferreira is a professor of Business Management. He joined Technikon SA in 1989 and Unisa in 2006 as a lecturer in the Department of Business Management. He is currently the coordinator of the BCom Honours Degree in Business Management. He holds the degrees BMil (Commercial Sciences) (US); BCom Hons (Manpower Management) (UNISA); MCom (Business Management) (RAU) and DCom (UNISA). He has co-authored books on business management, small business management and office administration.
Name Prof Sharon Rudansky-Kloppers rudans@unisa.ac.za Capacity 2018 1 master’s student 1 doctorate	Academic Profile Prof Sharon Rudansky-Kloppers Sharon Rudansky-Kloppers is a professor in Business Management. In January 1988, she joined Unisa as a lecturer in the marketing section of the Department of Business Management. She obtained a DCom degree in business management from Unisa in 2002. She is currently the head of the First Year Section: Business Management in the Department of Business Management. She is a member of several professional organisations. She is the author of a number of accredited articles and has presented papers at national and international congresses. She is the author and co-author of books dealing with business communication, marketing, and business management.

<p>Name Prof BJ Erasmus erasmbj@unisa.a.za</p> <p>Capacity 2018 1 master's student 1 doctorate</p>	<p>Academic Profile Prof BJ Erasmus</p> <p>Barney Erasmus a professor in Business Management. In 1981, he obtained a BMil degree at the University of Stellenbosch, followed by a Hons BCom degree in 1983, and a MCom (<i>cum laude</i>) in 1986, a BA degree in 1989, and a DCom degree at Unisa in 1992. During 2011 he attended the Senior Executive Development Programme (SEP74) at the London Business School. He is a member of several professional organisations, both nationally and internationally. He was an NRF-rated researcher (C3) and the author and co-author of 24 accredited articles, 8 articles in non-accredited journals, and has presented 23 papers at national and international conferences. He is co-author of several books dealing with human resource management, labour relations and training management. He has been Head of the Centre for Business Management (1997-2006) and from 2004 until September 2006 also Director of the School of Management Sciences at Unisa. He is also editor of the <i>South African Journal of Labour Relations</i>, an accredited South African Journal. As from 1 October 2006 he has been seconded to the position as Vice-Principal: Operations at Unisa and from 1 October 2010 he accepted a five year contract for the same position. The areas of responsibility were: Human Resources, Protection Services and Study material, Print Production and Delivery.</p>
<p>Name Prof T Botha brevit@unisa.ac.za</p> <p>Capacity 2018 1 master's student 1 doctorate</p>	<p>Academic Profile Prof T Botha</p> <p>Tersia Botha is a professor in Business Management. In January 1993, she joined Unisa as a lecturer in the Department of Business Management. She obtained a DCom degree in Business Management, with specialisation in Investment Management from Unisa in 1998. She is currently teaching Strategic Management, Leadership and Business Management by Portfolio. She presented papers at national and international conferences, authored research articles published in accredited journals. She authored and co-authored various books in various specialist fields in Business Management, namely Strategic Management, Financial Management, Leadership, Corporate Citizenship, Business Management by Portfolio and Management Principles.</p>
<p>Name Dr T Visser vissed@unisa.ac.za</p> <p>Capacity 2018 2 master's student 3 doctorate</p>	<p>Academic Profile Dr T Visser</p> <p>Dr Thea Visser is a Senior Lecturer in the Department of Business Management at UNISA. She is supervising Masters and Doctoral students in the fields of Small Business Management, Entrepreneurship, Family Business Management and Leadership; and serves as an External Examiner for various national and international Universities. She has published articles in accredited international journals and presented papers at international conferences.</p>
<p>Model of Supervision</p>	<p>Candidates will be allocated to a supervisor and where needed, a joint supervisor, but will be required to work independently within the requirements of higher degree studies. In addition, students will be expected to present their work to a panel of academics at a specific colloquium. Colloquia will be scheduled for the research proposal.</p>
<p>Selection Criteria: MCom and PhD</p>	<p>In addition to the admission criteria contained in the <i>myChoice</i> brochure, potential students are required to prepare a typed five-page expression of interest essay describing the following:</p> <ol style="list-style-type: none"> 1. Topic (½ page) 2. Short literature review (2 pages) 3. Potential contribution of the study (½ page) 4. Potential unit of analysis (½ page) 5. Access to the research context (½ page) 6. Personal motivation to pursue studies in this topic (½ page) 7. List of references (use Harvard referencing method)

Documents to Support Application	<p>One-page abbreviated CV including:</p> <ol style="list-style-type: none"> 1. Academic qualifications 2. Work experience 3. Contact details 4. Expression of interest (see selection criteria) 5. Previous research, if any.
Research Agenda	<p>Business plays a critical role in a thriving economy and contributes to innovation, technological change, productivity growth and job creation, especially for women, minority groups and immigrants. Current economic conditions and trends largely shape the environment in which small and large businesses function. The application of relevant management principles is therefore an important factor to ensure success in this sector of the economy.</p> <p>Changes in the business environment is evitable and managers need to look at different issues such as survival, growth, innovation, sustainability, culture, leadership and colonialization.</p> <p>Contributions by small businesses vary, but it contributes more than 50% to the GDP and around 60% to employment. They form the backbone of society and play an important role in the survival of many South Africans.</p> <p><i>Interesting facts about Small business in South Africa</i> Most of them are self-funded and start with less than R100 000. Cash flow causes many problems. Managing a small business takes a lot of time; in most cases more than 8 hours a day. Competition is fierce but these owners are mostly positive about the economy. Many make use of technology.</p> <p>In 2014 Government created the Department of Small Business Development (DSBD) dedicated to small business. The approach of the DSBD is to promote and develop small businesses by stimulating entrepreneurship, giving financial and non-financial support services, assisting with market access, and creating an environment for radical economic transformation. The Small Enterprise Development Agency (SEDA), a department of DSBD, implements government's small business strategy.</p> <p>In order to be a successful small business owner or manager, the application of sound management principles is crucial, especially in such a changing and challenging environment. Too many small businesses fail due to management issues.</p>
Reading: Subject Field	<p>ARTICLES</p> <ul style="list-style-type: none"> • Asoni, A, & Sanandaji, T 2016, 'Identifying the Effect of College Education on Business and Employment Survival', <i>Small Business Economics</i>, 46, 2, pp. 311-324. • Rey-Martí, A, Mas-Tur, A, & Tur Porcar, A 2015, 'Linking female entrepreneurs' motivation to business survival', <i>Journal Of Business Research</i>, 68, 4, p. 810-814. • Choi, T, Rupasingha, A, Robertson, J, & Green Leigh, N 2017, 'The Effects of High Growth on New Business Survival', 47, 1, pp. 1-23. • Apanasovich, N, Alcalde Heras, H, & Parrilli, M 2016, 'The impact of business innovation modes on SME innovation performance in post-Soviet transition economies: The case of Belarus', <i>Technovation</i>, 57-58. • Matzler, K, Schwarz, E, Deutinger, N, & Harms, R 2008, 'The Relationship between Transformational Leadership, Product Innovation and Performance in SMEs', <i>Journal Of Small Business And</i>

	<p>Entrepreneurship, 21, 2, pp. 139-151.</p> <ul style="list-style-type: none"> • Mbonyane, B. & Ladzani, L. (2011) "Factors that hinder the growth of small businesses in South African townships", European Business Review, Vol. 23 Iss: 6, pp.550 – 560. <p>BUSINESS JOURNALS</p> <ul style="list-style-type: none"> • Journal of small business management • Management Dynamics / Bestuursdinamika: Kontemorere Navorsing • Southern African Journal of Entrepreneurship and Small Business Management • South African Journal of Business Management <p>BOOKS</p> <ul style="list-style-type: none"> • Nieman, G.H. & Nieuwenhuizen, C. 2014. Entrepreneurship - a South African perspective 3/e. Van Schaik. • Veldsman, T.H. & Johnson, A.J (ed's). 2016. Leadership: Perspectives from the Front Line. ISBN: 9781869226091. • Smith, M. 2015. Management and Business Research 5th. SAGE. <p>INTERNET SOURCES (use these for ideas)</p> <ul style="list-style-type: none"> • Department of Small Business Development (DSBD), 2016. Online: http://www.dsbd.gov.za/index.html. • 5 Challenges Facing Managers Today and How to Solve them. Online: http://www.accesseap.com.au/news/17-hidden/145-5-challenges-facing-managers-today-and-how-to-solve-them.html • Groepe, F. 2015. The role of small business in the economy. Online: https://www.resbank.co.za/Lists/Speeches/Attachments/452/Role%20of%20small%20business%202015%20.pdf. • The Small Enterprise Development Agency (SEDA). 2016. Online: http://www.seda.org.za/Happening/LatestNews/Pages/LatestNews.aspx. • Writer, S. 2016. 9 things you need to know about small businesses in South Africa. Online: http://businesstech.co.za/news/business/123929/9-things-you-need-to-know-about-small-businesses-in-south-africa/. • The 27 Challenges Managers Face: Step-by-Step Solutions to (Nearly) All of Your Management Problems. Online: http://rainmakerthinking.com/books-videos/27-challenges-mangers-face-step-step-solutions-nearly-management-problems/
<p>Reading: Research Methodology</p>	<ul style="list-style-type: none"> • Cooper, D.R & Schindler, P.S. 2014. Business Research Methods. 12th Edition. New York: McGraw Hill. ISBN 978-0-07-352150-3. • Saunders, M., Lewis, P. & Thornhill, A.2012. Research Methods for business students (6th edition) Harlow, Essex, UK: Pearson. • Maree, K. 2007. First steps in research. Pretoria: Van Schaik Publishers. • Kumar, R. 2005. Research methodology: A step-by-step Guide for beginners. 2nd Edition. Sage: International edition.

Unit of Analysis	Research Focus
<p>Due to the changing environment and the occurrence of different life cycles of a business, it is paramount to take these into account when managing a small business. Not only do the environment and circumstances change all the time, but in South Africa we are also blessed with an abundance of different cultures in the workplace. This needs to be exploited to the advantage of the business and employees.</p> <p>Unfortunately many small businesses still fail and managers need to determine the reasons for their failure and make use of available and tested management principles to overcome these issues.</p> <p>Many small business owners start their businesses without proper training or education and find them in positions where they are not sure what to do and how to manage. Training and/or education is often needed in different aspects of the business.</p> <p>One of the main reasons for the failure of small businesses is the product or the area where the product is sold. It seems that owners do not do proper research before they decide on the product. They often go according to their own preference and do not look at the needs of the environment.</p> <p>Finally, government seems to realise the importance of assisting small businesses, but their assistance should be focused on the real problem areas.</p>	<ul style="list-style-type: none"> • The different management approaches in different life cycles of businesses. • Innovation • Leadership • Managing different cultures • Labour practices in small businesses • Colonialization • Management of cash flow of small businesses • The management assistance needed in the different functional areas (such as finance, marketing and human resource management) to make small businesses more successful. • The relevance of management and other small business education and training • Determine in which sectors of the economy there is a need for a specific product or service and what the needs are in specific areas of the country regarding products and services. • The efficiency of the government institutions that are involved in assisting SMEs.

<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) Academic merit: Quality in terms of originality, significance and rigour and impacts in terms of their reach and significance. b) Evidence of higher order thinking: The candidate's skills and abilities in analysing, synthesizing, applying, and evaluating information. c) Academic writing skills: The extent to which the essay conveys 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
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	<p>sentence structures, and the use of correct grammar, punctuation, spelling and syntax.</p> <p>d) Academic and professional experience: Strengths and relevance relative to the candidate's opportunities (impact).</p>
<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 for the Honours or equivalent qualification a submission may be made to the Department to allow such a student admission. Students must provide a written motivation of not more than 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.