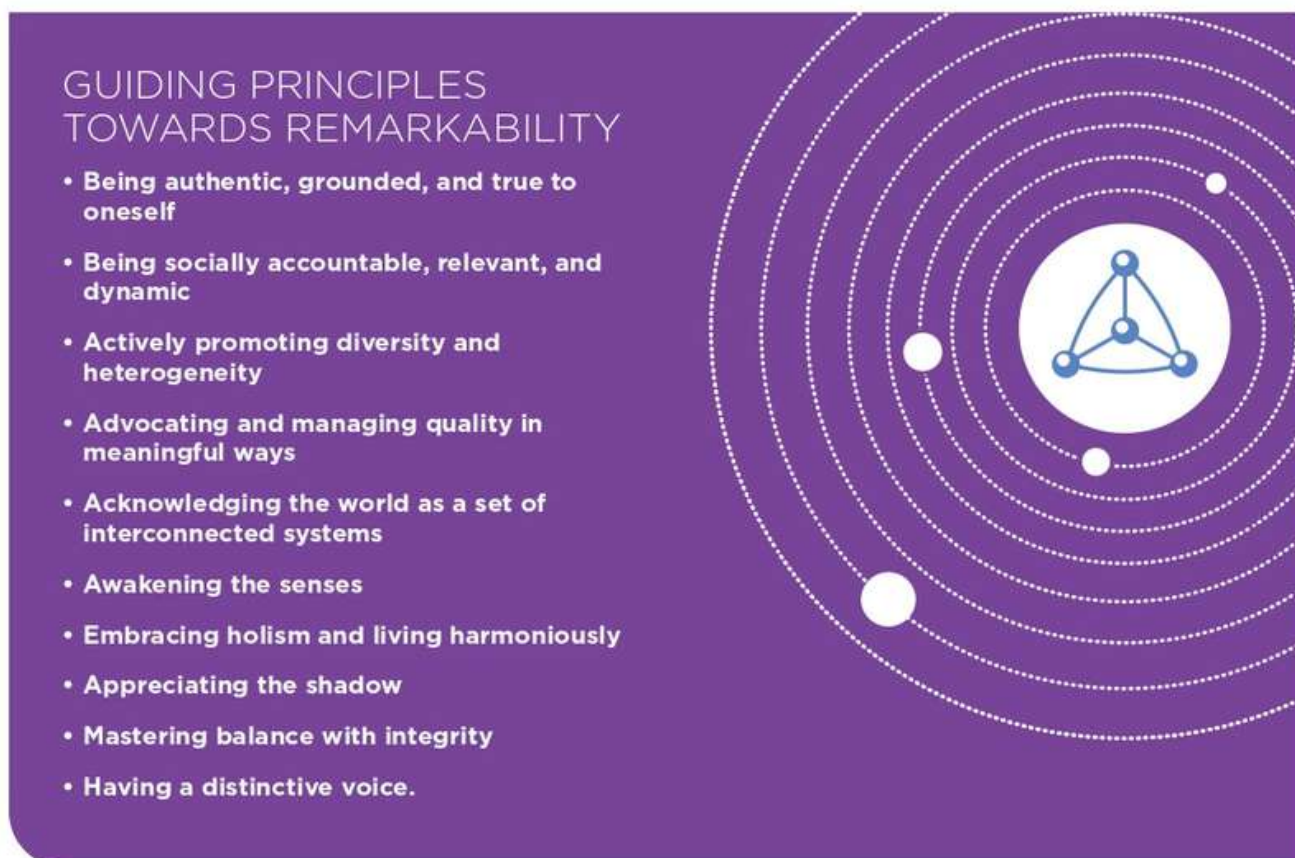


RESEARCH REPORT 2021





BUSINESS SCHOOL
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POSTGRADUATE RESEARCH PHILOSOPHY AT THE DA VINCI INSTITUTE

Outside of the contribution towards knowledge, postgraduate research at The Da Vinci Institute primarily aims at resolving work-based challenges and contributing to the professional development of managers and leaders who will be able to conduct transdisciplinary research that will produce innovative and cutting-edge management solutions to business-related challenges faced at a national and/or international levels that offer a return on investment at both a social and economic level. In essence, the research development agenda at Da Vinci serves to enable management and leadership professionals to realise their true potential by:

- Developing research acumen that would enable students to contribute applicable knowledge in their field of study and derive practicable solutions to the challenges they face;
- Acquiring expertise and critical knowledge in an area at the forefront of the field, discipline or practice and the ability to conceptualise new research initiatives, and create new knowledge or practice;

- Developing new methods, techniques, processes, systems, or technologies in original, creative and innovative ways appropriate to specialised and complex contexts;
- Identifying, addressing, and managing emerging ethical issues and to advance processes of ethical decision making, including monitoring and evaluation of the consequences of these decisions where appropriate;
- Producing substantial, independent, in-depth, and publishable work which meets international standards, is considered to be new or innovative by peers, and makes a significant contribution to the discipline, field, or practice; and
- Acquiring competence to design systems and develop technology and innovation-related activities to meet transformational imperatives and targets.



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01

FOREWORD: CEO AND EXECUTIVE DEAN: RESEARCH AND INSTITUTIONAL PARTNERSHIPS



We are pleased to present The Institute's Annual Research Report, outlining the output during the past year. Notwithstanding the Covid-19 pandemic, we have made good progress in putting our Strategic Research Plan 2021-2025 into effect. As you will note, we continue to expand our research contributions within the field of management of technology, innovation, people and systemic thinking. Through this report we provide an overview of published research during the past year so that everyone can share our knowledge. We are proud of our researchers who apply new knowledge across a wide range of industries and government sectors to drive national economic growth, socio-economic development, policy-making and governance. As a result, a great deal of our research is closely aligned to the National Development Plan 2030 and the need to accelerate an Africa-centric approach to moving towards sustainable development in Africa and achieving Agenda 2063 and the associated United Nations Sustainable Development Goals (SDGs).

Our institutional practice, values research and provides a supportive context for research productivity. Spread over the year we offered two publishing webinars to assist postgraduate students and faculty, dealing with various related aspects. In addition, hereto, we also provided six capacity development workshops to strengthen scholarly activities amongst students and staff. Targeting our students, faculty and supervisors, we hosted four deepening the discourse discussions. Developing early career researchers, we offered two different preparatory workshops. A total of seven research seminars were offered to our postgraduate cohorts, researchers and other scholars in the DaVinci network. Supervisors participated in four different supervisor forums spread over the year. Our monthly Curiosity sessions were also well attended, with invitations extended to all DaVinci students, staff, alumni, industry associates and/or partners to deconstruct, in a cooperative manner, the challenges and opportunities provided by the increased complexities in the 5th Industrial Revolution. In conjunction with the South African Business Schools Association (SABSA) we



hosted an online series of seminars aimed at supervisors and examiners to Master's and Doctoral studies spread over three days, chaired by Professor Klopper and Professors Anderson and Klopper and Dr du Plooy-Cilliers were also facilitators for the seminar. Attendance varied between a hundred and sixty-four to a hundred and ninety-three supervisors/examiners from all twenty three Business Schools in South Africa, in addition to a few international academics from neighbouring African countries. We also congratulate both Dr Heather Goode and Dr Catherina Opperman who obtained their Doctoral degrees during the course of the year. Many other staff members are also currently making good progress in furthering their studies.

At The Institute we believe research is critical to the wellbeing of society. It is what drives advancement and development. It informs understanding of ourselves as individuals, as communities, as countries and indeed as part of the global community. In strengthening our research focus in the years to come, we have created a distinctive research ecosystem establishing our unique position within the national, continental and global research community. Our research agenda is informed by our citizenship principles where we advocate using our institution's collective skills to create positive and lasting change towards a better Africa. At The Institute, the drive is towards increased cooperative engagement between researchers, as well as with partners, to ensure the research we conduct has real world context. The Institute is developing fundamental, strategic and applied research expertise in focused areas that are related to and inform the courses of study offered, not only advancing knowledge but with the potential to lead to international research collaborations and contribute to African society. To address the real-world issues in Africa today, research has to be tackled from multiple perspectives. In this regard good progress was made with the establishment of a research centre in African Trade, Finance and Development to launch early in 2022, to focus research initiatives, driving international research in Africa and the world, while ensuring appropriate alignment and integration of disciplines. We are also dedicated to establishing strategic partnerships with a variety of public and private entities to support research that addresses increasingly dynamic leadership needs. One such

example is a Sports Coaching Lab to be launched early in 2022.

By integrating our research into the teaching practice at The Institute, scholarship is a fundamental component of the academic curriculum, used to inspire and inform our students.

The Institute has excelled in its involvement and engagement with the research community and other universities, not only in South Africa but also around the globe. These communities continue to be a foundation for research inspiration. To this end, several academic staff served on different editorial boards, professional bodies and acted as external examiners to other universities. The series of four proposal development workshops were offered four times during 2021 to new Master's and Doctoral cohorts that joined The Institute. In strengthening the proposal writing process, the series was extended to six workshops at the end of 2021. Significant investments in administration and IT were made to better facilitate the support given to research active students. The creation of a more flexible rolling calendar on the Postgraduate Diploma in Business Leadership, The Master of Management in Technology and Innovation and the Master of Business Leadership, as well as streamlined submission and feedback platform for proposals and chapters at Master's and Doctoral level are some examples. Finally, I want to acknowledge the extraordinary efforts made by all our students, staff members, faculty and alumni. Our services and support to all research active students and faculty, have depended in full measure on their resourcefulness, flexibility and engagement over the past year.

The above are some highlights of a few key elements in meeting our goals of being more agile, aligned and engaged founded on the TIPS Managerial Leadership Framework to support innovation and continuous improvement. To learn more about the impactful research and scholarly achievements realised at The Institute, we invite you to visit our research website.

Professor HB Klopper
CEO: Executive Dean: Research
and Institutional Partnerships
The Da Vinci Institute



02

MESSAGE FROM THE EXECUTIVE CHAIRPERSON AND VICE-PRESIDENT OF THE DAVINCI INSTITUTE

To stay sustainable and relevant (higher education) institutions should employ technology and analytics-based insights to enhance the well-being of the communities in which they are rooted (Deloitte Development LLC, 2021). In line with developments related to the need for universities to become transformed smart campuses, so-called next generation connected spaces, The Institute has been focused on the development of technology enhanced product and service offerings for you, our students, and alumni, over the past two years. This was done at large

to facilitate multiple touch points with you to enrich your mind and influence the way in which you think and do things. In this regard our academic colleagues had to make several adjustments in the way in which they show up as part of your learning journey.

We are pleased to have received positive feedback about the new way in which we are engaging our students and Da Vinci will continue to explore innovative ways to facilitate a meaningful teaching, learning and research experience for both students and academics.

We should also remind ourselves of existing and emerging megatrends related to how we manage people, technology, and innovation in a systemic way. Business intelligence, artificial intelligence, mobilisation, digitisation, screenification, robotisation, disintermediation, automation, intelligisation, virtualisation, anticipation and transformation have in many respects been part of our lives and if not, at least confronted us with the possibility of integrating aspects thereof with the way we

show up in life. From a Fifth Industrial Revolution (5IR) perspective we should all consider how we would integrate both the algorithmic and androrythmic aspects, related to each of these megatrends, into our lives, to create a dance that would be enriching and influence society for time to come.

Professor Benjamin Anderson
Executive Chairperson and
Vice-President: The Da Vinci Institute

03

RESEARCH AND POSTGRADUATE OFFICE



PROF HB KLOPPER
CEO and Executive Dean: Research
and Institutional partnerships



MR MOMPOTI RAMATSHEGO
Programme Convener



MRS RINAKA MOODLIAR
Programme Convener



PROF PAUL SINGH
Research Supervisor



04

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 10

ADEOJO, Yusuf Adedolapo

Thesis: Achieving inclusive economic development in Nigeria, through redefining indigenous finance in light of Modernity

Abstract: This innovative research, which travels along the eastern research path of renewal of the unconventional integral research framework, has now joined the vibrant conversation of how best to migrate the financially excluded, which operate in the informal economy into the formal financial space, with the aim to increase socioeconomic development in Nigeria. To address this, the researcher asked a searching question, "Why does the informal sector or rural population not bank with the formal financial sectors (banks)?" To find an answer to the question, this research to socio-economic innovation journeys back to pre-colonial Nigeria to understand

the indigenous financial systems that were employed during that time. Here, it was deciphered that one of the reasons the informal sector or rural dwellers do not bank with the formal financial sector is the lack of in-depth understanding between both parties, a power relations tussle and transcultural, trans-disciplinary, transpersonal and transformational imbalances.

To offset these imbalances, this innovative socio-economic research believes that the entire foundation of Nigeria's banking and finance sector must be transformed to speak to the concrete experience of the retail/ Micro, Small and Medium Enterprises (MSME)/ informal sector which it seeks to serve. For this the study applied the narrative method to clarify the origination of the research thereby leading to the research questions, research objectives and hypothesis. Hermeneutics was used as research methodology; which is the foundation of this thesis, and conventionally of the prior literature review. This was preceded by critical theory as the research critique method

(also termed methodology and methods for investigation and analysis). The research process culminated in the

cooperative inquiry process as the research findings and contribution to the Owode-ota community in Ogun state; western Nigeria.

The outcome of this integral research journey was the co-creation of an integral Esusu-led finance model which was initiated via the Esusu-led finance cooperative - a traditional rotating savings and credit association for the traders and artisans of rural Owode-ota community. Financial inclusion is more than migrating the financial

activities in the informal sector to the formal financial space, it is also to blend the strength and structures of the formal financial sector with the informal financial systems that conveniently speaks to the concrete experience of the informal sector by redefining familiar indigenous financial systems such as the Esusu Rotational Savings and Loan System in light of modern structures. This is both parties meeting at a middle ground.

Supervisor: Prof R Lessem

Co-supervisor: Prof A Schieffer

**BRADLEY, Anthony David**

Thesis: Towards an Integral Arts Communiversity: innovation within the cultural-economy nexus of the Liverpool city region, using the Biblical Quaternity Archetype Model

Abstract: The purpose of this thesis is to provide the intellectual and academic underpinning to the connected pair of social innovations identified here, as means of addressing some of the imbalances faced, amongst the social economy and wider community of the city of Liverpool, U.K. The current thesis follows a journey, inspired by the integral Four Worlds / GENE dynamic model to indicate the ways in which biblical analysis, social theory and the integral GENEalogy can be brought together to address imbalances affecting young professionals, women and creatives in the arts and social economies, in Liverpool. The thesis adopts the broad approach of the standard integral journey, mapping the path to social innovation via the four 'C's of Calling, Context, Co-creation and Contribution, along what is known, within the integral model, as the Eastern Path of Renewal. The initial main part of the thesis presents, first, the philosophical research ontology of the thesis, second, the pattern of the researcher's personal vocation to this work of social innovation and, third, the distinctive methodological approach undertaken. Hereafter it presents a sixteen steps Celtic journey – as a woven cord – of the four worlds in one life, which is used as a model throughout, for developing an understanding of biblical critical theory and the analytical tenets which proceed from it. These provide the backdrop to the third part of the opening section, on Call, where the four methodological approaches adopted in the integral

research are outlined, relating to the four 'C's: of auto-ethnography, historiography, biblical critical theory and social innovation via artistic GENEration. The second main part of the thesis, on external Context, examines the inter-penetration of culture and economy in Liverpool, from the late 17th century to the post Capital of Culture, 2008, period. The theme that emerges – from adopting the approach of examining Liverpool's economic history, within the perspective of the cultural ties that were woven throughout – is that this port city has evolved a culture economy nexus, wherein, at each economic stage, artistic creativity has been instrumental in the development of the city's self-understanding.

The third part of the thesis engages in some examination of the deep roots of the integral model in the Judaeo-Christian scriptures, the bible. Following from this, the study shows that it is possible to use the Gospel biblical material, in its fourfold form, as the basis for deriving analytical tenets, using what is termed as the Biblical Quaternity Archetype (BQA).

The final part of the thesis covers the application of tenets from the BQA, connected to those of the integral development CARE process. These pairs of tenets, which are woven together as another Celtic cord, some more closely connected than others, are used to demonstrate the ways in which a process of integral development can be analysed and progressed, through articulating a research-to-social innovation process. In particular, the social innovations which serve to, partially, address some of the imbalances identified, are described, commented upon and analysed through the lens of the tenets deriving from CARE and the BQA. The study confirmed that social innovation, also, has the purpose of significantly regenerating one of the main neighbourhoods on the edge of the city centre, through a potential £multi-million process of redevelopment, with the Communiversity and its Research Academy in Social Economics (RAiSE) at its heart. As such, the thesis concludes by pointing to ways

in which the sixteen steps woven cord model can be used, via the BQA tenets, to progress through a recursive GENE phase towards a further embodied integral development.

Supervisor: Prof R Lessem

Co-supervisor: Prof A Schieffer

CHITAGU, Philimon

Thesis: Transformative leadership through bonding culture in corporates: a case study of Schweppes Holdings Africa Limited

Abstract: The study is based on concerns regarding the inadequacies of dated theories about transforming organisational governance. It has been observed that, at Schweppes Company, notable cultures such as commitment, employee engagement, total quality management, amongst others, are proving inadequate in efforts to improve employee loyalty and overall company productivity. Research into the African way of bringing up children shows that leadership models and cultures that are based on the African concept of living together, engrained in African

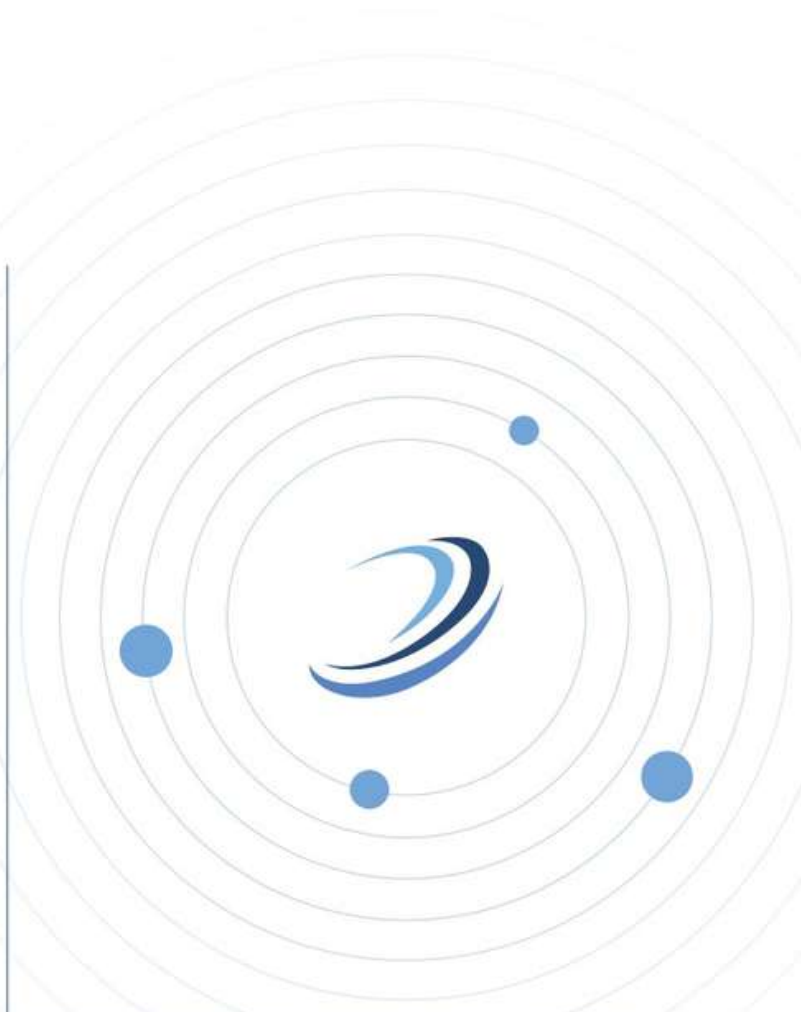
socialism may help to transform the leadership spectrum for the benefit of the organisations and their communities.

The study is based on the premise that embracing bonding culture, may help to transform organisational leadership for the better. The qualitative case study was adopted, taking Schweppes Company as the case. The integral research approach was adopted, drawing mainly from the southern and eastern paths. As a result, data was collected from cooperative inquiry and participatory research approach (PAR) as departmental managers were the co-researchers who engaged in PAR with employees under their span of control. The results show that Schweppes has not yet

fully embraced the bonding culture. However, significant improvement in the company's performance has been observed following the adoption of cultural models linked with African communalism. It has been established from

the research that bonding culture may help to overcome the shortcomings of prior cultural models which mostly aligned to western environments, with less relevance here in African countries. A conceptual model has been developed, inspired by the Eland group of animals, hence the model has been called the "Mhofu Bonding Culture Model (MBCM)". Adoption of the MBCM could increase the chances of creating a bond between the organisation and employees, which may improve their commitment and loyalty to the company.

Supervisor: Dr P Muchineripi



MALAPA, Khumela William

Thesis: Towards a customer services framework in the telecommunications service industry: a case of a South African Telecommunications company

Abstract: Globally, the telecommunications sector is transforming at a faster pace due to technological advancements, thus service providers are expected to reconfigure their business models to address customer requirements. With a plethora of service quality delivery challenges, the study was motivated to develop a conceptual model to address the challenges. The extended GAP model guided and placed this research study into the broader scholarly discourse with the aim of measuring the degree of customer satisfaction or dissatisfaction. In order to improve the reliability and

credibility of findings, a mixed-method research was used in the study. Data were gathered from multiple sources through semi-structured interviews and hand-delivered questionnaires. Adopting a mixed-method approach also helped to mitigate the weaknesses of either research approach, resulting in a triangulation of data at collection, analysis and interpretation. The qualitative data were analysed through the use of NVivo 11. Quantitative data were exported to

Microsoft Excel and presented in numerical format. The study established that bad service is exacerbated by poor technical skills, lack of aftersales support, long turnaround times, and poor customer relationship management. It was also established that customer handling and escalation procedures were not clearly communicated to customers. The use of obsolete technology was revealed as a major contributing factor to the poor quality of customer services. With a plethora of challenges exacerbating poor customer service, this study recommended the implementation of wireless technologies and information systems security to mitigate cybercrimes. However, the employees' technical skills deficiencies could only be addressed by providing them with technical skills training, especially on new products. The response turnaround times were not acceptable to customers, and therefore a proper customer complaint handling and escalation process should be developed and communicated to all customers as a way of improving the response turnaround time. A customer services framework was developed as a major contribution of this study. Further research can be conducted to understand how the firm's internal resources and tools contribute to improving total quality management.

Supervisor: Prof J Chigada

MASETTE, Makgorong Reginah

Thesis: Client engagement in retail banking: a developing socio-economic perspective

Abstract: All businesses strive to retain their existing clients; however, few are implementing positive strategies that are directed towards client engagement, retention and satisfaction. Most companies tend to be organised solely for acquisition, whereby their publicity and sales programmes are designed to find and promote their products and services only to new clients. Even if companies do have client engagement strategies, these strategies are not continuously and effectively implemented. Research has shown that it is costlier to acquire new clients than to retain existing ones; as a result, it is more advisable to strike a dependable balance between acquisition and retention.

This study is aimed at developing a client engagement framework for ABSA retail banking (ARB), operating within a developing socio-economic context. This study emanated from the fact that ARB in South Africa seemed to have lost a significant percentage of existing clients to competitors. From the research it appeared that the

marketing emphasis of such companies (retail banking competitors, First National Bank, Standard Bank, Capitec and Nedbank) predominantly focuses on customer acquisition rather than on client engagement and retention.

The main assumption of this study is that the client engagement channels of the South African retail banks are not being effectively implemented. In addition, the organisations are not optimally utilising the database of existing clients to track customer experience over time after a sale has been concluded.

A qualitative approach with the use of interviews was used to gather data for this study. The target population included managers (Phase 1) and internal clients (Phase 2) from the ARB Group. Non-probability sampling was used with the purposive sampling technique to select a sample size. A sample of eight managers and twenty-eight internal clients participated in this study. The transcribed interviews were thematically analysed by

using the NVivo. The data was coded into common nodes which formed the basis of the thematic constructs that emerged. The findings confirmed that both customer acquisition and engagement strategies were in place within the ARB group of companies. However, client engagement appeared not to have been prioritised as much as client acquisition. This lack of attention towards client engagement was largely attributed to the ineffective implementation of the existing client engagement framework of the company. Satisfaction was found to be more significant in retaining clients, as opposed to loyalty. In addition, most internal clients attributed their satisfaction to a combination of product features and after-sales services, and most internal clients stated that they would definitely continue to bank with ARB. This study will contribute to a broader and deeper understanding of client engagement, which includes the importance of utilising resources optimally for effective client engagement and the importance of training employees on all related aspects of service delivery and client engagement.

Supervisor: Prof B Anderson

NELL, Shannon Lucia

Thesis: Capacitation of nursing leaders to operationalise care in a private health-care setting in South Africa: meta-insights

Abstract: This research centres on the capacitation and leadership roles of Nursing Leaders within a private, acute-care hospital setting in South Africa, identified as "Company A". Although the capacitation of nursing leadership is key for achieving effective performance in their roles, certain challenges and hindrances may be preventing this. Namely, because the emotional intelligence of Nursing Leaders can become repressed, it may manifest as ineffective coping and sub-optimal care being rendered to patients; however, Nursing Leaders can reach significant leadership efficacy when provided with opportunities to develop their resilience and emotional quotient.

The primary aim of this research was to derive meta-insights into the capacitation of Nursing Leaders to operationalise care to patients within a private health-care setting in South Africa. A qualitative methodology and grounded theory-based research design were chosen. The application of the inclusivity framework was the catalyst for success. Several data sources were used during this multi-part project, including focus groups, Benchmark of Engagement Quotient (BeQTM) and emotional intelligence quotient (EQ-i) pre- and post-assessment results, field notes, programme evaluations, interim research reports and annual reports from Company A. Participants from 56 hospitals across seven provinces were 532 Nursing Leaders (49 Nursing Managers, 35 Deputy Nursing Managers, and 448 Unit Managers). Student Nurses also participated in a preliminary survey.

Content analysis revealed that the South African Nursing Leaders from the company who participated in the facilitated intervention, have an improved capability to operationalise care to patients within a private health-care setting. In conclusion, it was determined that the factors of emotional intelligence, change resilience, and large-scale organisational change processes are highly influential for the operationalisation of care by Nursing Leaders in a private, acute health-care setting in South Africa. Finally, the development gained at individual level impacted the

ability of the team, which benefited the organisation, to spend their energy to engage in a sustainable and inclusive manner through co-created change that has been sustained over time.

Supervisor: Dr R Viljoen

SEDUTLA, Mahlora Shelboy

Thesis: An investigation into the viability of the establishment of a fresh produce market distribution centre in Tshwane North West Region 1

Abstract: The study presents the results of an investigation into the establishment of a fresh produce distribution centre (DC) in Tshwane North West Region 1. The purpose is to improve the township economy and enhance Tshwane Fresh Produce Market (TFPM) turnover. Linked to the work-based challenges; a lack of business expansion is a problem in South African municipal markets including TFPM. The study used the mixed method design, which is the combination of qualitative and quantitative approach to collect and analyse data pertaining to the needs assessment and consumption survey of fresh produce. Questionnaires, in-depth interviews and literature analysis were used to evaluate participants' assessments regarding the proposed DC and business model. Based on the locational analysis, the Soshanguve and Mabopane nodes have the highest factor rating, which shows that there are investment opportunities on the outskirts of the city that should be considered for business expansion.

In this study, a financial analysis of the TFPM was done. The assessment was linked to the proposed DC. Key metrics were calculated based on the R711 million capital expenditure (capex), including professional fees, a 5% contingency, and the accretive free cash flow forecasted from the DC. These metrics include a project payback period of 12 years; an internal rate of return of 21%; and a positive nett present value of R 635 million using the market's weighted average cost of capital of 10.035% and a healthy loan life coverage ratio of 1.6x. Forecasted free cash flow of R2.7 billion is expected to be generated over the next 12 years, which can fully amortise internal and external funding for the project capex of R711 million. The minimum debt service coverage ratio achieved is 1.3x for equal monthly capital repayments and interest being serviced on a monthly basis. The DC's proposed R711 million capex will add 33 130 m2 and increase the existing trading business by 58%. The TFPM could therefore be seen as self-sufficient and cash generative enough to fund its growth on a stand-alone basis. Three DC funding

options were explored, namely, Option 1 – Debt funding; Option 2 – Internal cash funding; and Option 3 – Convert the DC to a state-owned company. With Option 1, the full R711 million debt could be raised from capital markets (commercial banks, development finance institutions or a bond issue) and be amortised over eight years. With Option 2, the DC could be funded from the TFPM investment balance of around R563 million and internally generated free cash flow.

With Option 3, the DC could be funded by converting the TFPM to a state-owned company and raising private equity funding by selling shareholding to private investors (public-private partnership). Based on the study findings, it has been concluded that a Council approval would be required to make a decision on different funding options for the implementation of the project. The study concluded that the establishment of DC could attract value-added business opportunities that could boost job creation.

Supervisor: Dr J Dickinson

Co-supervisor: Dr S Letsoalo

TARANHIKE, Daud

Thesis: Integral Kumusha, a case of Buhera: towards self-sufficiency in Zimbabwe via Nhakanomics

Abstract: This research sought to find solutions to the marginalisation, hunger and poverty in rural areas especially in the Buhera community in Zimbabwe. The aim of this research to innovation is to reduce or even reverse the current rural/urban migration by ensuring that the rural people can generate adequate income and enhance their livelihoods.

In order to achieve the ultimate aim of significantly contributing to the eradication of poverty, the research used the integral approach with its GENE (Grounding, Emergence, Navigation, Effecting) rhythm together with

the CARE and the 4Cs trajectories interwoven to come up with an integrated and robust solution. Building on the narrative method, this study used the hermeneutics methodology to unearth and establish the transcultural, transdisciplinary, transpersonal and transformational imbalances or challenges that existed within the research context with the aim of alleviating them. The study thereafter drew on an emancipatory feminist critique to co-create new knowledge. Finally, through deploying an intensive and extensive action research based transformative Co-operative Inquiry, the Integral Kumusha model evolved leading to an innovative, locally resonant approach to economics coined Nhakanomics. The research to innovation has helped to transform the Buhera community through the Integral Kumusha/Vakamusha and life in the community is far better than in urban centres where there are critical shortages of most supplies.

Nhakanomics, at a macro-economic level, as an extrapolation of the Integral Kumusha, at a micro enterprise level, involves building a political and economic system (policonomy) which is based on legacy (nhaka) and integrality (grounded in nature and culture, extending to technology and economics) interwoven together. Nhakanomics, therefore, provides an alternative to the Western neo-liberal economic approach that has always been considered as universal throughout the world. Through this study it is hoped, Nhakanomics will provide an economic approach that is new and unique to Zimbabwe and the global South. This home-grown approach will help Zimbabwe and the global South to find its place on the global political and economic arena and contribute effectively to solving socioeconomic and political issues.

Supervisor: Prof R Lessem

Co-supervisor: Prof A Schieffer

REDDIAR, Zain Donovan

Thesis: Global mobility within the human resources management context: an assignment life cycle framework

Abstract: This innovative research, which travels along the Multinational enterprises have increased substantially over the past years to encourage growth and employment by generating new jobs, investments, new technologies, and integrating developing host economies in their global value chains. Global mobility combines various expatriation forms where individuals as experts leave their country of origin for specific periods to perform assignments and transfer knowledge to the foreign offices. However, assignment failure is high because placements still end prematurely, underperform, are considered unsuccessful, or do not lead to expatriates' successful retention and redeployment.

The work-based challenge realised for this thesis was despite excessive costs associated with expatriate assignments, there is still oversight by multinational companies concerning the inherent value that can be gained from a well-clarified and firmly implemented global mobility process. The research aimed to explore the global assignment life cycle and human resources management in international corporations within the HRM context. A subjective ontology with a qualitative multi-method research approach was used to inductively explore a target population of 167 expatriates across the 22 offices of a multinational Telecom. From a purposively selected sample of 50 assignees, data saturation was reached after the 24th email interview. As part of the email interviews, seven 9 questions were embedded in the text of the emails. A second data collection method, namely, a virtual focus group conference with seven HR professionals across the company, was performed. The interview guide for the email interviews and focus group discussion contained seven questions that extracted expatriates' opinions on their assignment life cycle and their HR support. The findings were confirmed against an Internal Satisfaction survey performed by the company in 2019. Triangulation of the primary findings with the literature review ensured rigour and congruence of the research.

Research findings indicated that most expatriates perceived challenges, emotional disruption, and lack of HRM support during their assignments. There was no sustainable assignment policy and procedures to support expatriates throughout their assignment life cycle. Perceived lack of communication, engagement, and support during the assignment caused a failure during the expatriates' assignment or repatriation.

The application of the research and solution to the problem was the presentation of an assignment policy and procedures framework for the successful management of global assignments. The integrated, preferably, online assignment policy must be supported by regular communication, engagement and reliable information input for company return on investment (ROI).

We are entering a changing world of expatriation and international human resources management that will never be the same. The only way forward is the presentation of online solutions to a dynamic global mobility issue.

Supervisor: Prof C Schultz



**KUNAKA, Loveness**

Thesis: The alternatives for sustaining livelihoods in child-headed families: a case of households in Mashonaland central province, Zimbabwe

Abstract: The central focus of this study was on the innovative solutions for sustaining livelihoods in child-headed families in the Mashonaland central province of Zimbabwe. Sustenance of livelihoods in the child-headed households, whose number have greatly increased over the past decades, is important for the attainment of the

sustainable development goals, whose overall theme is that 'no one should be left behind'. Zimbabwe's national developmental aspirations also underline the need for inclusive development. The full development of a nation is dependent on the nurturing of human skills, and it is essential that children have access to basic needs like education.

Access to education by all the children helps in widening the human capital base, and there is also development of innovators. Innovative solutions are necessary to assist the vulnerable children. In this regard, this research examined the possible livelihood projects that will enable children from child-headed households to sustain their families. A qualitative study was conducted and the participants included officials in the Department of Social Welfare, educationists (headmasters and teachers), councillors, traditional leaders (chiefs and village heads), and children living in child-headed households. The study involved a multi-stage sampling approach, which incorporated both the probability and non-probability techniques.

Firstly, the purposive sampling method was in use to select four districts (Guruve, Centenary, Mount Darwin, and Rushinga), as these were deemed 'poorer' as compared to Mazowe, Bindura, and Shamva. Out of the four poorer districts, simple random sampling was used to select Mount Darwin. Data were collected using interviews, focus group discussions, and observations. Analysis was conducted using computer-aided thematic analysis (use of Nvivo software), which entailed grouping of the related findings together. The

study pointed out that sustainable livelihoods in the child-headed households entail that there is access to food, clothing, shelter, education, and health, yet in almost all the families, these were highly inadequate. The child-headed households also desire to move out of poverty, and in turn, assist their younger siblings. The children who lead such households were prone to abuse (physical, mental, sexual, as well as being used as domestic workers). While there is a myriad of legal and institutional frameworks intended to support the vulnerable groups, there was a need for review of the policies and institutions. The social safety nets were highly inadequate and also prone to abuse by those responsible for implementation. There were no specific programmes directed to the child-headed households.

Many projects (beekeeping, fish-farming, small livestock, market gardening, and value addition to wild fruits) could be implemented in order to ensure that the child-headed households realised their desired livelihood outcomes. Most important, the projects ought to be in line with the available assets in the communities. The children can be organised to work in groups, especially the Junior Farmer Field and Life Schools (JFFLS). Sound implementation of the livelihood projects was essential and there was need for multi-stakeholder collaborations. The local and traditional entities, who are close to the child-headed families needed to be empowered. The central government, which has the constitutional obligation of ensuring that every Zimbabwean enjoys his/her rights, must put in place measures that guarantee access to food, quality education, and health.

Another key recommendation was that counselling services for the child-headed households be conducted. Appropriate socialisation, career guidance, and life skills can also be imparted through the counselling sessions. Flexibility and review of the global, regional, and national policy frameworks on child labour may be necessary. There might be a need to come up with a new definition of child labour. In addition, it is better for the child-headed households to be gainfully and appropriately employed (if possible) than to suffer physically, and mentally because of lack of access to basic needs. Employing of the children in the child-headed households could be a better evil than letting them drown in poverty.

Supervisor: Dr P Muchineripi

MASINDI, Nkhangweleni Eric

Thesis: The impact of regulations and supervision on the profitability and risk profile of Banks in selected African countries

Abstract: This thesis investigated the impact of banking regulations and supervision on the profitability and risk profile of banks in selected countries in Africa, during the period 2009 to 2019. The study focused on thirty three (33) banks operating across nine (9) African countries, namely South Africa, Uganda, Kenya, Tunisia, Egypt, Namibia, Zambia, Nigeria and Ghana, as representative of the continent. It includes data from some of the major economies in the continent such as South Africa, Nigeria and Egypt to ensure that regulatory and supervisory developments in the continent are analysed appropriately.

Specifically, the thesis sought to analyse the impact of bank-specific and macroeconomic-specific variables to the activities of banks in the selected countries concerning the continuous developments, reviews, and implementation of banking regulation and supervision as countries strive to meet "international best practice" in

the banking industry. The analyses of the various interrelations were done using dynamic panel data modelling, cointegration, and error correlation modelling approaches using Eviews statistical software. The study uses an unbalanced panel of commercial banks in the selected countries to estimate the model with both the return on equity and the return on assets as proxies for profitability. On the whole, evidence shows that a well-regulated, stable and supervised banking sector is critical in the sustainable economic growth of the prospective economies. The findings of the study however, provide an interesting outcome, in contrast to other studies, highlighting that the coefficient of the capital adequacy ratio 13 is negative and statistically not significant to the profitability. This reflects the weak financial conditions in most African countries. The negative and statistically insignificant capital adequacy ratio could also be a reflection of the unacceptable risk profile of banks in the continent. Besides the literature reflecting that adjustment in the inflation rate improves banks' profitability, this study contrasts with this view; a further reflection of the uniqueness of the banks operating environment in the continent. This output cautions banks in Africa on the profile of risks that they should take as this could impact negatively on their profitability during periods of increasing inflation.

This again offers important policy implications for regulators of banks and policymakers in Africa regarding the regulations and supervisory frameworks that relate to on-boarding of clients and management of the loan portfolios. Of the bank-specific variables, net interest margin, loan loss and cost to income ratios have a statistically significant negative relationship with profitability. There is however, a positive and statistically significant relationship between profitability macroeconomic-specific variables. Overall the study shows that regulation and supervision impacts on the activities of banks operating in the continent, although they are at a different level of regulatory and supervisory regimes, including the pace of technological developments and implementation.

Supervisor: Prof. P Singh

ABDUL MAJEED, Laila Said Wasfi

Thesis: Ehyaa'/Reviving relationship to community and place in education: the case of Ahliyyah and Mutran schools in Amman

Abstract: This research has been initiated by the Ahliyyah and Mutran Schools, which were established more than 90 years ago in Amman, the capital of Jordan. Over the years, these schools developed a unique holistic educational model that is deeply rooted yet open to the world with a strong belief in service, empowerment and lifelong learning. The schools are now actively renewing their educational model and are planning to establish an Integral Arts and Humanities College that becomes a continuation of the schools' methodology towards higher education.

Community engagement is one of the foundational pillars within the schools' educational model; hence within this process of renewal it was essential to review existing community engagement practices towards more holistic/ interdependent/integral engagement with community.

In this research and while exploring context around community engagement, the researcher was able to highlight multiple factors that contributed to the sense of separateness from community and nature as societies moved into a more individualistic, consumerist and capitalist culture and mindset. In this thesis, it was argued that education systems including schools are no exception and there is a need for greater interdependence and integration with community and place/nature. Adding to that, existing community engagement and service efforts within educational institutions has unintentionally created hidden hierarchy systems feeding the notion of "privileged" helping the "unprivileged," and providing fast service-based solutions rather than grounded grassroots sustainable work. The study was able to identify opportunities, key lessons and practices by activists, practitioners and entities in Jordan and from within our context that embody equitable, reciprocal and natural connection with community and place. This thesis presents the Ehyaa'/ revival process as an alternative approach that promotes authentic connection with Ahali/community, and a focus on their individual and collective Konoos/treasures, navigation of knowledge within their Tajarob/experience and Hakaya/stories, and a continuous exploration of the interdependence of these elements in education. The development and first application of the process

was within the Ahliyyah and Mutran Schools, but this process will also contribute towards the first articulation of a future community engagement programme of the Integral Arts and Humanities College, which is planned for launch in Amman by 2022. Furthermore, findings of this research can inform schools, colleges and universities in community engagement praxis.

The first application of the Ehyaa' process was facilitated through initiating a Participatory Action Research with the school's neighbouring community to re-design and re-activate a public park in the neighbourhood within a project titled, "Wase' Beitaq/Extend Your Home." This experience has clearly shown that community engagement can neither be compartmentalised into clearly defined components, nor can it be laid out in a step-by-step plan or a manual. It is rather a natural integrated process that is highly contextualised and guided by values rather than

pre-set practices. In such a process, people connect through organic forms and daily engagement practices that reflect reciprocity, leading to shared ownership and collective analysis of reality. In this research, the researcher also shed light on educators' embodiment of integral community engagement values as they work collectively to manifest the Ehyaa' process within educational and learning practices and experiences.

Supervisor: Prof. R Lessem

Co-supervisor: Prof. A Schieffler

CHAMPION, Peter Alexander

Thesis: A fit for purpose blended learning framework for the development of management competencies in a large South African retailer

Abstract: Worldwide there are numerous frameworks or models of blended learning in use that may be able to be implemented with some degree of success in the South African retail sector. In this study, considering the context provided by the W&R SETA, it is evident that these frameworks and models do not, however, necessarily consider the needs and requirements of

the South African retail market with their specific challenges. These include challenges of connectivity, access to learning material, geographical distances that may need to be covered to get learners to a classroom and time out of the workplace when attending a classroom session. In addition, these frameworks do not necessarily adequately cater for the application of andragogy, or for that matter heutagogy, social interaction, modelling of behaviour, experiential learning and on-the-job coaching, all of which are important elements required for the adult learner to be successful.

This study focused on the development, testing and verification of a fit for purpose blended learning framework that can be used within the South African hardware retail environment for the development of specific management competencies. The refined approach proposed in this study was tested and verified through the identification and training of relevant management competencies that are aligned to those management competencies identified by the W&R SETA. The training was done using the researcher's proposed blended learning framework within a selected large hardware retailer with a footprint of over 300 outlets employing in excess of 6,000 employees across South Africa and various African countries.

The study identified nine (9) management competencies that could be aligned to those identified as being critical to the South African retail environment. A further twenty one (21) literature findings were flagged,

which lead to seven (7) refinements to existing blended learning frameworks in general, which informed the design of the refined blended learning framework for application within the South African hardware retail sector, as proposed in this study. In addition, the empirical component of this study identified eleven (11) empirical findings which not only clarify 17 many aspects flagged in the literature review of the study, but also inform and guide the future approach to blended learning and the measurement thereof in the selected retailer, as applicable to management training.

The quantitative data were gathered through a self-administered structured questionnaire completed by employees on the selected organisation's management development programme as well as the line managers of these employees. The questionnaires were completed before the learning intervention, which consisted of three W&R SETA accredited skills programmes covering the identified sectorial competencies to be developed, and then again six weeks after the last programme had been completed. The purpose was to determine if there had been any change in the application of the identified competencies after the learners had attended the training interventions that were administered using the researcher's proposed refined blended learning framework.

The twelve observations and reflections of the researcher confirmed that blended learning frameworks are not dependent upon technology, although important. Also, the focus must be on the learner and the circumstances in which they find themselves, and the facilitator is key

to the successful application of a blended learning framework. However, their success is also dependent upon various elements. These include the effectiveness of the e-learning platform, calibre of the coach or mentor and the motivation of the learner; the support of senior management within the organisation, which is a requirement for training interventions to be successful; and learners' being granted the freedom and time to practise their newly acquired skills within the workplace, without fear of reprisal. The proposed framework comprises the integration of traditional classroom training, technology-based training through e-learning and discussion boards, on-the-job training, coaching and assessments, informed by the theories of learning, and adult learning.

The study proved that the proposed refined blended learning framework is a successful means of developing the identified critical management competencies for managers within the South African hardware retail environment and in so doing develop effective future leaders of the retail sector. The refined blended learning framework, confirmed in this study, can further facilitate the development of future blended learning frameworks beyond the retail sector within the South African context to develop critical management competencies.

Supervisor: Prof. HB Klopper



DE JAGER, Renaldo

Thesis: An integrated approach to management as a mechanism to enhance the efficiencies of manufacturing concerns in the Gauteng province

Abstract: The focus of this study was to explore approaches and methodologies to improve organisational performance in the manufacturing industry in Gauteng, South Africa. The study investigated how the various approaches can be integrated to ensure manufacturing companies' optimal enhancement of performance. The study explored the impact of an integrated approach consisting of technology, systems, people, processes, and innovation on a manufacturing entity's performance.

A mixed-method approach was applied, combining qualitative and quantitative data collection methods. Stratified random sampling criteria were used to select the participating manufacturing sites to attain multiplicity and generalisability. Probability sampling was used to select the participants in the manufacturing sites.

The findings from the study revealed that working experience plays a significant role in the running of manufacturing organisations, and that Business Process Re-engineering (BPR), as a methodological approach, enhances the organisation's efficiency. Re-engineering brought about by technology advancements is critical for business success. The research findings also identified organisational culture as one of the primary business elements that impacts the development of effective business strategies. The impact of lean manufacturing is of immense significance to organisational development and efficiency. The study's findings further revealed that a Six Sigma approach is a practical approach used mainly to eradicate mistakes within the manufacturing framework. Total Quality Management (TQM) and organisational development are critical, as well as a need to implement robust training and monitoring systems. Capacity building, monitoring, and support emerged from the study as other strategies for promoting organisational development. The study recommends re-engineering business processes using a variety of management approaches, including Lean manufacturing, Six Sigma, Kaizen, TQM, and the aspect of culture, as they result in improved efficiencies, productivity, and product quality. Technology and systems management can further improve efficiency.

Supervisor: Dr D Scholtz

GOVENDER, Therasinamurthie Perumal

Thesis: Addressing the engineering skills shortage problem in South Africa: developing an enhanced artisan skills training and development strategy

Abstract: The engineering and industrial technology sectors are dependent on the artisan workforce to ensure the successful and timeous completion of any industrial project. Skilled and competent artisans are also contributors to the socio-economic growth and development of a country. South Africa is experiencing a shortage of skilled artisans necessary for the maintenance and upkeep of the various State-Owned Entities (SOE's) and other industrial processing and manufacturing plants. In the last twenty-five years various interventions have been implemented by the government to overcome the shortage of scarce and critical skills and to redress the imbalances of the past. Artisan skills training and development is still in an evolutionary stage in South Africa, and there is room for improvement. The quality of artisan skills training and development is directly impacted by the shortage of skills. Concerns have also been expressed by apprentices, engineering learnership learners and artisan recognition of prior learning candidates, around artisan career advancement prospects, academic articulation and skills set competency. There is a dire need for artisans to be upskilled and reskilled in light of the Fourth Industrial Revolution (4IR) and the advent of the "Industrial Internet of Things".

This study was undertaken at TEK-MATION Training Institute in Durban, South Africa. The research approach constituted a combination of qualitative and quantitative research methods. The aim of this mixed methods study was to develop an alternative training strategy for artisans and to enhance artisan skills training and development

programmes in South Africa. The study was intended, further, to identify shortcomings in the training and development programmes in South Africa, and to determine if the current artisan training and development strategy is suitable to produce the "Artisan of the Future". The findings indicate that there is a need for an alternate skills training framework to add value and enhance the South African artisan skills training. The Hybrid Artisan Skills Training (HAST) and Artisan Career Advancement (ACA) strategy frameworks are recommendations for the advancement of skills training and development for a highly skilled, competent and competitive South African artisan workforce.

Supervisor: Prof. K Govender



**MUGADZA, Grace**

Thesis: A dualist integration of systems thinking and design thinking to a problem-structuring method

Abstract: The Da Vinci Design thinking process is a strategic intent intervention that integrates systems thinking and design thinking. It follows a three step process based on Iraj Zandi's model. The study was carried out to evaluate the process, assess and design appropriate leadership and answer the question of whether the process holistically portrays what happens in organisations. A secondary question was whether the Da Vinci Design thinking process meets the criteria of a problem-structuring method and if Midgley, Cavana, Brocklesby, Foote, Wood and Ahuriri Driscoll's framework can be used to evaluate it. Further, the study sought to answer the question of whether the dualist integration of systems thinking and design thinking can resolve the theoretical problem of paradigm incommensurability and improve understanding of wicked problems. Leadership and how it has developed were included with the systems thinking and design thinking approaches to

leadership. A mix of studying company documents to familiarise the researcher with the organisations, face to face semi-structured interviews, and questionnaires was used to get views on the process. The interviews and the questionnaire were developed from Midgley et al., after placing the process within this cluster. The study was based on an interpretivist epistemology, a dualist ontology and a social constructivist worldview since the evaluation relied on the opinions of the Da Vinci clients and how they experienced the process.

Findings showed that the clients found the process beneficial as it was not only unique but offered a platform that facilitated effective review of strategic issues. Further, it was found that it was possible to add an evaluation of leadership as part of the process. It was also found out that the process meets the criteria of a problem-structuring method and that at the practical level; it was possible and beneficial to mix methods from different paradigms as is the case in the Da Vinci process. The study found a weakness in the theoretical and administrative background of the process as there were no records of completed projects.

The study recommends that the Da Vinci process be restructured to include an evaluation of leadership. The study promotes multi-methodology, the integration of systems thinking and design thinking and methodological dualism. The adoption of the new structure which includes an evaluation of leadership is recommended. Further, it is recommended that an ex-post evaluation phase be added to the process. The study has contributed by restructuring the Da Vinci design thinking process, placing it in the cluster of problem-structuring methods and spelling out its philosophy. It has also dispelled the theoretical problem of paradigm incommensurability and shown that at a practical level, mixing methods from different paradigms is not only possible, but it yields benefits in the attempt to conquer wicked problems. A dualist approach within a problem-structuring method was successfully used and the process was successfully evaluated.

Supervisor: Prof. P Singh

NTSOBI, Mfanelo Patrick

Thesis: The pedagogical integration of technology as an enhancement to teaching and learning in Gauteng public schools

Abstract: The study explores how Information Communication Technology (ICT) can be integrated in the daily school activities of Gauteng public schools from views of educators, Heads of Departments (HoDs) and subject advisors. The aim of the study was to explore the degree of the ICT integration within Gauteng public schools.

the challenges impeding the optimum utilisation of ICT towards curriculum delivery and enabling conditions for ICT rollout in education transformation. Therefore, the study's objectives were to determine the degree to which individual qualities impact the educator's preparedness in the usage of ICT for teaching, to ascertain the magnitude to which preceding ICT skills and computer training affects educator's preparedness within their teaching environment; hence determine the degree to which ICT infrastructure affects the educators' preparedness to integrate ICT technology during teaching.

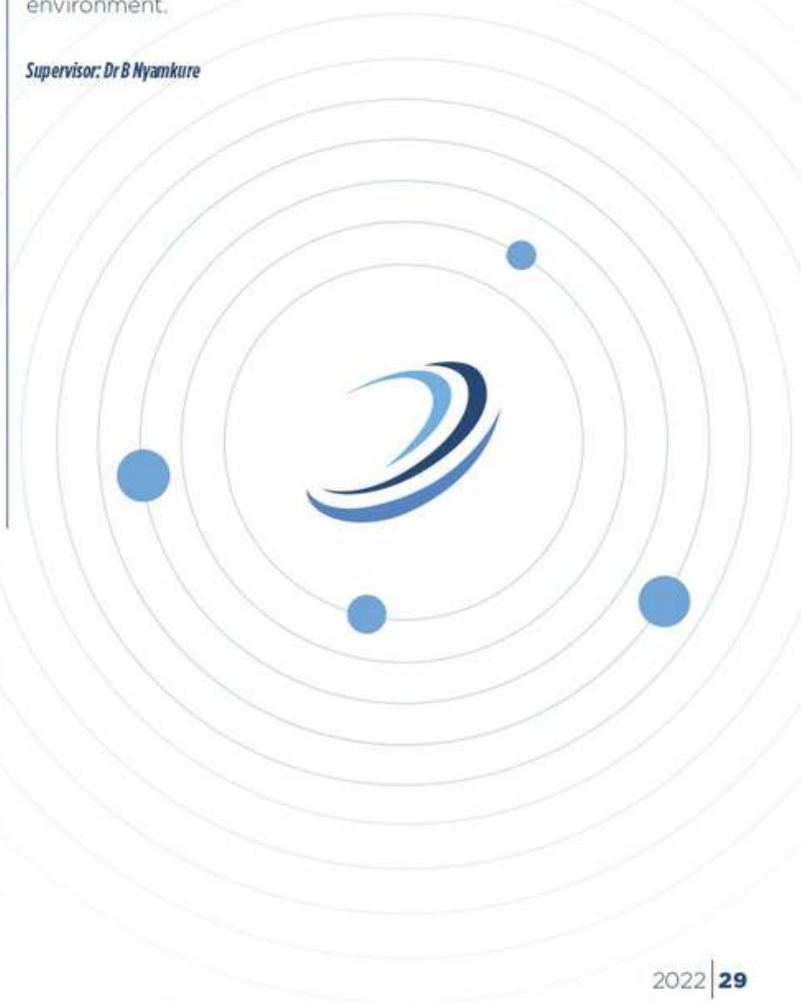
Using stratified random sampling, two hundred and ten (210) educators were extracted from the identified population. A purposive sampling technique was applied to sample twelve (12) HoDs and five (5) senior officials from the Gauteng Department of Education (GDE). Both educators and HoDs were selected from public schools in three Gauteng regions namely: Johannesburg, Tshwane and Ekurhuleni. 23

A triangulation technique was employed using a survey (questionnaires and semi-structured interviews) as data collection instruments to collect data from respondents. The collected data was then scrutinised in-line with the predefined conceptual framework. The independent variables of the study were factors influencing educators' readiness to use ICT in public schools. The dependent variable of the study was educators' preparedness to use ICT. An analytical tool, the Statistical Package for Social Sciences (SPSS), was used to analyse quantitative data. This allowed the study to generate descriptive statistics from the collected data. Qualitative data from semi-structured interviews was analysed using content analysis resulting in a systematic and replicable

procedure of identifying themes by compressing many words of text into fewer categories.

The main result of the study is that ICT training affects educators' preparedness to use ICT resources for curriculum delivery. Training deepens educators' ICT knowledge and prepares them to apply learned skills. The acquired set of knowledge and skills in turn give the educators more confidence in the classroom and competence in teaching the subject content. A major recommendation of the study is the need to have regular refresher courses in ICT as the findings revealed that not all educators have good computer skills. Further, there is a need to improve the pace of the rollout of the of ICT infrastructure as lack of it negatively affects educators' preparedness. Above all, the study recommends that a multi-sectoral implementation model for ICT integration should be adopted by the Gauteng Department of Education. This can improve the integration and adoption of technology for teaching and learning in selected Gauteng public schools. The other element to consider is introducing change management early in the rollout so that educators can adapt in the changing work environment.

Supervisor: Dr B Nyamkure



OYEWALE, Shina Akeem

Thesis: Afro integral impact investment: a framework for alleviating poverty in Nigeria through youth entrepreneurial development

Abstract: South Korea came out of a War and became a global player in the world economy. Millions were lifted out of poverty. China after the Mao revolution lifted hundreds of millions of Chinese out of poverty within three decades. However, the youths of Nigeria are increasingly being embroiled in the poverty cycle, with huge numbers of graduates unable to secure jobs. Educated and uneducated youths are roaming the streets without any hope of turning the curve in the next few years. These challenges are replicated in several African countries.

The quest via this PhD thesis following the southern relational research path of integral research, within the mode 2 learning of the Da Vinci programme, is to co-create innovative ways to nip off the wicked problem of youth unemployment that is heavily entrenched in Nigeria and the African continent. Taking this unconventional research approach, this study applied the descriptive method to highlight the origination of the research which distilled into the research objectives, research

questions and hypothesis. Phenomenology as research methodology was applied as the thesis' foundation or prior literature review. This was proceeded by feminism as the research critique method which in conventional research terms means the methodology and methods for investigation and analysis. The research process ended with the cooperative inquiry as the research findings and contribution to a specific community – the Offa community in Kwara state, Nigeria. Through the cooperative inquiry approach, the co-researchers (including the emerging CISER, Offa community and Offa Descendant Union) and the researcher, successfully tested an Afro Integral Impact Investment framework in Offa that will not only provide opportunities for youths to use their natural talents to generate employment for themselves and members of their communities, but to do so in a manner that is sustainable and scalable with measurable impact on themselves, their immediate communities and beyond. The result was a sustainable agribusiness in Offa community employing about 20 - 80 youths directly and indirectly.

The Afro Integral Impact Investment framework derives a lot of support from the emerging line of impact investing, a global phenomenon that seeks to use global funds to create "impact" as against just profits. Moving beyond a PhD programme, this framework is hoped to be institutionalised as support to drive the various initiatives of the Nigerian government and private investors across the board. It will encourage organisations to create structures that would allow corporate social responsibilities budgets to evolve to corporate social investments with measurable impacts. And above all, it will lead to the attainment of a number of the Sustainable Development Goals (SDGs) and reduce the toga of Africa as the poverty capital of the world.

Achieving some of the sustainable development goals while having some returns in Africa is plausible. The study, therefore, takes the steps towards putting to practice the proposed framework with the high hopes to reap the rewards for Nigeria and Nigerians; for Africa and Africans.

Supervisor: Prof. R Lessem

Co-supervisor: Prof. A Schieffer

PRINSLOO, Ansie

Thesis: Enhancing healthcare delivery through a framework that integrates inclusivity and quality improvement science

Abstract: Healthcare systems and healthcare delivery are so critical to our collective wellbeing that these systems require constant improvement. This thesis presents a Quality Improvement (QI) framework to guide the development of QI programmes for the South African healthcare industry. The study proposes that healthcare delivery can be enhanced by integrating inclusivity and QI into the inclusivity Quality Improvement (IQI) framework. The IQI framework was developed by considering the origin of improvement science and contemporary applications from a sound theoretical base. The conceptual framework draws on the Model for Improvement (MFI), the System of Profound Knowledge (SOPK), the integral inclusivity framework, spiral dynamics, and business theory. Upon completion of the framework, two QI programmes were developed and implemented to inform the framework empirically.

This longitudinal qualitative study is embedded in a constructivist, subjective and interpretive approach. Inductive and abductive processes were used to develop, apply, and refine the IQI framework. A multiple embedded case study methodology was used, deriving insights from literature to apply and replicate the framework across two cases. As such the thesis follows a non-conventional format with an introduction, a research methodology section for the case study methodology, followed by unpacking the literature as a case, followed by two empirically 27 applied cases. This meant that data were gathered by reviewing the extant literature and published case reports, semi-structured in-depth interviews, member reflections, and researcher notes. Content analysis was used to compare the theoretical themes informing the IQI framework, facilitated by Atlas.ti version 8. The two practical implementations led to the refinement of the IQI framework. The findings provide insights with respect to the theoretical contributions, practical application, prerequisites and barriers to successful QI work in healthcare, and the benefits derived from the application of the IQI framework.

The findings emphasise that the theories used to inform the framework resulted in improvement. The two applications offered practical insights for the role of the QI lead, especially the aptitude, ability and experience required to facilitate the improvement work. The distinct roles of the leadership in the organisational hierarchy

also came to the fore, specifically with respect to communication approaches. After the two applications, the IQI framework was refined with regard to the interactive core components: programme content (doing), role players and programme approach ("being"). The integrated nature of the IQI framework allowed the QI lead to facilitate the desired outcomes, which lynch on the integration of the core components of the IQI, active participation, and authentic co-ownership from role players at various levels in the system. The study is limited to private secondary and tertiary healthcare in South Africa, and the IQI framework's application is yet to be tested in other settings and sectors.

Supervisor: Dr R Viljoen



RAMODULA, Thabo Moses

Thesis: The nexus between strategy and vision in the South African local government system

Abstract: At the time of public policy pronouncements, the public sector often sounds promising and destined for great success. However, once the policy implementation phase begins, the original vision, as this study demonstrates, slowly becomes blurred by the complexities and uncertainties of the real world.

In what could be characterised as an antithesis to a developmental local government, in recent years municipalities have slipped into socioeconomic distress and dysfunctionality. This study investigates the nexus between strategy and vision within the local government system. The premise of the study is based on a vision giving impetus to strategy, and the municipal practice of strategy development should therefore give primacy to the vision of a developmental local government.

The research is based on a conceptual framework that represents the vision of a developmental local government as the ultimate form of local government envisaged to dictate the directional path for municipalities in South Africa. A qualitative research method was used to conduct a multisite case study at three municipalities; namely the Rustenburg Local Municipality (RLM), the independent local government of Orania, and the Mangaung Metropolitan Municipality (MMM).

It was ascertained that in all cases, integrated development planning (IDP) is used as a principal strategic planning and/or strategic management approach, following a linear step-by-step process. A more holistic approach to municipal strategy, i.e. a growth and development strategy as professed by the National Planning Commission, is not yet fully interrogated and employed. Significantly, the study found the nexus between the municipal strategy and the vision (a developmental local government) is lacking

consistency due to a piecemeal approach characterised by the political tenures of the incumbent mayors and councils – especially at traditional municipalities such as the RLM and the MMM. This is because every new incumbent introduces a new vision and strategies. Consistency, a defining feature of strategy, is not a challenge at Orania due to the one-party system and the lack of an alternative ideological orientation to the dominant Afrikaner self-determination principles.

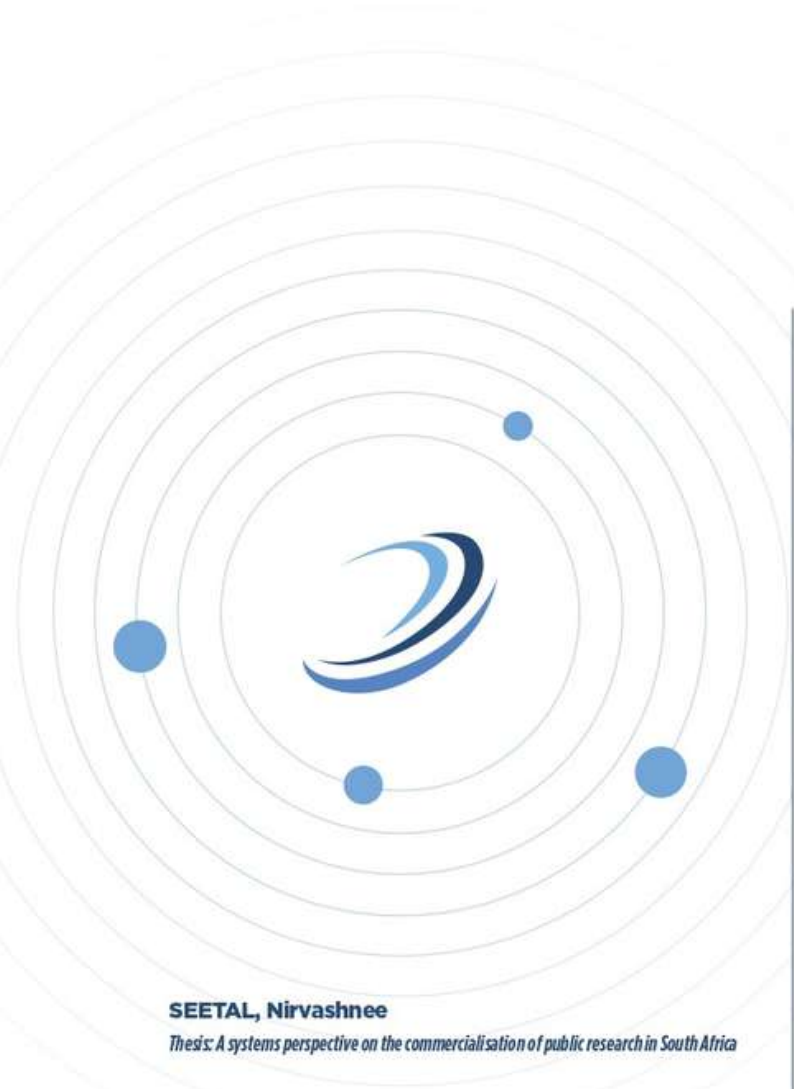
The findings further shed light on the dominance of the conventional approach to strategic management in municipalities, factors affecting the effective implementation of the vision of a developmental government, the impact of historical factors including the legacy of the liberation struggle and apartheid on local governance, and the role of ethical leadership and performance management.

The findings of this research have implications for both theory and practice. Theoretically, this study introduces an understanding of strategy from its military etymology – a more holistic and long-term orientation of strategy. It propagates strategy as an intergenerational leadership phenomenon that should point at the long-term vision of a developmental local government. A long-term orientation will propel municipalities to conduct their business, including efforts of acquisition and allocation of resources, designing of organisational structure, managing performance, determination of core competencies, and learning endeavours in the manner that seeks to

address the developmental agenda. This broadens the scope of the municipal strategy beyond a reductionist approach which confines a municipal strategy to planning.

Regarding practical implications, this study identifies critical factors affecting the effective implementation of the vision of a developmental local government. These include inadequate legislation of developmental local government initiatives, i.e. original policy intent ends with a White Paper (proposal) making it impossible to enforce accountability or execute an effective legislative oversight function to this effect. Hence this study concludes by proposing a framework for a holistic approach to municipal strategy which supports the vision of a developmental local government by offering practical solutions towards the transformation of municipalities to become more developmental in nature.

Supervisor: Prof. K Govender



SEETAL, Nirvashnee

Thesis: A systems perspective on the commercialisation of public research in South Africa

Abstract: South Africa's progress and the socio-economic well-being of its citizens demand that the country gains and maintains a strong foothold in the global competitiveness rankings. To do this, the country's capacity to innovate and successfully commercialise its innovations is critical. Unsurprisingly, there has been growing interest in the commercialisation of public research. By applying the innovation systems framework, this study sought to understand the barriers and enablers affecting the commercialisation of the outcomes of publicly funded research. The aim was to develop a strategic guidance framework to help harmonise the Public Research System (PRS) to achieve the efficient

and effective commercialisation of public research in South Africa. Unlike many studies, which have taken a reductionist approach to understanding public research commercialisation, a systems perspective was adopted, in acknowledgement of the PRS as a complex adaptive system. Using a qualitative design in keeping with the nature of the study, ten semi-structured interviews were conducted. Respondents were purposively selected to provide insights into the phenomenon of public research commercialisation. Subsequently, a modified structural-functional analysis of the PRS was conducted to determine the functional performance of the system and to connect identified problems to the system's structural components and transformative imperatives.

The research revealed a poorly functioning PRS, and a variety of inter-linked problems with several causes rooted in the structural dimensions of the PRS. A major finding of this study showed the governance and coordination of the PRS to be a leading impediment to the effective and efficient commercialisation of public research. This thesis has contributed theoretically to the current body of knowledge on public research commercialisation by studying the PRS as a complex adaptive system, as well as to the innovation systems approach. The systems perspective adopted is pivotal, as most studies on public research commercialisation have taken a reductionist view, focusing on low leverage changes, that is, fixating on symptoms of problems, rather than on the root causes.

In this work, the focus was on understanding the conditions holding the problems in place in order to appreciate where interventions would have the most meaningful and sustainable impact.

Supervisor: Dr R Blom

YENDE, Felleng Anacleta

Thesis: Enhancing public sector leadership in the age of the 4th Industrial Revolution to lead SETAs

Abstract: The field of Public Sector Leadership (PSL) has received considerable attention worldwide. Arguments and counter-arguments in empirical research regarding the Fourth Industrial Revolution (4IR) technologies indicate that the public sectors of various countries have improved their performance. A qualitative exploratory case study of the South African Education and Training Authorities (SETAs) was undertaken as a critical reflective work-based challenge to advocate for a shift in performance through 4IR. The study employed eclectic theories of socio-evolutionary and responsibility attribution underpinned by systems thinking.

The study was designed to document eleven purposively selected key stakeholders in the Post School Education and Training (PSET) ecosystem as active participants in education, training, and innovation on how Public Sector Leadership (PSL) performance in the SETAs can be enhanced by adopting and optimising the 4IR. The key findings of the case study indicate a high level of awareness and understanding of the interrelatedness of technological innovation and organisational performance. Digital technology offerings can offset the material mismanagement of resources at the SETAs. Seven recommendations are proposed to change the current status quo. Through collaborative efforts of public-private partnerships, the SETAs and the PSET system can change the skills development path by

adopting and optimising 4IR to enhance the performance of organisations and stimulate the economic growth and development of South Africa and the African continent as a whole, which is sorely needed as a result of the COVID-19 health challenges and subsequent job losses. The timing of the 4IR Presidential Commission in South Africa is a lever to implement these recommendations.

As one of the few scholarly works in PSL in South Africa, the study contributes to the body of knowledge in organisational adaptability and the nexus between PSL and the 4IR. Limitations and future research areas are delineated.

Supervisor: Dr S Steyn





05

**EXTRACTS FROM THE MESSAGE OF THE STUDENT
REPRESENTATIVE COUNCIL (SRC) PRESIDENT TO
THE 2021 GRADUATES: MS SIDDIAH MUTHEE**



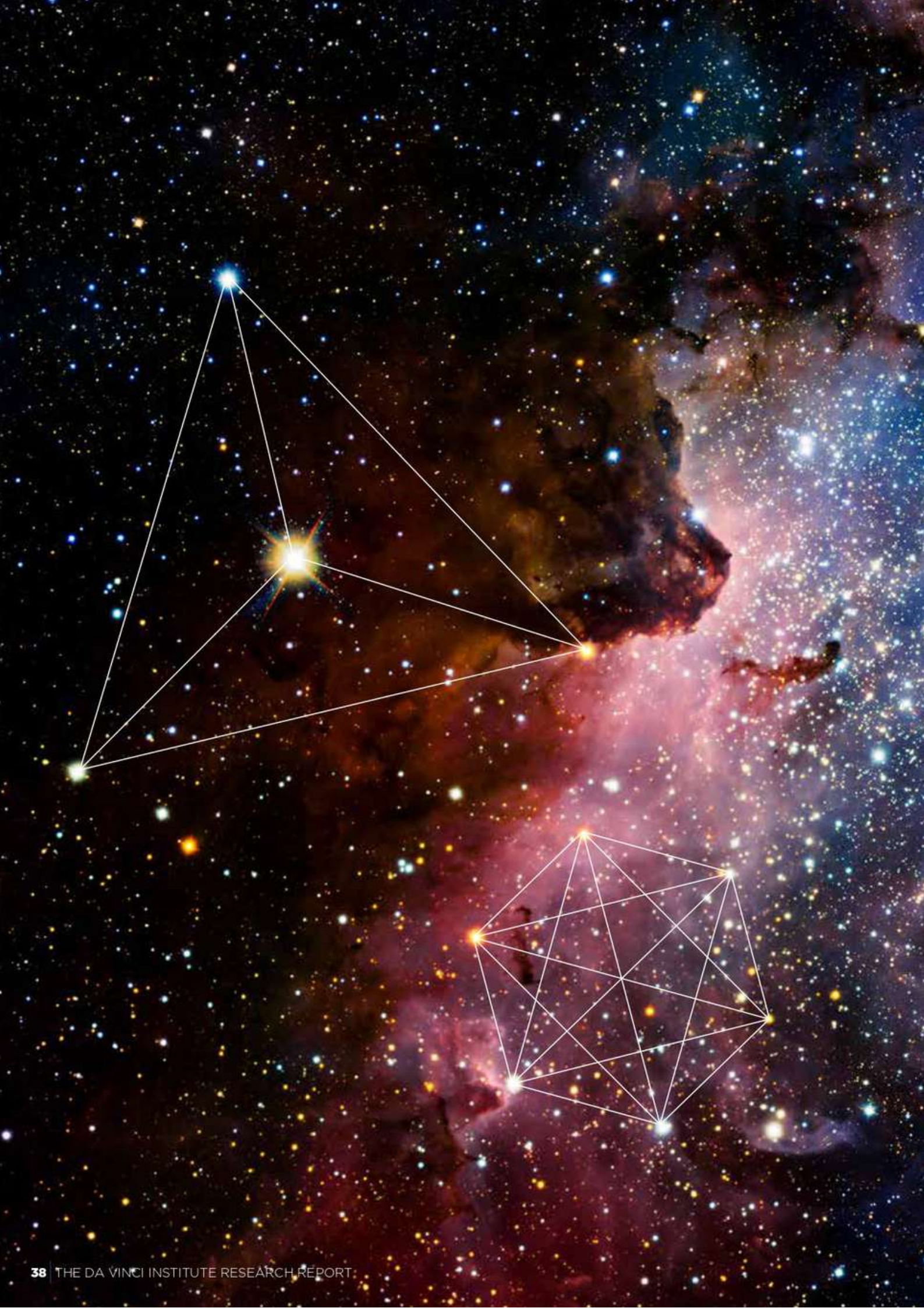
At Da Vinci we ask students to share what they have learnt and how they have changed as they complete their qualifications. It was during one such discussion that a student shared a quote from one of the Da Vinci Lecturers that left an indelible impression on him. "The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn". Alvin Toffler.

It is incredibly apt for the times that we live in. You had to unlearn tuition support sessions and you still succeeded. You learnt the challenge that is working, studying and the complexities borne of Covid 19 which means that you probably bent but you did not break, because you unlearnt what you had to. What is more, if you broke by unlearning and relearning you became more resilient.

My hope for you is that you will continue to unlearn despite the discomfort, so reflect on what you unlearnt willingly or unwillingly, for you have already lived and

proven the principles that underpin learning at Da Vinci; flexibility, agility, engagement and alignment. It is these principles that will allow you to learn, unlearn and relearn when you must. What the year 2021 taught, is what we all know, change will come, often unannounced but it also taught that we will learn, relearn but perhaps most importantly unlearn.

Yours in Remarkability
Ms Siddiah Muthee,
SRC President





BUSINESS SCHOOL
co-creating realities



06

**2021 MESSAGE FROM THE ALUMNI
REPRESENTATIVE ON COUNCIL:
DR ZAIN REDDIAR**



Become a Lifelong Learner!

This milestone locates you on a journey of learning with your curiosity fully awakened. Today, marks the advent of an exodus with millions of others on that journey of discovery towards exploring views, values, opinions, cultures, theories, thoughts and above all the role we define for ourselves. We are reminded that we don't have to choose to be just one thing, when in fact we were created so infinitely powerful with the ability to be everything!

It is important that you savour this moment and celebrate your achievement. Then stop, absorb that feeling and contemplate on your next step and how you will use this to transform your workplace and society. You must put what you have learnt into action. Learning shared is growth doubled and ignorance halved!

I encourage you to supplement your learning with more formal education if you can, otherwise with simple engagements with others who have common interests.

Participate in workshops, continue reading on topics of interest and those that keep you connected to the world around you. I also encourage you to keep the connection with The Institute where you have instant access to information and a throng of bright minds who all have a keen interest in you.

Be an ambassador of change.

#beremarkable

**Dr Zain Reddiar, Alumni
Representative on the
Da Vinci Council**



07

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 9



MAGUBANE, Nhlanhla

Dissertation: Emerging and disruptive phenomena in the energy sector in the context of economic and environmental sustainability

Supervisor: Prof P Singh



MOTSUENYANE, Jabane Emmarentia

Dissertation: Factors contributing to non-compliance with supply chain management regulatory prescripts in the Department of Telecommunication and Postal Services

Supervisor: Dr M Mpwanya



STOLTENKAMP, Theola Dawn

Dissertation: Customer complaints in the after-sales process of a life insurance company

Supervisor: Dr S Lloyd



TEMA, Sibongile Ennie

Dissertation: Constructs influencing financial sustainability of local government

Supervisor: Mr R Stoutjesdyk



TARISAI, Notius

Dissertation: An investigation of the underutilisation of land by small scale commercial farmers in Gandami

Supervisor: Dr P Muchineripi



SUNDARLAL, Avesh

Dissertation: A feasibility study on migrating from an open-source to a closed-source infrastructure within a VOIP environment in the South African banking sector

Supervisor: Mr A Dalvit



NKWATHENI, Nompumelelo Merry-Jane

Dissertation: Perceptions on retirement savings for Generation Y in South Africa: a case study of trainee accountants in Investec Bank

Supervisor: Dr S Shiphani

Co-supervisor: Mr J Peeperskom



KOTZÉ, Wenzel Christoffel

Dissertation: Business leadership: visual memory and the possible exposure of images from nature as a leadership tool affecting change

Supervisor: Dr D Steyn



MULLER, Richard Walter

Dissertation: Developing a technical problem-solving process for the project management domain

Supervisor: Dr M Khanyile



PAGE, Tatiana Estia

Dissertation: The role of human resource professionals in contributing to toxic leadership in a selected organisation

Supervisor: Dr J Mgwanya



SAYGRAN, Claudet

Dissertation: Barriers to the career progression of women into senior leadership positions within a selected South African bank

Supervisor: Dr J Dickinson



BALLA, Chantal Antoinette

Dissertation: A descriptive study into factors that lead to successful strategy execution in the short-term insurance industry in Gauteng

Supervisor: Dr I Poole



MOODLEY, Marlenie

Dissertation: An exploratory study into key factors towards managing organisational change and transformation at Tracker's sales contact centre

Supervisor: Prof. P Singh



CHETTY, Aleisha

Dissertation: The effectiveness of succession planning in preparing first time managers in a South African retail bank

Supervisor: Prof. P Singh



VAN TWISK, Henrietta CUM LAUDE

Dissertation: Summative evaluation of a foundational learning programme for technical and vocational colleges in South Africa

Supervisor: Dr M Landman



PANDARAM, Vigenthren

Dissertation: An enquiry into the meaningfulness of work experienced by the Eskom generation engineers

Supervisor: Dr M de Klerk



08

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 8



GOVENDER, Kribashnee

Project Title: The transition into the 4th Industrial Revolution: The impact on information technology teams



PAIMA, Roxann Jenine

Project Title: The impact of remote working on employee vitality and performance levels in the banking industry



PARUMAL, Evasen

Project Title: The impact of effective leadership on performance in the financial sector



09

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 7

BLACK, Alex Sidney

Project Title: The potential effect of digital technology on First National Bank Business Banking on customers in Lesotho

CHILOANE, Judas Oscar

Project Title: Creating a multi-channel communication platform for African Bank customers

NGWENYA, Future

Project Title: The use of emergency eLearning: a case study of the Da Vinci Institute during the Covid-19 Epidemic

PHILLIS, Monique Catherine

Project Title: Platinum trackless mechanised mine continuous improvement behaviour changes through a targeted incentive scheme

SWANEPOEL, Richard van Reenen

Project Title: Exploring the implementation of an IOT eco-system to drive revenue in Telit

TISCHLHAUSER, Karl

Project Title: The impact of the assessment measuring process on student success: an Infomage Rims Group case study

ARENDS, Bianca Elizabeth Delores

Project Title: The impact of limited product knowledge in the African Bank contact centre on customer experience

DLADLA, Muhle Bonalokuhle

Project Title: Employee benefits aimed at retaining and attracting talent at African Bank

GENNEKER, Russell Oscar

Project Title: Digitalising African Bank Credit queues to enhance the customer experience

MJIYAKO, Zinhle Phola

Project Title: The negative influence of poor communication in the collections department of African Bank

PEGA, Jacob

Project Title: The relationship between employee engagement and performance in branch sales at African Bank

PILLAY, Lee-Ann

Project Title: The impact of leadership styles on employee engagement and performance within African Bank

SIBANDA, Innocent

Project Title: Attracting and retaining talent in African Bank through enhanced employee benefits

VAN DER MERWE, Charl

Project Title: Increasing customer engagement through the use of multi-channel communication platforms

LEWIS, Jonathan Matt

Project Title: The predilection of Air Traffic Control (ATC) for rotational scheduling to manage fatigue

MOREETSI, Refilwe Moyagabo

Project Title: An exploration of the effect of increasing female representation on the flight deck

ADAM, Shaaira

Project Title: The impact of the First National Bank sick leave policy on employee engagement: a First National Bank debt review centre case study

CLARKE, Russel John CUM LAUDE

Project Title: Assessing the impact of federated IT data on achieving operational excellence in a banking Environment

DECZY, Justin

Project Title: The influence of staff motivation on performance at First National Bank Connect

DEMINEY, Walter William Henry

Project Title: Growing the affluent senior citizen client base through an enhanced private banking services offering: a First National Bank case study

GOUNDEN, Thiroshini

Project Title: A technology enhanced approach to business intelligence and reporting within the Idigi-tech infrastructure and security services

HLONGWANE, Buhlebuyeza

Project Title: The impact of insufficient training on performance

JOHAAR, Adrienne

Project Title: The influence of the Connect Employee Experience on staff morale

JORDAN, Taryn Racine

Project Title: Exploring the impact of client centricity on customer satisfaction and retention: a First National Bank case study

KRUGER, Natasha

Project Title: The influence that multi-functional employees have on performance in a financial operations department within a foreign exchange product house

KUISIS, Adèle-Mari

Project Title: An exploratory study of the implementation of workplace-learning

MOEKETSI, Difedile

Project Title: The impact of manually processing payments from PayPal to First National Bank Business Global Accounts (CFC) on customer experience

MOJELA, Linda Thandiwe

Project Title: Client attrition within the banking sector

MOLOI, Palesa Geraldine

Project Title: The effectiveness of using training to improve the morale and performance of the merchant services Department

NAGOOR, Thevashini

Project Title: Sales challenges experienced by the First National Bank Contact Centre

NAMBA, Veliswa Charity

Project Title: Creating a competitive advantage for First National Bank through "Banking the Unbanked"

NICOLAAI, Justin Martin

Project Title: Promoting engagement in the First National Bank Connect department by emphasising employee relations over customer relations

NTULI, Jimmy

Project Title: The impact of personal Internet usage on performance in the First National Bank Merchant Service's Operations department

PATRICIO, Christine

Project Title: The viability of creating an alternative work environment in the Financial Crime Risk Management Division

PETERSEN, Antoinette Claudine

Project Title: The impact of effective sales fulfilment processes on improving the client experience

PHAAHLA, Kothibe Dineo

Project Title: The impact of staff retention on the client experience within Rand Merchant Bank Private Bank

PILLAY, Sivanasen

Project Title: The impact of absenteeism on employee performance in the First National Bank premier suite

PILLAY, Surandren Letchman CUM LAUDE

Project Title: The impact of Artificial Intelligence on the exchange control vetting process

SAGATHEVAN, Merle

Project Title: The impact of insufficient collection processes on debt collection in First National Bank

SHAI, Raesetja Rahab

Project Title: The impact of inconsistent document conversion from an indexing system on document storage and management in First National Bank

SINGH, Avishkar

Project Title: The impact of onboarding training on employee performance in the private client services suite

SOOTHILL, Lanzo

Project Title: Enhancing collaboration to improve business performance in the First National Bank Eco-system

VAN DER MERWE, Sonja

Project Title: Streamlining administrative processes to enhance productivity and customer services

VAN SCHALKWYK, Petronella Zagaria CUM LAUDE

Project Title: Growing a culture of engagement in human resources: a retail case study

GOVENDER, Utheshni

Project Title: Creating competitiveness through enhancing and automating supply chain processes

OBERHOLZER, Heidi

Project Title: Leaders' responsibilities in managing risk in preparation of the 5th Industrial Revolution

BANTJES, Roan CUM LAUDE

Project Title: Building sustainability through entrenching knowledge sharing in the culture of DSV Healthcare

FARAH, Craig Michael

Project Title: The use of Single Point of Contact (SPOC) to improve customer service: a logistics case study

KLEYNHANS, Sanet Johanna

Project Title: Increasing profitability through the reduction of logistics waste: a DSV Healthcare case study

MUKHUDWANE, Mmbulaheni Patrick

Project Title: Improving service delivery at FEDEX through increased employee engagement

MUNSAMI, Ramona

Project Title: Creating competitiveness through enhancing and automating supply chain processes

ROBERTS, Dylan John

Project Title: The reduction of costs through the use of outsourcing in logistics

SCOTT, Michelle

Project Title: Reducing absenteeism to improve workplace performance

SERFONTEIN, Theunis Koen

Project Title: The impact of increased Retail and B2C (Business to Client) business on profitability: a DSV case Study

BOTHA, Rochelle

Project Title: The impact of client retention management on satisfying client servicing needs within Metro Minds

CLIFT, Paula Juana

Project Title: A causal investigation of the effect of increasing operational capacity at the Saldanha multi-purpose terminal

COBBAERT, Pascal

Project Title: Exploring the relevance of an instructional designer in the midst of technological advancements in the learning and development arena

MOOKI, Mosothli George

Project Title: The impact of limited resources on customer service in MTN stores

OOSTHUIZEN, Anri

Project Title: The impact that leadership has on small business success or failure: a systematic review

PADAYACHEE, Reubendren

Project Title: Upskilling employees on automation and digitisation to enhance performance: an MTN case study

REDDY, Jenaine CUM LAUDE

Project Title: A review of Nedbank's current recruitment process and recommendations to enhance its efficiency

SIBIYA, Thabo Derrick

Project Title: The alignment of departmental Key Performance Indicators with the MTN BRIGHT strategy to meet organisational goals

STEYL, Brent

Project Title: Solving RTT delivery address issues via systems management and teamwork

RATSELA, Kgauhelo Brian

Project Title: Improving decision-making in banking through the adoption of business intelligence tools

MOSWANG, Kgalalelo Eva

Project Title: The impact of ineffective interdepartmental communication on customers at African Bank

SEKGWELA, Jabulile Vincent

Project Title: Exploring the impact of ineffective interdepartmental communication on the customer experience

BELL, Gordon Cleland CUM LAUDE

Project Title: Improving customer service and organisational revenue through automated pricing in the telecommunications industry: an MTN South African case study

FERRAO, Liza Moeder

Project Title: The impact of effective communication on organisational productivity: an MTN call centre case study

JOHNSON, Lerize Danielle Rosanne

Project Title: Driving customer self-service through the MTN #BeApartoftheDigitalTransformation App

KUNENE, Ntokozo Samkele Collen

Project Title: The impact of the current sales commission model on performance within MTN

LEWIS, Christina Willemina

Project Title: The impact of outdated key performance indicators on the MTN BRIGHT strategy

MASEKO, Howard Khehla

Project Title: The impact of social media on MTN Customer Care: an MTN case study

NAIDOO, Sheila

Project Title: Linking voice of customer, voice of employee and voice of business to transform the customer experience

PILLAY, Gonnam

Project Title: Disruption of growth through adopting eSim technology: an MTN case study

SILENGA, Elencia Elnie Nomalizo

Project Title: Driving high performance through timeous automated monthly reviews and real-time feedback

AITKEN, Peter-John

Project Title: The impact of enhancing drone owner regulatory awareness to reduce airspace and privacy violations

BOTHA, Werner Pieter

Project Title: Talent management and employee performance: a case study of Wilderness Air Namibia

GUNDU, Christopher

Project Title: The effect of flight duty induced fatigue on aircrew performance

MALEHO, Keith Ambition

Project Title: Exploring the deployment of a self-propelled aircraft traffic management system (UTM) in South Africa's airspace

MOREETSI, Isaac Ntshebeletsang CUM LAUDE

Project Title: Exploring pilot retention challenges in the South African Airforce

WALSH, Terence James

Project Title: The impact of pilot fatigue on safety within Flight School X

ANTONITES, Christine

Project Title: Investigating the efficiencies of MIS and data in increasing Operations and Service Centres efficiencies

BOOTH, Trenton Regan CUM LAUDE

Project Title: Ineffective employee reward and recognition practices in the operations team at a South African bank

BOTHA, Maryke

Project Title: Investigating the most effective way to communicate between the communication team and the bankers at First National Bank in the Premier call centre

BREEDT, Emmerentia Dorothy Wilemine

Project Title: Aligning staff performance measurements with organisational strategy to improve customer-centricity in a digital transformation banking sector

CHENGAN, Annelene Romona

Project Title: An explorative study on the effect of poor employee retention on the First National Bank Branch Network

CHINGANGA, Doreen Tsitsi

Project Title: The impact of a lack of documented processes and the use of informal procedures within the Exchange Control Department (Excon) in a South African Bank

DANIELS, Kim Meryl

Project Title: Exploring the transact abilities of the newly implemented FOREX platform at First National Bank

DAVIDS, Lezanda

Project Title: The impact of employee understanding of staff benefits on employee retention

DE WIT, Jeffrey CUM LAUDE

Project Title: The consequences of an inadequate Asset Management System on the Self Service Delivery of a South African Bank

DUBAZANA, Ziyanda

Project Title: Exploring the abuse of sick leave days in the Debt Review Department at a South African Bank

FOURIE, Natasha

Project Title: An exploratory case study of the impact of the Covid-19 lockdown on project infrastructure in a South African Bank

GOVENDER, Ronel

Project Title: Reducing project inefficiencies through the introduction of the OMNI Channel Enablement Platform (OCEP): a First National Bank case study

HARRIS, Benedictor Cecilia

Project Title: Improving the customer onboarding processes to reduce findings in the Know Your Customer (KYC) department

IYER, Predashni

Project Title: The effect of a scarcity of effective leadership on performance within the Foreign Exchange Product House (FXPH): a First National Bank case study

JANUARY, Natasha Tersia

Project Title: The impact of ineffective application capturing on the First National Bank Home Loans process

KGASAGO, Mologadi Matiale

Project Title: The impact of the building loan stringent requirements policy and process on First National Bank stakeholders

KREUTZFELDT, Lea Magdalena

Project Title: The impact of Emotional Intelligence (EQ) on performance of PMO and IT Departments

LE ROUX, Melanie

Project Title: Exploring the effectiveness of the Outcomes Based Remuneration Leave Payment Process in First National Bank Sales Administration department

MAHOMED, Shiraz

Project Title: A case study of the problems within the ATM claims refund process

MALISANI, Vanina Paola CUM LAUDE

Project Title: Applying a combined risk based approach across jurisdictions in combatting money laundering

MICHAELS, Jason Geoff CUM LAUDE

Project Title: The requirements needed to update the current inefficient process regarding Finance-Linked Subsidy Programme (FLISP) applications

MNISI, Busisiwe

Project Title: The impact of discrepancies in the Information and Security Services Billing Process on business units in the Firstrand Group.

MOFOKENG, Leonorah Nontembeko

Project Title: Effective employee engagement in improving workplace performance

MOODLEY, Roshika Natasha

Project Title: Digitalisation transformation adaption in the banking industry

MOTHA, Teddy Monde

Project Title: Exploring sales growth through internal banking channels

NGOBESE, Mbonaiseni Henry

Project Title: A study of the high costs of servicing Auto-Teller-Machines (ATMS) in First National Bank Self-Service

NHLAPO, Janfek

Project Title: An investigation of the disengaged results from the Group Engagement Employee Survey within Finance Business Solutions (FBS) at First National Bank

NIEMAND, Christiaan Frederick

Project Title: Investigating the viability of the Outcome-Based Remuneration Scheme change in the external sales channel within First National Bank Home Loans

NKONE, Tharollo

Project Title: The negative impact of silo mentality on performance in the workplace: an iDigitech case study

OKWUOKEI, Hlamalani Pertunia

Project Title: The implications of the challenges of the manual allocations process within the Financial Intelligence Centre at First National Bank

OLSEN, Stephen

Project Title: The impact of the reliance on indirect channels on the First National Bank Home Loans processes

PENTA, Yugendhri CUM LAUDE

Project Title: The Impact of manual processes on the issuance of guarantees at Rand Merchant Bank

PHILANDER, Lizanne Maxsean

Project Title: Exploring poor staff retention within the First National Bank Foreign Exchange Product House

PILLAY, Thevandren

Project Title: Investigating the reasons for a lack of First National Bank Automated Teller Machine (ATM) availability in Kwazulu Natal

RAMDEEN, Kaleb

Project Title: Exploring the impact of a lack of service delivery related to client-based operations within the First National Bank Premium Business Segment facilities department

REDDY, Kogila

Project Title: An investigation of First National Bank readiness for the Debicheck system and its impact on the collections environment

SAMBO, Nkateko Trishia

Project Title: The impact of financial strain on absenteeism in First National Bank

SARUP, Ashik CUM LAUDE

Project Title: The inadequate and non-standardised project delivery methodology and processes within the iCustomer Department at First National Bank

SHONGWE, Sizakele Winile

Project Title: The impact of inefficient credit training in the Credit Department at First National Bank

SIBANDE, Nomsa Nomaswazi

Project Title: The impact of inefficient fraud prevention processes on customer satisfaction

SLABBERT, Heidie CUM LAUDE

Project Title: Exploring inadequate storeroom management at the First National Bank Home Loans Division

SOKOLICH, Sarah-Jane

Project Title: Focusing on the total customer basket to improve overall customer service: a First National Bank case study

SPARKS, Anthea Bonita

Project Title: The impact of incentives on home loan collections

THAVER, Danica

Project Title: Investigating the decline of sales of the Single Facility product at First National Bank Private Wealth

TSHABALALA, Matlhodi

Project Title: Inefficient succession planning process at First National Bank Home Loans

COETZEE, Petrus Johannes

Project Title: Leadership challenges in a growing organisation

MKHATSHWA, Gija Nature

Project Title: Exploring the impact of digitalising the inventory management system and controls on performance at the FLSMITH warehouse



10

THE 2021 ANNUAL DA VINCI SENATE AWARDS

These awards are conferred on graduates who, over and above their scholarly contributions, have demonstrated remarkable accomplishments. These awards are bestowed retrospectively at the annual graduation ceremony.

THE DA VINCI PRESIDENT'S AWARD

The Da Vinci President's Award recognises students in Doctoral studies who, through excellence in applied research, contribute to a deepened or furthered understanding of what constitutes The Da Vinci Institute's approach to business management and leadership in technology, innovation, people and systemic thinking. The student(s) should, through their research activities, demonstrate an unquestionable contribution(s) towards the creation of new knowledge and application as related to the management of technology, innovation, people and/or systems within a specific organisational context.

Recipient: Dr Johanna Catharina Janse van Rensburg-Welling

THE DA VINCI MANDALA RESEARCH AWARD

The Mandala is a symbol of integrating different parts into a synthesised construct of subjective truth; the more we become integrated, or the more a piece of work is integrated, the more authentic it becomes in striving towards wholeness. This award distinguishes the level of integration (collecting as opposed to connecting ideas, theories, experiences, etc.) as advanced in the relevant research study. The study is transdisciplinary in nature and demonstrates heterogeneity.

Recipient: Mr Tharshan Moodley

THE DA VINCI DOCTORAL ACADEMIC EXCELLENCE AWARD

The aim of the Da Vinci Doctoral Academic Excellence Award is to acknowledge academic excellence demonstrated by a Da Vinci Doctoral graduate; serve as an example of remarkability for fellow Da Vinci students; and lastly, promote the Da Vinci Institute through the quality of its students' contribution to valuable research. While all Doctoral research programmes should demonstrate a remarkable contribution to new knowledge creation, the nominated candidate will be considered as exceptional.

Recipient: Dr Premie Naicker

THE BENJAMIN ANDERSON AWARD

The Benjamin Anderson Award is aimed at recognising outstanding performance in the Bachelor of Commerce (Business Management) qualification. A critical feature of this qualification is the applied research component that focuses on allowing the student to address a burning issue/s or challenges identified in the workplace or community – an approach unique to The Da Vinci Institute. Within this context, research should have a purpose and positive impact on the community or organisation.

The award will be presented to a student who has passed the programme Cum Laude, and who has achieved a minimum of 75% in their work-based challenge or research modules.

Recipient: Ms Mandy Emelia Stanton



THE DA VINCI LAUREATE AWARD: SOCIAL ARCHITECTURE

Soborno Isaac Bari is an Asian American prodigy, author and world's youngest professor (he was 7 years old when he received his first salary from Ruia College

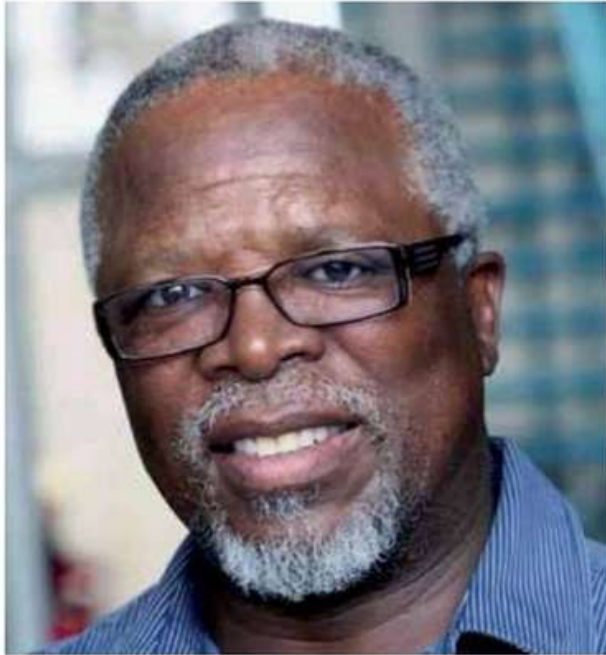
of Mumbai University as a guest professor), born on April 9, 2012 at New York Presbyterian Queens Hospital. On November 3rd, 2014, when Bari was only a 2-year-old, Medgar Evers College Vice President Jerald Posman took his interview. In April 2016, Dr. Lisa Coico, President of City College of New York, gave Bari the nickname

Einstein of our time for his achievement on a series of tests in math and science. In 2016, at age 4, Bari received a letter of recognition from President Barack Obama for his accomplishments in math and science, and in 2018, at age 6, he received a letter from Harvard University President Drew Faust. On August 28, he delivered a lecture at Harvard hosted by Harvard Project for Asian and International. In 2019, Bari received an

invitation from Nobel laureate Kailash Satyarthi, Vice Chancellor of SP Pune University Nitin Karmalkar, and Principal of Ruia Autonomous College Dr. Anurhsee Lokur to make a trip to India. On January 3, 2020, Bari received the Global Child Prodigy Awards from Nobel Laureate Kailash Satyarthi. On January 4, 2020, Bari was recognized by the Principal of Ruia College Dr. Anurshee Lokur. On January 6, Bari

gave a book talk on his book, "The Love" at SP Pune University in front of University faculty, students, and alumni. In March 2020, Oscar Nominated actor Malisa McCarthy interviewed Bari at Warner Bros Studio for NBC Little Big Shots. His interview was broadcasted on NBC during prime time on March 8, 2020. He also received recognition from the New York State Governor. He has inspired millions of students to fall in love with math and science through his YouTube videos on his channel Bari Science Lab, which has over 300,000 subscribers. The Da Vinci Laureate Award: Social Architecture A Da Vinci Laureate is expected to provide insights into complex systems and to make contributions to society at large. They are also recognised for honourable service to their country through applied engagements. Laureates distinguish themselves by engaging in specific domains within society and thereby contribute to the re-configuration of the social system at large.

Recipient: Prof Soborno Isaac Bari



THE DA VINCI LAUREATE AWARD: SOCIAL ARCHITECTURE

John Kani is an actor, a director and a playwright. He was born in New Brighton Port Elizabeth, in 1943, where he started his career with the Serpent Players Drama Group. He joined the Market Theatre in Johannesburg in 1986. John has appeared at Johannesburg's Market Theatre in, among others, *The Blood Knot*, *Driving Miss Daisy*, *The Native Who Caused All The Trouble*, *Othello*, *The Lion And The Lamb*, *Sizwe Bansi Is Dead*, *The Island*, *Waiting For Godot*, *The Death Of Bessie Smith*, *Playland*, *Duet For One*, *My Children My Africa* which won him an AA life Vita Award in 1990 for his role as Mr. M., *Hedda Gabler*, *Dance Of Death*, *The Lion And The Lamb* and the Shakespeare Compilation *Ladies And Gentlemen*, *Shakespeare!* As well as acting in *Sizwe Bansi Is Dead* and *The Island*, John also co-wrote the plays with Athol Fugard and Winston Ntshona. John won the 1974/75 Tony Award On Broadway for Best Actor for his performance in the productions he also received an Obie award in New York for his contribution to theatre in the world.

His London productions include *Sizwe Bansi Is Dead*, *The Island* which won him an Evening Standard Award nomination, *Waiting For Godot* at the Old Vic, *Master*

Harold And The Boys, and at the Royal National Theatre, *My Children My Africa* which won him an Olivier Award and *Playland* at the Donmar Warehouse in the West End. In January – April 2000 he performed in *The Island* at The Royal National Theatre, which was preceded by a season of *The Island* at Peter Brook's theatre, *The Bouffe Du Nord* in Paris and short season at Stockholm's Stadsteater. This was followed by seasons of *The Island* in Montreal, Canada at The Kennedy Centre in Washington DC. In 2002 *The Island* performed on London's West End to sold out houses. John's film credits include *The Wild Geese*, *The Grass Is Singing*, *Marigolds In August*, *Victims Of Apartheid*, *An*

African Dream, *Option*, *A Dry White Season*, *Sarafina* and *Saturday Night At The Palace* for which he won a Taormina Golden Award at the Milan International Festival. Recently he appeared in *Kini And Adams*, *Ghost And The Darkness* with Michael Douglas and Val Kilmer, *Tichbourne Claimant* with Robert Pugh and Sir John Gielgud and *The Final Solution*, *The White Lion*, *The End Game*, *Coriolanus*, *How To Steal Two Million*, 2015 Wallander Series with Kenneth Branagh, and *The Suit*. Recently he has appeared in *Captain America-Civil Wars* as the father of the Black Panther. He is also in Marvel's block buster *The Black Panther* 2018. At the moment he is in production with Disney Lion King Production voicing Rafiki. He is also performing in Athol Fugard's *The Train Driver* at the Market Theatre Johannesburg.

At the Market Theatre John has directed *Goree* and *Blues Africa Café* by Matsamela Manaka, *Kagoos* by Kasie Govender and more recently *The Meeting* by Jeff Stetson. He directed all the Serpent Players productions including, *The Bacchae*, *Friday's Bread* on Monday, *Sellout*, *The Last Bus*, *The Cure*. He has also directed several commercials, one recently won an M-Net Plum Award and another CLIO award in New York. John has also recently been awarded the

Avanti Hall of Fame award from the South African Film, Television and Advertising Industry. In 1989 together with the late Barney Simon, cofounder of the Market Theatre, he founded the Market Theatre Laboratory, a drama school for young black people who would not be able to study at universities through lack of high school education and financial resources. The school has now become the crucible of new talents and new works with an extensive outreach programme. John Kani's most recent endeavors includes writing and starring in the much acclaimed "Nothing But The Truth" and Missing at the Market Theatre. The National African Federated Chamber of Commerce awarded John a Merit Award for his contribution to the advancement of culture in South Africa. He has also been awarded the Rotary Club's Paul Harris Fellowship Award.

In 1995 John was awarded an Honorary Doctorate of Philosophy from the University of Durban Westville and in April, 1998 was awarded an Honorary Doctorate of Literature from Rhodes University, Grahamstown. On 23 January 2000 he was awarded the Hiroshima Foundation Award for Peace in Stockholm. In July 2000, he was awarded The African Renaissance Merit Award for his contribution to the development of African Film Industry, by The South African Film and Television Industry.

In September 2000 he was awarded Titan of The Century Award by Tribute Magazine's Black Business Forum which recognises Black Achievers, as The Best Performing Artist of the 20th Century. In 2004 John received a Leadership and Service Award from South African Breweries for his extraordinary contribution in Arts and Culture in South Africa. In the year 2002 John's play "Nothing But The Truth" opened in Grahamstown on the 4th of July, received critical acclaim all round. The play had successful seasons at the Baxter Theatre, Market Theatre and the Opera House in Port Elizabeth. In 2003 Nothing But The Truth won three Fleur du Cap Awards for Best Actor, Best New South African Play and Best Director for Janice Honeyman. The play had a successful season at the Lincoln Centre Theatre in New York.

John received an Excellence In International Theatre Award presented to him by Harlem Arts Alliance and the New York Theatres. The play also received five Naledi Awards in Johannesburg 2004 including Best Actor, Best New South African Play and Best Production for 2003. In 2004 John appeared in the Baxter Theatre's production of Antigone as Creon directed by Sean Mathuis. John has just returned from a very successful tour of Australia in Brisbane and at the Sidney Opera House with his play NBTT. In 2005, John starred as Claudius in Janet Susman's production of Hamlet in 2005 which was invited to Stratford in the 2006 in the Complete Works of Shakespeare.

Festival. In June 2006 John received an Honorary Doctorate of Literature from the University of Cape Town. John received the Olive Shiner Prize Award for writing Nothing But The Truth from the English Academy of Southern Africa. Just recently the play was made into a film, directed by John Kani and has a number of awards including the SILVER STALLION at FESPACO, Burkina Faso March 2009, Best Film in the Milan International Film Festival and also Best film at the Cameroon Film Festival 2009. John was awarded the inaugural Ousmane Sembene Award at FESPACO 2009 for his contribution towards peace on the continent through his work in the film industry.

The Department of National Education has prescribed John's play Nothing But Truth as textbook studied by grade 12s for the year 2009. John has returned from a successful tour of the England with The Tempest by William Shakespeare at the Royal Shakespeare Company with Sir Anthony Sher. John was the inaugural Chair of the National Arts Council, appointed by the Minister of Arts and Culture in 1995, a position he held until 2003. On the 27th September 2005 John received the Order Of IKamanga from the President of the Republic of South Africa Mr. Thabo Mbeki recognising his contribution in the struggle for the liberation of his country through his work in the arts especially his contribution to a free, non-racial, non-sexist and democratic South Africa. Subsequently John was appointed by the President to serve on the Presidential

Advisory Council of National Orders and Awards. At the moment John is busy with the Television Production of Inkaba currently running on Mzantsi Magic Dstv which he created, he is also the Executive Producer and is also playing the lead role. In 2011 John was awarded The Lifetime Achievement Award for his contribution to the South African film and television Industry by SAFTA. In 2013 he was awarded the Leadership and Service Award by the South Africa Washington International Program (SAWIP) for his contribution the Youth Leadership Program.

His new production Missing which he wrote and starred in is still running around the country. It is also opening the Bogota Arts Festival in Columbia and will be followed by UK tour. His revival of Sizwe Banzi Is Dead has just returned from a very successful tour of the America starring his son Atandwa Kani and his former student at the Market Theatre Laboratory, Mncedisi Shabangu. Sizwe Banzi has had a very successful run in South Africa. It is about to open at both PACOFS in Bloemfontein and the KKNK in Oudtshoorn this year. At the Klein Karoo National Kunsfees Sizwe Banzi Is Dead won Best Production, Best Actor for Atandwa Kani and Best Director for John Kani. In 2016 he was awarded the Fleur du Cap Lifetime Achievement Award for his contribution to the development of theatre in South Africa. The Hermanus Fynarts Festival honored him with the Legacy Award 2016 for his contribution to the arts in South Africa. John Kani is a Patron of The Market Theatre Foundation and also the Special Ambassador of the Market Theatre. Chairman of the Apartheid Museum, Director of Jazz Film Company, a board member of Urban Brew. A board member of the Green Trust WWF-SA. He was appointed by the Minister of Higher Education and Training to the Wits University Governing Council 2010. In 2013 The Nelson Mandela Metropolitan University awarded him a PhD honorary for his contribution to the arts and to the struggle for the liberation of his country. In June 2015 the Market Theatre Foundation honored him by naming the Main Theatre- The John Kani Theatre. In 2017 the Nelson Mandela Metropolitan Council of Port Elizabeth renamed Whites Road in the city center to the John Kani Road in honor of his contribution to the

liberation of his country. On the 29th March 2018 John Kani was awarded the John F Kennedy Gold Medal Award by the Kennedy Arts Centre Washington DC for his contribution to Humanity and Excellence in the Arts. He was awarded the Usiba-The Pen by the Department of Arts and Culture, The Ahmed Kathrada -Excellence In Leadership-Champion Of Democracy Award, The Sotigui Honor Afrique Cinema Award-Fespaco in Burkina Faso for his contribution to African Film Industry. April 2019 he was awarded the Voices of Freedom by Shared Interest Organization in New York. Former recipients are Nelson Mandela, Arch Bishop Tutu and Harry Belafonte. On the 13th December 2019 he was awarded a PhD -honoris causa by the Stellenbosch University for his lifelong contribution to the arts and the struggle for democracy in South Africa. His latest play Kunene And The King which opened at Royal Shakespeare Company in Stratford Upon the Avon in the UK March 2019, has now transferred to the West End in London at the Ambassadors Theatre January to end of March 2020. He appears in it with the legendary Sir Antony Sher.

Recipient: Dr John Bonisile Kani



11

PUBLICATIONS AND CONFERENCES

INDEXED JOURNALS

Govender, K.K. & Nel, E. 2021. Ranking of universities in the United Arab Emirates: exploring a web-based technique. *South African Journal of Higher Education*. ISSN: 1753-5913, Vol.35, No.4, pp 58-77. (DHET: http://www.scielo.org.za/scielo.php?script=sci_arttext&pid=S1753-59132021000400005)

Masindi, N.M. & Singh, P. 2021. The Analysis of Variables Influencing Bank Profitability in Africa: Evidence from Selected African Countries. *International Journal of Innovation, Creativity and Change*. ISSN 2201-1323, Vol.15, No.11, pp 213-230. (Q2 and ERA: https://www.ijicc.net/images/Vol_15/Iss_11/151114_Masindi_2021_E1_R.pdf)

Serfontein, E. & Govender, K.K. 2021. The relationship between resilience and organisational control systems in the South African aviation industry. *Journal of Transport and Supply Chain*. ISSN: 2310-8789, E-ISSN: 1995-5235, Vol.15, pp 1-11. (DHET: <https://jtsm.co.za/index.php/jtsm/article/view/598>)

NON-INDEXED JOURNALS

Ramodula, T.M. & Govender, K.K. 2021. Developmental Local Government: A Framework for Implementation. *Africa Journal of Public Sector Development and Governance*. ISSN: 2617-7714, Vol.4, No.8, pp 45-72. (https://journals.co.za/doi/epdf/10.10520/ejc-ajpsdg_v4_n1_a3)

PEER REVIEWED CONFERENCE PAPERS

Berry, R., Viljoen, R., Mofomme, T., Kgengwenyane, T., Mabizela, N. & May, M. 2021. The impact of COVID-19 on the residents of Alexandra Township. *Social Work Conference held by the Association of South African Social Work Education Institutions* on 1-3 September 2021.

Goode, H. & Potter, M. 2021. Dismantling boundaries: does a transdisciplinary and multi-disciplinary tertiary education approach support the development of creative and critical thinking for an African design and business context. 16th DEFSA Conference held on 5-7 October 2021. Available at <https://www.defsa.org.za/papers/dismantling-boundaries-does>

CONFERENCE ABSTRACTS

Goode, H. 2021. Aligning Higher Education Curriculum, Program Assessment and the Embedded Literacies. *Curriculum Design, Planning and Assessment in Education Conference* (March, 2021) WayLogic Innovations - Online Virtual Conference 2021

Landman, M. 2021. The New Language of Online Learning: Bridging the Gap between Digital 'Literacy' and Digital Literacy. *Nadeosa Conference* held on 11 -13 May 2021.

THOUGHT PIECES - POPULAR PRESS

Parker, D. & Pillay, R. 2021. Significant untapped potential in local waste economy. *Engineering News*. (https://www.engineeringnews.co.za/article/significant-untapped-potential-in-local-waste-economy-2021-09-24/rep_id:4136)

PUBLICATION IN BOOK CHAPTERS

Koonin, M. (2021). What are Public Relations and Journalism in Dynamics of Public Relations and Journalism: A practical guide and new perspectives for media studies, edited by A Clear (ed), M Koonin (contributing ed) and M Pritchard (contributing ed). Cape Town: Juta. Pp 1-26

Koonin, M. (2021). Convergence of public relations and journalism in Dynamics of Public Relations and Journalism: A practical guide and new perspectives for media studies, edited by A Clear (ed), M Koonin (contributing ed) and M Pritchard (contributing ed). Cape Town: Juta. Pp 27-38

Koonin, M. and Clear, A. (2021). Interviewing Skills in Dynamics of Public Relations and Journalism: A practical guide and new perspectives for media studies, edited by A Clear (ed), M Koonin (contributing ed) and M Pritchard (contributing ed). Cape Town: Juta. Pp 213-224

Koonin, M. (2021). Writing Skills in Dynamics of Public Relations and Journalism: A practical guide and new perspectives for media studies, edited by A Clear (ed), M Koonin (contributing ed) and M Pritchard (contributing ed). Cape Town: Juta. Pp 245-272

CASE STUDIES

Klopper, H.B. 2021. The retail app war: competing for consumers, pp 1-13.

RADIO INTERVIEWS

- Klopper, H.B. 15 February 2022. War fears lead Western economic news. RSG Geldsake met Moneyweb. (<https://iono.fm/e/1156213>)
- Klopper, H.B. 10 November 2021. Does Koeberg has 20 more safe years? RSG Geldsake met Moneyweb. (<https://iono.fm/e/1124905>)
- Klopper, H.B. 28 October 2021. More talks on an additional grant for unemployed South Africans. RSG Geldsake met Moneyweb. (<https://iono.fm/e/1120352>)
- Klopper, H.B. 3 September 2021. The president says unemployment is top on the list. RSG Geldsake met Moneyweb. (<https://iono.fm/e/1095411>)
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- Klopper, H.B. 31 May 2021. What is the implication of level 2 lockdown measures on South Africa. RSG Geldsake met Moneyweb. (<https://iono.fm/e/1047662>)

REVIEWER OF SCHOLARLY JOURNAL ARTICLES

- Dr N Masindi. (South African Journal of Science) (DHET list 2021)
- Dr H. Goode (The Independent Journal of Teaching and Learning (IJTL), Vol. 16 (1))
- Prof HB Klopper (Marketing Intelligence and Planning) (ABDC list 2020 A ranked)
- Prof HB Klopper (European Business Review) (ABDC list 2020 B ranked)
- Prof HB Klopper (Journal of Contemporary Management) (DHET list 2020)
- Prof HB Klopper (Journal of Product and Brand Management) (ABDC list 2020 B ranked)
- Prof HB Klopper (African Journal of Business Management) ABDC list 2016 B ranked)
- Prof HB Klopper (African Journal of Marketing Management) (ABDC list 2020 B ranked)
- Prof HB Klopper (South African Business Review) (ABDC list 2020 C ranked)
- Prof HB Klopper (South African Journal of Economic and Management Sciences) (ABDC list 2020 C ranked)

OTHER SCHOLARLY ACTIVITIES

- Goode, H. 2021, Doctoral Abstract, Curriculum and practice to develop critical thinking competencies in first-year students, published in Doctoral Corner of IJTL vol. 16 (1) 2021.
- Anderson, B. Supervising the research design, research methodology and knowledge creation. Supervisor and examiner development seminar offered in conjunction with the South African Business Schools Association (SABSA) – 30 June to 2 July 2022.
- Du Plooy-Cilliers. Research paradigms – from conceptualisation to method. Supervisor and examiner development seminar offered in conjunction with the South African Business Schools Association (SABSA) – 30 June to 2 July 2022.
- Klopper, H.B. Supervisor models, roles and styles of supervision; responsibilities of a PhD/MBA candidate. Supervisor and examiner development seminar offered in conjunction with the South African Business Schools Association (SABSA) – 30 June to 2 July 2022.

INAUGURAL LECTURE

Klopper, H.B. Adapting higher education for lifelong learning. Available from <https://www.davinci.ac.za/inaugural-lecture-by-prof-hb-klopper-adapting-higher-education-for-lifelong-learning/> (Inaugural lecture on 18 August 2021).

CAPACITY DEVELOPMENT WORKSHOPS

- Adult Learning Principles (Offered by Lebohang Mokoena on 9 March 2021)
- Assessment Alignment and Redevelopment (Offered by Dr Mario Landman on 13 April 2021)
- Best Practices - Online Teaching and Learning (Offered by Dr Mario Landman on 13 May 2021)
- Research Ethics: Undergraduate (Offered by Dr Heather Goode on 10 June 2021)
- Material Development & Assessment Rubrics (Offered by Dr Mario Landman on 11 August 2021)
- Research Ethics: Postgraduate (Offered by Prof HB Klopper on 8 September 2021)

DEEPENING THE DISCOURSE DISCUSSIONS

- Transdisciplinary Research (Offered by Dr Franzel Cilliers Du Plooy & Dr Heather Good on 3 February 2021)
- Statistical Methods for Research (Offered by Prof Paul Singh on 8 April 2021)
- Academic Research Career Planning (Offered by Prof HB Klopper on 3 June 2021)
- Critical Thinking (Offered by Lebohang Mokoena on 27 August 2021)

POSTGRADUATE PREPARATORY WORKSHOPS

- How to manage your postgraduate studies (Offered by Prof HB Klopper on 1 February 2021)
- Ethics & Plagiarism (Offered by Dr Heather Goode on 15 March 2021)
- Conceptualising your Research (Offered by Prof HB Klopper & Prof Ernest Neuland on 1 April 2021)
- Writing a your Abstract & Draft Research Proposal (Offered by Prof HB Klopper & Prof Paul Singh on 29 April 2021)

PUBLISHING WEBINARS

- Publish and Flourish (Offered by Prof Paul Singh on 30 March 2021)
- Writing for Scholarly Publishing (Offered by Prof Goran Svensson on 28 May 2021)

RESEARCH SEMINARS

- Planning your Interview/Focus Group (Offered by Prof HB Klopper on 17 February 2021)
- Academic Writing (Offered by Prof Paul Singh on 3 May 2021)
- Cracking the Literature Review and Bulletproof your Research... (Offered by Prof Paul Singh & Dr Franzel Cilliers Du Plooy on 1 June 2021)
- Intermediate SPSS (Offered by Prof HB Klopper on 24 June 2021)
- Designing your Questionnaire (Offered by Prof Paul Singh on 14 July 2021)
- Planning your Research Methodology (Offered by Prof HB Klopper on 16 August 2021)
- Finally Making Sense of Data Collection and Analysis (Offered by Prof Paul Singh & Dr Franzel Du Plooy-Cilliers on 13 October 2021)

SUPERVISOR FORUMS

- Onboarding Supervisors (Offered by Prof HB Klopper & Prof Paul Singh on 12 March 2021)
- Quality Control & Assurance (Offered Prof HB Klopper & Prof Paul Singh on 23 April 2021)
- Deepening the Discourse (Offered by Prof HB Klopper & Prof Paul Singh on 26 October 2021)
- Strengthening Postgraduate Supervision (Offered by Prof HB Klopper & Prof Paul Singh on 22 November 2021)

DIMONSTRAZIONE

Leapfrogging and innovating in business. 28 October 2021. Panellists: Dr Premie Naicker, Bram Meyerson & Tharshan Moodley

CURIOSITA

February

- Managing companies: experience & insights (Industry speaker: Reneé van Wyk) – view: Managing Companies: Sights & Experiences
- Digital trends and disruptive technologies: critical challenges confronting traditional commercial banks In South Africa (Doctoral candidate: Uri Marks) – view: (108) Digital Trends and Disruption Technologies: Critical Challenges Confronting... - YouTube

March

- What is Wealth and building Wealth with Purpose and Intent (Industry speaker: Russel Ho) – view: What is Wealth and Building Wealth with Purpose and intent
- The relationship between ethical leadership and strategic business imperatives – a pragmatic inquiry approach (Doctoral candidate: Marie Moody)- view: The Relationship Between Ethical Leadership And Strategic Business Imperatives

April

- The ethical, human, business challenges/opportunities in transforming companies in the wake of a global COVID-19 crisis and 5th Industrial Revolution (Industry speaker: Loic Potjes) – view: Ethical, Human, Business Challenges/opportunities in transforming...
- The impact of regulation on the South African pharmaceutical industry (Doctoral candidate: Ralton Moses) – view: The Impact of Regulation on the South African Pharmaceutical Industry

May

- Female entrepreneurship in Africa (Industry speaker: Dr Chipo Ndudzo) – view: Female Entrepreneurship in Africa - Dr Chipo Ndudzo
- Enterprise and supplier development in mining (Doctoral candidate: Bheki Mdakane) – view: Enterprise & Supplier Development in Mining - Bheki Mdakane

July

- Entrepreneurship among township entrepreneurs (Industry speaker: Chumani Xotyeni) – view: Entrepreneurship Among Township Entrepreneurs - Chumani Xotyeni
- Constructing a framework of intervention to facilitate holistic transformation of South African Township Primary Schools (Doctoral candidate: Regan Berry) – view: A framework ... to facilitate holistic transformation of South African Township Primary Schools...

August

- Government and private sector support for the COVID-19 vaccination programme... (Industry speaker: Prof Keitshepile Setswe) – view: Prof Keitshepile Setswe - Government & Private sector support for the Covid-19 vaccination programme
- A critical evaluation of SME support programmes by the South African Government (Doctoral candidate: Ezra Ndwandwe) – view: Ezra Ndwandwe - A critical evaluation of SME support programmes by the South African Government

September

- Revisiting personal development and career growth in a post pandemic reality (Industry speaker: Dr Gianni Mariano) – view: Revisiting personal development and career in a post pandemic reality
- Upliftment of the working poor in South Africa: a competency framework (Doctoral candidate: Jaqueline van Zyl) – view: Upliftment of the working poor in South Africa: A competency Framework

October

- Exploring the purpose of a university as an arena to seek truth, discovery and knowledge (Industry speaker: Dr Marla Koonin) – view: Opening discussion: Curiosita
- A systems thinking analysis of the South African defence industry: a national asset (Doctoral candidate: Pule Moeketsi) – view: Analysis of the South African Defense Industry - Pule Moeketsi

November

- Harnessing fresh ideas and building innovative capabilities through inclusiveness (Industry speaker: Dr Babongile Mkhize) – view: Dr. Babongile Mkhize: A Conversation - Curiosita
- Connecting the dots to achieve green economic empowerment through the inclusion of waste pickers: a case study within the Ekurhuleni Municipality (Doctoral candidate: Rajas Pillay) – view: Connecting the dots to achieve green economic empowerment through the inclusion of waste pickers ...

COMPLETED DOCTORAL SUPERVISION - THESES

Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Prof R Lessem	Prof A Schieffer	The DaVinci Institute	Achieving inclusive economic development in Nigeria, through redefining indigenous finance in light of Modernity	ADEOJO, Yusuf Adedolapo	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Yusuf-Adedolapo-Adejo-40d10352b8480f2a24de4c08f5856b24.pdf
Prof R Lessem	Prof A Schieffer	The DaVinci Institute	Towards an Integral Arts Communiversity: innovation within the cultural-economy nexus of the Liverpool city region, using the Biblical Quaternary Archetype Model	BRADLEY, Anthony David	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Anthony-David-Bradley-d06c0b9ea167a6933e012614a5fcd0.pdf
Dr P Muchineripi	None	The DaVinci Institute	Transformative leadership through bonding culture in corporates: a case study of Schweppes Holdings Africa Limited	CHITAGU, Philimon	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Philimon-Chitagu-fd6727952d39faffd13bdecafb38ccf.pdf
Prof J Chigada	None	The DaVinci Institute	Towards a customer services framework in the telecommunications service industry: a case of a South African Telecommunications company	MALAPA, Khumela William	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Khumela-William-Malapa-31215d3939aefc33749d6c286ade11Sc.pdf
Prof B Anderson	None	The DaVinci Institute	Client engagement in retail banking: a developing socio-economic perspective	MASETE, Makgorong Reginah	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Makgorong-Reginah-Masete-79e1a360e12c2fd2da2083535d76bb7d.pdf
Dr R Viljoen	None	The DaVinci Institute	Capacitation of nursing leaders to operationalise care in a private health-care setting in South Africa: meta-insights	NELL, Shannon Luda	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Shannon-Lucia-Nell-dcb32d2177ab8b20e98c232588523.pdf
Dr J Dickinson	Dr S Letsoalo	The DaVinci Institute	An investigation into the viability of the establishment of a fresh produce market distribution centre in Tshwane North West Region 1	SEDUTLA, Mahlora Shelboy	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Mahlora-Shelboy-Sedutla-82c9d772d6b9c35aa7d7c8773c14f02.pdf
Prof R Lessem	Prof A Schieffer	The DaVinci Institute	Integral Kumusha, a case of Buhera: towards self-sufficiency in Zimbabwe via Nhakanomics	TARANHIKE, Daud	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Daud-Taranhike-e588639aa95861edf3ee655eab34d5.pdf

COMPLETED DOCTORAL SUPERVISION - THESES

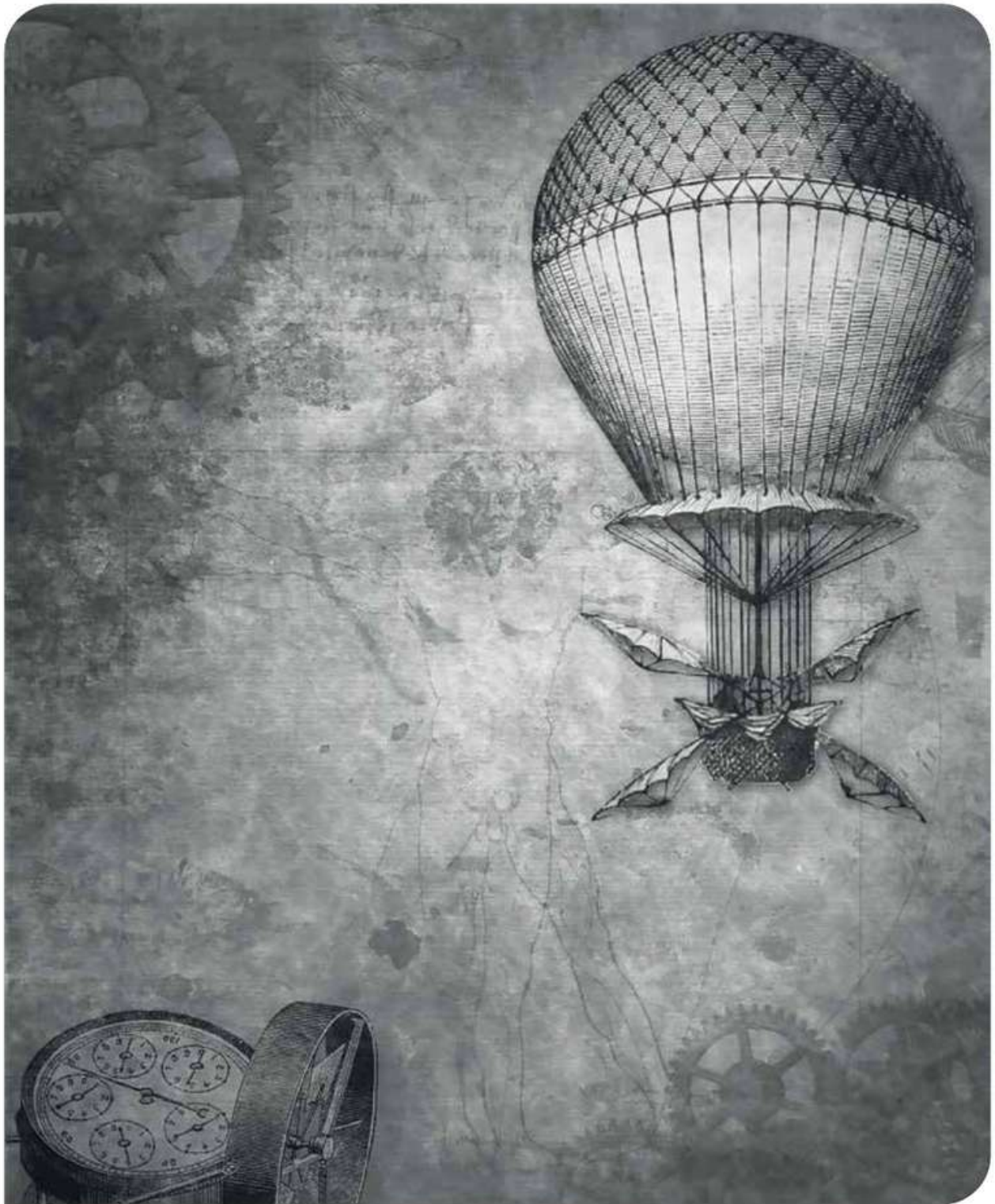
Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Prof. C. Schultz	None	The DaVinci Institute	Global mobility within the human resources management context: an assignment life cycle framework	REDDIAR, Zain Donovan	Doctor of Philosophy in Management of Technology and Innovation	
Dr P. Muchineripi	None	The DaVinci Institute	The alternatives for sustaining livelihoods in child-headed families: a case of households in Mashonaland central province, Zimbabwe	KUNAKA, Loveness	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Loveness-Kunaka-a0fc180437a6b323d98b2d421ee32eaf.pdf
Prof. P. Singh	None	The DaVinci Institute	The impact of regulations and supervision on the profitability and risk profile of Banks in selected African countries	MASINDI, Nkhangweni Eric	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Nkhangweni-Masindi-73a0a1d5487c95bd793061bfb6278482.pdf
Prof. R. Lessem	Prof. A. Schieffer	The DaVinci Institute	Ehyaa/Reviving relationship to community and place in education: the case of Ahliyyah and Mutran schools in Amman	ABDUL MAJEED, Laila Said Wasfi	Doctor of Philosophy in Management of Technology and Innovation	
Prof. HB. Kloppe	None	The DaVinci Institute	A fit for purpose blended learning framework for the development of management competencies in a large South African retailer	CHAMPION, Peter Alexander	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Peter-Champion-22531d2949e5fb195568635ec7d421cb.pdf
Dr D. Scholtz	None	The DaVinci Institute	An integrated approach to management as a mechanism to enhance the efficiencies of manufacturing concerns in the Gauteng province	DE JAGER, Renaldo	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Renaldo-de-Jager-d16d99a1ed8ec2574a92e6d6fe148de1.pdf
Prof. K. Govender	None	The DaVinci Institute	Addressing the engineering skills shortage problem in South Africa: developing an enhanced artisan skills training and development strategy	GOVENDER, Therasinamurthie Perumal	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Therasinamurthie-Dave-Govender-1df6e34d902d5044ae8b464510326450.pdf
Prof. P. Singh	None	The DaVinci Institute	A dualist integration of systems thinking and design thinking to a problem-structuring method	MUGADZA, Grace	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Grace-Mugadza-eda3b69d7ef3163552a6e9d69082f137.pdf

Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Dr B Nyamkure	None	The DaVinci Institute	The pedagogical integration of technology as an enhancement to teaching and learning in Gauteng public schools	NTSOBI, Mfanelo Patrick	Doctor of Philosophy in Management of Technology and Innovation	https://dvincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Mfanelo-Ntsobi-5b03cd77ef4ea717e3d00a0f4e29c19.pdf
Prof. R Lessem	Prof. A Schieffer	The DaVinci Institute	Afro integral impact investment: a framework for alleviating poverty in Nigeria through youth entrepreneurial development	OYEWALE, Shina Akeem	Doctor of Philosophy in Management of Technology and Innovation	https://dvincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Akeem-Shina-Oyewale-e2be0860396a5a883c6333d61034e855.pdf
Dr R Viljoen	None	The DaVinci Institute	Enhancing healthcare delivery through a framework that integrates inclusivity and quality improvement science	PRINSLOO, Ansie	Doctor of Philosophy in Management of Technology and Innovation	https://dvincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Ansie-Prinsloo-11ce751df0cc22e431f389f9b4e5d2.pdf
Prof. K Govender	None	The DaVinci Institute	The nexus between strategy and vision in the South African local government system	RAMODULA, Thabo Moses	Doctor of Philosophy in Management of Technology and Innovation	https://dvincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Thabo-Moses-Ramodula-e13a6aa21fd83a1981d0ee6b75401336.pdf
Dr R Blom	None	The DaVinci Institute	A systems perspective on the commercialisation of public research in South Africa	SEETAL, Nirvashnee	Doctor of Philosophy in Management of Technology and Innovation	https://dvincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Nirvashnee-Seetal-b44559de3e86cc6886daf0ce4ad3155.pdf
Dr S Steyn	None	The DaVinci Institute	Enhancing public sector leadership in the age of the 4th Industrial Revolution to lead SETAs	YENDE, Felling Anacleta	Doctor of Philosophy in Management of Technology and Innovation	https://dvincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Felling-Anadeta-Yende-857bd8dfd692f961a206d2101893382.pdf

COMPLETED MASTERS SUPERVISION - DISSERTATIONS

Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Prof P Singh	None	The DaVinci Institute	Emerging and disruptive phenomena in the energy sector in the context of economic and environmental sustainability	MAGUBANE, Nhlanhla	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Nhlanhla-Magubane-b90560c7163f9ec5934c4c671699b981.pdf
Dr M Mpwanya	None	The DaVinci Institute	Factors contributing to non-compliance with supply chain management regulatory prescripts in the Department of Telecommunication and Postal Services	MOTSUENYANE, Jabane Emmarentia	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Jabane-Emmarentia-Motsuenyane-d12a5f218c163aaa6907cb4d99c794d0.pdf
Dr S Lloyd	None	The DaVinci Institute	Customer complaints in the after-sales process of a life insurance company	STOLTENKAMP, Theola Dawn	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Theola-Dawn-Stoltenkamp-0785a0565a58de6b42dcb81fa9de2b03.pdf
Mr R Stoutjesdyk	None	The DaVinci Institute	Constructs influencing financial sustainability of local government	TEMA, Sibongile Ennie	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Sibongile-Ennie-Tema-eb37958de01b6f23b07140f0832c32d2.pdf
Dr P Muchineripi	None	The DaVinci Institute	An investigation of the underutilisation of land by small scale commercial farmers in Gandami	TARISAI, Notius	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Notius-Tarisa-3aab513a88be7352e465ach54a755f2d.pdf
Mr A Dalvit	None	The DaVinci Institute	A feasibility study on migrating from an open-source to a closed-source infrastructure within a VOIP environment in the South African banking sector	SUNDARLAL, Avesh	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Avesh-Sundarlal-deb59848a49c75ac2e423c08068a03c7.pdf
Dr S Shiphani	Mr J Peeperkom	The DaVinci Institute	Perceptions on retirement savings for Generation Y in South Africa: a case study of trainee accountants in Investec Bank	NKWATHENI, Nompumelelo Merry-Jane	Master of Management in Technology and Innovation	
Dr D Steyn	None	The DaVinci Institute	Business leadership: visual memory and the possible exposure of images from nature as a leadership tool affecting change	KOTZÉ, Wenzel Christoffel	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Wenzel-Christoffel-Kotze-Z314ad447edacdf7bdfa34ed19527071.pdf

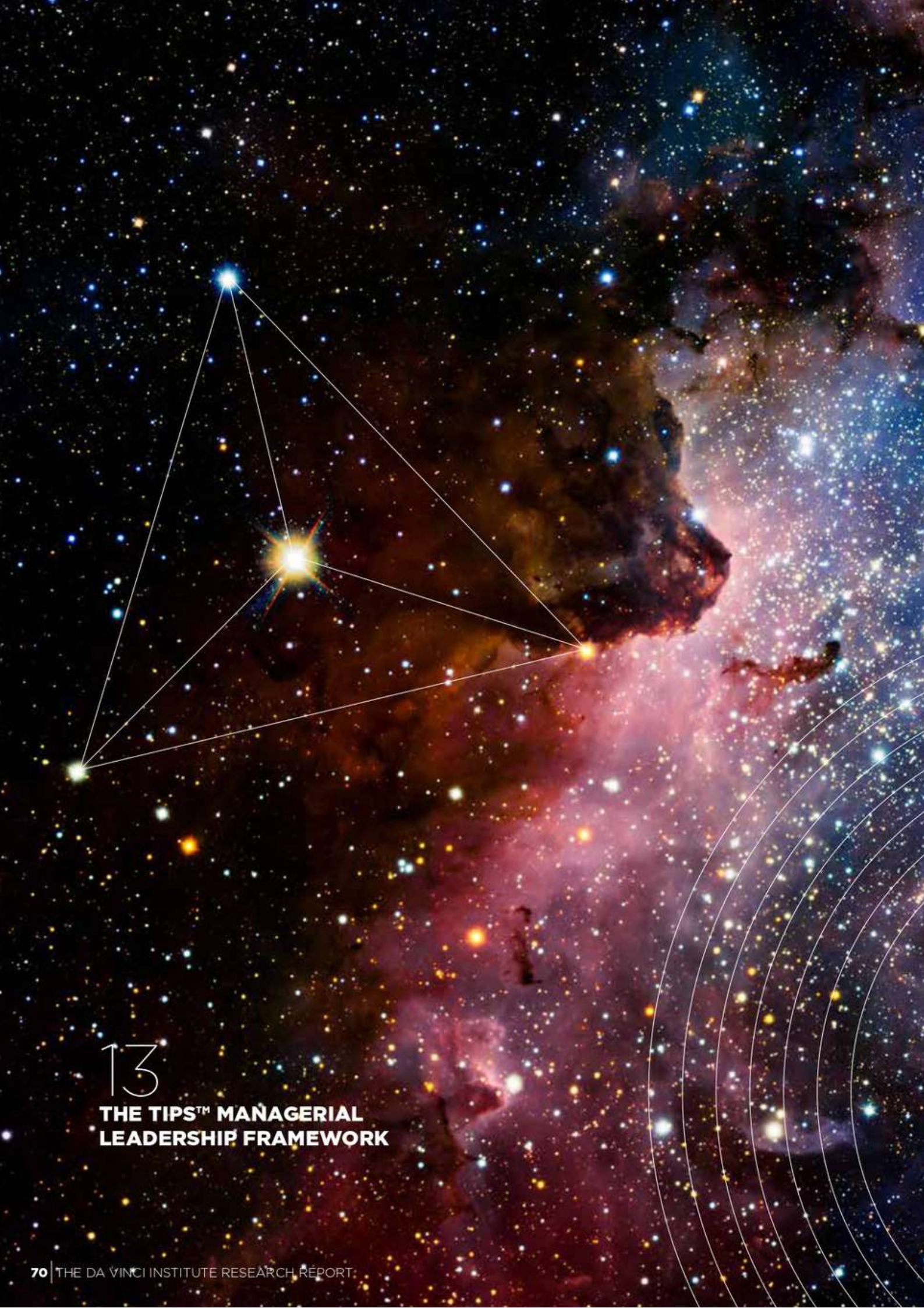
Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Dr M Khanyile	None	The DaVinci Institute	Developing a technical problem-solving process for the project management domain	MULLER, Richard Walter	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Richard-Walter-Muller-2580e8a96555c93d2c84358fe2c531d3.pdf
Dr J Mgwenya	None	The DaVinci Institute	The role of human resource professionals in contributing to toxic leadership in a selected organisation	PAGE, Tatiana Estia	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Tatiana-Page-8583fe7c1bca6e415eccc36f3e49f54.pdf
Dr J Dickinson	None	The DaVinci Institute	Barriers to the career progression of women into senior leadership positions within a selected South African bank	SAYGRAN, Claudette	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Claudette-Saygran-d0cd0debc1098354ea578d1800bddcb28.pdf
Dr I Poolo	None	The DaVinci Institute	A descriptive study into factors that lead to successful strategy execution in the short-term insurance industry in Gauteng	BALLA, Chantal Antoinette	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Chantal-Balla-85661cd66ceb88d7128a815f2b168e.pdf
Prof. P Singh	None	The DaVinci Institute	An exploratory study into key factors towards managing organisational change and transformation at Tracker's sales contact centre	MOODLEY, Marlenie	Master of Management in Technology and Innovation	
Prof. P Singh	None	The DaVinci Institute	The effectiveness of succession planning in preparing first time managers in a South African retail bank	CHETTY, Aleisha	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Aleisha-Chetty-8442cd4cb6fe3ab2ed6b16d824e1dfe8.pdf
Dr M Landman	None	The DaVinci Institute	Summative evaluation of a foundational learning programme for technical and vocational colleges in South Africa	VAN TWISK, Henrietta CUM LAUDE	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Henrietta-van-Twisk-644d600a4cc56d53b5ef7b1aca35f2f0.pdf
Dr M de Klerk	None	The DaVinci Institute	An enquiry into the meaningfulness of work experienced by the Eskom generation engineers	PANDARAM, Vignethren	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Vignethren-Pandaram-24022ba3e0a0b453954b3c086a3ad9b8.pdf



12

RESEARCH DEVELOPMENT

Date 2021	Purpose	Topic	Facilitator
15-Apr	Assessment Alignment and Redevelopment	Assessment Alignment and Redevelopment	Dr Mario Landman
9-Mar	Capacity Development Workshop	Adult Learning Principles	Lebohang Mokoena
13-May	Capacity Development Workshop	Best Practices - Online Teaching and Learning	Dr Mario Landman
7-Jun	Capacity Development Workshop	Aligning Higher Education Curriculum, Assessment and the Embedded Literacies	Dr Heather Goode
8-Sep	Capacity Development Workshop	Research Ethics: Postgraduate	Prof HB Kloppe
3-Feb	Deepening the discourse	Transdisciplinary research	Dr Franzel Cilliers Du Plooy & Dr Heather Good
8-Apr	Deepening the discourse	Statistical methods for research	Prof Paul Singh
03 Jun 28 Jun	Deepening the discourse	Academic Research Career Planning	Prof HB Kloppe
27-Aug	Deepening the discourse	Critical Thinking	Adrienne Berkowitz (Presenter) Lebohang Mokoena
21-Sep	Deepening the discourse	Constructive student feedback - Assessment feedback as a Teaching Tool	DR Franzel
11-Aug	Material development	Material development & Assessment Rubrics	Dr Mario Landman
22-Feb	Onboarding for lecturers	The Da Vinci Way: Mode 2 Engagement	Dr Franzel Cilliers du Plooy
1-Feb	Preparatory Workshop	How to manage your postgraduate degree	Dr Claudia Sigamoney
15-Mar	Preparatory Workshop	Ethics & Plagiarism	Dr Heather Goode
1-Apr	Preparatory Workshop	Conceptualising your Research	Prof HB Kloppe & Prof Ernest Neuland
29-Apr	Preparatory Workshop	Writing your Abstract & Draft Research Proposal	Prof HB Kloppe & Prof Paul Singh
30-Mar	Publishing Webinar	Publish and Flourish	Prof Paul Singh
28-May	Publishing Webinar	Writing for Scholarly Publishing	Prof Goran Svensson
4-Oct	Publishing Webinar	Article Writing Retreat	Dr Mazanai Musara
11-Nov	Publishing Webinar	Adapting your Research for Popular Publication/Dissemination	Dr Marla Koonin
17-Feb	Research Seminar	Planning your Interview/Focus Group	Prof HB Kloppe
16-Mar	Research Seminar	Academic Writing	Prof Paul Singh
19-Apr	Research Seminar	Atlas.ti	TBA
3-May	Research Seminar	Academic Integrity	Dr Franzel Cilliers Du Plooy
21-May	Research Seminar	Nvivo	TBA
1-Jun	Research Seminar	Cracking the literature review and bulletproof the research...	Prof Paul Singh & Dr Franzel Cilliers Du Plooy
24-Jun	Research Seminar	Intermediate SPSS	Prof HB Kloppe
14-Jul	Research Seminar	Designing your Questionnaire	Prof Paul Singh
16-Aug	Research Seminar	Planning your Research Methodology	Prof HB Kloppe
14-Sep	Research Seminar	Writing your results	Prof Paul
13-Oct	Research Seminar	Finally making sense of data collection and analysis	Prof Paul Singh & Dr Franzel Cilliers Du Plooy
17-Nov	Research Seminar	Structural Equation Modelling	Prof Goran Svensson
8-Apr	Supervisors Forum	Onboarding Supervisors	Prof HB Kloppe & Prof Paul Singh
23-Apr	Supervisors Forum	Quality Control & Assurance	Prof HB Kloppe & Prof Paul Singh
26-Oct	Supervisors Forum	Onboarding Supervisors	Prof HB Kloppe & Prof Paul Singh
22-Nov	Supervisors Forum	Strengthening Postgraduate Supervision	Prof HB Kloppe & Prof Paul Singh
15-Oct	DV Conference	DV Conference	Prof HB Kloppe & Prof Paul Singh
28-Oct	Demonstrationzone (Round Table)	Alumnus Roundtable	Alumni



13

**THE TIPS™ MANAGERIAL
LEADERSHIP FRAMEWORK**

Notes: TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

Reference: Da Vinci Institute. 2020. TIPS™ Managerial Leadership Framework. Johannesburg: Da Vinci Institute. Unpublished.

THE EMERGING BUSINESS LEADER

The intent of The Da Vinci Institute's TIPS™ Managerial Leadership Framework is to provide a systemic awareness of the multiple sub-systems at play within society, including the workplace; evoking an awareness of existing mental models and the ability to re-think and dissect assumptions about work performance to inform the future. In applying this complex systemic lens, individuals are afforded an opportunity to make sense (sense making) of their own reality in relation to the proposed conceptual frame. In doing so, the emergence of additional and/or similar managerial

leadership practices and competencies may afford individuals the opportunity to co-create alternative interpretations, perspectives, and/or conceptual frameworks to cooperatively navigate change and add new knowledge to the domain.

The TIPS™ Managerial Leadership Framework aims to contribute towards the overarching field of Business Leadership. The framework has been developed utilising a longitudinal study over a 29-year period, based on over 150 metrics. Utilising both a qualitative and quantitative research design, the study used a mixed method of self-administered questionnaires, workshops, and semi-structured interviews. The sample to date consists of approximately 1900 organisations including emerging, small, medium, and large enterprises representing various continents.

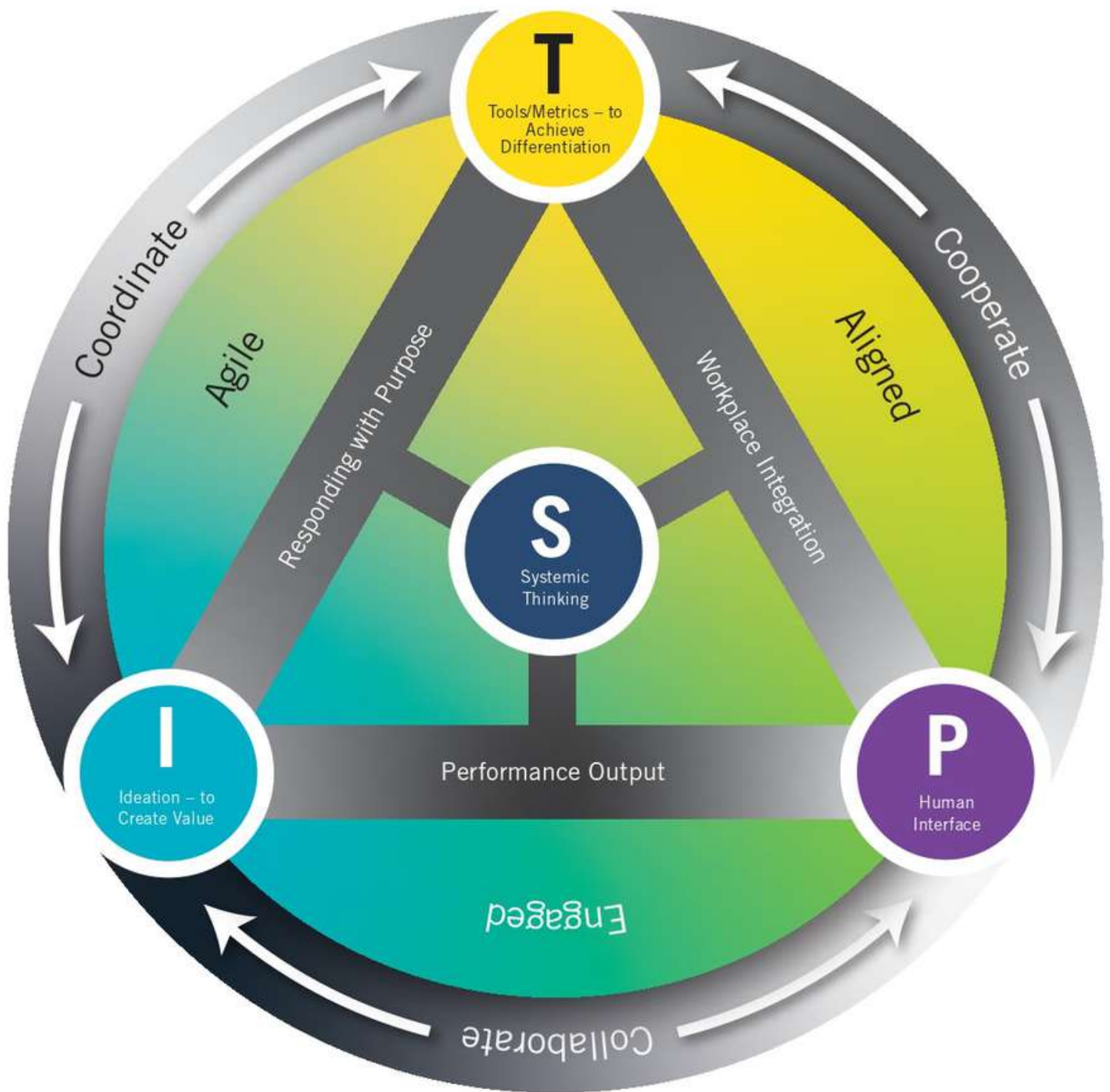


Figure 1: Core elements of The TIPS™ Managerial Leadership Framework

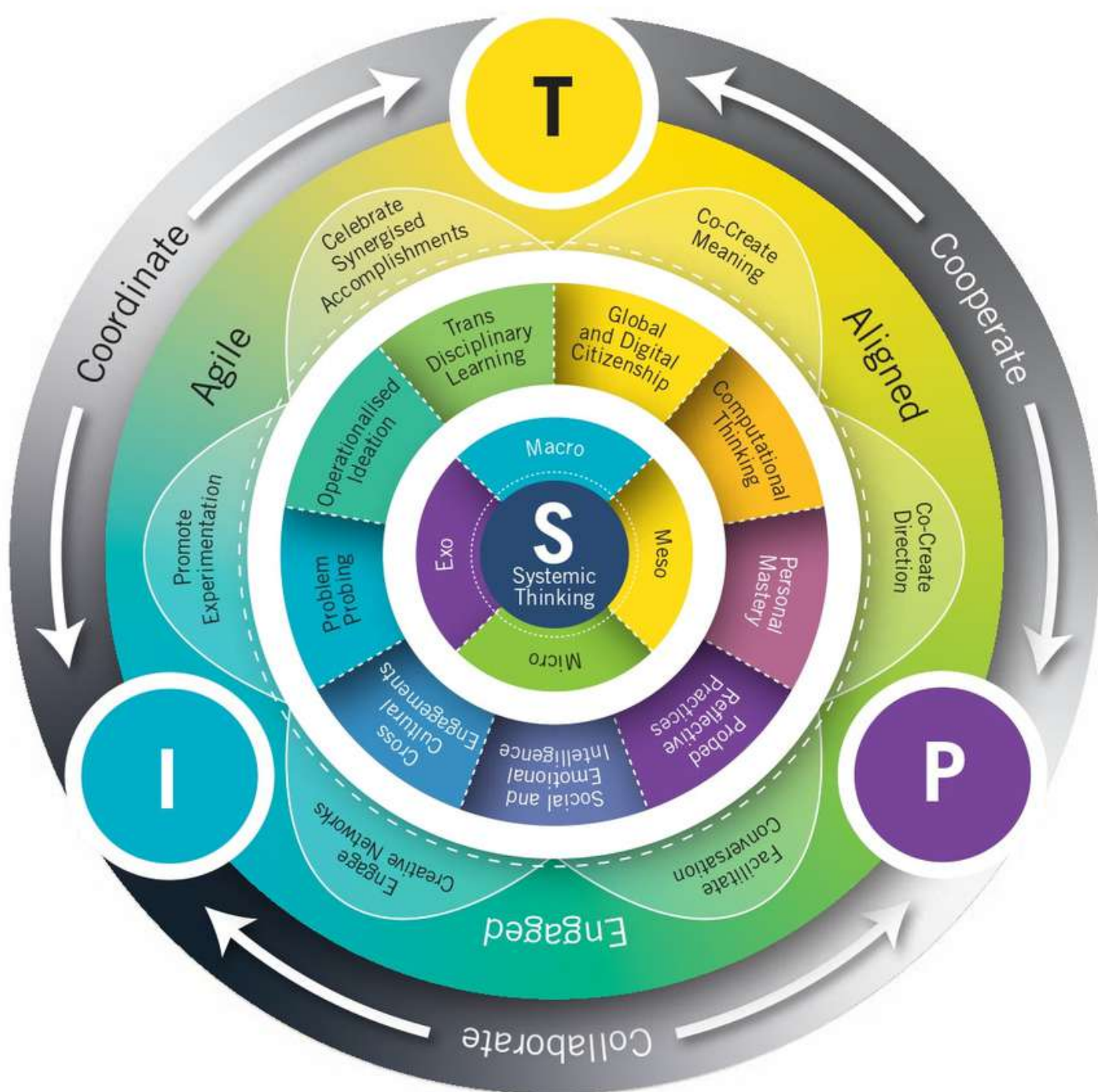


Figure 2: The TIPS™ Managerial Leadership Framework

The seven (7) layers of the TIPS™ Managerial Leadership Framework offers a multi-focal lens into emerging realities as illustrated by Figure 2 and explained in the sections to follow.

1. ACTUALISING A SYSTEMIC PERSPECTIVE

This is a process of divergence and convergence to synthesise and integrate all seemingly related and unrelated activities to enhance engagements within society and as a result, performance at work, and in doing so, probing problems with a view to create sustainable solutions. This includes internal synovation (integrating systemic and innovation constructs) and organisational ecology that allows the sum of the parts to become greater than the whole (systems thinking).

2. HONING AN AWARENESS OF THE MICRO, MESO, EXO AND MACRO SUB-SYSTEMS THAT IMPACT REALITY

Development is defined as a person's evolving perception of the ecological environment, and his/her relation to it, as well as the individuals growing capacity to discover, sustain or alter its properties.

The ecology of human development involves the study of the progressive, mutual accommodation between an active, growing human being and the changing properties of the immediate settings in which, the developing person lives, as this process is affected by relationships between these settings and by the larger contexts in which the settings are embedded.

Ecologically engaging (done through the micro, meso, exo and macro sub-systems) complex constructs and relationships, could facilitate the broadening of horizons by deepening insights regarding the interconnectedness of theory and practice and how such may impact society at multiple levels.

2.1 What is a micro system?

A micro system is a pattern of activities, roles and interpersonal relations experienced by the developing person in each setting with particular physical and material characteristics.

Examples include family context, personal relationship, job designation.

2.2 What is a meso system?

A meso system comprises the interrelations amongst two or more settings, in which the developing person actively participates but is also influenced by surrounding environments.

Examples include social interactions, workplace interactions.

2.3 What is an exo system?

An exo system refers to one or more settings that do not involve the developing person as an active participant, but in which events occur that affect, or are affected by what happens in the setting containing the developing person.

Examples include management decisions, demographic contexts of colleagues at work and external networks of influence.

2.4 What is a macro system?

The macro system refers to consistencies in the form and content of lower order systems (micro, meso and exo) that exist, or could exist, at the level of the sub-culture or the culture, along with the belief systems or ideologies underlying such consistencies.

Examples include mutual political belief system, mutual religious belief system, mutual socio-economic ideologies or a mutually agreed cultural system.

3. RECOGNISING THE NEED TO INTERLINK THE MANAGEMENT OF INNOVATION, TECHNOLOGY AND PEOPLE

The management of technology involves the 'tools' and metrics organisations use to gain competitive advantage. Simplistically it is 'a way of doing things better' and may involve the use of anything from computers and hi-tech, to simple hand-held tools, to those processes and systems that may facilitate the flow of working better and achieve a more productive outcome. In this context, we refer to the small 't' in technology where organisations manage their technology to best position their products or services to maximise their market share.

The management of innovation is how an organisation stimulates and capitalises on the ideation process, to develop an innovative product, service, process or system, which has either commercial or social value. It is about hard metrics such as income generated from new products, processes, or services, as well as success rates in commercialising new offerings.

The management of people involves the human interface. It embraces both the employee and the end user. It is about the processes that organisations deploy in engaging people, how people choose their levels of engagement, creating and sharing of knowledge by all involved, their participation in incentive practices and their contributions towards securing the longevity of the organisation.

4. THE EMERGENCE OF AN ENGAGED, AGILE AND ALIGNED WORKFORCE

4.1. Engagement

Engagement at work occurs when there is a systemic (systems thinking) interlink between management of innovation and management of people practices and competencies. Employees (knowledge workers/artisans) working within such a systemically infused environment tend to become more engaged across the organisation and society at large (details to be discussed as part of layer 5).

4.2. Agility

Agility emerges when there is a systemic (systems thinking) interlink between management of innovation and management of technology practices and competencies in the workplace. Employees (knowledge workers/artisans) working within such a systemically infused environment tend to become more agile across the organisation and society at large (details to be discussed as part of layer 5).

4.3. Alignment

Alignment at work occurs when there is a systemic (systems thinking) interlink between management of technology and management of people practices and competencies. Employees (knowledge workers/artisans) working within such systemically infused environment tend to become more aligned across the organisation and society at large (details to be discussed as part of layer 5).

5. THE DEVELOPMENT OF SPECIFIC MANAGERIAL LEADERSHIP PRACTICES

Managerial leadership practices constitute specific ways of "doing things", of "showing up", continuously and over time, as required to effectively execute mutually agreed accountabilities and responsibilities at work.

5.1. Engagement

The following managerial leadership practices seem to emerge, once the establishment of the eco-systemic linkages, underlying the management of innovation and the management of people processes, takes place:

5.1.1. Demonstrate social and emotional intelligence

This process involves the ability to connect to self and others in a deep and direct way. It also involves the ability to sense and stimulate reactions and desired interactions from co-workers and stakeholders to achieve the anticipated business outcomes.

5.1.2. Probe reflective engagements

The term 'reflective practice' derives from the work of Dewey (1910) and Schon (1983) and Kolb (1984). Dewey (1910) states reflective practice refers to "... the active, persistent and careful consideration of any belief or supposed form of knowledge in the light of the grounds that support it."

Dewey (1910) also indicates that being reflective "... enables us to direct our actions with foresight "... enables us to know what we are about when we act."

The inference here is that knowledge workers/artisans could develop a questioning approach towards probing problems and reflect on why things are as they are, and how they could be.

5.1.3. Immerse in cross-cultural engagements

Participation in cross-cultural engagements is related to the awareness of self in context, and parallel to that, the awareness of others, within their context and how these will interface and infuse and embrace the diverse assumptions and responses. This is reflected in the immersion with another's culture to harness deeper insights and understanding of being a participant in a globally connected world. It is also the ability to operate in different cultural settings and to capitalise the potential power of such immersions.

5.2. Agility

The following managerial leadership practices seem to emerge, once the establishment of the eco-systemic linkages, underlying the management of innovation and the management of technology processes, takes place:

5.2.1. Probe problems

As informed by the need to rationalise and be practical, business leaders seem to have developed the need to create just in time (JIT) solutions for what is often complex challenges. In this regard, the notion of problem solving tends to become the dictum. In appreciating the richness of being human, knowledge workers/artisans have the opportunity of probing problems and in doing so appreciating the non-causality and complexity at play. Through co-operative engagements, the knowledge worker/artisan could develop the need to rather focus on the experience and the emergence of new insights, rather than giving the right answer. Thus, knowledge workers/artisans do not need to say, 'I have the answer', but rather, express what they are seeing and experiencing, in an attempt to create more awareness and insights.

5.2.2. Operationalise ideation - inclusive of novel and adaptive thinking

Utilising the Ideation Theory to ensure a more comprehensive understanding of the reality's individuals are surrounded by, which will impact all facets of an individual's performance within the work context. Proficiency of thinking and differentiation in crafting alternative responses, beyond that which is rote or rule-based (power-based), can be facilitated by involving perspectives of individuals at multiple levels within an organisational and societal context. Exploring the application of design thinking principles at work could be valuable in crafting alternative outcomes to projected problems at work.

5.2.3. Embrace transdisciplinary learning

Embracing trans-disciplinary learning and the ability to understand concepts across and beyond multiple disciplines, in juxtaposition to multi-disciplinary and inter-disciplinary perspectives, could add an additional layer to making sense of what is happening at work. Jensenius (<http://www.arj.no/2012/03/12/disciplinarity-2/>) explains the various levels of disciplinarity as follows:

- Intra-disciplinary - working with a single discipline
- Cross-disciplinary - viewing one discipline from the perspective of another
- Multi-disciplinary - people from varied disciplines working together each drawing on their disciplinary knowledge working with several disciplines
- Inter-disciplinary - working between several disciplines using a synthesis of approaches
- Trans-disciplinary - working across and beyond several disciplines.

5.3. Alignment

The following managerial leadership practices tend to emerge once the alignment resulting from the process of managing technology and management of people takes place:

5.3.1. Becoming a global and digital citizen

Global and digital citizens at work have the ability to become part of a global community of compassionate citizens who create and who care. In doing so, such individuals will, in the way they co-create meaning, for probing reflective engagements, cultivate digitally and globally minded citizens who are responsible and ethical, serving as remarkable resources to their networks.

5.3.2. Applying computational thinking

People applying computational thinking tend to demonstrate in practice the capability to translate

vast amounts of data into new, revised, or alternative concepts and constructs, and to incorporate data-based reasoning by applying a combination of algorithmic and andrhythmic principles. In doing so, such individuals tend to develop sets of problem probing methodologies, processes, and procedures, which will facilitate the integration of defined problems, the operating contexts, and the implementation of alternative solutions.

5.3.3. Personal knowledge mastery

The practice of personal knowledge mastery includes sense-making, as the ability to determine the deeper meaning or significance of what is being expressed. This involves the need at an individual level to take control of the multitude of existing perspectives regarding reality and synthesise such and articulate these perspectives - with the intent to ground the individual in relation to others. Often, individuals see grounding as a current point in time, which often becomes restrictive.

However, personal mastery is actualised when individuals are not only able to ground themselves in the present, but also envision a future self, thus, harnessing past and presence as an uninterrupted continuum.

6. THE REVEALING MANAGERIAL LEADERSHIP COMPETENCIES

Managerial Leadership competencies refer to specific actions taken by organisations and business leaders to establish and manage effective working relationships in order to co-create a result driven creative networked workplace this is termed a wirearchy. Wierarchies are built on trust, knowledge, personal integrity and a safe to fail learning culture where employees can feel free to express themselves in their work the best way they can, and in doing so, employees could reach their true potential.

6.1. Facilitate conversation

Conversation is a powerful learning tool. People want to participate in decisions that affect their daily work lives. The practice of facilitating conversations is about a conscious choice to involve the relevant stakeholders participating in the problem-probing process. Business leaders should leverage the interest and talent of those around them by including them appropriately in the decision-making process. In a systems-thinking environment, a business leader would have the ability to see the sum of the parts contributing to the holistic outcomes. By seeking the involvement of relevant stakeholders, various advantages could be leveraged, such as, but not limited to more effective communication, better informed and more quality-orientated decision-making, increased commitment to action and higher levels of trust.

THE SEVEN LAYERED TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

	Emerging Workplace Reality	Described As
1.1	Coordinated workplace	A coordinated workplace reality refers to a task and deadline driven work environment, where action is taken based on the specialist/expert knowledge as promoted by an individual in a position of power.
1.2	Collaborative workplace	A collaborative workplace reality refers to an engagement amongst members of a community of practice, where ideas as introduced by a central figure within the hierarchy of the workplace are explored and tested by participation. This is in an attempt to amend/alter proposed business solutions to complex business challenges.
1.3	Cooperative workplace	A cooperative workplace reality refers to a self-directed choice to engage, where knowledge workers/artisans choose to give of themselves and collect from others that have also chosen to give of themselves. Cooperation works from the position that in such a reality there is abundance of knowledge, skills, potential and possibilities which allows co-creation to flourish in an attempt to establish not only what is perceived as a possible outcome, but rather to transcend the boundaries of what is thought to be possible.

6.2. Engage creative networks

Creating a results-driven creative networked workplace (Wirearchy) built on a culture of trust, knowledge, personal integrity and safe to fail learning culture as earlier described, is a key managerial leadership practice and accountability.

Engaging creative networks enables knowledge sharing, encourages diversity of thought, and promotes experimentation in a safe to fail working environment, which stimulates innovation (Jarche 2014). The key principles of creative networks as outlined by Jarche (2016) are a hierarchy, innovative and contextual methods, self-selection of tools, willing cooperation, duty of being transparent, sharing our knowledge, self-determination, and distribution of power. The roles and functions of the business leader in a networked workplace are to improve insights, provide learning experiences, focus on the 'why' of work, and assist in making better networked decisions, be knowledge managers and be an example.

6.3. Promote experimentation

Experiential learning has largely been promoted by David Kolb (1984) to sensitise society about the benefits of experimentation in learning and working could occur at both individual level and at an organisational level. Underpinned by the principles of divergent thinking, assimilated thinking, convergent thinking and accommodative thinking and substituted by Gelb (1998), with reference to Leonardo Da Vinci's principles of *Curiosita* (seeking the truth), *Dimostrazione* (taking responsibility), *Sensazione* (sharpening awareness), *Sfumato* (engaging the shadow), *Corporalita* (nurturing integration), *Connessione* (embracing holism) and *Scienza* (cultivating balance), individuals could develop an awareness of the power of integrating different

modes of thinking successfully co-creating lasting solutions.

The competence to promote experimentation and to take risks in a safe-to-fail environment encourages self-reflection, stimulates novel and adaptive thinking, and assists in overcoming habits that may restrict creative thinking. Applying effective communication strategies (adult, parent, child relationship), consciously supports the expression of ideas and aspirations, which allows business leaders to find their voice. This competence tends to optimise collaboration and facilitates and grows cooperative mindsets.

6.4. Celebrate synergised accomplishments - build vitality

Authentic acknowledgment of individual and team performances and contributions, tend to invigorate people (both at an individual and a group level) and to inspire them, to go the extra mile and to do better than what they even thought is possible.

The competence to celebrate self and other accomplishments also encourages individuals and teams to seek feedback and constructive criticism. In this regard the acknowledgment of current shortcomings and challenges are critical to improve and excel individual and team performance. Taking time out to celebrate accomplishments could lead to an increased self-esteem and a sense of commitment to the group or organisation and a higher purpose.

6.5. Co-create meaning (value adding)

Ikigai is a Japanese concept that alludes to the purpose of why one is motivated to get up each day - in other words what makes life worthwhile. The reason for being, answers the crucial question of existence (purpose) for

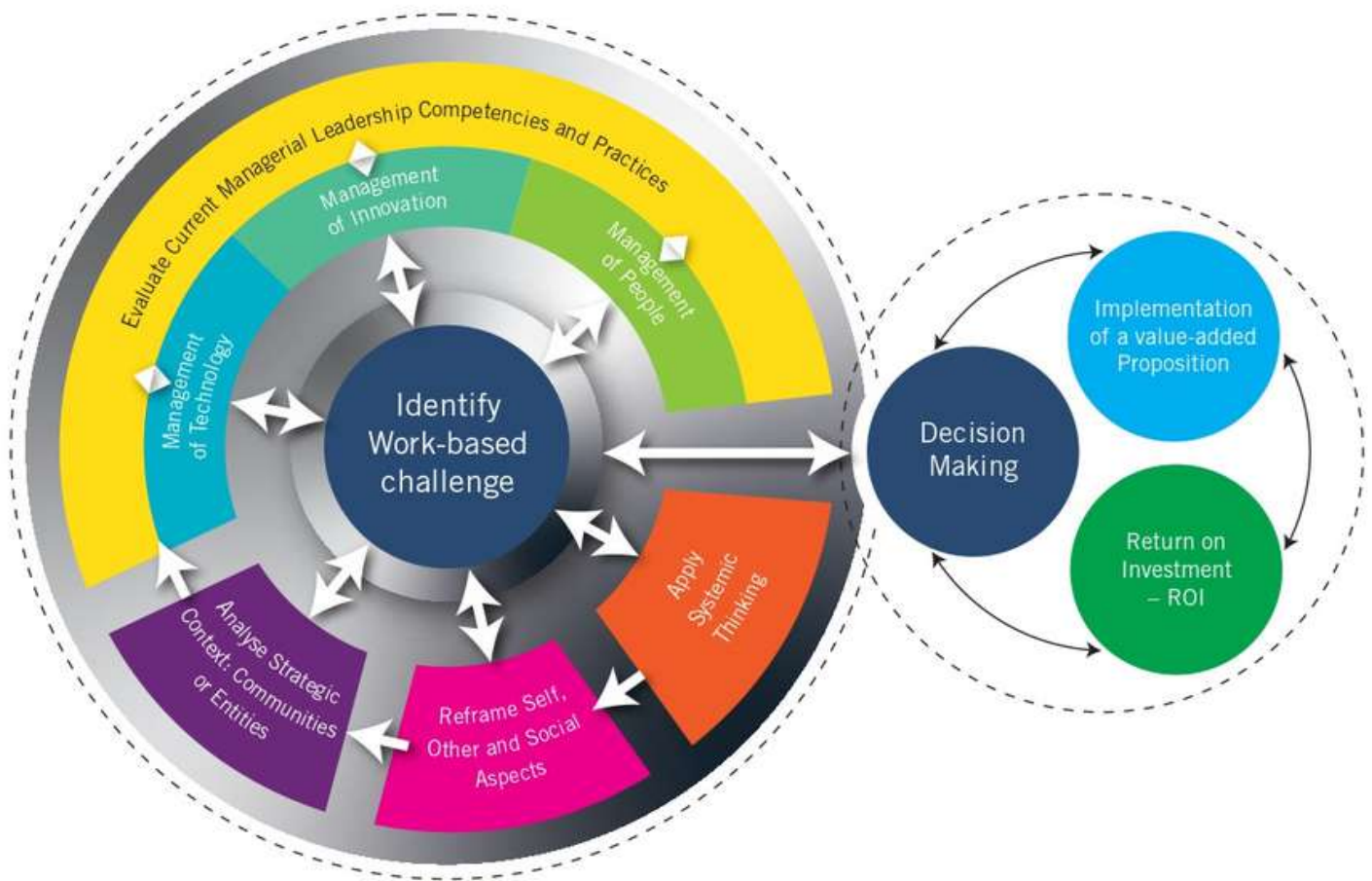


Figure 3: for the TIPS™ Managerial Leadership Implementation Framework

both individuals and organisations. When synergy is found between the individual's *ikigai* and the organisation's *ikigai* they both find soul. When soul is found, energy is released back into the system, which could be referred to as engagement. Engagement is a crucial component of high-performance organisational cultures.

Co-creating meaning refers to the competence to choose to approach interaction with others to create a working environment of choice. The fact that meaning is co-created affords an individual the opportunity to find *ikigai* (purpose), which generates and releases energy back into the system in the form of engagement.

6.6. Co-create direction

Individuals and teams work with greater commitment when they are guided by a vision and believe their efforts can make a difference. By sharing their vision and values, business leaders keep the mission out front, like a beacon, guiding people toward greater achievement.

7. RESULTANT ALTERNATIVE (EMERGING) WORKPLACE REALITIES

The TIPS™ Managerial Leadership Framework is an emerging development construct based on the belief

that managerial leadership is ultimately about facilitating a creative networked learning environment. Critical characteristics include being results driven, building on commitment and trust, knowledge, credibility, and a safe-to-fail work culture, conducive to the co-creation of the following emerging workplace realities:

There are three overarching workplace realities that seem to transpire, which are either a coordinated, collaborative and/or a cooperative organisational reality. These realities are underpinned by the exchange of and level of energy flow amongst employees and employers, resulting from the levels of agreement versus the levels of social interaction between them. Important to mention is all these emerging realities each serves a purpose dependent on context and time.

It is important to note that none of these realities should be posited as a singular truth for a singular context because that would promote the possibility of a normalised reality. To this end, the multi-focal TIPS™ Managerial Leadership Framework deliberately intends to promote the possibility of a non-normalised multi-layered reality, which allows for oscillation between coordinated, collaborative and cooperative realities as they may emerge depending on the context.

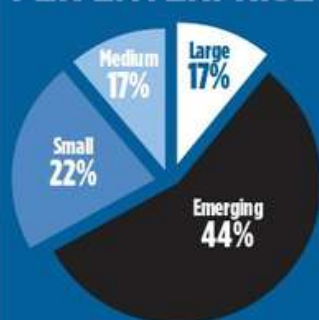


14

TT100 BUSINESS INNOVATION AWARDS PROGRAMME

tt100 BUSINESS INNOVATION AWARDS PROGRAMME

ADJUDICATION CONDUCTED PER ENTERPRISE



8 CATEGORIES
ADJUDICATED
ACROSS 252 CATEGORY PARTICIPATION:

- Management of Technology
- Management of Innovation
- Management of People
- Management of Systems
- Sustainability
- Director General Award for Emerging and Small Enterprises
- Minister Award for Medium and Large Enterprises
- Innovation Concept



292 interested participant reflected interest across the programme in the tt100 Business Innovation Awards 7 categories

A TOTAL OF 82 CATEGORY FINALISTS
were selected following a rigorous online adjudication process

28 CATEGORY WINNERS
were selected from Emerging, Small, Medium and Large

31 Adjudicators
across Private and Public Sectors

TOTAL NUMBER of adjudicated sub-categories per enterprise



CONDUCTED 6 AWARENESS CAMPAIGNS
across South Africa, African Continent and global

40% OF 2021 PARTICIPANTS

came through the awareness campaigns

PARTICIPATION 2021

was across all 9 Provinces in South Africa. Other countries participating were Nigeria, Mali, India, United States of America, France

TIPS questionnaire adjudicated were **67.75%**

Innovation Concept adjudicated were **47.61%**

67.12% of the total participants came from Emerging and Small Enterprises

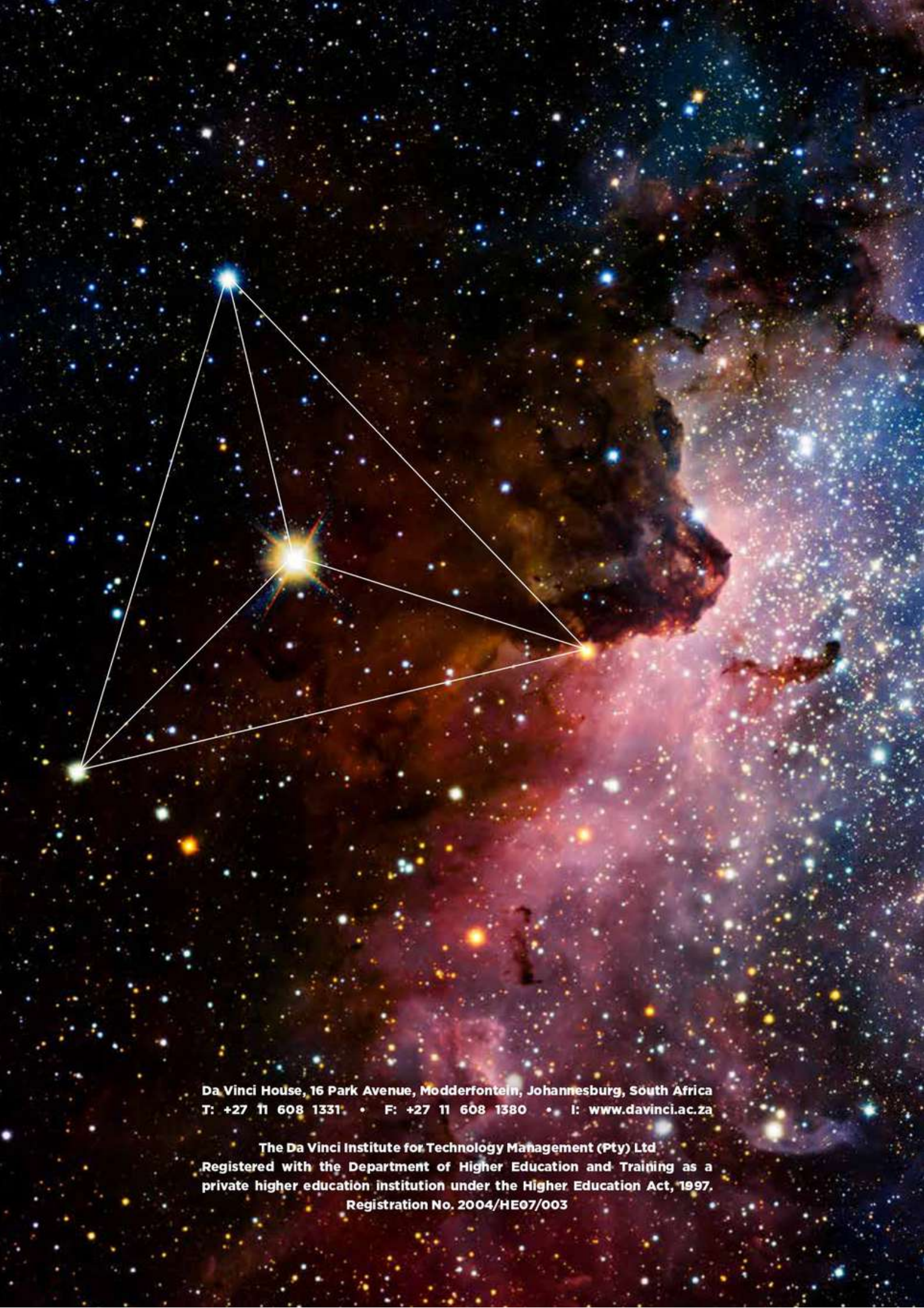
The Top Technology 100 Business Innovation Awards Programme NPC (tt100) was established in 1991 to create an awareness of the role of technology and innovation in South Africa. Since then, the programme has evolved into one of the foremost business awards programmes for organisations interested in advancing the establishment and development of an Innovation Management System. The tt100 celebrates three decades of the Excellence in the Management of Technology, Innovation, and People within a Systemic Context, since 1991 it has created and

celebrated new imperatives that are:

- A holistic business initiative
- Adding value to all participants through education and coaching programme
- Creation of extensive business networking opportunities
- A variety of research and knowledge dissemination activities
- Business awards programs in Global reach

The winners for the 2021 tt100 Business Innovation Awards Programme in each category are:

Management of Technology	Category
FAR UVC AFRICA	Emerging
Cura Risk Management Software	Small
Analytics Advertising	Medium
Netstar	Large
Management of Innovation	Category
VNI Consulting	Emerging
Cura Risk Management Software	Small
Analytics Advertising	Medium
Netstar	Large
Management of People	Category
iWhiz	Emerging
Roman Handt	Small
Analytics Advertising	Medium
Netstar	Large
Management of Systems	Category
FAR UVC AFRICA	Emerging
Cura Risk Management Software	Small
Aizatron	Medium
Netstar	Large
Sustainability	Category
FAR UVC AFRICA	Emerging
Cura Risk Management Software	Small
Aizatron	
Nyukani Education Centre	Medium
Khonology	
Netstar	Large
TT 100 Innovation	Category
Corporate Insight	Emerging
Smart Wage	Small
Air Blow Fans	Medium
Netstar	Large
Overall Excellent for Director General	Category
FAR UVC AFRICA	Emerging
Curo Risk Management Software	Small
Overall Excellence for Minister's Award	Category
Analytics Advertising	Medium
Netstar	Large



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