|  |  |  |  |
| --- | --- | --- | --- |
| **Department** | | Business Management | |
| **Discipline** | | Strategic Management and Multi-disciplinary | |
| **Research Focus Area** | | **Corporate Sustainability** | |
| **Capacity for 2024** | | **1 Master student** | |
|  | | | |
| **Supervision Team details:** | **Academic Profile** | | **Capacity** |
| **Name:**  **Dr Iréze van Wyk**  **(Contact person for this focus area)**  012 429 2085  Email: [vanwyki@unisa.ac.za](mailto:vanwyki@unisa.ac.za)  **ORCID :**  [https://orcid.org/](https://orcid.org/my-orcid?orcid=0000-0002-4237-062X)  [0000-0002-4237-062X](https://orcid.org/my-orcid?orcid=0000-0002-4237-062X) | Iréze van Wyk is a lecturer in department of Business Management at UNISA. She obtained her master’s degree with distinction from UNISA in 2014 and was awarded the college research award in 2015 for obtaining this degree. She completed her doctoral degree in 2022 which focused on effective ethical strategic decision making by focusing on small and medium entities (SMEs) and identified a strategic decision-making process. Dr van Wyk has published a few articles in national peer reviewed journals with colleagues, presented papers at national peer reviewed conferences and contributed to book chapters. She has also supervised postgraduate research projects. Her research interests include strategic decision-making, integration of ethics in strategy and favours SMEs and qualitative research designs. | | **1 masters student co-supervised** |
| **Prof Tersia Botha**  0124294764  brevit@unisa.ac.za  0000-0003-4701-1009 | Prof Tersia Botha completed her MCom and DCom in Business Management, focusing on Investment Management. She has a keen interest in Responsible Management, focusing on sustainability, responsibility and ethics in business. She has published articles, authored and co-authored books and presented papers nationally and internationally on various Business Management topics and has lecturing experience of more than 30 years. | | **No capacity** |
| **Ms Lynette Cronje**  012 429 2245  cronjl@unisa.ac.za  ORCID: https://orcid.org/0000-0002-4515-7111 | Lynette Cronje is a lecturer in the Department of Business Management, teaching Contemporary Management Issues. She completed her MCom degree cum laude by exploring the aspects influencing decision-making regarding responsible business practices in SMMEs and is currently busy with her PhD. She has published in an accredited journal, and co-authored a book in the field Business Management. She is passionate about responsible business practices and favours quantitative research. | | **No capacity** |
| **Ms Tracey Cohen**  012 429 6136  cohent@unisa.ac.za  ORCHID: 0000-0003-4209-7026 | Tracey Cohen is a lecturer in the Department of Business Management, teaching Corporate Citizenship and other business-related modules. She holds a BCom and BCom Honours in Tourism Management from the University of Pretoria (UP), as well as an MCom in Business management from UNISA (awarded with distinction). Her MCom dissertation is titled “The consumer behaviour and environmental consciousness of domestic air travellers within the South African context”. She has co-authored chapters in textbooks and published in an accredited academic journal. Her fields of interest include sustainable development, corporate social responsibility, consumer behaviour, sustainable tourism and consumer environmental consciousness. In summary, she is passionate about the positive role that corporates and consumers can play in building a sustainable future for all. | | **1 Masters student co-supervised** |
| **Mrs Elsabe Scholtz**  012 429 2695  Email: schole@unisa.ac.za  **ORCID :**  [https://orcid.org/**0000-0001-7849-7967**](https://orcid.org/0000-0001-7849-7967) | Elsabe Scholtz holds a Master of Commerce degree from the University of South Africa in which she explored the impact of time management on sectors high in time demand. Mrs Scholtz is a doctoral candidate at the same University. Although more comfortable with quantitative research, she has some experience in qualitative data collection methods. Mrs Scholtz is passionate about all sectors of strategy, but especially how being cognisant of risk and forecasting assists organisations in obtaining organisational resilience and remain successful. | | **1 Masters student co-supervised** |
| **Model of supervision** | 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 allocated a supervisor or two who will guide you on your topic and assist you to develop it into a research proposal and later, a dissertation. In accordance with the requirements of higher degrees you will be expected to work independently. | | |
| **Selection criteria: Master’s/Doctorate** | 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:   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)   The page limit excludes the cover page and list of references.  We are interested in well-articulated expressions that demonstrate a clear research focus and your insight, experience and interest in the topic. If you get accepted to this focus area, you will be able to further discuss this topic with your supervisor and to develop it into a research proposal.  Direct clarification questions about the focus area to any one of the researchers within this focus area via email. Please note that no EOI will be read before the closing date for applications.  Applicants may be invited to interviews to present their expressions of interest, therefore please include contact information on your expression of interest cover page. | | |
| **Selection Procedure** | The following criteria will be applied to assess the expression of interest essay:   1. Academic merit: Quality in terms of originality, significance and rigour and impacts in terms of their reach and significance. 2. Evidence of higher order thinking: The candidate’s skills and abilities in analysing, synthesizing, applying, and evaluating information. 3. Academic writing skills: The extent to which the essay convey coherent and well-developed arguments that are supported with relevant, detailed and convincing evidence (references); 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. 4. Academic and professional experience: Strengths and relevance relative to the candidate’s opportunities (impact). | | |
| **Possible Alternative Opportunities for Unsuccessful Candidates** | 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.  The following possible alternative opportunities exist for applicants who do not meet the generic admission requirements for CEMS:   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:  * The relevant experience, work or otherwise, of the student, * Alternative options for access into the programme * Any other factor deemed necessary by the department | | |
| **Technical requirements for EOI** | * Arial font size 12 * Justified lines * Page numbers * Standard margins | | |
| **Documents to Support Application** | One-page abbreviated CV, including:   * Academic qualifications: Academic record & copies of degrees * Work experience * Contact details * Expression of interest (see selection criteria) | | |
| **Research Agenda** | Sustainability has become the “mantra” for business in the 21st century and there has been a significant “shift to sustainability” by organisations (Laszlo & Zhexembayeva 2011, Smith & Sharicz 2011). Sustainability is said to be “shaping the business landscape” to such an extent that it has become a “business imperative” for operating in today’s globalising world (Lacy, Arnott et al. 2009, Laszlo & Zhexembayeva 2011). Those in practice have noted that an organisation’s commitment to, and adoption of sustainability have become both necessary and expected (Dyllick & Hockerts 2002, Skinner & Mersham 2008).  Sustainability means the capacity to endure, maintain, preserve and be resilient by crafting strategies that avoid collapse and failure (Enders & Remig 2015). Corporate sustainability refers to the role of business in making the world a more sustainable place (Dyllick & Muff 2015). Corporate or business sustainability emerged from the strategic management field in the early 1990’s (Valente 2015).  This shift to sustainability is a response by organisations to a long-standing call for them to analyse their current underlying views and fundamental beliefs towards business and society (Gladwin et al. 1995, Margolis & Walsh 2003). The shift has also been driven by stakeholder pressure aimed at getting organisations to commit to and adopt sustainability (Banerjee & Bonnefous 2011). Stakeholders blame the private sector for excessive consumption, environmental degradation and for many of the social issues found today (Valente 2015). Advocates for corporate sustainability have developed a ‘business case for sustainability’, which is aimed at enticing organisations to adopt corporate sustainability. This business case focuses on the many drivers and benefits associated with sustainability adoption.  Sustainability adoption refers to how organisations manage and implement sustainability (Vidal, Kozak et al. 2015). Sustainability adoption is usually portrayed as a journey with stages on a continuum (Rake & Grayson 2009). The stages range from legally complying with sustainability towards proactivity and then onto embedding sustainability and transitioning into a sustainable organisation (Valente 2015). Wagner (2007) describes the sustainability journey as a continuum that ranges from “not at all integrated” to “fully integrated”. Transitioning into a sustainable organisation is considered the ultimate goal in terms of sustainability adoption (Perrott 2014). A sustainable or sustainability embedded organisation is an organisation that has “evolved” and “matured” by undergoing significant paradigmatic, strategic, operational and transformational change (Bell, Soybel et al. 2012, Adams & Frost 2008). Dyllick and Muff (2015) describe truly sustainable [embedded] organisations as those who have shifted from seeking to diminish the corporates’ negative impact, to understanding how it can create a substantial positive impact in critical and pertinent areas for the planet and society.  Sustainability embeddedness is defined as the instilling of sustainability into practices (behaviours, actions, beliefs and attitudes) and decision making at every level. In this way, sustainability becomes deeply engrained in the organisational existence (strategy fabric), in relationships with stakeholders, and becomes an integral part of how the organisation ensures its future resilience and performance. Embedding sustainability eventually leads to a change of the organisation’s culture towards the long-term sustainability of profit, people and planet (le Roux & Pretorius 2016, Laszlo & Zhexembayeva 2011, Wagner 2011, Valente 2015).  The discussion about whether business needs to embed social and environmental sustainability into its business operations is long over. Sustainability is seen as a vital part of how an organisation ensures its future resilience and performance. For sustainability to become embedded, it needs to be made a part of an organisation’s strategy fabric so that it permeates throughout the organisation and forms part of practitioner practices, beliefs, and decision-making at every level. The reality is embedding sustainability poses daunting and immense managerial challenges for those in practice and that few companies’ successfully transition into sustainable organisations. It appears that sustainability is not as embedded in decision making and practice as desired, and that practitioners are struggling with its adoption and implementation.  Scrutiny of sustainability literature reveals that sustainability is no longer a question of ‘should we accommodate it?’ Instead, given its connection to sustained performance, legitimacy, resilience and its role of governance, the question has become, ‘how to do so?’ For many organisations, it is in the actual ‘doing’ and ‘realizing’ of sustainability embeddedness that they find themselves wanting. Even though sustainability embeddedness is a valid and accepted orientation for business and there is evidence of strong commitments to sustainability by organisations, a “big disconnect” exists in the implementation of sustainability (Dyllick & Muff 2015, Valente 2015).  **Key Words**:  Corporate sustainability, sustainability embeddedness, strategizing for sustainability, sustainable leadership, sustainability champions, sustainable business practices, organisational change for sustainability, social and environmental responsibilities of business, paradoxes in Corporate Sustainability, sustainable organisation, sustainability adoption, Sustainability Journey, sustainability/sustainable business models. | | |
| **References and Recommended Reading:** | *You are not restricted to these sources,* ***we recommend*** *conducting your* ***own*** *literature search. Please use the Harvard referencing method.*   * BAUMGARTNER, R.J. & RAUTER, R. 2016. Strategic perspectives of corporate sustainability management to develop a sustainable organization. Journal of Cleaner Production, 140, 81-92. * DYLLICK, T. & MUFF, K. 2016. Clarifying the Meaning of Sustainable Business: Introducing a Typology From Business-as-Usual to True Business Sustainability. Organisation & Environment, 29, 156-174. * HANEY, AB., POPE, J. & ARDEN, Z. 2020. Making It Personal: Developing Sustainability Leaders in Business. Organization & environment, 33(2): 155 * JOHNSON, R, MANS-KEMP, N & ERASMUS, PD. 2019. Assessing the business case for environmental, social and corporate governance practices in South Africa. South African Journal of Economic and Management science, 22(1) * LE ROUX, C. & PRETORIUS, M., 2016. Conceptualizing the Limiting Issues Inhibiting Sustainability Embeddedness. Sustainability, 8(4): 364. * LE ROUX, C. & PRETORIUS, M., 2016. Navigating Sustainability Embeddedness in Management Decision-Making. Sustainability, 8(5): 444 * LE ROUX, C & PRETORIUS, M. 2019. Exploring the nexus between Integrated Reporting and Sustainability Embeddedness. Sustainability, Accounting, Management and Policy (SAMP) Journal. Special issue: The Nexus Between Integrated Thinking, Integrated Reporting and Governance * NAMBIAR, P.; CHITTY, N. 2014. Meaning Making by Managers: Corporate Discourse on Environment and Sustainability in India. Journal of Business Ethics, 123, 493–511. * SHARMA, G. & GOOD, D. 2013. The Work of Middle Managers: Sensemaking and Sensegiving for Creating Positive Social Change. The Journal of Applied Behavioral Science. 49(1): 95–122 * THAKHATHI, A, LE ROUX, C. & DAVIS, A. 2019. Sustainability Leaders’ Influencing Strategies for Institutionalising Organisational Change towards Corporate Sustainability: A Strategy-as-Practice Perspective. Journal of Change Management. * VAN DER HEIJDEN, A., CRAMER, J. & DRIESSEN, P. 2012. Change agent sensemaking for sustainability in a multinational subsidiary. Journal of Organizational Change Management. 25(4): 535-559 * LĂZĂROIU, G., IONESCU, L., ANDRONIE, M. AND DIJMĂRESCU, I. 2020. Sustainability management and performance in the urban corporate economy: a systematic literature review. Sustainability. 12(18): 7705 - 7717. * PETERS, J. AND SIMAENS, A. 2020. Integrating sustainability into corporate strategy: A case study of the textile and clothing industry. Sustainability. 12(15), p.6159. | | |
| **Reading:**  **Research Methodology** | **This is a selection books on methodology. Further reading over and above these is essential:**   * CHARMAZ, K., 2014. Constructing Grounded Theory. 2nd edn. London, U.K: SAGE.3 * CRESWELL, J. W. (2013). Qualitative inquiry & research design. Thousand Oaks, U.S.: Sage. * FLYVBJERG, B., 2011. Case Study. In: N.K. Denzin and Y.S. Lincoln, eds, The Sage Handbook of Qualitative Research. 4th edn. Thousand Oaks, U.S: Sage. * PATTON, M.Q., 1990. Qualitative Evaluation and Research Methods. Beverly Hills, U.S.: Sage. * SILVERMAN, D., 2009. Doing Qualitative Research. 3rd edn. Thousand Oaks, U.S.: Sage. * YIN, R.K., 2014. Case Study Research: Design and Methods. 5th edn. Newbury Park, U.S.: Sage. | | |