**GRADUATE SCHOOL OF BUSINESS LEADERSHIP**

| **Research Focus Area** | **Strategic processes and practice** | | |
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| **Short description** | In this research focus area, the focus is on how strategies are shaped, managed and used by humans in organisations. Strategists (individuals and teams), their networks (e.g. external consultants), the tools that they use and their colleagues and employees is the focus rather than the economic characteristics of strategy. | | |
| **Supervision Team** | | | |
| **Name** | **Email** | **Academic Profile** | **Capacity** |
| Prof P Venter | ventep@unisa.ac.za | Professor of Strategy, SBL | 5 DBL |
| Dr Colene Hind | hindc@unisa.ac.za | Senior lecturer: Corporate entrepreneurship and innovation | Marketing | Strategy | Leadership and self-mastery  Research interests: As stated above  Research supervision experience: Supervised to completion 20 + master’s dissertations. Currently co-supervising on a doctoral level.  Qualifications: B.com Marketing (UP), MPhil, Entrepreneurship (UP), PhD, Innovation behaviour and Corporate entrepreneurship (UCT – GSB). | 2 DBL |
| Dr JH Visser | vissejh@unisa.ac.za | Senior lecturer, Marketing and Management, Unisa SBL  Supervised MBL and MBA research dissertation students  Supervising Doctoral students  Highest qualification: PhD Management Studies (Unisa) | 3 DBL |
| Prof Annemarie Davis | davisa@unisa.ac.za | Research Coordinator (CEMS) | 2 DBL |
| Dr Catherine le Roux | lrouxc1@unisa.ac.za | Lecturer in Business Management | 1 DBL |
| Dr Karen Stander | standk@unisa.ac.za | Lecturer in Business Management | 1 DBL |
| Dr Jan Nell | [jnell383@gmail.com](mailto:jnell383@gmail.com) | 2000: Doctor in Commerce, University of Johannesburg, Utilising Scenario Planning in formulating the Strategic Marketing Plan in the Commercial Vehicle Sector  2002 – 2007: Published 30 articles as Consulting Editor in Truck and Bus magazine  2018: Supervised 8 Honours students with research, Supervised 8 MBA/MBL students with  2019: Supervising 3 MBA/MBL students with research, Supervising 3 DBA students with thesis | 1 DBL |
| **Reading: Subject Field** | | | |
| In this section we only present a small cross-section from a few leading authors in a large and growing body of knowledge in this field.  For a more comprehensive list, visit <http://sap-in.org/bibliography> (you will need to register for the Strategy-as-Practice interest group).   * Angwin, D., Paroutis, S. & Mitson, S., 2009, ‘Connecting up strategy: Are Senior Strategy Directors (SSDs) a missing link?’, California Management Review 51(3), 74–94. * Ardley, B. (2006) ‘Telling Stories about Strategies: A Narratological Approach to Marketing Planning.’, The Marketing Review, 6(3), pp. 197–209 * Balogun, J., Best, K. & Lê, J., 2015, ‘Selling the object of strategy: How frontline workers realize strategy through their daily Work’, Organization Studies 36(10), 1285. http://dx.doi.org/10.1177/0170840615590282 * Carter, C., Clegg, S.R. & Kornberger, M., 2008, ‘Strategy as practice’, Strategic Organization 6(1), 83–99. * Denis, J., Langley, A. & Rouleau, L., 2010, ‘The practice of leadership in the messy world of organizations’, Leadership 6(1), 67–88. http://dx.doi.org/10.1177/1742715009354233 * Healey, M.P., Hodgkinson, G.P., Whittington, R. & Johnson, G., 2015, ‘Off to plan or out to lunch? Relationships between design characteristics and outcomes of strategy workshops’, British Journal of Management 26(3), 507–528. http://dx.doi. * Hendry, K.P., Kiel, G.C. & Nicholson, G., 2010, ‘How boards strategise: A strategy as practice view’, Long Range Planning 43(1), 33–56. http://dx.doi.org/10.1016/j.lrp.2009.09.005 * Hunt, S. D. (2018) ‘Advancing marketing strategy in the marketing discipline and beyond: from promise, to neglect, to prominence, to fragment (to promise?)’, Journal of Marketing Management, 34(1–2), pp. 16–51 * Jarzabkowski, P., Balogun, J. & Seidi, D., 2007, ‘Strategising: The challenges of a practice perspective’, Human Relations 60(5), 5–27. http://dx.doi.org/10.1177/0018726707075703 * Jarzabkowski, P. & Spee, A.P., 2009, ‘Strategy–as–practice: A review and future directions for the field’, International Journal of Management Reviews 11(1), 69–95. http://dx.doi.org/10.1111/j.1468-2370.2008.00250.x * Jarzabkowski, P., Spee, A.P. & Smets, M., 2013, ‘Material artifacts: Practices for doing strategy with stuff’, European Management Journal 31(1), 41–54. http://dx.doi.org/10.1016/j.emj.2012.09.001 * Jarzabkowski, P. & Whittington, R., 2008, ‘A strategy–as–practice approach to strategy research and education’, Journal of Management Inquiry 17(4), 282–286. http://dx.doi.org/10.1177/1056492608318150 * Johnson, G., Melin, L. & Whittington, R., 2003, ‘Guest editors introduction: Micro strategy and strategizing: Towards an activity-based view’, Journal of Management Studies Guest Editors Edition 40(1), 3–22. http://dx.doi.org/10.1111/1467-6486.t01-2-00002 * Johnson, G., Prashantham, S., Floyd, S.W. & Bourque, N., 2010, ‘Ritualization of strategy workshops’, Organization Studies 32(12), 1589–1618. http://dx.doi.org/10.1177/0170840610376146 * Kaplan, S., 2011, ‘Strategy & PowerPoint: An inquiry into the epistemic culture and machinery of strategy making’, Organization Science 22(2), 320–346. http://dx.doi.org/10.1287/orsc.1100.0531 * Kornberger, M. & Clegg, S., 2011, ‘Strategy as performative practice: The case of Sydney 2030’, Strategic Organization 9(2), 136–162. http://dx.doi.org/10.1177/1476127011407758 * Kuepers, W., Mantere, S. & Statler, M., 2012, ‘Strategy as storytelling: A phenomenological collaboration’, Journal for Management Inquiry 22(1), 83–100.http://dx.doi.org/10.1177/1056492612439089 * Liu, F. & Maitlis, S., 2014, ‘Emotional dynamics and strategizing processes: A study of strategic conversations in top team meetings’, Journal of Management Studies 51(2), 202–234. http://dx.doi.org/10.1111/j.1467-6486.2012.01087.x * Mantere, S., 2008, ‘Role expectations and middle managers strategic agency’, Journal of Management Studies 45(2), 294–316. * Mantere, S. & Vaara, E., 2008, ‘On the problem of participation in strategy: A critical discursive perspective’, Organization Science 19(2), 341–358. http://dx.doi.org/10.1287/orsc.1070.0296 * Menz, M. & Scheef, C., 2014, ‘Chief strategy officers: Contingency analysis of their presence in top management teams’, Strategic Management Journal 35(3), 461–471. <http://dx.doi.org/10.1002/smj.2104> * Tollin, K. and Schmidt, M. (2015) ‘Marketing’s contribution from the perspective of marketing executives’, Marketing Intelligence & Planning, 33(7), pp. 1047–1070   Journals of interest   * Journal of Marketing * Journal of Marketing Management * Review of Marketing Science * European Journal of Marketing * Journal of Strategic Marketing * Industrial Marketing Management * Journal of Business and Industrial Marketing | | | |
| **Reading: Research Methodology** | | | |
| Trafford, V. & Lesham, S. 2012 *Stepping Stones to Achieving your Doctorate: Focusing on Your Viva from the Start,* Berkshire: Open University Press | | | |