

Department	Business Management	
Discipline	Business Management	
Research Focus Area	South African Automotive Industry	
Supervision Team	Dr Norman Lamprecht Prof Sharon Rudansky-Kloppers Prof BJ Erasmus Dr Alet Tolmay Prof Marcus Ambe Prof Adewale Aregbeshola	
Name Dr Norman Lamprecht	Academic Profile Norman Lamprecht is the executive manager of NAAMSA and director on the Automotive Industry Export Council Board. He conducted his master's degree (cum laude) and his doctorate in the focus area of the automotive industry of South Africa. He is the author of the annual Automotive Export Manual publications and has established the AIEC as the recognised source of South African automotive trade data.	Capacity Up to 2 master's students; Up to 2 doctorates
Name Prof Sharon Rudansky-Kloppers Email: rudans@unisa.ac.za	Academic Profile 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.	Capacity Up to 1 master's student; Up to 1 doctorate as supervisor
Name Prof. BJ Erasmus Email: erasmbj@unisa.ac.za	Barney Erasmus is 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.	Capacity Up to 1 master's student; Up to 1 doctorate as supervisor
Name	Alet Tolmay is a senior lecturer in production and operations	Capacity

<p>Dr. Alet Tolmay E Mail: etolmaas@unisa.ac.za</p>	<p>management at UNISA (College of Economic and Management Sciences) for the past three years. She joined UNISA after 24 years' in various sectors of the corporate world including automotive, ICT, consulting and local government. She is still extensively involved with research in the South African automotive industry regarding worldwide export statistics and trends.</p> <p>Her academic qualifications include a National Diploma (Technikon Pretoria), B Com Marketing Management (UNISA), MBL (UNISA SBL) and DBL (UNISA SBL). She is currently an UNISA SBL alumni member.</p> <p>She is actively involved with research on production and supply chain disciplines.</p> <p>Research interests</p> <ul style="list-style-type: none"> • Supply Chain Management • Supplier Relationship Value • Automotive Industry • South African automotive exports <p>Modules and supervision</p> <ul style="list-style-type: none"> • Production and operations management (MNO3701) • Supervisor to Masters' and Doctorate students 	<p>Up to 3 master's students</p>
<p>Name Prof Marcus Ambe Email: ambeim@unisa.ac.za</p>	<p>Marcus Ambe is a professor in the Department of Entrepreneurship, Supply Chain, Transport, Tourism and Logistics Management. He joined the department in 2008. He obtained his honours degree (cum laude) and master's degree from the North West University-Mafikeng campus (2005-2007), respectively, and his doctoral degree from Unisa in 2013. He has supervised several postgraduate research projects, presented numerous papers in local and international conferences, and has published articles widely in referred journals. He is a co-author of two book chapters.</p>	<p>Capacity Up to 1 master's student; Up to 1 doctorate as supervisor</p>
<p>Name Prof Adewale Aregbeshola Email: aregbra@unisa.ac.za</p>	<p>Academic Profile Professor Adewale Aregbeshola completed his honour's and master's degrees at the University of South Africa before completing his PhD at the University of Witwatersrand's Business School. With a sound background in international business and strategic management, later integrated with international finance, he has been active in the academic, corporate, and government sectors in various capacities, including an employee, consultant, and special adviser. From an academic perspective, he taught at various levels of academic institutions in a number of countries, before joining Unisa in February 2008. He also occupied various academic and corporate positions, mostly with research components. He is a member of a number of professional organisations, both local and international. He is a member of the editorial board of several international journals, as well as various international research organisations. He has authored a number of publications in local and international journals, and has presented papers at local and international conferences, workshops, and seminars. He has also co-authored international business books.</p>	<p>Capacity Up to 1 master's student; Up to 1 doctorate As supervisor</p>
<p>Model of Supervision</p>	<p>Candidates will be allocated to a supervisor and or in some instances 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 topic specific colloquia. Colloquia could be scheduled for:</p>	

	<ol style="list-style-type: none"> 1. Research proposal 2. Literature review 3. Methodology 4. Findings <p>Students working in this track will also have the opportunity to attend the colloquia of their peers.</p>
Selection Criteria: MCom and Phd	<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> <ul style="list-style-type: none"> • Academic qualifications • Work experience • Contact details • Expression of interest (see selection criteria) • Previous research, if any
Research Agenda	<p>The South African automotive industry and components-manufacturing supply chain are vital contributing elements to the success of the national economy and the sustainable growth of the country at large. In a South African context, the automotive industry is the largest manufacturing sector in the country's economy. Vehicle and component production accounted for 33% of South Africa's manufacturing output while the broader automotive industry, incorporating the manufacture, distribution, servicing, and maintenance of motor vehicles, contributed 7, 4% to the country's GDP in 2016. Record export earnings amounted to R171,1 billion in 2016, accounting for 15,6% of South Africa's total export earnings. The South African Automotive Industry comprises seven motor vehicle exporters/manufacturers, namely BMW, Ford, General Motors, Mercedes-Benz, Nissan, Toyota and Volkswagen, as well as exporters/manufacturers truck and bus manufacturers, and about 500 component suppliers.</p> <p>The Automotive Production Development Programme (APDP), implemented on 1 January 2013, intends to elevate the domestic automotive industry to the next level. The APDP's vision 2020 objectives include 1, 2 million units produced per annum and an associated broadening and deepening of the component manufacturing basket in South Africa. This was however downscaled to about 900 000 units for the interim period. The APDP focus is to ensure the sector has a greater impact on the economy and on national employment levels by increasing local components manufacturing, and sourcing more of the semi-finished goods in the domestic market. The automotive industry's contribution to the GDP could increase to between 8% and 10% by 2020 under the APDP.</p> <p>The APDP applies to light vehicles (passenger cars and light commercial vehicles). On a complementary front, developments from the Department of Trade and Industry (Dti) include a medium and heavy commercial (MCV/HCV) development strategy as well as an Electric Vehicle Roadmap.</p> <p>As a key partner in the development and growth of the automotive industry, government signalled its confidence in the industry's long-term future through its assurance that policy support will continue beyond 2020. The South African</p>

	<p>Automotive Masterplan (SAAM) 2021-2035 will go beyond the APDP and will cover car and light commercial vehicle manufacturing, medium, heavy, extra-heavy truck and bus production (potentially including off-highway vehicles and yellow metals), motorcycles and the South African component supplier industry. Vehicle importers and distributors will also be covered. The Masterplan will create a framework to secure even higher levels of investments and production.</p> <p>Continuous efforts to grow the South African automotive industry's export business are imperative, especially in view of the vision of doubling vehicle production in the country. The South African domestic market is generally not large enough to generate sufficient economies of scale for world-class competitiveness/production; hence, exporting needs to be viewed as a necessary step towards international competitiveness. Failure to rise to the challenge by finding new markets and products could result in stagnation of exports. Trade with Europe is waning due to the on-going debt crisis and the most recent developments impacting on the EU economy (Brexit). The EU still remains South Africa's largest trading bloc worldwide, absorbing 50,3% of total vehicle and component exports in 2016. However, the domestic industry has escalated the importance of trading with new areas of economic growth over recent years. Due to changes in the balance of power in certain markets, it is becoming imperative to diversify trade and investment with new emerging markets offering vast opportunities and rapid growth, while still actively maintain and expand its relations with traditional trading partners. The South African automotive industry exported vehicles and automotive components to 154 countries in 2016, including to the emerging BRIC markets (China, Russia, India and Brazil). By joining BRICS, South Africa has enhanced the influence and presence of the economic body in Asia, Europe, the Americas, and Africa.</p> <p>South Africa also recognises that its domestic economy cannot prosper in the long term unless it takes the African region more seriously. The Tripartite Free Trade Agreement (TFTA), another initiative the automotive industry in this country could benefit from hugely, is in line with a response to current global economic imbalances and shifting economic power relations. The enlarged trade bloc is in line with South Africa's New Growth Path, which, among other things, will seek to leverage regional integration opportunities.</p>
<p>Reading: Subject Field</p>	<ul style="list-style-type: none"> • Furguson, E. 2017. Toyota PESTEL/PESTLE Analysis & Recommendations. Available from http://panmore.com/toyota-pestel-pestle-analysis-recommendations • Automotive Industry Export Council (AIEC). 2017. <i>South Africa Automotive Export Manual 2017</i>. Pretoria. • Barnes, J., Black, A. and Duxbury, A. 2016. Automotive Policy and Inclusive Growth: What Have We Learned? Available from: https://www.gtac.gov.za/Event_Documents/Barnes,%20Black%20and%20Duxbury%202016%20Auto%20policy%20and%20inclusive%20growth.pdf • Gao, P, Kaas, H.W., Mohr, D. and Wee, D. 2016. Disruptive trends that will transform the auto industry. Available from http://www.mckinsey.com/industries/automotive-and-assembly/our-insights/disruptive-trends-that-will-transform-the-auto-industry • Odendaal, N. 2016. Automotive sector part of South Africa's manufacturing success story – Davis. Available from: http://www.engineeringnews.co.za/article/automotive-sector-part-of-south-africas-manufacturing-success-story-davies-2016-06-28 • Kahn, F., 2015. The impact of South African automotive policy changes on the domestic leather industry. Master's dissertation, University of South Africa, Pretoria. • Venter, I. 2014. Policy certainty seen as key if SA auto sector is to avoid

	<p>Aussie industry's fate. Available from: http://m.engineeringnews.co.za/article/policy-certainty-seen-as-key-if-sa-auto-sector-is-to-avoid-aussie-industrys-fate-2014-05-30</p> <ul style="list-style-type: none"> • Jeffrey. R. 2014. Why support for the automotive industry in SA is vitally important. Available from: http://www.iol.co.za/business/opinion/why-support-for-the-automotive-industry-in-sa-is-vitally-important-1876071. • Ambe, I.M. and Badenhorst-Weiss, J.A. 2013. Challenges of locally manufactured vehicle supply chains in South Africa, <i>Journal of Transport and Supply Chain Management</i> 7(1), Art. #100, 8 pages. http://dx.doi.org/10.4102/ • Lamprecht, N. 2009. The impact of the Motor Industry Development Programme (MIDP) on the export strategies of the South African light motor vehicle manufacturers. Doctoral thesis, University of South Africa, Pretoria. • Lamprecht. N., 2006. Analysis of the motor industry development programme (MIDP) as a promotional tool for the South African automotive industry in the global automotive environment. Master's dissertation, University of South Africa, Pretoria. • Flatters, F. 2005. The Economics of MIDP and the South African Motor Industry. Available from: http://qed.econ.queensu.ca/faculty/flatters/writings/ff_economics_of_midp.pdf. • South Africa's automotive industry. Available from: http://www.southafrica.info/business/economy/sectors/automotive-overview.htm.
<p>Reading: Research Methodology</p>	<ul style="list-style-type: none"> • Cooper, D.R & Schindler, P.S. 2014. <i>Business Research Methods</i>. 12th Edition. New York: McGraw Hill. ISBN 978-0-07-352150-3 • Kumar, R. 2005. <i>Research methodology: A step-by-step Guide for beginners</i>. 2nd Edition. Sage: International edition. • Maree, K. 2007. <i>First steps in research</i>. Pretoria: Van Schaik Publishers.
<p>Resources: Scholar Community</p>	<ol style="list-style-type: none"> 1. South Africa's automotive industry. Available from: http://www.southafrica.info/business/economy/sectors/automotive-overview.htm. 2. South Africa's automotive industry at a glance: Available from: http://www.businesspartners.co.za/knowledge-hub/manufacturing-fund/posts/south-africas-automotive-industry-glance-3247/. 3. Lamprecht, N. 2009. The impact of the Motor Industry Development Programme (MIDP) on the export strategies of the South African light motor vehicle manufacturers. Doctoral thesis, University of South Africa, Pretoria.
<p>Potential M&D Research Focus Areas or Research Projects</p> <ul style="list-style-type: none"> • Studies on the South African OEMs and the viability of this sector • The impact of global disruptions on the global/SA automotive industry (new USA Administration's protectionist policies/Brexit/4th industrial revolution, etc.) • Research on the APDP and the impact of suggested changes to be made by 2020 • Successes of the automotive manufacturing businesses in South Africa • Research on the management of automotive supply chains in South Africa and increasing local content in South African manufactured vehicles • Research on deepening value addition within South African automotive value chains • Research into transformation of the South African automotive value chain • Research on technology and associated skills development • Research on the influence of technology on the future of cars (e.g. self-driving cars also called autonomous cars) • Research on changing consumer mobility patterns, with motorists for example opting for the Gautrain, Uber and car sharing alternatives • Research on the impact of the South African automotive industry on the regional SACU countries 	

- Research on regional market development and an all Africa automotive initiative
- Research on the second hand import of motor vehicles into the SACU and SSA areas
- Research on globalisation and the role of South Africa OEMs in the global automotive market

Unit of Analysis	Research Focus
<p>The automotive manufacturing supply chain focuses on light vehicles (passenger cars and light commercial vehicles), medium and heavy commercial vehicles, and buses, as well as original equipment components (OEMs) and aftermarket/replacement parts for these vehicles. The supply chain generally involves backward linkages (upstream) in the supply of components and sub-components from the lower-tier suppliers (normally the South African owned companies) to the first-tier suppliers (normally the multinational companies) to the OEM. The OEMs are thus the key drivers of the automotive supply chain.</p> <p>There is a high level of linked dependency in the automotive supply chain, where one company depends on the success of others in the chain to reach common goals of securing global manufacturing contracts and then delivering on vehicle demand. In this environment it becomes critical for supply chain partners to engage in more strategic collaboration, where all elements of the supply chain become aligned and function as a single system with synchronised processes across supply partner organisations. The success of integrated supply chain collaboration, management, and control is a modern day imperative and a strategic competitive tool.</p> <p>The South African automotive industry has entered a new era of volume-driven production support (the APDP) compared to the export-driven support under the Motor Industry Development Programme (MIDP) over the past 17 years and, hence, presents numerous areas for research in the field of business management to focus on.</p>	<p>Studies on the South African OEMs and the viability of this sector under the current and new policy regimes.</p> <p>Successes of the automotive manufacturing businesses in South Africa.</p> <p>Beneficiation opportunities for the automotive sector in South Africa (e.g., aluminum, brass, leather, stainless steel, and steel).</p> <p>Research on increasing local content in South African manufactured vehicles /deepening value addition within South African value chains</p> <p>Research on the management of automotive supply chains in South Africa given global disruptions and rapidly changing business practices.</p> <p>Research on the management of automotive supply chains in South Africa with a particular focus on the lower tier suppliers.</p> <p>Research into the regional automotive clusters in South Africa (e.g., Gauteng and the Eastern Cape)</p> <p>Research on globalisation and the role of South African OEMs in the global automotive market</p> <p>Research on the benefits of the Tripartite Free Trade Agreement (TFTA)</p> <p>Research on the impact of the South African automotive industry on the Southern African and especially the SACU countries.</p> <p>Research on the influence of technology on the future of cars (e.g. self-driving cars also called autonomous cars)</p> <p>Research on changing consumer mobility patterns, with motorists for example opting for the Gautrain, Uber and car sharing alternatives</p> <p>Research on the second hand import of motor vehicles into the SACU and SSA areas and alternative affordable new vehicle solutions</p> <p>Research on the BRICS countries, and opportunities for the South African automotive sector.</p> <p>Development of a world-class automotive component manufacturing industry in South Africa.</p>

	<p>Research on the impact/implications of the November 2015 APDP Review recommendations i.e. on new entrants in the vehicle manufacturing space in South Africa or on automotive component manufacturers of aftermarket parts.</p>
<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 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) Academic and professional experience: 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.

	<p>(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 than three pages requesting admission to the department. The department will consider the application, taking into account:</p> <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
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