

Research Focus Area	Contemporary leadership research, including African leadership, Public Leadership, leadership assessment, individual traits and cross-cultural leadership.	
Supervision Team	Prof Anton Grobler Prof Renier Steyn Prof A Nicolaides Prof Peliwe Mnguni Dr Allan Feldman Dr Sanchen Henning	
Name Prof Anton Grobler	<p>Academic Profile</p> <p>Professor Anton Grobler holds a Ph.D in Industrial Psychology from the North West University (previously - PU for CHE) and a Bachelors, Honours and Master's degree from the University of Pretoria. He is a qualified Industrial Psychologist, Master People Practitioner and an International Affiliate to the Society of Industrial and Organisational Psychology. Before he joined the Unisa School of Business Leadership in 2013, he held senior positions in Unisa (institutional office) as well as in the South African police Service, where he was involved in various institutional research projects.</p> <p>Prof Grobler has an extensive academic and institutional research record with numerous publications in accredited peer reviewed academic journals and has delivered papers at various national and international conferences. His current research focuses primarily on the leadership, organisational behaviour (including ethics in the workplace), assessment (including instrument design and validation) on individual, group or organisational level and other contemporary HR related research topics such as job search behaviour, specifically employee turnover / retention, etc.</p>	Capacity 2
Name Prof Renier Steyn	<p>Academic Profile</p> <p>Professor Renier Steyn obtained the following degrees in Psychology from the North West University: BA in 1987, Hons BA in 1988 and MA in 1990.</p> <p>He was appointment as Senior Lecturer at the UNISA School of Business Leadership (SBL) in 2008.</p> <p>His academic interests are wide and include applied social psychology and research methodology. He presented several professional papers at peer assessed local and international conferences on various topics ranging from physical fitness and personality to suicide prevention. He furthered his studies in industrial psychology and in 2002 obtained a PhD in Industrial and Personnel Psychology from the North West University. In that study, he applied social cognitive theory and developed a sound and integrated experiential learning intervention directed at the development of managers.</p> <p>In 2006 he obtained the degree DLitt et Phil (Psychology) from UNISA. In his thesis he expanded his research regarding the practical application of social cognitive theory and attributed substantially to the field of Social Psychology. He is currently a post-doctoral research fellow at the Semel Institute for Neuroscience & Human Behaviour at the University of California in Los Angeles (UCLA). A further Doctorate was</p>	Capacity 2

	obtained by Prof Steyn in 2014 (North West University), with the focus on gender and gender discrimination in the workplace.	
Name Prof Angelo Nicolaides	<p>Academic Profile</p> <p>Prior to joining SBL, Professor Nicolaides was employed at the University of Johannesburg as well as at Vaal University of Technology. He has taught at the primary, secondary and tertiary levels. He is a life-member of the IIPE (International Institute for Public Ethics) as well as the Ethics Institute of South Africa (EthicsSA). He is also a member of SAIMS (Institute of Management Scientists), a Senior Member South African Quality Institute (SAQI), the Southern African Society for quality (SASQ) and a member of the SABPP (Master HR Practitioner-Education and Training) and consults with both SMMEs and Corporations. He is active in international research communities and networks, and also serves in editorial positions and as an editorial board member in international journals.</p> <p>He publishes widely and was the Highly Commended Winner at the Emerald Literati Network Awards for Excellence 2007 for the paper: "The implementation of environmental management towards sustainable universities and education for sustainable development as an ethical imperative" published in International Journal of Sustainability in Higher Education and has also been the recipient of numerous research and teaching awards.</p>	Capacity 2
Name Prof Peliwe Mnguni	<p>Academic Profile</p> <p>Professor Peliwe Mnguni is an organisational and social analyst. She holds the following qualifications: BAdmin (University of Transkei), BA Honours, (University of Cape Town), Master of Arts (Social Research Methods), Master of Business (Leadership and Organisation Dynamics) and PhD (Leadership and Organisation Dynamics). Her previous work experience includes roles in social and organisational research, organisational consulting, human resources management and leadership education in South Africa, Australia, Malaysia and Singapore. Professor Mnguni's research interests include leadership, group and organisation dynamics, gender dynamics, organisational culture, intra and inter-organisational collaboration and the psychodynamics of sustainability.</p>	Capacity 3
Name Dr Sanchen Henning	<p>Academic Profile</p> <p>Dr Sanchen Henning is a Senior Lecturer in the Organisational Behaviour and Leadership area since 2013. She obtained her BA psychology degree in 1989, an Honours degree at the University of South Africa (UNISA), followed by a Master degree in Research Psychology at the University of Pretoria and a DPhil degree in Consulting Psychology at UNISA.</p> <p>In 2000 Dr Henning joined the Marketing Intelligence team in Telkom doing Brand and Communication research, Product research, Customer Satisfaction research as well as participatory action research on community interventions as initiated by the Telkom Foundation, the Social responsibility section of Telkom. In addition, she worked with the Business Improvement Office where Lean methodologies were</p>	Capacity 2

	<p>implemented to improve end-to-end value chain services within the technical service delivery system in Telkom.</p> <p>Her research interests are: organisational behaviour, business process improvement, leadership development as well as marketing en consumer behaviour.</p>	
<p>Name Dr Allan Feldman</p>	<p>Academic Profile Dr Allan Feldman is a Senior Lecturer in the Organisational Behaviour and Leadership area. He holds a MBA as well as DBA degree (University of Pretoria). Dr Feldman has extensive management consulting, teaching and research experience in the areas of organisational strategy, organisational development and human resource management, but his main interest is leadership. Dr Feldman's current research focus is on the impact of social media on organisational behaviour, and the notion of followership within the domain of leadership.</p>	<p>Capacity 3</p>
<p>Research Agenda for Focus Area</p>	<p>Leadership has been researched extensively since the late 1950's, and few topics are considered as important as leadership in the broader domain of organisational research. Traditionally, studies of leadership have employed a reasonably straight forward paradigm, with the construct being scaled and with these scales being used to predict various outcomes of leadership. The purpose of this research area is not to demarcate a specific area of leadership research, but to stimulate open scholarly debate on contemporary leadership research, by widening the boundaries, using multiparadigmatic paradigms and methodological inventiveness. Preference would be given to studies which focus on leadership in Africa, or uniquely African leadership as well as Public leadership.</p>	
<p>Reading: Subject Field</p>	<ul style="list-style-type: none"> • Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. <i>The Leadership Quarterly</i>, 16, 315–338. • Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. <i>The Leadership Quarterly</i>, 15, 801–823. • Blunt, P. & Jones, M. (1992). <i>Managing organisations in Africa</i>. Berlin: Walter de Gruyter. • Cooper, C. D., Scandura, T. A., & Schriesheim, C. A. (2005). Looking forward but learning from our past: Potential challenges to developing authentic leadership theory and authentic leaders. <i>The Leadership Quarterly</i>, 16, 475–493. • Dalglish, C., du Plessis M., Lues, L. & Pietersen E. (2009). Leadership in the African Context. <i>Management Decision</i>, 49, 3, 484-487. • Denton, M. & Vloerbergh, D. (2003). Leadership challenges for organisations in the new South Africa. <i>Leadership and Organisational Development Journal</i>, 24, 2, 85-95. • Gernetzky K. (2012). Mbeki bemoans lack of African leadership. <i>Business Day Live</i>. Retrieved from http://www.bdlive.co.za • Hamstra R.W. Hamstra R.W., Van Yperen N.W., Wisse B. & Sassenber K. (2014). On the perceived effectiveness of transformational-Transactional leadership : The role of encouraged strategies and followers' regulatory focus. <i>Eur. J. Soc. Psychol.</i> Wiley Online Library (wileyonlinelibrary.com) DOI: 10.1002/ejsp.2027 • Hoggett, P. 2006. Conflict, ambivalence, and the contested purpose of public organizations. <i>Human Relations</i>, 59, 2, 175-194. 	

	<ul style="list-style-type: none"> • Mnguni, PP. (2012). Deploying culture as a defence against incompetence: The unconscious dynamics of public service work. <i>SA Journal of Industrial Psychology</i>, 38, 2, 1-9. • Nahavandi, A. (2012). <i>The art and science of leadership</i> (6th ed). Upper Saddle River, NJ: Pearson Prentice Hall. • Powe, J. (2010). When the going gets tough...Public service leadership in times of significant change and uncertainty. <i>The International Journal of Leadership in Public Services</i>, 6, 4, 9-17. • Simons, T. L. (2002). Behavioral integrity: The perceived alignment between managers' words and deeds as a research focus. <i>Organization Science</i>, 13, 18–35. • Thorn, I.M. (2012). Leadership in international organisations: Global leadership competencies. <i>The Psychologist-Manager Journal</i>, 15, 3, 158-163. • Tizard, J. (2012). The challenges and opportunities in contemporary public sector leadership. <i>The International Journal of Leadership in Public Services</i>, 8(4): 182-190. • Yukl, G. (2006). <i>An introduction to organisational leadership</i>. Upper Saddle River, NJ: Pearson Prentice Hall. • Venter W., Green M.T., Lopez D.M. (2012). Social media: A leadership challenge. <i>Sam Houston State University College Business Administration, Fourth Annual General Business Conference proceedings</i>, ISSN2153-9367, 3, 58-68.
<p>Reading: Research Methodology</p>	<ul style="list-style-type: none"> • Cooper, R.C. & Schindler S.S. (2003). <i>Business research methods</i>. London: McGraw-Hill Education. • Hofstee, E. (2006). <i>Constructing a good dissertation: A practical guide to finishing a master's, MBA or PhD on schedule</i>. South Africa: EPE Publishers. • Mouton, J. 2001. <i>How to succeed in your master's and doctoral studies: A South African guide and resource book</i>. Pretoria: Van Schaik Publishers. • Rosnow, R.L. & Rosenthal, R. (2008). <i>Beginning behavioural research: A conceptual primer</i> (6th ed.). Upper Saddle River, NJ: Pearson/Prentice Hall.
<p>Additional resources i.e. scholar and industry communities</p>	<p>http://www.ethicsa.org/ http://www.iipe.org/ www.bench-marks.org.za www.emrbi.com/ http://www.ibe.org.uk/</p>
<p>Potential research projects/topics/titles Focus areas are crystallised in:</p> <ul style="list-style-type: none"> • The topics for leadership studies are quite open, as long as it has a focus on leadership in Africa, or uniquely African leadership as well as Public leadership – the methodology could range from the traditional survey studies (individual, dyadic or group level of analysis), attribute studies to purely qualitative studies. • Leadership as a central theme within the academic area of Organisational Behaviour and Leadership could most probably be linked to the other research focus areas, of (i) HR strategic function and enabler for organisational performance and (ii) Organisational behaviour and dynamics (including Ethics in the workplace). • The changing nature of the role and function of public service institutions presents leaders in the public service sector with new challenges and opportunities. With governments across the globe seeking to professionalise their public service, public service leadership is emerging as an important research space for leadership scholars. • Leadership as central theme of the Business School might also be studied across academic areas, such as Strategy, Operational Management, etc. • Social media impact on leadership, follower perceptions of leadership behaviour. 	