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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 2025** | | **11 Master’s and 10 PhDs (21 students)** | | |
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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: 1  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: 0 |
| 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 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 | | | Master’s: 2  Phd’s: 3 |
| Dr Maebane  Office: Unisa Polokwane office  Registration building  Office G13  Email: [maebamm@unisa.ac.za](mailto:maebamm@unisa.ac.za)  ORCID ID: https://orcid.org/0000-0002-3925-9787 | Dr Master Maebane is acting Regional Academic Coordinator in Tuition and facilitation of Learning. He completed PhD in Management studies in 2021. He tutored the following first level subjects: General management, Business management and Personnel management for five years. He authored and co-authored accredited article published in international journals. He presented papers in both local and international conferences. He is the member of Limpopo Province Research Ethics Committee He supervises Masters and Doctoral students, reviewer of Journals. He received award: Certificate of Excellence in Reviewing the Manuscript from Asian Journal of Fisheries and Aquatic Research. His areas of research interest include Business Management in South Africa-Growth and profitability of SMMEs, Small Business Marketing and Entrepreneurship (training and education). | | | PhDs: 2  Masters: 2 |
| Dr Ntsieni Ramasimu  Office: NS Radepere Building 3-37  Email: [ramasnf@unisa.ac.za](mailto:ramasnf@unisa.ac.za)  ORCID: <https://orcid.org/0000-0003-2884-1373> | Ntsieni Ramasimu is a Senior Lecturer within the Department of Business Management. He obtained his Doctor of Business Administration from Tshwane University of Technology. He also holds a Master of Business Administration (MBA) from MANCOSA. He heads the Postgraduate section within Business Management. He has published articles in International accredited journals and supervised master’s dissertations to completion. His research interests include entrepreneurship, small business, leadership, strategy, social innovation and digital transformation. | | | Master’s: 1  Phd’s: 1 |
| 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 Curriculum and Learning Development Specialist at Unisa. He was a Lecturer in the Department of Business Management responsible for Business Management (MNB1501) and Strategy Implementation and Control (MNG3702) between 2018 and 2023. 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: 1  Phd’s: 1 |
| Dr Habofanwe Koloba  Office: NS Radipere Building 3-40  Email: [kolobha@unisa.ac.za](mailto:kolobha@unisa.ac.za)  ORCID: <https://orcid.org/0000-0002-0025-6300> | Habofanwe Koloba is a senior lecturer in the Department of Business Management and is currently responsible for Strategic planning (MNG3701) and Global Business Management (MNB3701), He completed his PhD in Entrepreneurship in 2015. He has authored and published papers in the fields of entrepreneurship and marketing in various accredited journals. His research focus is on youth entrepreneurship and marketing. | | | Master’s: 1  PhD: 1 |
| Prof Viwe Mrwebi  Office: NS Radipere Building 4-23  Email: [Mrwebv@unisa.ac.za](mailto:Mrwebv@unisa.ac.za)  ORCID:0000-001-8938-8336 | Viwe Mrwebi is an Associate Professor in the Department of Business Management. He completed his PhD Business Management in 2018. He has published papers in organisational justice and leadership in conference proceedings and journals. His research focus are in leadership, organisational change, SME’s and entrepreneurial ecosystem. He has successfully supervised several Masters students. | | | Master’s: 2  PhD: 1 |
| Ms Lerato Motsei  Office: NS Radipere Building 4-20  Email: [**motsell1@unisa.ac.za**](mailto:motsell1@unisa.ac.za)  ORCID: [https://orcid.org/0009-0002-2706-2124](https://eur06.safelinks.protection.outlook.com/?url=https%3A%2F%2Fprotect.checkpoint.com%2Fv2%2F___https%3A%2F%2Forcid.org%2F0009-0002-2706-2124___.YzJlOnVuaXNhbW9iaWxlOmM6bzo5ZjMwYzhiOWZhNGFiNjlhZDQxOTVkYTU5NzhmM2U0MTo2OmViZjA6YWQzYzhiNmMzMDEwM2M4YWIzMzMzYzY4MWU3NGY0ODVmNWNjZmNiMTE1MjViMDY4YmRiZGFjZTQ1OGNkZTM2MzpoOlQ&data=05%7C02%7CMOTSELL1%40unisa.ac.za%7Cf18a57f95d6c4657547308dc2a9927e5%7Cca9a8b8c3ea34799a43e5510398e7a3b%7C0%7C0%7C638432084487293057%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=jnZtDK2fHU9nHvcGQLyMxR6%2FMFBe7ElG34%2FXIExBVdM%3D&reserved=0) | Lerato Motsei is a lecturer in the Department of Business Management. She obtained her MBL in 2020 from GSBL(UNISA). She is currently registered for PhD in Management Sciences, and her topic is on digital transformation of quality management practices by SMEs. Her research interests include entrepreneurship, small business, digital transformation & talent management. | | | 1 Master’s (co-supervision) |
| Ms Refilwe Maduane-Komape  Office: WMM Building, 4-77  Email: [emaduart@unisa.ac.za](mailto:emaduart@unisa.ac.za)  ORCID: <https://orcid.org/0000-0003-1175-0942> | Refilwe Maduane-Komape is a Curriculum and Learning Development Specialist at Unisa. She was a Lecturer in the Department of Business Management responsible for International Business Management (MNB3701) and (MNB3702) between 2018 and 2023. She completed her Masters degree in 2021 from the University of South Africa. She has co-authored accredited articles, written study material and reviewed Master’s proposals and ethics applications in the department. | | | 1 Master’s (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).   * Astuti, W., Supanto, F. & Supriadi, B. (2019). Entrepreneurial Skills and SME’s Business Performance: Empirical Study of Culinary Business. Journal of Economics and Sustainable Development. Vol.10, No.22, 160-166. * 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): 6159. * Ajzen, I., 1991. The Theory of Planned Behavior. *Organizational Behaviour and Human Decision Processes,* 50(2), pp. 179-211. * Amedi-Echendu, A. P., Phillips, M., Chodokufa, K. & Visser, T., 2016. Entrepreneurial Education in a Tertiary Context: A Perspective of the University of South Africa. *International Review of Research in Open and Distributed Learning,* Volume 17(4), pp. 1-16. * du Toit, A., 2018. Developing a framework for effective structuring and implimentation of entrepreneurship education in consumer studies. Pretoria: University of South Africa.   **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. * Creswell, J.W., 1999. Mixed-method research: Introduction and application. In Handbook of educational policy (pp. 455-472). Academic press. * 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. * Nightingale, A., 2009. A guide to systematic literature reviews. *Surgery (Oxford)*, *27*(9), pp.381-384. | | | |
| **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 SMMEs. | | | 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 owner/manager education and training to improve growth and profitability.  Improving growth and profitability in SMME’s in general. | |
| Unfortunately, many SMMEs 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 SMMEs 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.  Strategies used by SMMEs to improve growth and profitability | |
| **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. | | | | |