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| **Department** | | **Business Management** | | |
| **Discipline** | | **Business Management** | | |
| **Research Focus Area** | | **Growth and profitability of small, medium and micro enterprises (SMMEs).** | | |
| **Capacity for 2024** | | **5 Masters and 5 PhDs** | | |
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| **Supervision Team details:** | **Academic Profile** | | | **Capacity** |
| **Module Leader:** Dr K Chodokufa  Office: NS Radipere 4-31  Email: [chodok@unisa.ac.za](mailto:chodok@unisa.ac.za)  ORCID : 0000-0003-4258-2531  Institutional repository link:  Google Scholar ID: <https://scholar.google.com/citations?user=u-J-2AoAAAAJ&hl=en&inst=569367360547434339> | Kudakwashe Chodokufa is a senior lecturer in Business Management. She joined the department in 2012 as a lecturer in the Entrepreneurship Section till 2014. Then she joined the General Management section in 2015. She obtained her PhD in business management in 2018. She is the section head of the general management section within Business Management. She has co-authored articles published in international journals and presented papers in both local and international conferences. Her research focus areas include stakeholder relationship management, China in Africa, small business management and entrepreneurship education. | | | Master’s: 0  Phd’s: 1 |
| Prof Thea Visser  Office: NS Radipere building, 4-46  Email: vissed@unisa.ac.za  ORCID : ORCID : 0000-0002-2265-1213  Institutional repository link: | Thea Visser is an Associate Professor and joined the Department of Business Management in 2009. She obtained a Doctor of Commerce in Business Management from the University of Pretoria. She has co-authored articles published in international journals and presented papers at local and international conferences. She has successfully supervised several Masters’ and Doctoral students to completion, and act as external examiner for postgraduate students from local and international universities. She has contributed as reviewer and author to book chapters in the field of small business management, entrepreneurship, and family business management. Her research fields of interest include small business management, entrepreneurship, leadership, and family business management. | | | Master’s: 0  Phd’s:   1 |
| Dr RN Tjano  **Office**: WMM Building, 4-87  **Email**: [tjanorn@unisa.ac.za](mailto:tjanorn@unisa.ac.za)  **ORCID**: 0000-0001-5694-1545  **Institutional repository link**: <https://hdl.handle.net/10500/28099>.  **Google Scholar:** <https://scholar.google.co.za/citations?user=kHCkSqsAAAAJ&hl=en> | Dr Tjano is a Curriculum and Learning Development Specialist at Unisa and has also been a Senior Lecturer in the Department of Business Management. He has research interest in the field of Entrepreneurship, Corporate Governance, IT governance, Sustainability and performance practices of State-owned entities (SOEs). From the methodological perspective, he is keen on a mixed method and econometric research models.    **Fields of academic interests**   * Corporate governance * Strategic Management * Risk Management * Family Business studies * Corporate Sustainability   **Field of Specialisation**   * ODeL research * International business studies * SMME research * Quantitative research analysis (Eviews, SPSS, Stata, R) * Qualitative social research (content analysis, systematic literature review, Atlas ti) * Mixed method research | | | Master’s:3  Phd’s:2 |
| Dr Ntsieni Ramasimu  NS Radepere Building 3-37  [ramasnf@unisa.ac.za](mailto:ramasnf@unisa.ac.za)  <https://orcid.org/0000-0003-2884-1373> | Ntsieni Ramasimu is a Senior lecturer in the Department of Business Management and has been with Unisa since 2017. He heads the Postgraduate section within Business Management. He obtained his MBA degree in 2016. His research focus area is in small business management and entrepreneurship. | | | Master’s: 0  Phd’s: 0 |
| Dr Ronny Shibiti  Office: Remote working  Email: [shibir@unisa.ac.za](mailto:shibir@unisa.ac.za)  ORCID : <https://orcid.org/0000-0002-4505-5588> | Ronny Shibiti is a Lecturer in the Department of Business Management and is currently responsible for Business Management (MNB1501) and Strategy Implementation and Control (MNG3702). He completed his PhD in Management Studies in 2022 from the University of South Africa. He has co-authored a number of accredited articles, written study material and reviewed Master’s proposals and ethics applications in the department. | | | Master’s: 2 Co-Supervision  Phd’s: 1 Co-Supervision |
| **Model of supervision** | Candidates will be allocated to a supervisor but will be required to work independently within the requirements of higher degree studies. Additionally, the candidate will have to present his/her work to a panel of academics at a colloquium. The candidate should submit his/her work to be reviewed by a blind peer review process. | | | |
| **Selection criteria: Master’s/Doctorate** | Refer to the qualification website for selection criteria. | | | |
| **Selection Procedure** | Refer to the qualification website for selection procedure. | | | |
| **Research scope** | This focus area is about the application of management principles to ensure growth and profitability in SMME’s in Africa.  NOTE:  If the focus of your proposed study is on any one of the specific functions of SMMEs’, such as human resources, finance, marketing, etc. you should apply at the relevant department where this function is located.  If your proposed study has to do with any of the following, please apply within that specific focus area:   * Strategic and Competitive Intelligence * International Business Strategies and Finance * South African Automotive Industry * Business Management in South Africa * Corporate Sustainability * Strategy-as-Practice | | | |
| **Reading:**  **Subject Field** | **This is a selection of articles and/or recent books in this research focus area. Further reading over and above these is essential:**  **ARTICLES**  • 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.  • Wolmarans, H.P. & Meintjes, Q. 2015. “Financial management practices in successful Small and Medium Enterprises (SMEs)“ The Southern African Journal of Entrepreneurship and Small Business Management, Vol. 7 (1).  • Lekhanya, L.M. & Mason, R.B. 2013. “The use of marketing strategies by Small, Medium and Micro Enterprises in rural KwaZulu-Natal.” The Southern African Journal of Entrepreneurship and Small Business Management, Vol. 6 (1).  **BOOKS**  • Nieman, G.H. & Nieuwenhuizen, C. 2014. Entrepreneurship - a South African perspective 3/e. Van Schaik.  • Achtenhagen, L. & Brundin, E. (Eds.) 2016. Entrepreneurship and SME Management Across Africa. Springer.  **INTERNET SOURCES**  • Department of Small Business Development (DSBD), 2016. Online: http://www.dsbd.gov.za/index.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/. | | | |
| **Reading:**  **Research Methodology** | **This is a selection books on methodology. Further reading over and above these is essential:**   * Cooper, D. and Schindler, P. 2014. Business Research Methods. 12th ed. New York: McGraw-Hill. * Babbie, E. 2014. The practice of social research. 14th ed. Boston: Cengage Learning. * Diamantopulos, A and Schlegelmich, B. 2000. Taking the fear out of Data Analysis. Hampshire: Cengage Learning EMEA. * Leedy, P. and Ormrod, J. 2015. Practical Research: Planning and Design. 11th ed. New Jersey: Pearson Education International. * Saunders, M, Lewis, P, and Thornhill, A. 2016. Research Methods for Business Students. 7th ed. Essex: Pearson Education Ltd.   Scott, G, and Garner, R. 2013. Doing Qualitative Research: Designs, Methods and Techniques. 1st ed. New Jersey: Pearson Education, Inc. | | | |
| **Resources: Scholar community** |  | | | |
| **Potential M&D research focus areas or research projects** | | | | |
| **Unit of Analysis** | | | **Research Focus** | |
| 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 SMME’s. | | | The different management approaches in different life cycles of small businesses to improve growth and profitability. | |
| 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. | | | The relevance of management and SMME’s education and training to improve growth and profitability.  Improving growth and profitability in SMME’s in general. | |
| Unfortunately many SMME’ 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. Amongst other issues, the right product, growth and profitability is needed for a business to be successful. Research in these areas would assist the business community in being more successful. | | | The failure of SME’s has been researched a lot. At this stage, we do NOT need more of this. We need answers to enable SMME’s to cope with the problems at hand and be profitable over the long term. | |
| **Note:**   * You need to read extensively on the topic you choose. * Read other theses and dissertations focusing on the first chapter as this is related to the proposal and what is needed. * Ensure that your topic is line with the given focus area. | | | | |