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| **Department** | | | Business Management | |
| **Discipline** | | | Leadership, corporate governance, Feminism in management research, Gender in management and leadership | |
| **Research Focus Area** | | | **Women in management and leadership in the private and public sector in the African context** | |
| **Total capacity for 2025** | | | 8 students( 5 M’s and 3 Phds) | |
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| **Supervision Team details:** | **Academic Profile** | | | **Capacity** |
| **Dr Nthabiseng Violet Moraka**  **[[1]](#footnote-1)(Contact person for this focus area)**  012 429 8752  moraknv@unisa.ac.za  Email: [moraknv@unisa.ac.za](mailto:moraknv@unisa.ac.za)  ORCID : <https://orcid.org/0000-0002-1490-089X> | Dr. Moraka, Director of the School of Management Sciences at Unisa’s College of Economic and Management Sciences (CEMS), holds a PhD completed in 2018, focusing on corporate governance and gender issues on management research and leadership. She investigated why women continue to be few and marginalised in leadership positions; despite that the business case is proven and the South African legislation supports women advancement to leadership positions, equality and redress.  Since joining the academic fraternity in 2009, Dr Moraka has produced a number of research outputs, including articles published in national and international peer reviewed journals, on her own, and colleagues, delivered papers at national and international peer reviewed conferences and contributed to book chapters. Dr Moraka regularly reviews papers for national and international journals as well as conferences. She is the member of the Academy of Management and has research interests on women on boards, corporate governance, turnaround strategies and strategy as practice. | | | 3 Masters students  3 Doctoral co-supervision |
| **Dr Xolile Carol Thani**  Email: thanixc@unisa.ac.za  ORCID : <http://orcid.org/0000-0003-1579-941X>  Institutional repository links:  [Thani, X](http://uir.unisa.ac.za/handle/10500/21644/browse?value=Thani%2C+X&type=author) ; [Thani, X.C.](http://uir.unisa.ac.za/handle/10500/21644/browse?value=Thani%2C+X.C.&type=author); [Thani, Xolile Carol](http://uir.unisa.ac.za/handle/10500/21644/browse?value=Thani%2C+Xolile+Carol&type=author) | Dr Thani is a Senior Lecturer in the Department of Public Administration and Management. She joined Unisa in 2007 as an academic assistant. She obtained her MA in Public Administration cum laude. She obtained her DLitt et Phil in Public Administration in 2018 with a thesis on an interpretive phenomenological study of the methodological preparation of doctoral candidates in Public Administration. She has published and co-published six scholarly articles in accredited journals. She co-edited two scholarly books. | | | 1 Masters student co-supervision  1 Doctoral co-supervision |
| **Dr Robert Nicky Tjano**  Email: tjanorn@unisa.ac.za  ORCID: 0000-0001-5694-1545  Institutional repository  link: https://hdl.handle.net/1050  0/28099  Google Scholar:  https://scholar.google.co.za/citat  ions?user=kHCkSqsAAAAJ&hl=en | Dr Tjano is a Director in the Office of the Vice Principal: Teaching, Learning, Community Engagement, Student and Support (TLCESS) and has also been a Senior Lecturer in the Department of Business Management. He has research interest in the field of Artificial Intelligence (AI) and big data in business and education, Corporate Governance, IT governance, Corporate Sustainability, Entrepreneurship, ODeL and Gender-Diversity research agenda. From the methodological perspective, he is keen on a mixed methods research (MMR) and econometric research models.  Fields of academic interests   * Corporate governance * Strategic Management * Risk Management * Corporate Sustainability   Field of Specialisation   * AI-enhanced education * ODeL research theories * Feminist theories * Sustainability and growth of SMMEs * Quantitative research analysis (Eviews, SPSS, Stata, R) · * Qualitative social research (content analysis, systematic literature review, thematic analysis, Atlas ti) * Mixed method research | | | 2 Masters students  3 Doctoral co-supervision |
| **Model of supervision** | The expectations of this research focus area is that you investigate the condition of women in the African context and apply methodologies by which they would provide recommendations to ensure that women are developed, trained and retained in management and leadership positions. Moreover, that women become self-actualised beings recognising their potential to become value adding members in organisations. If you are selected in this focus area, a supervisor or supervisors will be assigned to you to assist and guide you to compile a feasible research proposal. Research proposals are required to be defended to a panel of academics at a colloquia and, if successful a dissertation/thesis will be written under the guidance of the supervisor. It is expected from candidates to work independently within the requirements of higher degree studies. | | | |
| **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** | Women have been excluded in leadership positions for far too long. In all sectors of economies, women have been found to be marginalised and discriminated into positions of power, influence and decision-making. Studies of the exclusion of women in leadership positions is necessary as gender studies generally associate women with traits such as empathy, caring, concern for others and being interested in relationships of importance to the community. Huse and Solberg (2006) argue that women are needed in company boards to represent diversity and not just soft values in general. Thus, the presence of women in leadership positions is considered to have positive benefits in relation to their social orientation and community representation (Ellwood & Garcia-Lacalle, 2015). The qualities that women bring to boards may also provide better oversight of management activities, because of the increased heterogeneity among the board, with top management teams, and the CEO (Bear *et al*, 2010). Most importantly, gender diversity reportedly guards against the “groupthink” phenomenon (Daily *et al* , 2003; Robinson & Dechant, 1997) and can provide greater access to resources and networks (Fray & Guillaume, 2007; Milliken & Martins, 1996), create career incentives through signaling and mentoring (Daily *et al*, 2003; Sheridan, 1995), and enhance public and investor relations and legitimacy (Baysinger & Butler, 1985). Other reasons why more women are needed on the board include, variety of skills, role modelling, social responsibility, networking and overall; good management.  Gender inequalities in South Africa were shaped by the historical, political and socio-economic context of mining, which involved patriarchy and decades of colonisation (Nkomo & Booysen, 2009). Nkomo and Ngambi (2009) proposed for African and postcolonial theory as conceptual frameworks to apply a meso-level analysis to consider the unique socio-historical, political, economic and cultural context to study gender and identity. Although most African countries are victims of colonisation (Goldman, 2016), each African country operate in a unique context, socio-historically, politically, economically, and culturally which should be considered when studying gender and identity (Nkomo & Ngambi, 2009; Jackson, 2004). African feminism further offers research opportunity to be conscious of traditional roles men and women play, how they affect gender identities and social constructions. This is important for a diverse country such as South Africa, to recognise that gender intersects with class, race and ethnicity requiring intersectional analysis (Davis, 1981; hooks, 1981; Collins 1995; Dlamini, 2013, 2016; Nkomo & Booysen, 2009) which is the argument of African feminism. Thus, experiences of women will differ in different contexts due to intersectionality issues but also because culture significantly affect gender studies and the experiences of women (Nkomo & Ngambi, 2009). Thus the study of women in South Africa should consider our historical injustices and how gender intersects with other diversity attributes. These considerations should also be applied generally in the African context (Moraka, 2018). | | | |
| **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:**   * Nienaber, H. and Moraka, N.V. (2016), “Feminism in management research: A route to justly optimise talent”, *Acta Commerci,* Vol. 16. No. 2, pp.139–163. * Nkomo, S.M. and Ngambi, H.C. (2009), “African women in leadership: Current knowledge and a framework for future studies”, *International Journal of African Renaissance Studies,* Vol. 4. No. 1, pp.31–48. * Moraka, N.V. (2018), An African feminist study of talent management practices applied to improve gender equality in JSE-listed South African mining boards: a multiple case analysis. Unpublished doctoral dissertation. Pretoria: University of South Africa * Catalyst. (2018), Quick take: Women on Corporate Boards, available at: <https://www.catalyst.org/research/women-on-corporate-boards/> * Cotterill, P., Jackson, S. and Letherby, G. (2007), *Challenges and negotiations for women in higher education,* Springer, Dordrech:. * Diekman, A.B. and Schneider, M.C. (2010), “A social-role theory perspective on gender gaps in political attitudes”, *Psychology of Women Quarterly,* Vol. 34. No. 4, pp.486–497. * Dlamini, N.J. (2013), *The impact of the intersection of race, gender and class on women’s CEO’s lived experiences and career progression: Strategies for gender transformation at leadership level in corporate South Africa*. Published PhD thesis. Pretoria: Graduate School of Business Leadership, University of South Africa. * Dlamini, N.J. (2016), *Equal but different, women leaders’ life stories. Overcoming race, gender and social class*, Sifiso Publishers, Johannesburg. * Glass, C. & Cook, A. (2016), “Leading at the top: Understanding women’s challenges above the glass ceiling”, *The Leadership Quarterly,* Vol. 27. No. 1, pp.51–63. * Goldman, G.A. (2016), “Critical management studies in the South African context”, *Acta Commerci,* suppl. 1, 16(2):i–xxx. * Gregoric, A.Oxelheim, L. RandøY, T. and Thomsen, S. (2017), “Resistance to change in the corporate elite: female director’s appointments onto Nordic Boards”, *Journal of Business Ethics,* Vol. 141, pp.267–287. * Hekman, S. (2015), “Simone de Beauvoir and the beginnings of the feminine subject”, *Feminist Theory*, Vol. 16. No. 2, pp.137–151. * Kakabadse, N.D., Figueira, C., Nicolopoulu, K., Hong Yang, J., Kakabadse, A.P. and Özbilgin, M.F. (2015), “Gender diversity and board performance: Women’s experiences and perspective”, *Human Resource Management Journal,* Vol. 54. No. 2, pp.265–281. * Konrad, A.M., Kramer, V.W. and Erkut, S. (2008), “The impact of three or more women on corporate boards”, *Organizational Dynamics,* Vol. 37. No. 2, pp.145–164. * Lahiri-Dutt, K. (2012), “Digging women: Towards a new agenda for feminist critiques of mining, Gender, Place and Culture”, *A Journal of Feminist Geography,* Vol.19. No. 2, pp. 193–212. * Mathisen, G.E., Ogaard, T. and Marnburg, E. (2013), “Women in the boardroom: How do female directors of corporate boards perceive boardroom dynamics?” *Journal of Business Ethics,* Vol. 116. No. 1, pp.87–97. * Moraka, N.V. 2023. Barriers to recruitment of women to South African mining boards. Gender Questions, vol. 11(2): pp. 1-26..<https://doi.org/10.25159/2412-8457/14223> * Moraka, N.V. 2023. Appointment of women to mining boards – Evidence of tokenism. The Journal of Southern Institute of Mining and Metallurgy, 123. pp. 1-8. [http://dx.doi.org/10.17159/2411- 9717/2848/2023](http://dx.doi.org/10.17159/2411-%209717/2848/2023) * Moraka, N.V. 2024. Mining corporate boardrooms still a male club? Experiences and challenges faced by women. The Journal of Southern Institute of Mining and Metallurgy, 124. pp. 25   http://dx.doi.org/10.17159/2411-9717/2789/2024   * Moraka, NV. 2023. Breaking the glass ceiling: unveiling the talent management gap in boardrooms and its impact on low women representation. International Journal of Research in Business and Social Science.(2147- 4478), 12(8), 119–133. <https://doi.org/10.20525/ijrbs.v12i8.2895> * Penner, A.M., Toro-Tulla, H.J. and Huffman, M. (2012), “Do women managers ameliorate gender differences in wages? Evidence from a large grocery retailer”, *Sociological Perspectives,* Vol. 55. No. 2, pp.365–381. * Post, C., Rahman, N. and Rubow, E. (2011), “Green governance: Boards of directors’ composition and environmental corporate social responsibility” *Business & Society,* Vol. 50. No. 1, pp.189–223. | | | |
| **Reading:**  **Research Methodology** | **This is a selection books on methodology. Further reading over and above these is essential:**   * Graneheim, U.H. and Lundman, B. (2004), “Qualitative content analysis in nursing research: Concepts, procedures and measures to achieve trustworthiness”, *Nurse Education Today*, *Vol.* 24. No. 2. pp. 105–112. * Hesse-Biber, S.N. (Ed.). (2013), *Handbook of feminist research: Theory and praxis.* Second edition, CA: Sage, Thousand Oaks. * Hesse-Biber, S.N. (Ed.). (2014), *Feminist research practice: A primer.* Second edition, CA: Sage, Thousand Oaks. * Hesse-Biber, S.N. (2007), *Feminist research practice.*,CA: Sage, Thousand Oaks. * Letherby, G. 2003. *Feminist research in theory and practice,* Open University Press. Buckingham. * Letherby, G. (2013), Theorised subjectivity, in Letherby, G. Scott, J. and Williams, M. (eds.), *Objectivity and subjectivity in social research,* London: Sage, London, pp.79–101. * Letherby, G. (2015), Gendered-sensitive method/ologies, in Robinson, C. and Richardson, D. (eds.), *Introducing gender and women’s studies,* London: Palgrave, London, pp.76–92, * Letherby, G. 2014. Feminist auto/biography, in Evans, M. Hemmings, C . Henry, M .Johnstone, H. * Lincoln, Y.S. and Guba, E.G. 1985, *Naturalistic Inquiry*, CA:Sage, Beverly Hills. * Madhok, S. Plomien, A. and Wearing, S (eds.), *Handbook on feminist theory.* London: Sage, London.pp. 128–144. * McDaniel, C. and Gates, R. (2000), *Marketing research essentials.* Third edition, South Western College, OH. * Oakley, A. (1981) ‘Interviewing women: a contradiction in terms, in Roberts, H. (ed.), *Doing Feminist Research,* Routledge, London * Stanley, L. & Wise, S. 1983. *Breaking out: Feminist consciousness and feminist research,* Routledge*,* London. * Stanley, L. (1990), *Feminist praxis: Research, theory and epistemology in feminist sociology,* Routledge London | | | |
| **Resources: Scholar community** | * https://catalyst.com/ * Gender, work and organisation journal | | | |
| **Potential M&D research focus areas or research projects** | | | | |
| **Unit of Analysis** | | **Research Focus** | | |
|  | | The status of talent management for the development of women in management and leadership positions:   * + Recruitment   + Development   + Retention   + Culture, barriers, mentoring and support systems   Studies that focus on women in management and leadership positions. | | |

1. Please note that consulting the research focus area leader is no assurance that your application will be approved. If, however, your application is approved, it is also not a guarantee that he/she will be allocated as your supervisor. [↑](#footnote-ref-1)