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| **Department** | Business Management | |
| **Discipline** | Strategic Management | |
| **Research Focus Area** | **Business Remodelling: Rethinking value and building an open collaborative micro enterprise network to achieve greater societal good.**  The Case of Cattle Dog Community Clothing Company | |
| **Capacity for 2025-2027 (based on research questions)** | **6 Master’s students**  **6 PhD students** | |
| This RFA seeks to explore the integration of open and collaborative business models with micro enterprise networks, design thinking, open strategy, and entrepreneurship practices in the South African clothing and textile industry. Focused on understanding and enhancing innovation, sustainability, and community impact, this RFA invites master’s and doctoral students to contribute to groundbreaking research aimed at addressing key challenges and leveraging opportunities within this dynamic sector.  **RFA UNIT OF ANALYSIS**  The CattleDog Community Clothing Initiative stands as a pioneering case study within our RFA, embodying innovation, sustainability, and community engagement at its core. Situated at the nexus of these principles, CattleDog exemplifies an open and collaborative business model within the South African clothing and textile industry. This startup endeavours to redefine the sector by leveraging design thinking, open strategy, and entrepreneurial practices to tackle significant challenges such as economic inclusivity, environmental sustainability, and the preservation of local craftsmanship. The purpose of the proposed research is to establish a sustainable **micro-enterprise entrepreneurial ecosystem** surrounding the CattleDog startup.  CattleDog aims to confront the complex issues of economic disruption and unemployment among skilled workers by fostering a network of micro-enterprises, thereby enhancing community well-being. Its objectives align with several [Sustainable Development Goals](https://sdgs.un.org/goals), including:  GOAL 8: DECENT WORK AND ECONOMIC GROWTH (Target 8.2)  GOAL 9: INDUSTRY INNOVATION AND INFRASTRUCTURE (Target 9.4)  GOAL 1: NO POVERTY (Target 1.4)  GOAL 3: GOOD HEALTH AND WELL-BEING  GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION (Target 12.5)  Moreover, CattleDog’ s initiatives resonate with specific catalytic niche areas identified by UNISA, including Marine Studies (with a focus on coastal communities) and Feminist, Womanist, Bosadi Theorization. More information on these niche areas can be found here: [UNISA Catalytic Niche Areas](https://www.unisa.ac.za/sites/corporate/default/Research-&-Innovation/Reports/2021/Catalytic-niche-areas).  **KEY FEATURES**  ***Community Collaboration:*** CattleDog is built on a foundation of community partnership, leveraging local skills and creativity to foster entrepreneurship and economic development.  ***Sustainable Practices:*** Emphasizing sustainable fashion, CattleDog focuses on producing seasonless basics, reducing waste, and promoting ethical production methods.  Innovation Hub: Serving as a hub for innovation, the initiative explores new business models and practices that can be replicated and scaled across the industry.  ***Impact Orientation:*** With a clear focus on creating social and economic value, CattleDog aims to provide employment opportunities for unemployed skilled seamstresses and artisans, contributing to community livelihoods and the local economy.  **RFA OBJECTIVES**  ***Innovative Product Offerings and Sustainable Practices:*** Investigate how the integration of collaborative business models and entrepreneurship practices can lead to enhanced innovation and sustainability.  ***Impact on Local Economic Development:*** Examine the effects of these business models on local economies and community livelihoods.  ***Entrepreneurial Learning Processes:*** Utilize video ethnographic methods to document and explore varied entrepreneurial learning processes across different cultural and demographic contexts.  ***Cultural Influence on Entrepreneurial*** Practices: Analyse how local cultural norms and social structures influence entrepreneurial practices and value creation.  ***Enhancement of Micro-Enterprises:*** Study the impact of open and collaborative business models on the innovation capacity, sustainability practices, and competitive advantage of micro-enterprises.  **EXPECTED OUTCOMES**  ***Contribution to Academic Knowledge:*** Enhance the body of knowledge on open and collaborative business models, with a focus on the integration of design thinking, open strategy, and entrepreneurship practices in the textile and clothing industry.  ***Innovative Business Solutions:*** Develop innovative business solutions and models that address sustainability, efficiency, and competitiveness within the South African clothing and textile industry. This includes the creation of novel product offerings, sustainable business practices, and strategies that leverage local cultural and demographic diversity for economic development.  ***Practical Guidelines for Entrepreneurs:*** Provide actionable guidelines and frameworks for entrepreneurs and startups in the industry, facilitating the adoption of open and collaborative approaches to innovation and business development.  ***Policy Recommendations:*** Formulate policy recommendations to support the growth and sustainability of the industry, encouraging innovation, collaboration, and the support of micro-enterprises.  ***Creation of Innovation Ecosystem:*** Foster an innovation ecosystem that connects academic research with industry practice, encouraging the co-creation of value and the development of entrepreneurial ventures that contribute to social and economic objectives.  **PROPOSED RESEARCH QUESTIONS FOR MASTERS STUDENTS**  ***PLEASE NOTE THAT WE DO NOT ACCEPT MORE THAN 1 STUDENT PER QUESTION.***  Within the proposed research, the following research questioned are scoped to allow for deep dives into specific research areas, fitting the time and resource constraints of **master's level research** while still contributing valuable insights to the field of Strategic Management | | |
| **Proposed Research Question** | | **Recommended Supervisors (depending on capacity)** |
| **What practices within the entrepreneurial ecosystem support an open, collaborative startup business model?**  *This question allows for an exploratory study that can be conducted through interviews and case studies of existing startups* | | **Dr Ramasimu**  **Ms Motsei**  **Mr Mashego** |
| **How does co-creation among stakeholders generate various types of social value while concurrently pursuing business and social objectives?**  *This could involve qualitative research focusing on specific case studies or industries where co-creation is evident.* | | **Dr de Metz**  **Dr Bester**  **Dr Chodokufa**  **Dr Jen Sigamoney** |
| **In what ways do practices vary in terms of standardization within the same practice and across different performances of that practice?**  *This question is suitable for a comparative analysis, potentially manageable through qualitative methods.* | | **Dr Ramasimu**  **Ms Motsei**  **Mr Mashego** |
| **What are the unintended consequences of adopting an open, collaborative, and sustainable startup business model?**  *Investigating this could involve case studies or interviews, providing rich insights without requiring extensive longitudinal data.* | | **Dr Stander**  **Dr de Metz** |
| **What are the key determinants influencing consumer trust and loyalty towards locally produced textiles/clothing?**  *This research question focuses on identifying factors such as product quality, brand reputation, pricing, and social responsibility initiatives that contribute to consumer trust and loyalty towards locally produced textiles in general. Understanding these determinants can help in developing strategies to build stronger connections with consumers and enhance the success of micro-enterprises.* | | **Dr Bester**  **Dr Strydom**  **Mrs Reeler**  **Mrs van Heerden** |
| **What role does sustainability play in shaping consumer attitudes and purchasing behaviour towards locally produced textiles/clothing?**  *This research question investigates the importance of sustainability considerations, such as environmental impact, ethical sourcing, and labour practices, in driving consumer attitudes and purchasing decisions regarding locally produced textiles in general. Understanding the significance of sustainability to consumers can inform strategies to promote eco-friendly practices and differentiate products in the market.* | | **Dr Bester**  **Dr Strydom**  **Mrs Reeler**  **Mrs van Heerden** |
| **How do marketing communication strategies influence consumer perceptions and intentions to purchase locally produced textiles/clothing?**  *This research question examines the effectiveness of various marketing communication channels and messages in shaping consumer perceptions and purchase intentions towards locally produced textiles across different markets. By analysing the impact of marketing strategies such as advertising, branding, and social media engagement, the study can provide insights into optimizing communication efforts to reach and resonate with target consumers effectively.* | | **Dr Bester**  **Dr Strydom**  **Dr Jen Sigamoney**  **Mrs Reeler**  **Mrs van Heerden** |
| **How do social influences, such as peer recommendations and social media influence, impact consumer behaviour in the purchase of locally produced textiles/clothing?**  *This research question explores the role of social factors in shaping consumer attitudes and behaviours towards locally produced textiles, including the impact of peer recommendations, social media influencers, and online reviews. By examining social influences on consumer decision-making, the study can provide insights into leveraging social networks and online platforms to promote and sell locally produced textiles effectively.* | | **Dr Bester**  **Dr Strydom**  **Dr Jen Sigamoney**  **Mrs Reeler**  **Mrs van Heerden** |
| **What are the main factors influencing consumer switching behaviour from globally/mass produced clothing to locally produced textiles/clothing?**  *This research question aims to identify the drivers behind consumers' decisions to switch their purchasing preferences from globally produced textiles to locally produced ones. Factors such as perceived quality, price, convenience, and ethical considerations could be explored to understand the motivations behind this shift in consumer behaviour.* | | **Dr Bester**  **Dr Strydom**  **Dr Jen Sigamoney**  **Mrs Reeler**  **Mrs van Heerden** |

**PROPOSED RESEARCH QUESTIONS FOR PHD STUDENTS**

***PLEASE NOTE THAT WE DO NOT ACCEPT MORE THAN 1 STUDENT PER QUESTION. AS THE CATTLE DOG PROJECT IS ON GOING THE ACCEPTANCE OF STUDENTS MIGHT BE STAGGERED OVER A THREE-YEAR PERIOD.***

Within the proposed research, the following research questioned are scoped to allow for deep dives into specific research areas, fitting the time and resource constraints of **PhD level research** while still contributing valuable insights to the field of Strategic Management.

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| **Proposed Research Question** | **Proposed Supervisors** |
| **What systematic approach can startups adopt to design and implement an open business model effectively?**  *This entails a comprehensive study of methodologies and frameworks, suitable for a mixed-methods research design that can yield both qualitative insights and quantitative models* | **Dr Stander** |
| **What stages does a startup experience in developing new, sustainable, and collaborative business models, and what are the key activities and challenges in each stage?**  *Requires longitudinal study or retrospective case studies across different industries to map out the lifecycle, identifying critical success factors and barriers.* | **Dr Ramasimu** |
| **How does Ubuntu philosophy influence the structure and agency in the creation of innovative, open, and collaborative sustainable business models?**  *Involves a deep cultural and philosophical analysis, possibly requiring ethnographic methods to understand how Ubuntu shapes business practices and outcomes.* | **Dr Naicker** |
| **Which dimensions of a business model are predominant in open, collaborative, sustainable business models, and can a scale be developed to measure such dominance?**  *Calls for a methodological development of a new measurement tool, followed by empirical testing, suitable for a substantial quantitative study.* | **Dr Bester** |
| **What constitutes the value architecture of an open, collaborative, sustainable business model?**  *This question invites a theoretical development and empirical validation of value architecture in such business models, likely requiring a combination of case study research and theory-building.* | **Dr Stander** |

**PROPOSED INTERDISCIPLINARY RESEARCH QUESTIONS FOR POST GRADUATE STUDENTS**

We further invite **PHD** students that would like to work on the following **interdisciplinary** research questions:

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| **Proposed Research Question** | **Possible Supervisors (depending on capacity)** |
| **How do the potential risk factors, encompassing both tangible and intangible elements, in open, collaborative business models intersect with security concerns, and what strategies can be devised to address these intertwined challenges?**  *This question invites an exploration of the intricate relationship between risk factors (both tangible, such as financial risks, and intangible, such as reputation risks) in collaborative business models and security concerns. Students should consider conducting interviews and case studies of existing startups to understand how these factors intersect.* | **Dr Stander**  **Dr Barkhuizen** |
| **How can proactive risk management strategies in micro enterprise networks be augmented with security-focused measures to enhance the resilience of the ecosystem and mitigate the potential for security-related harm, and what are the underlying mechanisms driving the effectiveness of these integrated approaches?**  *This question calls for an investigation into the synergy between risk management and security measures in micro enterprise networks. Students should consider examining best practices from successful ecosystems.* | **Dr Ramasimu**  **Dr Barkhuizen** |
| **To what extent do interdisciplinary collaborations between project management professionals and security experts contribute to the development and implementation of comprehensive risk mitigation plans in the open strategizing process, and what factors facilitate or hinder effective collaboration?**  *Explore the impact of cross-disciplinary collaboration. Investigate how project management professionals and security experts jointly create risk mitigation plans during open strategizing.* | **Dr Ramasimu**  **Dr Barkhuizen** |
| **How can lessons learned from criminological research and security studies inform the development of tailored risk mitigation strategies that address the unique security challenges faced by micro enterprises?**  *This question requires a Strategy-as-Practice application. Criminological research and security studies offer insights into criminal behaviour and vulnerabilities. Translate these insights into actionable strategies for micro enterprises. Consider contextual adaptation, threat modelling, and education for stakeholders.* | **Dr Stander**  **Dr Barkhuizen** |

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| **Supervision Team details:** | **Academic Profile** | **Capacity – duration of the project** |
| **Name:**  **Dr Karen Stander**  **(Contact person for this focus area)**  **Email**: [standk@unisa.ac.za](mailto:standk@unisa.ac.za) Phone: 012 429 2933 | Karen Stander is a Senior Lecturer within the Department of Business Management. She obtained her master’s degree with distinction from the University of Pretoria in 2012 and was awarded the Dean List award and full academic honorary colours as a result. She also received the Dr WA de Villiers achievement prize for achievement in International Business in 2011 and obtained a Diploma in Events Management with distinction from The Institute of Commercial Management in London in 2009. Dr Stander has a doctoral degree, and her research interests include the practice of strategy in an interconnected world; shared value and competitive advantage. | 3 PHD (1 solo, 4 co-supervised)  1 Masters |
| **Dr Merlyn Barkhuizen**  **Email:**  barkhm1@unisa.ac.za | Merlyn Barkhuizen is a senior lecturer in Criminology at the Department of Criminology and Security Science, at the University of South Africa (UNISA). She holds a BA (cum laude), BA Honours Criminology (cum laude), master’s in criminology (cum laude) from the University of Pretoria, and a DLitt et Phil in Criminology from UNISA. She has published in national and international journals on victimology and gender-based violence. She currently specialises in Crime Risk Perspectives and Crime Typologies in addition to the latter. The focus of her master’s dissertation was the abuse of professional women in heterosexual relationships and the focus of her PhD thesis was on the male victim of domestic violence in a heterosexual relationship. She has worked in the Tshwane University of Technology as a lecturer in criminology and at UNISA as a senior lecturer in various modules in criminology and victimology. She has supervised post graduate students in honours, master’s, and doctoral level to completion. She is currently involved in engaged scholarship programs in children in conflict with the law (drug related) and in security management in the Department of Criminology and Security science and is a participant in the Capstone Programme (Design Thinking and Entrepreneurship). | 1 PHD (co-supervised) |
| **Dr Petri Bester**  **Email:** bestep1@unisa.ac.za  **Phone:** 0124293103 | Petri Bester is a senior lecturer in the Department of Business Management at Unisa. She holds the degrees MCom (Business Management) (Unisa) and PhD in Business management (Unisa). She has co-authored several books and articles on business management and marketing. She favours quantitative studies and supervise post-graduate students involved in sport management research as well as the digital business environment and consumer engagement. She is also passionate about women in management. | 1 Master (co-supervised if required)  1 PhD (preferably co-supervised |
| **Dr K Chodokufa**  **Email**: chodok@unisa.ac.za  ORCID: 0000-0003-4258-2531    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. | 1 master’s and 1 PhD |
| **Dr Nadine De Metz**  **Email:** [**dmetzn@unisa.ac.za**](mailto:dmetzn@unisa.ac.za) | Nadine is a senior lecturer in the Department of Business Management at UNISA. She completed her PhD by focusing on organisational legitimacy and identity during a strategic change process. She is particularly interested in understanding people's behaviours and actions, and her research interest lies in focusing on the micro-study of strategizing and activities that make up strategy within an institutional context. She has supervised postgraduate research projects and favours qualitative studies. She is a supervisor for master’s and Doctoral students in the Strategy-as-Practice focus area. | 1 master’s Student (co-supervised) |
| **Dr Linda Naicker**  **Email**: naicklw@unisa.ac.za | Dr Linda Naicker, a scholar/activist at the Research Institute for Theology and Religion, University of South Africa, specializes in the intersections between religion, race, class, and gender. Holding a PhD from the University of the Western Cape, along with an M.Th., B.Th. Honours and B.Th. from the University of KwaZulu-Natal, her research and publications contribute significantly to understanding the complex dynamics within issues of race and class disenfranchisement, gender injustice, and issues of masculinities. | 1 Masters  1 PhD  (Specifically, where gendered dimensions apply**)** |
| **Dr Ntsieni Ramasimu**  Email: [ramasnf@unisa.ac.za](mailto:ramasnf@unisa.ac.za)  Phone: 012 429 6518 | 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 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. | 1 PhD co-supervision.  1 master’s co-supervision. |
| **Dr Mariette Strydom**  **Email:** strydm1@unisa.ac.za | Dr Mariette Strydom is a senior lecturer in the Department of Life and Consumer Sciences at the University of South Africa. Her research focus is apparel product design and development with special interest in small-scale apparel design and production and sustainable apparel entrepreneurship. She is passionate about empowering women for sustainable entrepreneurship opportunities in the apparel industry of emerging economies. | 2 (master’s or PhD Students) |
| **Dr Jennifer Sigamoney**  **Email:** [sigamrf@unisa.ac.za](mailto:sigamrf@unisa.ac.za) | Rosalind Florence Sigamoney, formerly known as Jennifer Isaac. She was born and raised in KwaZulu Natal and presently resides in Gauteng, in the city of Johannesburg. She matriculated from Brindavan secondary and thereafter went to M.L Sultan Technikon, now known as Durban University of Technology (DUT). Where she attempted to study medical technology. In 1994 she completed her diploma in divinity at the full gospel church of God, where she currently lectures. Subsequently, she completed her degree in Psychological Counselling. In 2012 she obtained her honours degree in Trauma Counselling. She also received her certificate in advanced leadership training in evangelism in Hawaii. In 2016 she attained her master’s degree in psychology. In 2020 she gained a PhD in Psychology from the University of South Africa. She also has a PhD in theology from the NWU in Potchefstroom. She also obtained an advanced certificate in pastoral narrative therapy from the University of Pretoria. (UP). She is a member of Toastmasters and an alumnus of Haggai Institute. She has completed the ethics ambassador training and is a member of Sarima. She is currently the chairperson of Haggai Institute, based in Atlanta Georgia in the US. Also, a member of the Practical Theology of South Africa. She obtained a certificate taking second place in 3MT regionally and nationally. She is currently a senior faculty member at Unisa. | 2 (masters or PhD Students) |
| **Ms Magdel van Heerden**  **Email:** legrams@unisa.ac.za  **Phone:** 0124294370 | Magdel van Heerden is a lecturer in the Department of Business Management at the University of South Africa and has been with Unisa since 2013. She has co-authored various books on management and entrepreneurship and obtained her master’s degree in business management (Cum Laude), from the University of South Africa in 2020, and is currently busy with her PhD in Management Studies. | 1 Masters (co-supervised) |
| **Mrs Rachelle Reeler**  **Email:** deysert@unisa.ac.za  **Phone:** 012 429 2057 | Rachelle Reeler is a lecturer in the Department of Business Management at the University of South Africa. She has co-authored several chapters in books in the field of business management. She obtained her master’s degree in business management (Cum Laude), from the University of South Africa in 2019, and is currently busy with her PhD in Administration and Management. | 1 Masters (co-supervised) |
| **Mr Kagiso Mashego**  Email: [mashek@unisa.ac.za](mailto:mashek@unisa.ac.za)  Phone: 012 484 1228 | Mr Kagiso Mashego is a Lecturer within the Department of Business Management, teaching Research project in Business Management and Principles of Global Business Management. He completed his MCom degree at UNISA by exploring innovation management practices in SMEs in 2020. He has published in an accredited journal and his research interests include the disruptive innovation; competitive intelligence; and business model innovation. He is passionate about the roles of intelligence and innovation in resolving social and corporate challenges. | 1 Masters |
| **Ms Lerato Motsei**  **Email:** [**motsell1@unisa.ac.za**](mailto:motsell1@unisa.ac.za) | 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 Masters (co-supervised) |
| **Model of supervision** | The Coaching and Reflective Practice Model fosters student development by guiding reflective sessions, encouraging self-awareness, and supporting critical thinking throughout their educational journey.  This model of supervision   * emphasizes self-reflection, awareness, and self-regulation; * helps students develop critical thinking, self-awareness, and goal attainment; * compliments the risk-taking, adaptability, and self-awareness requirements for entrepeneuring; * enables supervisors to encourage students to reflect on their role within the broader community; and * facilitates discussions around community engagement and ethical practices.   It must be noted that students who participate in this research project will form part of an ethnographic case study, where reflection, participant observation, interviews and focus groups will be used to understand students’ views and experiences in starting-up Cattle Dog. (Liu & Li, 2022). | |
| **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.  This statement should clearly articulate how your research will contribute to addressing grand challenges and wicked problems within the context of our focus area. Please follow the guidelines below to structure your topic statement:  **INCLUDE A COVER PAGE**  **INTRODUCTION TO YOUR RESEARCH TOPIC**  ***Brief Overview:*** Provide a concise description of your proposed research topic.  ***Relevance to Grand Challenges:*** Explain how your topic aligns with addressing grand challenges and wicked problems, specifically within the South African clothing and textile industry or related sectors.  **PROBLEM STATEMENT AND JUSTIFICATION**  ***Specific Problem:*** Clearly define the specific problem your research aims to address. This should be a particular issue within the broader context of open and collaborative business models, innovation, sustainability, or community engagement in the industry.  ***Justification:*** Offer a compelling justification for why this problem is significant and how addressing it contributes to solving broader societal or industry-specific challenges. Include any relevant literature, industry reports, or preliminary data ***(that is publicly available)*** that support the importance of your chosen problem.  **OBJECTIVES AND QUESTIONS**  ***Main Objectives***: List the main objectives of your research, outlining what you aim to achieve.  ***Research Questions:*** Provide specific research questions that will guide your investigation. These should be directly related to your problem statement and designed to address the identified grand challenges and wicked problems.  **APPROACH TO METHODOLOGY**  ***Research Strategy:*** Describe your proposed research strategy for conducting the proposed research, including any specific methods, techniques, or tools you plan to use for data collection and analysis.  ***Access to Participants:*** Discuss how you will gain access to relevant participants, organisations, or data sources within the industry. Include any existing contacts, networks, or partnerships that will facilitate your research.  ***Ethical Considerations***: Briefly outline the ethical considerations relevant to your fieldwork and how you will address them.  **EXPECTED IMPACT**  ***Contribution to Knowledge:*** Explain how your research will contribute to academic knowledge and practical understanding of the industry.  ***Addressing Grand Challenges:*** Detail the potential impact of your research findings on addressing the identified grand challenges and wicked problems.  ***Proposed innovation output:*** Detail the potential innovation that will result from your research | |
| **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). 5. Interview with RFA leader: It might be necessary for the RFA leader to conduct an online interview with candidates. | |
| **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, considering:  * 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) | |
| **References and Recommended Reading:** | Al Mamun, A., Fazal, S.A. & Muniady, R. 2019. Entrepreneurial knowledge, skills, competencies and performance. Emerald.  Apostolopoulos, N., Al-Dajani, H., Holt, D., JOnes, P. & Newbery, R. 2018. Entrepreneurship and the Sustainable Development Goals. United Kingdom: Emeral Publishing.  Buchanan, R. 2019. Systems Thinking and Design Thinking: The Search for Principles in the World We Are Making. Elsevier BV.  Champenois, C., Lefebvre, V. & Ronteau, S. 2019. Entrepreneurship as practice: systematic literature review of a nascent field. Informa UK Limited.  De Silva, M. &Wright, M. 2019. Entrepreneurial co‐creation: societal impact through open innovation. Wiley.  Diaz-Sarachaga, J.M. &Ariza-Montes, A. 2022. The role of social entrepreneurship in the attainment of the sustainable development goals. Elsevier BV.  Geissdoerfer, M., Vladimirova, D. & Evans, S. 2018. Sustainable business model innovation: A review. Elsevier BV.  George, G. &Bock, A.J. 2011. The Business Model in Practice and its Implications for Entrepreneurship Research. SAGE Publications.  George, G., Howard-Grenville, J., Joshi, A. & Tihanyi, L. 2016. Understanding and Tackling Societal Grand Challenges through Management Research. Academy of Management.  Ghezzi, A., Cavallo, A., Sanasi, S. & Rangone, A. 2021. Opening up to startup collaborations: open business models and value co-creation in SMEs. Emerald.  Jarzabkowski, P., Kavas, M. & Krull, E. 2021. It’s Practice. But is it Strategy? Reinvigorating strategy-as-practice by rethinking consequentiality. SAGE Publications.  Jarzabkowski, P., Seidl, D. & Balogun, J. 2022. From germination to propagation: Two decades of Strategy-as-Practice research and potential future directions. SAGE Publications.  Kearney, A., Harrington, D. and Kelloher, F. 2019. Strategizing in the micro firm: A ‘strategy as practice’ framework. Industry and Higher Education, 33(1): 6-17.  Kohtamäki, M., Whittington, R., Vaara, E. & Rabetino, R. 2021. Making connections: Harnessing the diversity of strategy‐as‐practice research. Wiley.  Mackay, B., Chia, R. & Nair, A.K. 2021. Strategy-in-Practices: A process philosophical approach to understanding strategy emergence and organizational outcomes. SAGE Publications.  Mamo, W.B. 2022. Growth Determinants of Micro and Small Enterprises (MSEs): Evidence from Entrepreneurs in the Eastern Region of Ethiopia. Springer Science and Business Media LLC.  Micheli, P., Wilner, S.J.S., Bhatti, S.H., Mura, M. & Beverland, M.B. 2018. Doing Design Thinking: Conceptual Review, Synthesis, and Research Agenda. Wiley.  Portuguez-Castro, M. 2023. Exploring the Potential of Open Innovation for Co-Creation in Entrepreneurship: A Systematic Literature Review. MDPI AG.  Prashantham, S. &Healey, M.P. 2022. Strategy as Practice Research: Reflections on its Rationale, Approach, and Contributions. Wiley.  Schad, J. &Bansal, P. 2018. Seeing the Forest and the Trees: How a Systems Perspective Informs Paradox Research. Wiley.  Spieth, P., Schneckenberg, D. & Ricart, J.E. 2014. Business model innovation – state of the art and future challenges for the field. Wiley.  Teague, B., Tunstall, R., Champenois, C. & Gartner, W.B. 2021. Editorial: An introduction to entrepreneurship as practice (EAP). Emerald.  Thompson, N.A., Verduijn, K. & Gartner, W.B. 2020. Entrepreneurship-as-practice: grounding contemporary theories of practice into entrepreneurship studies. Informa UK Limited. | |
| **Reading:**  **Research Methodology** | **This is a selection books on methodology. Further reading over and above these is essential:**  Allen, J. 2019; The productive graduate student writer: how to manage your time, process, and energy to write your research proposal, thesis, and dissertation and get published, first;1; end, Stylus Publishing, LLC, Sterling, Virginia.  Alexander, P.A. 2020. Methodological guidance paper: the art and science of quality systematic reviews. Review of Educational Research, 90 (1): 6-23.  Balogun, J., Huff, A.S. & Johnson, P. 2003. Three responses to the methodological challenges of studying strategizing. Journal of Management Studies. 40(1):197-224.  Besen-Cassino, Y., Cassino, D. & Taylor & Francis 2018, Social research methods by example: applications in the modern world, Routledge, New York, NY.  Bettis, R.A., Helfat, C.E. and Shaver, J.M., 2016. The necessity, logic, and forms of replication. Strategic Management Journal, 37(11), pp.2193-2203.  Brielmar, C. & Friesl, M. 2021. Pulled in all directions: Open strategy participation as an attention contest. Strategic Organization. 1-12.  Burgelman, R., Floyd, S., Laamanen, T., Mantere., S., Vaara, E., & Whittington R. 2018. Strategy Process and Practices: dialogues and Intersections.  Cassell, C., Bishop, V., Symon, G., Johnson, P. & Buehring, A. 2009. Learning to be a qualitative management researcher. Management Learning. 40(5):513-533.  Flyvbjerg, B., 2011. Case study. The Sage handbook of qualitative research, 4, pp.301-316. LINK  Flyvbjerg, B., 2006. Five misunderstandings about case-study research. Qualitative inquiry, 12(2), pp.219-245.  Genzuk, M., 2003. A synthesis of ethnographic research. Occasional Papers Series. Center for Multilingual, Multicultural Research (Eds.). Center for Multilingual, Multicultural Research, Rossier School of Education, University of Southern California. Los Angeles, pp.1-10.  Hamel, C., Michaud, A., Thuku, M., Skidmore, B., Stevens, A., Nussbaumer-Streit, B. and Garritty, C., 2021. Defining rapid reviews: a systematic scoping review and thematic analysis of definitions and defining characteristics of rapid reviews. Journal of Clinical Epidemiology, 129, pp.74-85.  Marvasti, A.B. & Gubrium, J.F. 2023, Crafting ethnographic fieldwork: sites, selves, and social worlds, Routledge, Taylor & Francis Group, Abingdon, Oxon; New York, NY.  Munn, Z., Peters, M.D., Stern, C., Tufanaru, C., McArthur, A. and Aromataris, E., 2018. Systematic review or scoping review? Guidance for authors when choosing between a systematic or scoping review approach. BMC medical research methodology, 18, pp.1-7.  Newhart, M., Patten, M.L. & Taylor & Francis 2023, Understanding research methods: an overview of the essentials, Eleventh edn, Routledge, Taylor & Francis Group, New York, NY.  Yin R.K., 2014. Case Study Research: Design and Methods. 5th edn. Newbury Park, U.S.: Sage. | |
| **Open access resources** | Social Science Research: Principles, Methods and Practices - (Revised edition) - <https://open.umn.edu/opentextbooks/textbooks/79>  Free online doctoral programme - [Johannes Cronjé - My free online doctoral programme (google.com)](https://sites.google.com/site/johannescronje/doctor-doctor)  Entrepreneurship as practice - [Welcome to Entrepreneurship as Practice | A Research Community](https://www.entrepreneurshipaspractice.com/) | |