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| **Department** | | | OPERATIONS MANAGEMENT | |
| **Discipline** | | | MULTI-DISCIPLINARY | |
| **Research Focus Area** | | | INTELLECTUAL CAPITAL | |
| **Total Capacity for 2025** | | | 1 Masters and 2 PhD candidates (3 candidates) | |
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| **Supervision Team details:** | **Academic Profile** | | | **Capacity** |
| **Prof Sumei van Antwerpen**  **[[1]](#footnote-1)(Contact person for this focus area)**  Office: +27 12 4294988  Email: vanans@unisa.ac.za  ORCID : <https://orcid.org/0000-0002-5915-3584>  ResearcherID: www.researcherid.com/rid/O-8737-2014 | Sumei van Antwerpen is an Associate Professor, lecturing Information Management to honours students. She possesses extensive practical and theoretical knowledge in the field of Information Management, and Administrative and Office Management, and authored accredited publications both local and international. She is in the academic field for the past 27 years. Her academic qualifications include a National Diploma: Executive Secretary, National Higher Diploma: Post School Education, an MTech: Office Management and Technology and DTech: Business Administration. Sumei has peer-reviewed articles and conferences locally and internationally. She is both the main and joint supervisor for several M and PhD candidates. Her areas of expertise include information management, corporate information strategy and management, strategic management of technological innovation, information ethics, general office management, administrative management, well-being, public administration (administrative functions), ICT-interfaced environment, human capital (morale, motivation, engagement, trust, equity, organisational culture, gender issues), and in the working environment, community engagement and outreach, Higher Education.  Candidates may use both a qualitative or a quantitative approach as research methodology. | | | 1 Master  2 PhD co-supervision |
| **Dr Riaan Dirkse van Schalkwyk**  Office: +27 12 4292109  Email:dirksr@unisa.ac.za  ORCID : <https://orcid.org/0000-0001-8511-5648> | Dr Riaan Dirkse van Schalkwyk is a senior lecturer in quality, project and operations management in UNISA’s Department of Operations Management. He has extensive practical experience and left the private sector for academia in 2006. Riaan has taught at various private higher education institutions before joining UNISA in 2009. His academic qualifications include a BCom Marketing Management, BCom (Hons) Business management, MCom in Business Management (cum laude) and a PhD in Management Studies (Operations Management) conferred by the University of South Africa. Riaan was the recipient of the Unisa Council Platinum Award in CEMS – Top performer in a master’s degree for the academic year 2011.  He has authored a number of publications and presented papers at both local and international conferences. Riaan is also the programme leader for the short course in Basics of Project Management offered by the CBM. His research interests include service quality, quality management and leadership. | | | 1 Masters and  2 PhD co-supervision |
| **Model of supervision** | We are interested in **well-articulated expressions** that demonstrate a clear research focus, and your insight and interest in 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 in developing it into a research proposal and later, a dissertation/thesis. In accordance with the requirements of higher degrees you will be expected to work independently. Additionally, the candidate will have to present his/her work to a panel of academics at colloquia | | | |
| **Selection criteria: Master’s/Doctorate** | Students’ applications will be reviewed in accordance with the Procedures for Master’s and Doctorate Degrees (sections 3.1 to 3.3). Note that the selection panel is not obliged to accept prospective students who meet the minimum criteria as there are other factors (see below) that will be considered (Section 3.1):   * Meeting the minimum requirements as set out online * Academic record * Academic background * Language competency * The topic the student wishes to research * The topic’s alignment with the preferred research focus area * Capacity and expertise to supervise student * Limitations imposed by enrolment planning   The selection panel will review the pool of applications per the research focus area against the criteria stipulated above. Thereafter all the applicants will be ranked in accordance to how best the applications fit the above criteria. Only the best applicants will be selected in accordance with supervisory capacity. | | | |
| **Selection Procedure** | Refer to the qualification website for the selection procedure. | | | |
| **Research scope** | Intellectual capital includes the talents, knowledge and creativity of people, the efficacy of management systems, and the relationships between various people and organisations. The sources of intellectual capital are threefold: namely human capital, organisational capital and social capital. Human capital (HC) is the combined knowledge, skills, and abilities of a population. Organisational capital (OC) is the hardware, software, databases, patents, learning capabilities, cultural features and management methods that support human capital. Finally, social capital (SC) is the quality of relationships between people and organisations, along with the impact of these relationships.  Intellectual capital refers to the intangible assets possessed by an organization that contribute to its value and competitiveness. These assets typically include knowledge, expertise, skills, patents, trademarks, copyrights, and other intellectual property. Unlike physical assets, intellectual capital is not easily quantifiable but plays a crucial role in driving innovation, problem-solving, and creating sustainable competitive advantage. Intellectual capital encompasses both human capital (the knowledge and skills of individuals within the organization) and structural capital (the systems, processes, and intellectual property owned by the organization). Effectively managing and leveraging intellectual capital can lead to increased innovation, productivity, and organisational performance.  The intellectual capital of an organisation can be thought of as the sum of its knowledge assets. This knowledge is embodied in the talent, know-how and skills of the members of the organisations, who need to attract and retain the best people for their requirements in the same way that they seek the best technologies or physical assets. | | | |
| **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:**   1. Van Antwerpen, S. & Ferreira, E.J. 2014. An international comparison of the productivity and well-being of administrative public service employees. *South African Business Schools Association North West Potchefstroom University,* pp. 286-301. 2. Van Antwerpen, S. 2016. Pivotal role of call centre managers from an outsourced telecommunications company: A case in Gauteng, South Africa. *Journal of Communication*, 7(2), pp 197-207. 3. Nahapiet, J. U Ghoshal, S. 1998. Social capital, intellectual capital and the organizational advantage. *Academy of Management Review*, 23(2). 4. Goldin, C. 2016. *Human capital*. In Handbook of Cliometrics, ed. Claude Diebolt and Michael Haupert, 55-86. Heidelberg, Germany: Springer Verlag. 5. Acemoglu, D., Gallego, F.A. & Robinson, J.A. 2014. Institutions, human capital and development. *Annual Review of* Economics, 6:875-912. 6. Dubos, R. 2017. Social capital: Theory and research. Routledge. 7. Bamel, U., Pereira, V., Del Giudice, M. & Temouri, Y. 2022. The extent and impact of intellectual capital research: a two decade analysis. Journal of Intellectual Capital, 23(2), pp.375-400. 8. Buenechea-Elberdin, M. 2017. Structured literature review about intellectual capital and innovation. Journal of Intellectual capital, 18(2), pp.262-285. 9. Deming, D.J. 2022. Four facts about human capital. Journal of Economic Perspectives, 36(3), pp.75-102. 10. Boon, C., Eckardt, R., Lepak, D.P. & Boselie, P. 2018. Integrating strategic human capital and strategic human resource management. The International Journal of Human Resource Management, 29(1), pp.34-67. 11. Serageldin, I. & Grootaert, C. 2017. Defining social capital: an integrating view 1. In Evaluation & Development (pp. 201-217). Routledge. 12. Martín-de Castro, G., Díez-Vial, I. and Delgado-Verde, M., 2019. Intellectual capital and the firm: evolution and research trends. Journal of Intellectual Capital, 20(4), pp.555-580. 13. Nadeem, M., Dumay, J. & Massaro, M., 2019. If you can measure it, you can manage it: a case of intellectual capital. Australian Accounting Review, 29(2), pp.395-407. 14. Ginesti, G., Caldarelli, A. & Zampella, A., 2018. Exploring the impact of intellectual capital on company reputation and performance. Journal of Intellectual Capital, 19(5), pp.915-934. | | | |
| **Reading:**  **Research Methodology** | **This is a selection of books on methodology. Further reading over and above these is essential:**   * Creswell, J.W. & Creswell, J.D. 2017. *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications. * Bryman, A. & Bell, E. 2015. *Business research methods*. Oxford University Press, USA. * Brannen, J. ed., 2017. *Mixing methods: Qualitative and quantitative research*. Routledge. * Saunders, M., Lewis, P. & Thornhill, A. 2019. *Research methods for business students*. 7th Ed. Boston, MA: Pearson Education. * Taylor, S.J., Bogdan, R. & DeVault, M. 2015. *Introduction to qualitative research methods: A guidebook and resource*. John Wiley & Sons. * Leedy, P.D. & Ormrod, J.E. 2019. *Practical Research: planning and design*. 12th Ed. Pearson. * Babbie, E. 2017. The basics of social research. 7th Ed. Cengage Learning. * Yin, R.K., 2014. Case Study Research: Design and Methods. 5th ed. Newbury Park, U.S.: Sage. | | | |
| **Resources: Scholar community** | * Scholarly reading will include peer-reviewed and academic journal articles, applicable textbooks, as well as the latest legislative and regulatory requirements in the chosen field of study. It is also advised that students familiarise themselves with the resources provided by industry bodies, both national and international.   BMI (Business Monitor International)  CIPD (Chartered Institute of Personnel and Development)  EbscoHost  Emerald  ILO (International Labor Organization)  UN (United Nations)  Resbank (South African Reserve Bank)  Stassa (Statistics South Africa)  WEF (World Economic Forum)  WHO (World Health Organization)  Wiley  WTO (World Trade Organization) | | | |
| **Potential M&D research focus areas or research projects** | | | | |
| **Unit of Analysis** | | **Research Focus** | | |
| **Intellectual capital in general** | | Intellectual capital is the value of a company or organisation’s employee knowledge, skills, business training or any proprietary information that may provide the company with a competitive advantage. Intellectual capital is considered an asset and can broadly be defined as the collection of all informational resources a company has at its disposal that can be used to drive profits, gain new customers, create new products or otherwise improve the business. It is the sum of employee expertise, organisational processes, and other intangibles that contribute to a company's bottom line.  Some of the subsets of intellectual capital include human capital, information capital, brand awareness, relational capital, culture and leadership, structural awareness, and instructional capital. | | |
| **The delineation as a fundamental of intellectual capital to be considered.** | | **Factors that determine human capital**   * Skills and qualifications * Education levels * Work experience * Social skills – communication * Intelligence * Emotional intelligence * Judgement * Well-being * Personality – hard-working, harmonious in an office * Habits and personality traits * Creativity - Ability to innovate new working practices/products. * Geography – Social peer pressure of the local environment can affect expectations and attitudes   **Factors involved with organisational capital**   * Internal – Mission * Internal – Leadership * Internal – Communication * Internal – Organisational structure * Internal – Learning * External – Affecting an organisation   **Factors involved with social capital**   * The set of trust * Institutions * Social norms * Social networks * Organisations that shape the interactions of actors within a society   In addition to the above mentioned, Intellectual capital is furthermore influenced by several additional factors, including:  **Human capital**: This includes the knowledge, skills, experience, and creativity of individual employees within an organisation. Investments in employee training, education, and development contribute to the accumulation of human capital.  **Structural capital**: Structural capital encompasses the systems, processes, databases, intellectual property, and organizational culture that support and facilitate the creation and utilisation of knowledge within an organization. This includes patents, trademarks, copyrights, organisational routines, and knowledge management systems.  **Relational capital**: Relational capital refers to the relationships, networks, and partnerships that an organisation has with its stakeholders, including customers, suppliers, partners, and communities. These relationships can provide access to valuable information, resources, and opportunities.  **Innovation and Research & Development (R&D**): Investments in innovation, R&D, and technological capabilities are critical for developing new products, services, and processes. These activities contribute to the creation of intellectual property and enhance the organization's competitive position.  **Brand and reputation**: The reputation, brand image, and goodwill associated with an organisation can be considered as forms of intellectual capital. A strong brand and positive reputation can attract customers, talent, and investment, creating value for the organisation.  **Culture and leadership**: Organisational culture, leadership style, and values play a significant role in shaping how knowledge is shared, utilised, and leveraged within an organization. A culture that encourages collaboration, learning, and innovation fosters the development of intellectual capital.  **Knowledge management**: Effective knowledge management practices, including capturing, storing, sharing, and applying knowledge, are essential for maximising the value of intellectual capital within an organisation.  By recognising and leveraging these factors, organisations can effectively manage and capitalise on their intellectual assets to drive innovation, competitiveness, and long-term success. | | |

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)