

<b>Area</b>	Strategy, Marketing and Governance
<b>Discipline</b>	Strategy / International Business
<b>Research Focus Area</b>	Strategy metrics in strategic planning, communicating and reporting strategy, and, preparing for strategy implementation.
<b>Supervisor</b>	<b>Prof Francois du Toit</b> ACMA(CIMA) CPA(Aus) CS(Can) CGMA BCompt AdvDip(CIMA) BHonsBiok DBL
	<p><b>Academic Profile</b></p> <p>Francois is associate professor in strategy and international business. His area of interest is devising of strategy metrics for strategic planning, communicating and reporting strategy, and, preparing for strategy implementation. Current research is directed towards the concept of metrics in reporting of the non-financial capitals in Integrated Reporting by multi-nationals – including that of strategy, and Social and Relationship Capital specifically.</p> <p>His DBL dissertation explored the social capital perspective of relationships in multinational enterprise – host government relations, exposing cultural barriers and the complications of diverging political and commercial objectives. In the fourth year of MBL, he specialised in Advanced Strategy (<i>cum</i>), Advanced Finance and Change Management.</p> <p>He currently lectures Corporate Strategy, International Finance, Strategy in the Global Context, Global Financial Management, Measuring and Improving Performance in the Value Chain, Strategy in the Public Service, Public Finance Management (PFMA), Business Intelligence, Ethics and Academic Integrity. He has also lectured Business Intelligence, Strategic Brand Management, Consumer Behaviour and Market Research. He is a member of the Research and Research Ethics committees and conducts the research ethics module with masters and doctoral students.</p> <p>He has corporate board experience and held senior positions in executive management, finance, and, sales and marketing in multinational corporates in the healthcare industry. Prof du Toit is a biokineticist by training with special interest in cardiology. He is a chartered strategist, accredited with the Canadian Business Strategy Association as Executive Chartered Business Strategist. He is a chartered accountant; firstly an Associate Chartered Management Accountant with the Chartered Institute of Management Accountants (CIMA), certified with CPA Australia, as well as a Chartered Global Management Accountant accredited with the American Institute of Certified Public Accountants (AICPA) and CIMA in the UK. He has successfully supervised doctoral students, is a published author and consults widely. His commercial interest is in international taxation planning for multinational conglomerates.</p>
<b>Research Agenda for Focus Area</b>	Strategy is both science and art. Concretisation of especially the art dimension of strategy remains elusive. Reducing the 'brilliant idea' - the creative art in a strategy to writing, capturing it in a strategic plan for all organisational areas, or, for the Integrated Report, is a challenge, but critical to communication.

	<p>Integrated Thinking, and the associated Inclusive Capitalism, evolved from sustainability and corporate governance concepts to find embodiment in Integrated Reporting and in the King IV Report on Corporate Governance. Strategy constitutes the ‘thinking’ in integrated thinking, and drives the business model in the Integrated Report. Social and Relationship capital is one of six capitals which the organisational resources are directed to.</p> <p>Strategy manifests in every single area of an organisation and is part of every employee’s organisational persona. Reality is, organisational strategy extends to all stakeholders, employees, suppliers and customers, society, government, investors and so forth. Strategy communication manifests in the total business context and impacts on strategy creation, strategy implementation, and, strategy reporting. The metrics of strategy facilitates communication through concretisation, it provides meaning, affords creation of parameters towards describing strategy for planning, implementation and reporting.</p> <p>The pertinent questions are around the strategy metrics employed in the analyses of the internal and external environments, in describing the stakeholder objectives, in the organisation’s situational analysis, in devising and selecting strategies, in producing the master strategic plan and functional plans, in preparing the organisation for the strategy, implementing the strategy, and, reporting around the strategy.</p> <p><b>The research approach</b></p> <p>Explorative studies, employing preferably mixed methodologies (quantitative and qualitative), focussing on the strategy metrics in any selection of the organisational units of analysis, with specific reference to either the strategy creation, strategy implementation, or, strategy reporting. Multinational organisations, Public Sector, State Owned Entities, Small and Medium Enterprises, and public service organisations are all included.</p> <p>The approach to supervision is grounded in project management. Successful and with-in time completion, is achieved by collective planning and monitoring, but individual responsibility for the actual research and feedback.</p>
<p><b>Reading:</b> <b>Subject Field</b></p>	<p>These articles are only for orientation purposes, further reading is required:</p> <p>Agmon. T. 2003. ‘Who Gets What: The MNE, the National State and the Distributional Effects of Globalization’, <i>Journal of International Business Studies</i>, 34: 416 – 427.</p> <p>Berry, F. S, Brower, R. S; Choi, S. O; Goa, W. X; Jang, H; Kwon, M. and Word, J. 2004. ‘Three Traditions of Network Research: What the Public Management Research Agenda Can Learn from Other Research Communities’, <i>Public Administration Review</i>, 64(5): 539 – 552.</p> <p>Bourdieu, P. 1986. ‘Forms of capital’. In: Richardson, J. ed. <i>Handbook of Theory of Research for the Sociology of Education</i>. Greenwood Press, Westport, Connecticut. 241 - 258.</p> <p>Borgatti, S. P. and Foster, C. P. 2003. ‘The Network Paradigm in Organizational Research: A Review and Typology’, <i>Journal of Management</i>, 29(6): 991 – 1013.</p> <p>Chen, Y. R. 2004. ‘Effective Public Affairs in China: MNC-Government</p>

	<p>Bargaining Power and Corporate Strategies for Influencing Foreign Business Policy Formulation', <i>Journal of Communication Management</i>, 8(4): 395.</p> <p>Coleman, J. 1990. <i>The Foundations of Social Theory</i>. Cambridge: Harvard University Press.</p> <p>Edelman, L. F; Bresnen, M; Newell, S; Scarbrough, H. and Swan, J. 2004. 'The Benefits and Pitfalls of social capital: Empirical Evidence from Two Organizations in the United Kingdom', <i>British Journal of Management</i>, 15: S59 – S69.</p> <p>Ginwala, F. 1998. 'The Role of Governments in International Corruption'. In: Lange, H; Lohr, A. and Steinmann, H. eds. <i>Working Across Cultures; Ethical Perspectives for Intercultural Management</i>. Dordrecht: Kluwer Academic Publishers.</p> <p>Healy, T. 2004. 'Social capital: Old Hat or New Insight?', <i>Irish Journal of Sociology</i>, 13(1): 5 - 28.</p> <p>Hillman, A. J. 2003. 'Determinants of Political Strategies in US Multinationals', <i>Business and Society</i>, 42(4): 455 – 484.</p> <p>IODSA, 2016. 'King IV Report on Corporate Governance for South Africa for 2016'. Institute of Directors of South Africa. Available from <a href="http://www.iodsa.co.za/page/KingIVReport">http://www.iodsa.co.za/page/KingIVReport</a>, Accessed 7 November 2016.</p> <p>Inkpen, A. C. and Tsang, E. W. K. 2005. 'Social capital, Networks, and Knowledge Transfer', <i>Academy of Management Review</i>, 30(1): 146 – 165.</p> <p>IIRC, 2013. 'The International &lt;IR&gt; Framework. Available on <a href="http://integratedreporting.org/resource/international-ir-framework/">http://integratedreporting.org/resource/international-ir-framework/</a>, accessed 12 September 2016.</p> <p>Kristiansen, S. 2004. 'Social Networks and Business Success; The Role of Subcultures in an African Context', from the Symposium on African Economic Development and Failure, <i>The American Journal of Economics and Sociology</i>, 63(5): 1150 – 1171.</p> <p>Lenway, S. A. and Murtha, T. P. 1994. 'The State as Strategist in International Business Research', <i>Journal of International Business Studies</i>, Q3: 513.</p> <p>Parts, E. 2004. 'Interrelationship between Human Capital and Social Capital: Implications for Economic Development in Transition Economies', University of Tartu, Faculty of Economics and Business Administrations Working Paper Series, 1 – 36.</p> <p>Putnam, R. D. 2000. <i>Bowling Alone: The Collapse and Revival of American Community</i>, New York: Simon and Schuster.</p>
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**Potential research projects/topics/titles**

**Doctoral studies:**

**Creating new knowledge of:**

- Strategy creation – facets of strategizing.
- Strategy implementation – facets of the strategic plans, getting the organisation ready for the strategy or executing the strategy.
- Strategy reporting – facets of describing strategy in:

- strategy conceptualisation,
- sharing of intended strategy in Integrated Reporting,
- Key Performance Indicators, setting up of MIS systems and performance management,

in multinational organisations and corporations, Public Sector, State Owned Entities, Small and Medium Enterprises, and public service organisations