

UNIVERSITY OF KWAZULU-NATAL

**Exploring Management Practice of Black Owned Restaurants in
Durban**

by

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Declaration

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Abstract

Without proper management practices, small businesses such as restaurants face the risk of failure in South Africa. The aim of the study was to explore management practices in black owned restaurants in Durban. In this regard, the study focused on management functions of planning, organising, controlling, coordinating and leading to explore how these are actually done in the business context of black owned small restaurants. The study focused on the practice of management function rather than the knowledge of these functions in black owned restaurants. The study adopted a qualitative research approach. Using purposive sampling, eight black owned small restaurant businesses were selected in Durban for this study. All these restaurants had a minimum of 10 permanent employees. Data was collected through face-to-face, semi-structured and in-depth interviews. Key results show that practices of planning were characterized as tactical, and short-term primarily for contingencies rather than future growth. Profoundly, planning practices did not focus on unpacking the core strategy of restaurant businesses. Equally notable were coordinating practices regarding various internal resources and activities for service quality while coercive controlling of food and service quality standards, staff on daily and weekly basis characterized how black owned restaurant businesses were managed in Durban. Practices of leadership hinged on a style of engaging employees in different ways but also lobbying for business support. Given the above, it is critical that black owned restaurants also adopt a more strategic view in their practices of planning not only on food stock, staff and style of interactions; but also other elements of the internal functioning of the business and future growth. Without clarity on overall strategy, black owned restaurant businesses will continue to focus on tactics without direction. Additionally, control practices which are more enabling but also embrace the customer view of quality are key if management control systems and routines are to enhance internal functioning of black owned restaurants in Durban. Practices of management function need to focus not only on few elements of internal functioning such as staff, structure, system, skill and style while ignoring strategy and shared values. In practicing management, it is vital for black owned small restaurants to adopt a holistic approach rather than predominantly focus on few parts of the whole as this may not yield optimum functioning. Areas for future research are also highlighted.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The aim of this chapter is to provide a background of the study based on the literature reviewed. This chapter explains the definitions of Small, Micro and Medium Enterprises (SMMEs) as per the South African context. It will also highlight the focus area of the study, which were the management functions. It will further explain the problem statement that led the researcher to research this topic. In this chapter the researcher will also discuss the research design and how data will be collected. It will further explain the sampling methods to be used and the population of the study. Lastly, the chapter concludes by outlining how each of the chapters of this study will be outlined.

1.2 Background of the study

Small, Micro and Medium Enterprises (SMMEs) contributes significantly to the economy in South Africa not only through their development of new and unsaturated markets, but also competing in saturated markets. Researchers such as Gumede (2008) have estimated that, in South Africa, small and medium-sized enterprises make up 91% of formalised businesses. This type of SMME provide employment to about 60% of the labour force while accounting for a total economic output accounts for roughly 34% of GDP in South Africa. In this way, SMMEs are considered an important contributor to the economy as drivers for reducing unemployment, especially since the formal sector continues to shed jobs. This is key as unemployment is currently at its highest being 27.7 % according to STATS SA Quarterly Labour Force Survey (Q1:2017). But how are small, micro and medium enterprises defined in South Africa?

1.2.1 Conceptualisation of small businesses

It is clear that several scholars (such as Beddell, 1990; Brand, Du Prese and Schutte, 2007; Tustin, 2015; Yu and Bell, 2007) agree that there is no universally accepted definition of small businesses or enterprises. In this way, the definition of small businesses differs between countries and between institutions within a country. Consequently, some of the key terms used to refer to small businesses includes SMEs and small, micro, very small and medium enterprises (SMMEs). To overcome the problem of defining small businesses, the seminal

works of the Bolton Committee (Bolton, 1971) developed quantitative (statistical) and qualitative (economic) definitions of small businesses.

The quantitative (statistical) definition by the Bolton Committee acknowledged the relevance of the sector by using different sector-orientated scales based on the enterprise size criterion and turnover. However, this statistical-based definition was faced with challenges when making international comparisons of the enterprise size based on general fluctuations of currency, inflation and prices in different countries. The current study is within one country such that the issue of international comparison is irrelevant. On the other hand, qualitative-based definitions emphasised the manner in which SMEs operated their businesses (Bolton, 1971).

Using qualitative criteria, the Bolton Committee suggested that a small enterprise has: a) a relatively small share of the market, b) is managed by the owner or part-owner in a personalised manner and not through the medium of a formalised hierarchical structure, c) is unable to influence prices or makes a minimal impact if it is a non-profit organisation, and d) is independent and not part of a larger enterprise. However, the main challenge with the qualitative-based definitions was that the characteristics adopted were generally too broad and imprecise, posing a danger of leading researchers into adopting a too narrow or broad view of what constitutes an SME (Beddell, 1990).

The absence of a unified definition has led to challenges in ensuring coordinated efforts between countries and even between researchers in the same country. However, this challenge seems to be reducing since more countries are settling for a more common definition. Since 2005 the European Union (EU) member countries have agreed on a common definition (European Commission, 2005). The new definition which is predominantly quantitative sets the upper limit of an SME to 250 employees, annual turnover of 50 million EUR and an annual balance sheet limit of 43 million EUR.

However, in South Africa the term “SME” is not used; instead the term “SMME” is used and includes micro enterprises as opposed to the more generally adopted term, “SME”. Agupusi (2007:4) suggests that the term SMME entails “small, medium, very small and micro enterprises”.

According to the National Small Business Act of 2003 (DTI, 2003), small businesses are defined according to the following criteria: standard industrial and sub sector classification,

size of class, total number of full-time paid employees, total annual turnover, and total gross asset (fixed property excluded). In SA, 'SMME' and 'SME' are terms used interchangeably

The National Small Business Act further subdivides small business as survivalist, micro, very small, small and medium enterprises (NCR, 2011). In the Table below, the National Small Business Act uses the number of employees combined with the annual turnover, assets excluding fixed property, per enterprise size category to define SMMEs

Table 1.1: Broad definitions of SMMEs in the National Small Business Act

Definitions of SMME given in the National Small Business Act			
Enterprise size	Number of employees	Annual turnover	Gross assets, excluding fixed property
Medium	Fewer than 100 to 200, depending on industry	Less than R4 million to R50 million, depending upon industry	Less than R2 million to R18 million, depending on industry
Small	Fewer than 50	Less than R2 million to R25 million, depending on industry	Less than R2 million to R4,5 million, depending on industry
Very small	Fewer than 10 to 20, depending on industry	Less than R200 000 to R500 000, depending on industry	Less than R150 000 to R500 000, depending on industry
Micro	Fewer than 5	Less than R150 000	

Adapted from: National Small Business Act, (1996:16)

In light of the above, the current study focused on micro and very small enterprises in Durban. It is important to highlight that business owners of small, micro and medium sized enterprises (SMMEs) are faced with complex challenges in establishing, maintaining and growing their businesses in South Africa. According to Tsele (2016), the 2016 National Small Business Survey released by the National Small Business Chamber (NSBC) reveal that some of these challenges generally relate to marketing and attracting of new customers. In addition to this, SMMEs in South Africa also lack funding and sufficient cash flow to facilitate growth of their businesses. This study is interested in management skills of SMMEs which are also highlighted as lacking among owners of SMMEs. Many business owners are increasingly recognising the importance of technology.

However, only 4% of business owners in South Africa believe a smartphone is essential to running their business – yet 37% of the population own one.

It is important to highlight that there is a high failure rate of SMEs in Durban. This is estimated at 70-80% in Durban as per Economic Development & Growth in eThekweni report (2016). As this study focuses on Durban, it is very important to specifically understand some of the challenges that were highlighted by SMMEs in Durban in the above report in 2016. These are:

1. Over 25% of firms identified rising input costs (electricity prices, municipal rates and services) as constraints.
2. Poor work ethics,
3. Increasing regulatory burden,
4. Inadequate sources of finance and
5. Skills shortages.

Not all SMMEs operate in the same sector. The current study focuses on restaurant businesses. It is important to note that restaurants and coffee shops, take-away and fast food outlets, but also catering services in South Africa experienced a total growth of income of 1.5 % in September-November in 2016 (STATS SA Quarterly food and beverage report, 2016). Despite this growth, restaurants like many other businesses are facing a variety of challenges. According to Jenkins (2017), restaurants owners in South Africa face challenges which are not entirely unique from other types of business. For example, Jenkins (2017) indicate that the startup capital of starting a restaurant are quite high, while profits are only seen after a couple of months from the start. Furthermore, suppliers often require to be paid upfront when the restaurant business have not made the profit.

It is also common that restaurants have challenges to market their business to the correct target market, and maintaining the customer as there is high competition. It is therefore less surprising that restaurants close their doors in less than 3 years after the start.

Arguably, the myriad of challenges faced by business owners demand that management of businesses is robust, adaptive, and agile enough to address these challenges. As such, the role of managers and how they undertake a management function is very important is in influencing the success of restaurant business in Durban.

1.3 Motivation for the study

This study was motivated by the need to find out how business owners of SME are employing and adapting the different management principles, and how these management principles are helping businesses to grow and flourish, even under the gloomy economic climate in South Africa. The study explored the management practice of black owned restaurants in Durban. There has not been much work that had been done previously on this topic even though there is need for it Welter (2012).

One of the ways the South African government strives to sustain a viable South African economy is by promoting entrepreneurship. Prior to 1994, the main role players in the South African economy were mainly whites. Since 1994, the government has attempted to address these inequalities by promoting entrepreneurship among all race groups of South African residents (National Development Plan, 2012). According to the Stats SA (2017) there has been a constant growth trend in the restaurant industry from 2012, with evidence of more black people entering the industry and owning restaurants in South Africa in the past 10 years.

This was not possible prior to 1994. Given the historical exclusion of black people to participate freely in the growth of economy, this exclusion also included opening businesses like restaurants in urban areas.

In any business, if there are no effective management functions, the business is not likely to achieve its goals (Wren and Bredeian, 2009). Koontz (2009 in Anderson 2011:49), defines management as “the art of getting things done through people”. This study focused on how black owners of restaurants practice management functions in the day-to-day organizational life. According to Voltex (2017) one of the oldest theorist Henry Fayol gave a scope of management function that is generally familiar today, namely – ‘to forecast and plan, to organise, to command, to co-ordinate and to control’. With insight from Taylorism and Fayolism, this study identified management functions relevant to small restaurant businesses to understand how black owners put these into practice. In short, this study was motivated by the need to explore not just the management functions but also what these black owners actually do to manage these functions: planning, organising, control, coordinating and leading.

In this respect, the study focused on the practice of management function rather than the knowledge of these functions. Although the study focuses on black owners of restaurants, it is key to highlight that the results will help any other person interested in managing a restaurant in Durban. The knowledge gained would also assist other SMEs outside the restaurant business but also policy makers of how to develop restaurant businesses by black owners as part of tourism in Durban.

1.4 Focus of the study

The study focused more on management functions and not necessarily on the revenue made by restaurant businesses in Durban. It is important that the study is about what business owners actually do as they practice management through the five management functions of planning, controlling, coordinating, organizing and leading. In other words, the focus is on the practice evident in the day-to-day activities and processes which manifest these management functions in a restaurant business.

In terms of the nature of restaurants this study has focused on what are termed as very micro and micro restaurant businesses according to the National Small Business Act, 1996. In a nutshell, these restaurant businesses had a total full-time equivalent of paid employees of less than 10. These restaurants enterprises are involved in the sale and provision of meals and drinks, ordered from a menu, and prepared on the premises for immediate consumption. It is important to indicate that these restaurants also provide seating area. This definition of restaurant adopted in this study is not different from the one used by STAT SA.

1.5 Problem statement

Managing a business of any type in a competitive, volatile, uncertain and ambiguous environment of the 21st century is a highly complex task, which requires managers to exercise management functions to influence the internal workings of an organization (e.g. systems, style, structure, staff etc.) and its environment (e.g. customers, suppliers, regulators). As managers gain a better understanding of their businesses, they realize the importance of rethinking and reconfiguring continually elements of their businesses in order to survive and grow.

Generally, a critical review of extant literature on restaurant business reveal that empirical studies have focused on quality of food service, restaurant finance, food service marketing, food safety and healthfulness, but also the role of technology in the industry (Dipietro, 2017). Israel (2007) also examined different on practices of crisis management in a restaurant.

Within South Africa which is the context of this study, existing studies on restaurants have focused on sustainability issues relating to restaurants, rise in the structural change of quick service restaurants in South Africa, but also effects of restaurant on consumer behaviour (Welter, 2012; Moubbe, 2012; Jin, 2015). While management is recognized as one of the key skills in many small businesses, there is limited research that has focused on how management is done especially by black owners of small restaurants in South Africa.

1.6 Research objectives

As the study focused on the practice of management functions in small restaurant businesses, the following were the research objectives:

1. To explore the management practices used by black owners of small restaurants to manage their businesses in Durban, South Africa
2. To identify how black owners of small restaurant businesses use management functions to influence the internal functioning of a business in Durban, South Africa.
3. To recommend management practices for the success in black owned small restaurant businesses in South Africa

1.7 Research questions

The main research question in this study was: How do black owners of small restaurants in Durban practice management functions in their businesses?

To be more specific, the above research question was further sub-divided into the following:

- How do black owners of small restaurants do their *planning* in the restaurant businesses in Durban in South Africa?
- How do black owners of small restaurants *lead* in the restaurant businesses in Durban in South Africa?

- How do black owners of small restaurants *coordinate* the restaurant businesses in Durban in South Africa?
- How do black owners of small restaurants *control* the restaurant businesses in Durban in South Africa?
- How do black owners of small restaurants organize the restaurant businesses in Durban in South Africa?
- How is the influence of management functions manifested in the internal functioning of a small restaurant business in Durban?

1.8 Limitations of the study

The main limitation of this study is that it only used interviews as a source of data as it is possible that not all participants reveal details which could reveal some of their commercial secrets. In this case, the use of other methods of data collections such as observation would have added more insights into the practice of management functions by these black owners of restaurants. As the business owners were busy, the interruption during interviews required great attention to retain the flow of interviews. In future, it is advisable that interviews be conducted away from the business premises to avoid such disruptions.

1.9 Research methodology

This was an exploratory research. The study used purposive sampling to participants for the study. In-depth and semi-structured interviews were audio recorded. During these face-to-face semi-structured interviews, an interview guide was used. Audio recorded interviews were later transcribed before data analysis.

The study adopted thematic analysis to identify any recurrent patterns reflecting the practice of management functions and internal functioning of the small business.

1.10 Chapter outline

The dissertation comprises of six chapters that are organised as follows :

Chapter one : Introduction

This chapter has provided the motivation and the basis of the research work. It has outlined the focus, the problems statement, the research questions and the aim of the study. It has also provided a brief overview of the research methodology used.

Chapter two : Literature review

This chapter provided the theoretical background to the research and it discussed classical theories of management to provide a robust foundation for the key concepts in this study. The chapter reviewed and clarified the theoretical framework of management functions that the owners of SMEs use in the running of their restaurant business, which are to plan, organise, control and lead, to achieve effective and efficient internal functioning. Managers of small restaurant business exercise their management functions on a variety of interdependent elements, which include staff, style, systems, structure, resources, values, strategy and skill, as these are most relevant to small businesses.

Chapter three: Research methodology

This chapter outlines the research methods and plan used to test and satisfy the research objectives. The motivation for adopting an exploratory research method using in-depth interview for data collection was also detailed in this chapter.

Chapter four: Research findings

In this chapter findings of the data collected were presented.

Chapter five: Discussion

In this chapter the discussion of the findings was discussed in relation to literature and previous studies.

Chapter six: Conclusion

In this chapter conclusions and recommendations based on the findings were presented. Future areas of the study were also identified

1.11 Summary

This chapter has outlined what would be expected from this research paper: the objective to review and understand the practices of how black owners manage their restaurants business, looking into what management practice they apply in their restaurant businesses.

In the next chapter, the study focuses on the literature review of how management functions were developed, what has been established regarding management functions and how these management functions assist black owners of restaurant reach their goals?

CHAPTER TWO

MANAGEMENT AS A PRACTICE

2.1 Introduction

Managing a business of any type in a competitive, volatile, uncertain and ambiguous environment of the 21st century is a highly complex task, which requires managers to exercise management functions to influence the internal workings of an organization (e.g. systems, style, structure, staff etc.) and its environment (e.g. customers, suppliers, regulators). As managers gain a better understanding of their businesses, they realize the importance of rethinking and reconfiguring continually elements of their businesses in order to survive and grow.

The aim of this chapter is to review classical theories of management in order to gain a deep understanding of critical aspects of management; and how managers can put management functions into practice in a small business. With this aim in mind, this chapter begins by looking at classical theories of management to understand the original thinking that informs management. Thereafter, the chapter explores different meanings of management. What each management function is all about and how these functions relate to internal functioning of an organization are also part of this section. Lastly, the chapter concludes by developing the notion of management functions-as-a-practice situated in the context of small and medium sized enterprise as the context of this particular study.

2.2 Historical perspective of management theory

Without proper management, many businesses or organisations cannot achieve their objectives. In this way, doing management is a very important part in any organization (e.g. church, school, business). As early as the 4th century, several writers cited in ancient military texts provide lessons for civilian managers (Wren and Bredeian, 2009). For example, Chinese general Sun Tzu in his 6th BC work, *The Art of War* recommends being aware of and acting on strengths and weaknesses of both manager`s organisation and foes`. This practice is SWOT analysis in the language of modern managers and business people. Another early writing was from an influential Chinese philosopher Shen Buhai whose work may be a rare pre-modern example of abstract theory of administration.

Other early writings advised new monarchs on how to govern, pursue job specialization and informed them on leadership traits to look for in people as early as in 350 BC (Wren and Bredeian, 2009:227). Written in 1776 by Adam Smith, *The Wealth of Nations* discussed efficient organisation of work through division of labour and how change in processes boosted productivity in the manufacture of pins. For example, while individuals could produce 200 pins per day, Smith the classical economist analyzed the steps involved in the manufacture to make changes where only 10 specialists were able to produce 48,000 pins per day (Basharat and Bashir, 2012).). It is notable that Adam Smith (1723-1790) and John Mills (1806-1873) also discussed resource allocation, production and pricing issues that relate to modern business management.

People such as Henri Fayol (1841-1925) were also instrumental in the evolution of management through his description of various branches of management and their interrelationships (Basharat and Bashir, 2012). One of the gurus of modern management Peter Drucker wrote one of the earliest books in 1946 on applied management entitled *Concepts of Corporations* after a study of organisation at General Motors. According to Sharma and Mishra (2013), the formal study of management only started in the 19th century when salaried managers were an identifiable group. The main driving force behind the development of management as a science was the transition from 19th century “entrepreneurial capitalism” to early 20th century “managerial capitalism” (Wren and Bredeian, 2009:223). The practice of first capitalists who were business owners used their own finances to fund organisations, which they managed themselves. With rapid industrial growth and the formation of large and complex organisations, it became difficult for owners to manage on their own and required the support of others to get results. Thus, it became common for many owners of enterprises in the 18th century to split between owners, (individuals, industrial dynasties or groups of shareholders and day-to-day managers (independent specialists in planning and control) (Wren and Bredeian, 2009:227). There was an amount of prestige to be perceived as a practitioner of the art or science of management. With reference to the scope of business organisation, Fayol in his 1949 book on *General and Industrial Management* pointed out that organizational activities may be divided into six categories, which are (1) technical services, commercial activities, financial services, security activities, accounting activities and managerial activities (Wren and Bredeian, 2009:227).

To gain a profound understanding of management, it is critical that every management scholar understand the three main classical theories of management, namely the scientific management theory (1890-1940); bureaucratic management theory (1930-1950) and Weber`s Theory of bureaucracy which were developed in early 20th century (Basharat and Bashir, 2012).

2.2.1 Scientific management theory (1890-1940)

Scientific management theory is a well-known theory of management that is traced to Freidrick Winslow Taylor who was a mechanical engineer in the USA in 1911 and was primarily concerned with increasing productivity, at the time of industrial revolution and shortage of labour (Basharat and Bashir, 2012).

As such, the only way at that time to increase productivity was to increase efficiency of workers (Basharat and Bashir, 2012). This prompted a focus on time and motion study but also workplace experiments on how employees could do more in short period. Frederick Winslow Taylor (1911) is credited for starting the scientific management movement by studying the work process scientifically. In a series of “time and motion” studies and workplace experiments, Taylor was interested in efficiency and optimizing performance levels as a solution to labour problems (Basharat and Bashir, 2012). Central to the philosophy of Taylor was the belief that making people work as hard as they could was not as efficient as optimizing the way the work was done. For example, Taylor experimented with shovel design until he had a design that would allow workers to shovel for several hours straight. In this experiment, he raised productivity of shovellers from 16 to 59 tons per day and reduced the number of yard labourers from 500 to 140(Basharat and Bashir, 2012).

In another pursuit of worker efficiency, he also experimented with various motions required by bricklayers to develop an efficient way to lay bricks. The assumption was that by calculating time needed for various elements of tasks, it was possible to develop the “best” way to complete a task. Scientific management theory included careful specification and measurement of all organisational tasks (Basharat and Bashir, 2012). Thus, work was standardised as much as possible. In this way, it is clear how Taylor applied scientific method to study the optimal way to do any type of workplace tasks.

Taylor published “*The Principles of Scientific Management*” in 1909 to underline that productivity increases by optimizing and simplifying jobs (Basharat and Bashir, 2012).

This reflects a departure from leaving workers on their own to produce necessary products to close supervision of workers for efficiency gains. Instead of factory managers having very little contact with workers, Taylor emphasized that workers and managers needed to cooperate with one another (Basharat and Bashir, 2012). Thus, supervision was critical. At that time, the thinking was that the main motivation of workers was continued employment such that they did not have incentive to work as quickly or efficiently as possible as there would be no more work for them.

It is also notable that Taylor believed that all workers were motivated by money that if a worker achieved enough in a day, he or she deserved to be paid as much as another worker who was highly productive (Basharat and Bashir, 2012). As such, he promoted the idea of fair day's pay for a fair day's work. This shows how selecting the right people for the job were another important part of workplace efficiency. As part of this theory, workers were rewarded according to what they produced. This approach appeared to work well for organisations with assembly lines and other mechanisms.

This theory was discovered between 1890-1940 when most companies were industrialized. Following lessons from time and motion studies and experiments, Taylor proposed four principles of the scientific management of work that are also known as "Taylorism" (Basharat and Bashir, 2012).

1. Use scientific method to study work and determine the most efficient way to perform specific task. This needs to replace working by rule of thumb or simple habit and common sense. This entails studying the job in practice to find ways to do it. Thus, information of each way in shape of time and motion is collected to try different methods to find the best way possible.
2. Match people to their jobs based on capability and motivation. Train them to work at maximum efficiency. This disapproves simply assigning workers to any job anyhow.
3. Monitor work performance and provide instructions and supervision to ensure that workers are using the most efficient ways of working.
4. Allocate work between managers and workers so that managers spend their time planning and training while allowing workers to perform their tasks efficiently. Division of work focused on management performing science and instruction whereas worker performing labour. In this way, each group performs best in their specific tasks.

According to Bell and Martin (2012), Taylor believes increasing the efficiency of the workman scientifically would increase not only the opportunity for more work, but also the real wealth of the world, happiness, and all manner of worthwhile improvements in the life of the employee working person. Three key aspects of Taylorism and scientific management theory are evident in management today, such as (1) scientific selection and training procedures, (2) equal division of work and responsibility between manager and worker, and (2) workplace efficiency and systematic organization design. Modern management theorists such as Edward Deming and Juran have advanced principles of division of work.

2.2.1.1 Criticisms of scientific management theory

There is a variety of criticism that that been levelled against scientific management theory. Firstly, it is posit that this theory focuses too much on the mechanics such that it ignored the people side of work (e.g. motivation, satisfaction). For example, it focused on more work from labour with less pay that shows little regard for employee satisfaction. Furthermore, labour objected to speedup conditions that placed undue pressure on workers and lack of voice during work. In other words, man was treated as a machine. Critics highlight than management is not machine-like manipulation (Basharat and Bashir, 2012). Actually, management includes employee motivation and satisfaction (e.g. Ubuntu as part of African management). Human relations- oriented theories of management emerged in the 1930`s to tolerate value employees as humans who communicates within their team but also across employees at different levels in an enterprise. Secondly, the theory reinforced the notion that there is only one best way to do every task to enhance productivity. In promoting this idea, the theory is incompatible with current practices such as Management by Objectives (MBO), continuous improvement, Business process–re-engineering (BPR) which promote individual responsibility, flexibility in responding to situations and decision-making at every level of an organisation rather than a manager alone. Specialized work is potentially boring to a human. In this regard, boredom affects manual work productivity, which actually results in productivity declining rather than increasing over time. Clearly, Taylorism separated mental from manual work.

However, modern participative management incorporates ideas, experience and knowledge of workers into best practices. Thirdly, Taylorism invoked fear in labourers that working harder or faster would exhaust whatever work was there, resulting in retrenchments.

This affected productivity as workers were concerned about their continued employment, which could be secured by working less fast. Lastly, Taylorism focus on breaking a task into tiny steps and on how each person can do his or her specific series of steps best is in opposition with current practices of teamwork and systems thinking (Wren and Bredeian, 2009:227). Modern management thinking suggest that tasks should be examined as part of a system in a holistic manner to maximize efficiency and productivity. The extreme specialization promoted by Taylorism is not appropriate to provide a motivating and satisfying work environment for employees Wren and Bredeian, 2009:227).

Notably, the organizational context in which Taylorism was evident was characterized by mechanistic and routinized activities that are different to many work environments in the 21-century (Basharat and Bashir, 2012). It is therefore less surprising that Taylorism is not practiced much today. It is also very key to underline that Taylor`s theory worked in a period of growth which may be very different from the complex, volatile, uncertain and ambiguous environment of many businesses today. Nonetheless, the scientific management theory has potential to explore how business owners as employers try to get full benefit out of the employee. With a focus on modern businesses and unionized employees, the question of what type of practices are used by managers to gain worker efficiency but also effects of these practices on workers as humans is very interesting. For example, time is important in a restaurant business. What management practices are used to control and gain efficiency of workers in this type of businesses? How are employee`s hours of work in a small restaurant linked with productivity of work?

2.2.2 Fayol administrative management theory (1916-1925)

Management thought by Henri Fayol, a French manager-engineer have also influenced generations of managers and scholarly thinking on management (Wren and Bedeian, 2009). Based on his 50 years` experience in business management and general management as an industrial mining executive, Fayol realised that he required skills more than his engineering competencies.

As such, he viewed “management as devising systems and methods for increasing throughput...involved all activities associated with producing, distributing, and selling a product” (Wren and Bedeian, 2009:214).

It is interesting that as early as way back in 1900, Fayol was fully aware that “the effect of management on business activities was not fully understood and that technical expertise can be completely destroyed by defective administrative procedures” (Wren and Bedeian, 2009:214).

Fayol organised mineworkers into selected teams to enhance group cohesiveness, reduce turnover and increase output as teams refused to accept inferior members (Wren and Bedeian, 2009). He also recognised that some jobs would be enlarged to avoid job monotony and enhance skill levels. Briefly, Fayol introduced six management functions (which will be discussed later in section 2.2.1) and fourteen principles of management, which formed the second part of his book, titled Principles and elements of management published in 1949. These fourteen principles are as follows (Fayol, 1949:19-35).

2.2.2.1 The 14 Principles of management

Prevoyance (foresight)

In this regard, Fayol was pre-occupied with the notion of *prevoyance* (foresight) as the act of forecasting, planning and budgeting mindful that the best plans cannot anticipate all unexpected occurrences which may arise (Wren and Bedeian, 2009:214). As a way of enhancing forecasting, it is important to involve managers in a participative management style. If lower-level managers are involved in strategic audits that draws up the strength, weakness, opportunities and threats of an organisation, and scans the surrounding task environment, they are more likely to commit to execute what they themselves planned.

Division of Work

Under this principle, work specialisation is the best way to use human resources. As such, dividing work among individuals and groups is key to ensure that effort and attention are focused on special portions of the tasks. Work is divided horizontally by splitting the organization’s activities into sub-function of specialization (Voxted, 2017: 262). Vertical division of work relates to distribution of authority to carry out tasks related to direction and control. According to this principle, a person is not capable of doing all types of work. Each job and work is assigned to an individual at a certain level.

Division of work promotes efficiency because it permits an organizational member to work in a limited area reducing the scope of his or her responsibility. Fayol wanted the division of work not only at factory but also at management levels.

Division of work in modern organisation is becoming widespread that there is increasing need for coordination (Voxted, 2017: 262).

Authority

“Authority is the right to give orders and powers to exact obedience” while responsibility involves being accountable (Fayol, 1949:97-98). Authority and responsibility go together or co-exist. To put it differently, authority and responsible are two sides of a coin. Thus, giving anybody responsibility for a job should also mean giving the concerned level of authority. Efficient managers make the best possible use of their authority and do not escape from responsibility. Fayol is clear that formal authority is official authority framed by the formal role and position of manager while informal authority arises from personality, intelligence, experience and moral standing (Voxted, 2017:262). For example, Fayol concluded that responsibility and authority must be co-equal after observing that work had stopped, created delays and disorder simply because a horse working in one of mines fell and broke its leg and no one in the absence of the mine manager would authorise replacement.

Discipline

Discipline is in terms of obedience, application, energy and respect to superior. As such, it is appropriate to fine workers who ignore discipline in the organisation because success of an organisation requires common effort of all workers. According to Henri Fayol, discipline also means sincerity about the work and enterprise, carrying out orders and instructions of superiors. It is also about faith in the policies and programmes of the business enterprise. Defects in discipline are a result of incompetence on the part of a manager. Discipline arises from having knowledgeable managers at all levels of authority, workplace agreements satisfactory to both employee and managers, and meaningful use of penalty (Wren and Bredeian, 2009:218).

Unity of Command

To avoid confusion, workers should receive orders from one person or manager so that there is unity of command necessary for success in an organisation (Wren and Bredeian, 2009:218). According to Fayol, no one can serve two masters. To put it in other words, a body with two heads is a monster unlikely to have great chances of survival.

As such, dual command was not appropriate for authority, discipline, and stability. According to Fayol, having more than one superior leads to confusion and give employees an opportunity to play managers off against each other.

The principle of unity of command provides the enterprise disciplined and orderly existence. It is significant for harmonious relationship to exist between officers and subordinates in a work environment (Voxted, 2017: 263). According to Fayol, this is one of the essential principles of management.

Unity of direction

The entire organisation should move towards a common objective in a common direction and guided by shared values. Fayol advocates, “One head and one plan for a group of activities having the same objective” (Fayol, 1949:25). This enables effective co-ordination of individual efforts and energy as there is a sound organisation structure for unity of action.

Subordination of individual interest to General Interest

Individuals who serve only themselves are harmful to the interest of their fellow employees but also interest of the organisation in general. General interest or benefits of an organisation need to be above individual interests to avoid self-interested behaviour. In short, this principle of management state that employees should surrender personal interest before the general interest of the enterprise. Sometimes, ignorance, selfishness, laziness, carelessness and emotional pleasure may make employees to overlook the interest of the organisation. This is primarily applicable where individual interests are likely to weaken the organisation.

Remuneration

Salaries of workers should not only be based on productivity of workers but also consider many variables such as cost of living, supply of qualified personnel, general business conditions, and success of the business (Wren and Bredeian, 2009:218). It is very helpful that logical, fair and objective methods to determine payment based on performance are used as this reduces tension and differences between workers and management. It is key to mention that Fayol was mindful of the power of non-financial forms of incentives as remuneration as well (Wren and Bredeian, 2009:218). As such, harmonious relationship and pleasant working atmosphere were also key to enhance organizational success. According to Fayol, this principle supports the provision of residential facilities and arrangement of electricity, water and facilities for workers. Thus, Fayol did not see remuneration as a tool for motivating employees to more goal oriented efforts as he reviewed others remuneration systems with respect to the general well-being of employees (Voxted, 2017: 263).

Centralisation

Centralisation is about coordination to create unity within departments or sections through more comprehensive work-sharing arrangements. It is very important that only one central point in the entire organisation should exercise overall direction and control of all the parts. As such, the degree of centralization of authority should vary according to the needs of situation, culture and organisation (Wren and Bredeian, 2009:219). However, Fayol echoed that centralization in small units allows managers to go directly to subordinates while proper decentralization in big organisation allows orders and information to go through a series of intermediaries. As none of these is a favourite, it is important that centralization or decentralization of authorities is proper and effective in order to achieve maximum objectives of the business (Wren and Bredeian, 2009:219).

Scalar Chain

In an organisation, hierarchies of management and authority are necessary. Status of a manager in a hierarchy guides the allocation of authority. As such, most authority should be given to top-level managers and vice versa. In this regard, lower-level managers need to inform upper-level managers about their work activities. This reflects how a scalar chain is a chain of supervisors from the highest to the lowest rank. This reflects the pathways for communication and order to transmit from the top of the scalar to the bottom. However, lateral communication is also important as it is sometimes the shortest path, and results in avoiding overburdening superiors. Fayol defines scalar chain as “the chain of superiors ranging from the ultimate authority to the lowest rank” (Wren and Bredeian, 2009:219).

Order

Fayol believed in “a place for everything and everything in its place” but also “the right man in the right place (Wren and Bredeian, 2009:219). Efficient and effective operations in an organisation require that all personnel and materials have specific place, and placed in their specific position all the time. Material order is necessary to avoid wasting resources while social order requires good selection. Nepotism, favoritism, or ignorance resulting in having positions filled with incompetent people is a threat to social order. According to Fayol, (1949:37) social order presupposes the successful execution of two most difficult managerial activities: good organization and selection.

Equity

Equity means all employees should be treated with a combination of kindness and justice to instill loyalty and devotion (Wren and Bredeian, 2009:220). Thus, rights, rules, and regulations should be the same for all workers. Application and pursuit of the principle of equality at every level of management is vital for equity. Discrimination as regards caste, sex and religion should be discouraged. Instead, effective management that always accords sympathetic and human treatment, honesty and impartiality with the employees should be promoted.

Stability of tenure of Personnel

Fayol appreciated that it takes time to develop the necessary skills to perform at a superior level. Furthermore, it also takes a long time for a group of employees and managers to develop into a high-performing team (Wren and Bredeian, 2009:220). Principle of stability is linked with long tenure of personnel in the organisation. As production is teamwork, it is very critical for efficient management to build a team of good workers. Frequent changes in team or the entire process of production tends to disturb stability of operations. As such, trusted, experienced and trained employees should be retained in an organisation. Stability of job is vital as it creates a sense of belongingness among workers. Fayol (1949:39) warned against short-term workers in this way:

“Hence it has often been recorded that a mediocre manager who stays is infinitely preferable to outstanding manager who merely come and go”.

Initiative

According to Fayol, initiative as a principle requires that employees display zeal and energy in whatever they are doing. In his words, Fayol argued that initiative as “thinking out a plan and ensuring its success...is one of the most powerful stimulants of human behaviour” (Wren and Bedeian, 2009:221). Initiative by every employee represents great strength for business. Under this principle, successful management provides an opportunity to its employees to suggest new ideas, experiences and more convenient methods of work. Employees who have worked on a specific job for a long time are in a position to offer better alternative ways and techniques of work. It is more useful, if initiative to do so is granted to employees.

Esprit de corps (team spirit)

“Dividing enemy forces to weaken them is clever, but dividing one`s own team is a grave sin against the business” (Wren and Bedeian, 2009:221).

Individual and group effort needs to be integrated and coordinated for everyone to pull in the same direction. Fayol argued that “real talent is needed to coordinate effort, encourage keenness, use each man`s abilities, and reward each one`s merit without arousing jealousies and disturbing harmonious relations” (Wren and Bedeian, 2009:221).

With these principles, Fayol`s book published in 1916 was known throughout the whole of France as “catechism for Chief Executive`s education” as it became firmly entrenched in French management thinking (Wren and Bedeian, 2009; 214). However, scholars of management and practitioners need to fully understand that Fayol`s principles were not exhaustive in scope, not intended for rigid application, but rather guidance to theory and practice.

2.2.2.2 Comparison of Taylor`s scientific management with Fayol`s administrative management theory

First, there is a difference in the focus of these two classical theorists of management. For example, Taylor was concerned with task time and improving worker efficiency, while Fayol was concerned with management and the human and behavioral factors. For example, Fayol believed that promotion of initiative needs manager to allow subordinates “the maximum share of activity consistent with their position and capability, even at the cost of some mistakes” (Wren and Bedeian, 2009:226). Taylor would not accept and allow employees to show initiative but rather comply. Secondly, the point from which Taylor and Fayol's theories view management improvements are very different. For example, Taylor view changes in efficiency as predominantly happening from the bottom up, or starting with the most elemental units of activity and making individual workers more efficient. As such, his focusing was on the most elemental units of activity—the workers' actions. Taylor studied the effects of worker actions on productivity to devise new methods for making workers more efficient. These new methods were subsequently applied to all levels of the hierarchy. Conversely, Fayol adopted a more top-down perspective that focused first on educating management on improving processes and later on training of workers. Fayol believed that by focusing on managerial practices organizations could minimize misunderstandings.

Thirdly, another difference between the two theorists is their treatment of workers and human relations. Fayol appears to have slightly more respect for workers than Taylor had. In this regard, Fayol believed that more than just money might indeed motivate workers.

Additionally, Fayol was concerned with equity in the treatment of workers as individuals and that a manager has responsibility for stability of tenure of people so that there are right people in right positions (Voxted, 2017:268).

According to Fayol, the approach by Taylor did not promote the principle of unity of command. Fayol (1949:65) criticized Taylor's functional management in this way:

the most marked outward characteristics of functional management lies in the fact that each workman, instead of coming in direct contact with the management at one point only, ... receives his daily orders and help from eight different bosses... Those eight, Fayol said, were 1. route clerks, 2. instruction card men 3. cost and time clerks 4. gang bosses 5. speed bosses 6. inspectors 7. repair bosses, and the 8. shop disciplinarian

Fourthly, the two also differed on existence of pathways for workers to rise to management. On this matter Fayol's belief was that each individual of an organization at one point or another would be trained to take on duties that involve managerial decisions. Taylor never held this view, as he believed management activity was the exclusive duty of an organizations dominant class. While Fayol showed flexibility and adaptation, and stressed the importance of interpersonal interaction among employees, Taylor discouraged communication between workers during work to enhance efficiency.

2.2.2.3 Criticism of administrative management theory of Henri Fayol's management principles

Firstly, the Theory of administrative management is criticized for being more of a management-oriented theory as it views things from the eye of the manager only. To be precise, this theory does not give much attention to the problems of workers. Secondly, the theory is very silent on the importance to informal organisation or groups which actually exists in any organisation. Thus, it only focuses on formal organisation or groups as if informal structure does not matter or affect success in an organisation. Thirdly, it is apparent the administrative management theory borrowed concepts from military science such as "commanding". Commanding may be more appropriate in the military while directing is more suitable in a business and social context. Participative management rather than giving of orders is appealing to employees in a modern business (e.g. Henri Fayol gave importance to "commanding" of workers).

Fourthly, the administrative management theory has a mechanical approach, as it does not deal with some of the important aspects of management such as motivation, communication and leading.

2.2.2.4 Contribution of Henri Fayol's administrative management theory

Drawing from an article entitled “*100 years of Henri Fayol*” by Vokted (2017), it comes out clearly that The book entitled *General and Industrial Management* written by Fayol is a classical contribution because it presents what some scholars think is a systematic approach to management. According to Vokted (2017:265), the division of management into 5 functional tasks and 14 principles proposed by Fayol gives us “a theoretical framework for examining and understanding modern management”.

It is noteworthy that some scholars credit Fayol as the first person who gave a definition of management that is generally familiar today, namely ‘forecast and plan, to organise, to command, to co-ordinate and to control’. The contribution of Fayol to management thinking is evident in the basic parlance of management, which a generation of management scholars and researchers has explored further (e.g. division of labour, scalar chain, unity of command and centralization). Although employee participation in decision-making process in an organization was not common at the time, it is notable that Fayol alluded to the principle that has now been absorbed into modern day organizations that involve employees in decision making and taking. It is also very interesting that Fayol paid attention to issues such as individual versus general interest, which are now at the core of ethical management, governance and leadership affecting many organisations in the 21-century (e.g. KPMG, SABC, and SAA). Furthermore, the principle of Fayol regarding remuneration and equity potentially suggests that Fayol saw the employer as paternalistic.

It is very difficult to ignore how the principle of unity of direction but also unity of command have informed how managers give appropriate authority aligned with responsibility in order to get results. To be more specific, the principle of authority being commensurate with responsibility is classical and appears throughout management literature. It is also appropriate to mention that the principle of performance-based reward that Fayol proposed long time ago remains a key part of modern management. In fact, many of the private organization now practice reward based on performance - referred to as performance based pay systems. This has motivated employees to bring out the best of their capabilities and potential.

In focusing on the principle of equity premised on justice, kindness but also distinction between equality and equity, Fayol anticipated the modern equity theory (Wren and Bedeian, 2009:220). In the words of Voxted (2017:268), the “holistic view of human labour by Fayol was “ahead of its time and actually created schools such as transformational leadership...human relations and organizational theory.... long before these schools became mainstream within management.... the switch from mechanical to organic organization”.

Nonetheless, some of Fayol’s principles and contribution are facing challenges. Some scholars question whether he contributed a theory of management or theory of administration. Voxted (2017:266) highlight Fayol himself conceived that he was contributing to “a broad theory of administration and not narrowly concerned with management”. However, as his contribution was mainly about “employees responsible for coordination and control of work processes and human resources in organizations”, it is sensible to conclude that the theory was about management. The theory reveals three basic roles of a manager, namely interpersonal role that requires coordination and interaction with employees. Secondly, informational role which necessitates that a manager handle, share and analyses information. Lastly, the decision role requires that a manager make decisions as a commander or *diligent* (director) to “get optimum return from all employees” (Wren and Bedeian, 2009:226). Based upon an observational study of five executives, Mintzberg (2002) also concurred with the three sets of roles, or activities, which are interpersonal roles, informational roles, and decision-making roles as another way of looking at the work managers actually perform.

While Taylorism believed that an employee should have different supervisors, this was seen as in conflict with Fayol’s notion of unity of command. While the principles of unity of command and unity of direction are still relevant in modern management, matrix structures violate them. Thus, there are modern companies where an employee reports to more than one manager.

It is also noteworthy that though division of work help employees to specialize specific skills, it is common that employees seek opportunity that is more challenging once they have expertise on their specialized job. Stability of personnel tenure does not hold much significance in present organization as employees are changing employers to further their ambitions and in search of opportunities for growth or career change. In some instances, organizations these days hire more and more of temporary employees on contractual basis to avoid payment of pension and other human resource-related overheads.

In conclusion, it is apparent that Henri Fayol was important for two reasons. First, this is because he placed management at the centre stage of effective and efficient organization. This is still the case in most organisations today. Secondly, he also pondered on the question of human relations, how best to organize a company and how employees could acquire management skills. It is for these reasons that he is the “first management thinker”. “Whether they admit it or not, it’s obvious most managers today are fundamentally Fayolists. For this reason, Fayol is known as the “Father of Modern Management” (Wren and Bedeian, 2009:227).

2.2.3 Bureaucratic management theory (1930-1950)

The theory of Bureaucratic management was developed in 1947 by a German sociologist Karl Emil Maximilian known as “Max Weber”. As such it is also known as Weber’s Theory of Bureaucracy. Focusing on the ideal structure of an organisation, three primary tenets of this theory are (1) division of organisation into hierarchies, (2) establishing strong lines of authority and (3) control (Mahomood and Basharat, 2012:519). In this regard, comprehensive procedures to perform pre-planned and routine tasks were necessary. In the work structure, a worker should respect the rights of a manager to direct activities dictated by organisational rules and regulations.

2.2.3.1 Principles of Bureaucratic management theory

According to Mahomood and Basharat (2012:519), Weber proposed eight principles of as part of Bureaucratic Management theory, which are summarised in table 1 below.

Table 2.1: Principles of Bureaucratic management theory

No	Principle	Meaning
1	Written rules	An organisation should have well-standardized rules and regulations that are well defined and are in a written form.
2	System of task relationship	An established system to achieve tasks is needed, with clear relationship between system and task of the organisation
3	Specialized training	Workers should be trained according to their tasks. Different training is needed for different system of organization. Managers need training as per their duties and workers need training of their jobs
4	Hierarchy of authority	Hierarchy of authority from the top to the bottom level is key. Management pyramid help in assigning authority to managers as per their position
5	Clear identified duties	Clearly identified duties for every worker, whom they report to and support
6	Paper work	Everything in the organization should be written down
7	Fair evaluation and reward	A well-established system of evaluation in the organisation is needed so that reward may be given to workers according to their commitment and competency
8	Maintenance of ideal bureaucracy	Ideal bureaucracy generated through proper training and reward system

Adapted from: Mahomood and Basharat (2012:519)

Some of the above principles are part of modern organisation in one way or another. However, bureaucracy, like the other classical theories of management focused much on management abilities to predict and control the behaviour of workers. Bureaucratic management theory by Weber considered the functions of communication in an organisation, however “ignored the relational and maintenance function of communication” (Basharat and Bashir, 2012:521).

In other words, communication in this theory is for instruction and ensuring order, not building relationships. Additionally, bureaucracy stifles flexibility and speed, which are key in a complex and dynamic business environment. Over the years, the notion of bureaucracy is also coming under threat from new concepts such as “workplace democracy” also known as “self-management” which encourages distribution of all management among workers, with each taking a portion of the work. Nonetheless, command and control organisation structures remain common in organisation as long as key aspects are in place for majority of employees to support management rather than go on strike.

In conclusion, Taylorism as a management philosophy conceived worker and organisation efficiency as solutions to productivity problems, but this led to a capitalist system, which treated people as mere input resources in a mechanistic production system. Years later, the bureaucratization of workplace by Weber ushered in a dehumanized workplace that dignified organizational authoritarian control and autocracy as a major way of achieving greater productivity.

Nonetheless, humanistic or collectivistic approaches to work which are common in Asia (e.g. Japan) (Jackson, Amaeshi and Yavuz, 2008) challenged the usefulness of these classical theories of management beyond the Western society but also in most modern organizations. Concisely, emergent philosophies such as teamwork, collaborations, and ethos of collectivism are taking centre stage while containing individualism, and instrumental aspects of Western management philosophy. While collectivism in Asia is appropriate for organizational effectiveness, it is strange that collectivism in the history of entrepreneurialism and firms in Africa is seen as detrimental (Jackson et al., 2008). It is only recently that Ubuntu is trying to bring the African point of view of collectivism into the organizational and business world. Management thinking and its theories developed in the Western context may not be necessarily applicable to management globally, and in South African small businesses in particular (Jackson et al., 2008). This calls for exploration of indigenous management thinking and practice.

2.3 Exploring the meaning of management

The term management comes from two Latin words “Manus” (hand) and “agere” (to act) which means to lead by hand. Drawing from the works of management gurus such as Drucker, Fayol and some contemporary scholars, one can decipher four ways of looking at management, namely management as an activity, an organ, process or art.

Firstly, the old but still valid view by Drucker (1974), a well-known management theorist assert that management is the activity of getting things done with the help of other people and resources. Managers use others to achieve goals.

Secondly, while acknowledging the aspect of management as an activity, Drucker (1974:23) also think that management is a multipurpose organ that “manages business, manages managers, and manages workers and work”. Thus, this organ manages many aspects of business and organisation. Work as a non-human aspect of an organisation is also part of the managed. Management as an organ brings connotations of a collective, which comprise different managers and excludes non-managerial employees or labourers- who are the managed in an organisation whether it is a business, not-for-profit or government. However, there are new trends where employees are assigned responsibility for other employees and managerial functions without being given a corresponding recognition as managers. These people are managers by virtue of what they do but not form the formal part of the organ that is management. The weakness of understanding management in this way is that it considers a structure but not the actual activity of managing which is distributed even to non-managers.

The transferring to employees a number of tasks and responsibilities previously entrusted to superiors may result in self-managed teams. In some instances, these employees entrusted with managerial responsibility for employees, without having formal recognition as managers (e.g. assume titles as coordinators; project managers) may become frustrated and feel exploited. This reflects the challenges of defining management by organ or structure as it excludes management practitioners outside the structure. This raises questions whether management is what people do when engaging with management functions or a structure or organ.

It is common for some small businesses not to have an organ called management rather an individual who is the owner. For example, there is management by people who straddle between manager and owner who are termed owner-managers. These are different from employed managers in an enterprise. Lastly, Drucker (1974) defined management as the art of getting things and activities done by a multi-purpose organ.

The above show that management can be defined by focusing on “how” managers get results”; “what” managers do; but also as an organ. It is key to mention that this study is interested in what managers in a business environment actually “do” in pursuit of management.

In this way, there is a link between management and practices, but also existence of practitioners who “do” management. For example, Fayol (1949 cited in Wren and Bedeian, 2009) asserts that management is to forecast, to plan, to organise, to command, to coordinate and control activities of others.” These are some of the activities of managing in an organisation.

Thirdly, Siddiqui (2015), one of the oldest scholars, defines management as a distinct process consisting of planning, organising, actuating and controlling; utilising in each both science and art, and followed in order to accomplish pre-determined objectives. With a focus on process, P. Omoregie U. (2017) argues that management may be defined as the process by means of which the purpose and objectives of a particular human group are determined, clarified and effectuated”. Furthermore, management as a process is interactive and directed at specified goal. According to Siddiqui (2015) “management is a social and technical process which utilises, resources, influences human action and facilitates changes in order to accomplish organisational goals.” It is critical for any researcher to be explicit on the meaning of management in a study as this concept is not as easy as it seems.

2.3.1 Who is a manager?

A quick comparison of a manager and leader may add clarity to what management is all about. For example, leadership is a process in which one individual influences others towards the attainment of group or organizational goals.

Drath, McCauley, Paulus and Velsor, (2008: 635) maintain that

“In its simplest form, [leadership] is a tripod- leader or leaders, followers, and a common goal they want to achieve” (Bennin,2007:3)....this is not a definition of leadership, but something much more fundamental: it is an expression of commitment to the entities (leaders, followers, common goals) that are essential and indispensable to leadership and about which any theory of leadership must therefore speak.

The above definitions of leadership clearly show that a leader uses a (1) process of social influence; (2) is non-existent if there is no influence based relationship between leader and follower(s); (3) rely on voluntary action by followers rather than force; and (4) interaction have a purpose of change (Drath et al., 2008: 636).

Firstly, while a leader uses non-coercive influence on followers, a manager has formal authority that is necessary to achieve goals through others. Secondly, managers enhance order and stability while leaders change the individual and organisation. Leaders develop a relationship between followers and leader (e.g. building trust, coaching) while managers perform function supported by formal authority. Lastly, a leader sets the direction while a manager operates within an already set direction; ensuring things are done in an orderly, efficient and effective way (Drath et al., 2008: 636). Drawing from the interesting book entitled “*On Becoming a Leader*” by Warren Bennis (1989), table 3 reflect some of the key differences between a leader and manager.

Table 2.2: Differences between manager and leader

No	Areas of difference
1	Managers are administrators while leaders are innovators
2	Manager copies the rules and applies them while the leaders formulate rules and regulations
3	Manager maintains the system and environment while the leader develops the system and the environment
4	The focus of the manager is the system and structure of organisation while the focus of the leader is people
5	Manager controls the system to achieve targets while leader creates the trusts
6	The vision of manager is shorter than the vision of the leader
7	The questions of manager are how and when while leader focuses on what and why
8	The manager accepts the status quo while the leader challenges it
9	The manager does things right while the leaders does the right things

Source: Adapted from Bennis (1989)

Having reviewed a variety of definitions and differences between management and leadership, this study has adopted the definition from Fayol (1949 cited in Wren and Bedeian, 2009) which asserts that management is to plan, to organise, to command, to coordinate and control activities of others.

Two reasons are important in choosing this definition. Firstly, this definition is adopted primarily because it mainly focuses on activities of managing in an organisation to survive in a competitive market. In this way, management in this study is not an organ nor a process but rather what is done in the course of managing small and medium enterprises such as restaurants. Often, these types of businesses are owner-managed and may few people engaging in management activities. In short, management is understood as an activity or practice. Management is not something that an organisation has, but something that people do. Secondly, this definition can be easily altered to suit a business context. As such, the next question is what specific management functions this study will actually focus to explore the practice or activities of managing in a small restaurant business

2.4 Functions of management

According to Murugesan (2014:3) there is a lot of disagreement in terms of classifying management functions, some classify these functions as four types, some five and some even seven types of management functions. For example, Smit, Cronje and Brevis (2012) recognises only four management functions, namely organising, planning, leading and controlling. Old and interestingly, Smith, Thorpe and Jackson (2012) thinks there are more than four management functions, which form the acronym “POS CORB”, standing for planning, organising, staffing, directing, coordinating, reporting and budgeting.

In the light of this confusion, probably it is prudent to understand initially what Fayol (1949) as the father of management recognized as management functions based on his managerial experiences in a large complex organisation which is very different from small restaurant businesses in Durban. Thus, there are five management functions according to Fayol, namely planning, organising, coordinating, command and control as eluded earlier on.

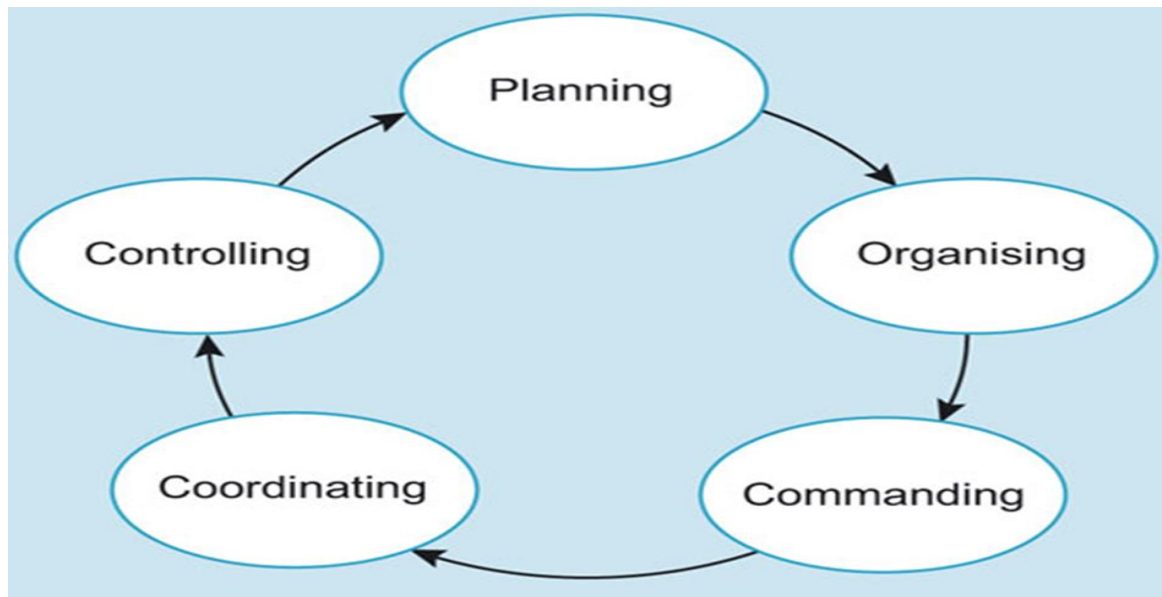


Figure 2.1: Five functions of management according to Fayol

Source: Zahra, (2013:17)

Drucker (1974) another well-known guru of management agrees that the managers role should at least include setting objectives or setting goals (planning); deciding what work need to be done to achieve those objectives and choosing who to carry out the work (organising). Furthermore, a manager must have good communication skills to be a good motivator, and must use both incentives (coordinating) and his or her relationship with staff to motivate them to achieve objectives(leading). Having set appropriate targets and measures, it is key that a manager monitors and assesses performance (control). The manager must develop his or her employees as employees are the organisation’s most important resource, and it is up to the manager to train and develop them(staffing). While overlaps are evident in the views of Fayol and Drucker, they both consider planning, organising, control and staffing as key management functions.

2.4.1 Planning

Planning is the key to success, stability and prosperity in business. It acts as a tool for solving the problems of a business unit. As it is forward looking, planning helps to visualise the future problems and keeps management ready with possible solutions (e.g. future possibilities). Managers of small business visualize or have ideas of what they want to achieve in future. In this way, they plan and the question of whether this is documented or not is a different one.

A cursory review of Fayol's view of management functions draw attention to the idea that "planning, by defining a firm's objectives, set the stage for other elements of a manager's job" to achieve envisaged results (Wren and Bedeian, 2009:221). Planning is about setting direction of the organisation through a variety of activities (e.g. development of goals). Allowing employees to participate in making these decisions may generate additional ideas that offer valuable insights Self, Jordan and Portis (2014) Participative planning has a positive impact on the quality of the plan since employees have a variety of different experiences and skills.

If you involve employees at the planning, an organisation can benefit in terms of the results that the company was looking for, and employees trust the employer. Additionally, involving employees in decisions making has symbolic value in conveying a sentiment of trust to employees. Managerial trust is associated with increased levels of employee involvement in decision-making (Fulmer and Gelfand, (2012). Planning is an ongoing step, and can be highly specialised based on organisational goals, division goals, departmental goals, and team goals. It is key to underline that not many small businesses have structures such as divisions or departments. Nonetheless, it is up to the manager to recognise which goals need to be planned within his or her subordinates. An action plan needs to be drafted by the manager in order to achieve plans (Self, Jordan and Portis (2014).

According to Miller and Barbour (2014) management need to be practical about implementing the steps below that involves planning.

Steps in planning function:

i) Establishment of objectives:

- a. Setting of goals and objectives to be achieved.
- b. Stated in a clear, precise and unambiguous language.
- c. Stated in quantitative terms.
- d. Should be practical, acceptable, workable and achievable.

ii) Establishment of Planning Premises:

- a. Planning premises may be internal or external. Internal includes capital investment policy, management labour relations, philosophy of management, etc., whereas external includes socio- economic, political and economic changes.
- b. Internal premises are controllable whereas external are non-controllable.

iii) *Choice of alternative course of action:*

- a. A number of alternative course of actions have to be considered.
- b. Evaluate each alternative in the light of resources available
- c. Chose the best alternative.

iv) *Securing Co-operation:*

After the plans have been determined, it is necessary to take subordinates or those who have to implement these plans into confidence. This motivates them, valuable suggestions can come and employees will be more interested in the execution of these plans. This involvement would then enhance employee buy-in related to the goals, as well as contribute to increased levels of employee trust in supervisors. Fayol (1949) considered planning to be the most difficult of the five functions, as it required the participation of the entire organisation, on all levels (Voxted, 2017:260). Arguably, size of an organisation (e.g. large organisations), but also type of ownership (e.g. owner- managed) may influence the extent to which employees are involved in short and long-term planning. Often, it is argued that entrepreneurs are busy with actions and operations that they lack time for long term planning. (Bolden, 2006) In some organisations, planning is less structured, and more of adhocracy (hand to mouth). With this in mind, it is clear that Fayol conceived planning and the other management function with large and formal organisations and not small businesses in mind. Some small business owners may not have the skills to set forward-looking goals.

A good plan of action is characterized by (1) facilitation of efficient use of resources; (2) unity between the overall plan and specific plans for each supporting activity; (3) continuity as it aligns short and long-term plans; (4) flexibility to adjust to emergent events and reasonable precision to eliminate many uncertainties as much as possible (Fayol,1949). As food is perishable and consumer demand difficult to forecast, good planning in a restaurant business is necessary. Briefly, Fayol (1949: 50) believed that “the plan of action facilitates the utilization of the firm’s resources and the choice of best methods to use for attaining the objective”. In the light of this, how does a manager of small restaurant businesses in Durban city plan?

2.4.2 Organising

Procuring the primary conditions of work and ensuring flow within activities of an organisation is key for managers (Voxted, 2017:260). To put this differently; organizing is an in-ward looking task.

It hinges on providing the organisation with everything it needs (e.g. human resources, material resources, financial resources, structure, and technology) to achieve its objectives (Fayol 1949 cited in Wren and Bedeian, 2009: 223). In allocating resources, the aim is to ensure a more efficient running of the day-to-day activities of an organisation through structuring resources, both human and material within the workplace. Distinct from material, organising is also about numerous activities related to human resource management (e.g. job design, assignment of job duties and decision rights; procurement of human resources, Fayol (1949:97-98).

Managers must also train and recruit the right people for the job, and always secure a sufficiently skilled and educated workforce (Voxted, 2017). In this regard, it can be argued that selection and training of employees embraces what some scholars have labelled as staffing. Organising of work also relates to flow of activities and communication. Organising is very relevant to small businesses such as restaurants in Durban. Management needs to provide inputs to the variety of food and services on their menu, needs staff, strategy, system and structure activities needed to be timely in all the processes from procurement of inputs, food preparation, service, customer order to customer payment.

2.4.3 Commanding

Voxted (2017:259) posit that giving orders is a tool to not only control but also maintain discipline among employees. First, this requires the manager to be competent, disciplined and observes existing rules. Additionally, a manager need to know his or her employees enough to know who are competent to do what work and make sound decisions when allocating work to the employees. Through commanding, Fayol sought to optimize the return from employees within the company (Voxted, 2017:260). Effective managers would display “personal integrity and communicate clearly” with workers, ensuring their thorough knowledge of personnel creates “unity, energy, initiative and loyalty and eliminates incompetence” (Fayol 1949:98).

Commanding as a management function is more effective if one needs urgent results. In a restaurant business, owners may use commanding especially in busy or peak times. One advantage of commanding is that the leader soothes fears and gives directions by his authority that he has. Secondly, commanding is best when the leader requires unquestioned and rapid action (Voxted, 2017:260).

Commanding is slowly being out of fashion, as employees want to be involved in decision-making and taking decisions. According to Bullwinkle (2016), commanding as a management function often misses good ideas from employees who feel very shy to raise their opinions. To others, if the leader is too commanding he or she might be labeled as being harsh. Some employees may become resentful towards their manager for this. Commanding worked in the 19th century as things were mostly industrialized. In the 21st century, things have changed drastically. As context for leadership matters, this study on small restaurant business will not specifically focus on commanding as a management function. This is replaced by leading as people play a very important role.

2.4.4 Leading

Commanding as a management function described by Fayol is more in-ward focus on knowing employees, assigning them tasks and giving orders. In SMEs, leading is broader as it embraces issues outside the organisation as well (e.g. seeking business opportunity). For example, a study by Kanyangale (2017) on strategic leaders in entrepreneurial SMEs in Malawi revealed that leading is also about opportunity-seeking wisdom and building appropriate social capital with not only employees but also external stakeholders (e.g. suppliers, customers). Within the SMEs, Kanyangale (2017) concluded that entrenching entrepreneurial resilience, and practice-led learning as well as altering the style of interaction with in-group and out-group family members were part of actions and interactions of leading in a small business. Other aspects of leading found in this study were aligning priorities and resources to create value, shaping and exploiting competitive advantage and promotion of local entrepreneurial culture (Kanyangale, 2017).

Furthermore, a study by Bolden (2006) on leadership development of British SMEs concluded that there was great recognition of the need for leadership specifically developing strategic outlook and ability to cope with change.

First, this reflects the need for managers in SMEs to lead in terms of showing direction, managing change, securing survival and growth of an enterprise. Secondly, the same study revealed the need for leaders to maintain a committed and motivated workforce and manage relationship with the external world to gain external support.

Furthermore, ability to “letting go” –hand over responsibility for operational issues in order to focus on strategic development of the business is also a key part of leading a SMEs. Ability to delegate, manage time, and team work are key if managers are to free up their time to focus on more strategic issues. According to Bolden (2006), leading also means developing staff and future generation of SME leaders. In the light of the above, commanding is replaced by leading as a management function for the purpose of this study for one key reason. Commanding is more in-ward and narrowly focused on employees as such not compatible with the variety of stakeholders who require clear understanding of Direction and Alignment in order to Commit (DAC) to the SME. Therefore, the question of how managers in a small restaurant business in Durban actually lead to get things done through others is interesting in this study.

2.4.5 Controlling

Controlling involves checking and ensuring that plans and decisions are done orderly, timely, effectively and efficiently according to management`s intention (Voxted, 2017:261). This requires that a manager take charge and be in control of actions, by making sure that employees are following the plan into action. Reviewing a plan of action of what is working and what is key not only to eliminate wastage but also institute corrective action before it is too late. The manager should be in control of the plan to check whether it is still relevant or not (staff plans; control business activities, control production; control of financial resources; market conditions and integrity) (Voxted, 2017:261). According to Muzapu, Havadi, Mandizvidza and Xiongyi (2016), state owned companies are badly managed in South Africa and that is why the Auditor General would mostly issue qualified audit reports. Muzapu et al (2016) concluded that lack of effectiveness of control frameworks was one of the major reasons for poor management on state-owned enterprises.

According to Fayol (1949), managers must supervise their subordinates in their daily work, and inspire them to achieve company goals. Likewise, it is the responsibility of managers to communicate company goals and policies to subordinates.

Controlling can sometimes be delegated, as it requires reasonably routine tasks. In a study of African Indigenous management, Jackson et al. (2008) argued that from a cultural point of view to suggest that three types of control, namely post-colonial coercive control, post-instrumental remunerative control and humanistic control in the African Renaissance. Outside the colonial past, coercive control operates by being able to punish or compel through physical or other means (authoritarian management behavior). Remunerative control is based on rewarding people through monetary means or withholding or supplying other tangible or intangible resources related to remuneration (e.g. promotion, instrumental relationship between employee and employer). Normative control relates to the ability to use moral and symbolic influence in reciprocal relations (e.g. creation of obligation and shared values). Normative values have to be shared and internalized, and cannot be imposed. People are involved and controlled as people with values rather than means to an end with much significance attached to the economic and contractual relation. This notion of control is very much in line with humanistic and people-centered perspectives. A study by Jackson et al., (2008) on African indigenous management revealed that managers of SME in Kenya used paternalistic as mechanism of control as they sought compliance through provision of some form of employee protection or favor requiring some kind of conformity or even obedience in return. Arguably, paternalism control can be benevolent, exploitative but also differ between in-group and out-groups in a business. Jackson et al (2008) hypothesize that in-group focused paternalism better reflects interest of that group, hence more effective in instilling employee commitment. Conversely, out-group focused paternalism may not directly reflect interest of out-group members and this negatively affects their commitment.

Within the notion of renaissance of indigenous values in Africa, views such as Ubuntu have emerged within the management sphere. Taken from a Xhosa saying, Ubuntu means, “people are people through other people” (Jackson et al., 2008:404). Ultimately, if a type of control is perceived as at variance with local expectations of staff and other stakeholders, management style associated with that particular type of control is construed as inappropriate and ineffective (Jackson et al., 2008:404). This raises questions such as to what extent are controls reflecting the interests and expectations of staff and local community? Without conformity with expectations, employees step outside their own culture when going to work each morning to fit in a different culture (Jackson et al., 2008:404). Success in a business is also partly due to types of controls that are appropriate according to internal and external stakeholders and are effective.

By controlling feedback and identifying weaknesses within the organisation, it is possible to enhance continual improvement and constant development of various aspects of the business from both employees and management (Jackson et al., 2008:404).

The above five management functions focus on the relationship between personnel and its management and they provide points of reference so that problems can be solved in a creative manner. Fayol (1949) stressed education for management rather than technical training, the importance of planning, organising, command, coordination, and control. Managerial skills become increasingly important as employees assume higher levels of management responsibility in the hierarchy of command. Fayol (1949) was the first to distinguish between technical and managerial skills (Wren and Bedeian, 2009). Management in a general context involves the act of getting things done and evaluating performance, which is known as controlling. According to Wren and Bedeian (2009), commanding and coordinating subsequently merged into the function of leading. As such, a quick discussion of leading as a management function is important.

2.4.6 Coordinating

While organizing is in-ward looking, co-ordination requires each internal function and every stage (e.g. from supplier to customers) in the organization`s environment to link smoothly with others to ensure success (Voxted, 2017:260). According to Fayol (1916:106), managers must harmonize all the procedures and activities performed by the organisation to be easier while pointing towards the goals of the business. In other words, every activity of each organizational unit should complement and enrich the work of another. Activities related to coordination involves (1) determining the timing and sequencing of activities so that they mesh properly, (2) allocating the appropriate proportions of resources, times and priority, and (3) adapting means to ends (Voxted, 2017:260). In other words, coordination tries to achieve a balance between employees` efforts towards achievement of group goals and is a key to success of management.

The co-ordination of activities in an organisation encourages synergy – the harmonizing of employees and the organisation as a whole (Voxted, 2017:261). For example, Fayol actively promoted weekly meetings for managers and heads of departments to discuss issues of common interest. This was to maximize flow of communication (both upwards and downwards) within an organisation.

Coordination is the essence of management as it brings unity and harmony in the whole business. For such coordination, effective communication at all levels is essential.

In a business like a restaurant, daily, pre- and post-shift meeting, and team meetings are very important for management to give guidance on where the business is at and how to handle the daily pressures that the employees face. In this way, coordination is also important from procurement of food and other inputs, customer ordering, food preparation, serving customers, and payment for services. Coordination entails adjusting activities to the surrounding context and other parts of the business whether internal or external relationships. Focusing on a large organisation, Fayol (1949:104) upheld the view that a well-coordinated organisation reflect that

“Each department works in harmony with the other...in each department, division and sub-units are precisely informed as to their share of the communal task and the reciprocal aid they are to afford others”.

The question of how managers in a small restaurant business in Durban actually coordinate is important in this study.

Having discussed and identified the specific management functions for study in this research, the next question is what is the planning, organising, coordinating, and leading about in a small restaurant business? Clarity is necessary, as there is a variety of what a manager can plan, organise, or control in a small restaurant business. With this in mind, the next section focuses on the internal functioning of an organisation as the focus of management functions.

2.5 Managing internal functioning of an organisation

Managers do not just go out haphazardly to perform their responsibilities. The process of “getting things done” through the efforts of other people within a specific context’ entails planning, coordinating, controlling and leading to influence the internal functioning of an organization and business results. According to Nemaenzhe (2011), small businesses fail to succeed because of failure to manage systems (e.g. accounting systems), lack of skills (e.g. marketing skills, management skills), and resources (e.g. capital budget, provision for contingencies, experiences of small business) among others.

Higgins 8s (2005) and Mc Kinsey 7-8 are prominent models which assert that internal functioning of any organisation is critical to achieve internal alignment and desired results.

2.5.1 McKinsey 7-S model

Firstly, McKinsey 7-S model is the best-known model to focus on internal functioning of an organisation with clarity on dynamics and interdependencies between elements considered as critical for effective internal functioning. After a stream of organisational research, Peters and Waterman (1982) noted that managers were getting more done if they achieved an integrated harmony or internal alignment of seven interdependent factors which are categorised as either “hard” (e.g. strategy, structure and systems) or “soft” (e.g. shared values, skills, staff and styles) as defined in table 3.

Table 2.3: Hard and soft elements of McKinsey 7-S framework

Hard elements	
Strategy	Purpose of an organisation and pattern in a stream of actions to achieve identified goals over time.
Structure	The way in which tasks and people are specialised and divided, and authority is distributed. The basic grouping of activities and reporting relationships into organisational sub-units. The mechanisms by which the activities of members of an organisation are coordinated.
System	Formal and informal processes and procedures used to manage the organisation (e.g. management control systems, information systems, performance measurement and reward system, quality control systems, and budgeting and resource allocation).
Soft elements	
Superordinate goals (Shared value)	Long term vision, core or fundamental set of values that are widely shared in the organisation and serve as guiding principles of what is important.
Skills	The organisation’s core competencies and distinctive capabilities required by staff or possessed within the organisation as a whole to implement strategy effectively.
Staff	Number and type of employees, their background, competencies and approaches to recruit and develop people.
Style	Leadership style of top management and the overall operating style of the organisation. This element encompasses the cultural style of the organisation (e.g. dominant values and beliefs, norms, symbolic acts).

Source: Peters and Waterman (1982)

Internal alignment among the seven intertwined elements whereby each reinforces the others in a web of interrelationships is critical in any effective implementation (Mbaka and Mugambi, 2014). However, this does not occur on its own, as it requires planning, coordinating, controlling and leading by a manager. Paying attention to “hard” elements of an organisation while ignoring the “soft” aspects and variety of interrelationships is a major pitfall in strategy execution. Figure 2 below depict a web of interrelationships and internal alignment in McKinsey 7-S model.

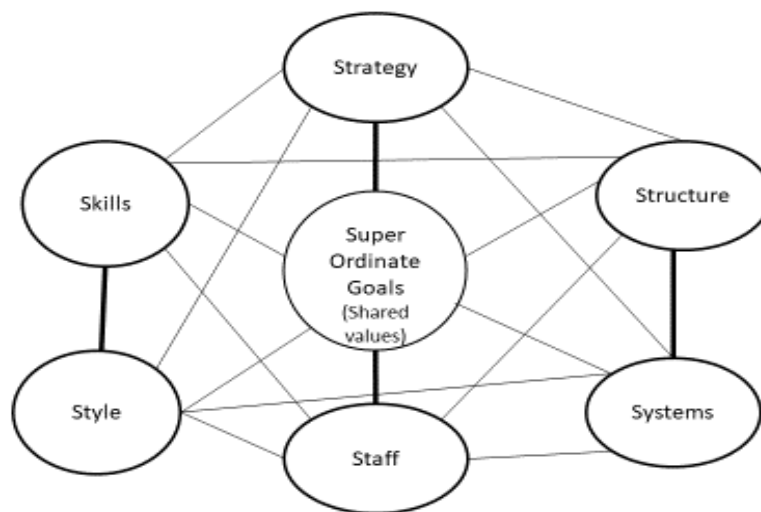


Figure 2.2: McKinsey 7-S Model

Source: Louw and Venter (2010:515)

These elements and web of interdependencies in McKinsey 7-S model were popularised in 1982 in a book entitled *In Search of Excellence-lessons from America`s Best-run Companies*. In this vein, McKinsey 7-S model provides a relevant, holistic, and methodical way to understand internal functioning of an organisation and how to manage it. Notably, Higgins (1985) up-dated McKinsey 7-S model to produce Higgins 8 S model.

2.5.2 Higgins 8-S model

Higgins (2005) 8 s model is a revision of McKinsey 7-S model. Precisely, Higgins (2005) 8 s model and McKinsey 7-S model assert that there is a variety of dynamic and interdependent elements which needs to be aligned, reflecting a “cross-functional way of thinking about how to manage” across an organization to achieve intended organisational objectives.

In particular, it is important to highlight that Higgins (2005) 8 s model is made of 7 contextual S`s, namely, strategy and purposes, structure, systems and processes, style, staff, resources and shared values which must all be aligned for strategic performance to be at its best.

Equally essential is the fact that the Higgins “8” s involves and insists on the alignment of these eight interdependent elements. In this regard, Higgins (2005:12) advises that for any manager to be successful, they must ask themselves what each of the ‘S’s should be like in order to manage successfully. Different strategies require different kinds of structures, systems, style, staffing, resources, and shared values to make them work. Figure 3 depicts Higgins (2005) 8S which are aligned. Subsequently, each of the eight elements is discussed in turn.

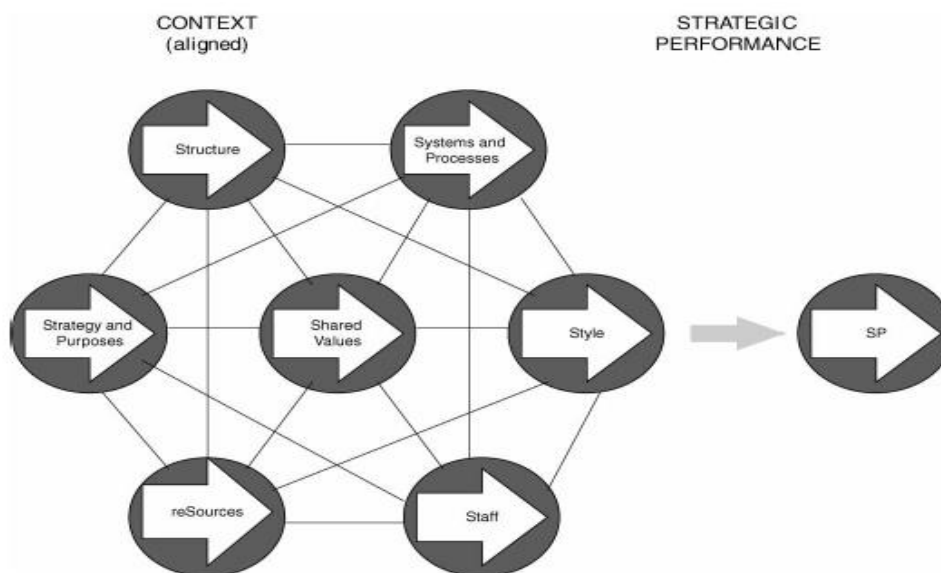


Figure 2.3: Higgins aligned 8-S model

Source: Higgins (2005:6)

Strategy and Purpose

Higgins (2005:5) argues, “Strategies are formulated to achieve organizational purposes”. Change in purpose triggers changes in strategy. There are four different types of strategy, namely corporate, business, functional and process designed to achieve organizational purposes.

Firstly, corporate strategy defines business or businesses the firm is operating in or should be in and how the firm will conduct that business (or those businesses) in a fundamental way. Secondly, business level strategy relates to the question of how a firm will compete in a particular business to gain a sustainable advantage over (e.g. differentiation, low cost). Thirdly, functional strategies support the business strategy (e.g. marketing, finance, operations, human resources management, R & D, information, and logistics) and should be aligned with the business strategy. Lastly, process strategies normally cut across functions. They aim at integrating organizational processes across the organization in order to make them more effective and more efficient. According to Higgins (2005), strategic purpose includes strategic intent, vision, mission, goals and strategic objectives.

Style

Style refers to “consistent pattern of behaviour or manner exhibited by leaders/ and managers when relating with subordinates and other employees” (Higgins, 2005:5).

Shared values

This focuses on the values shared by members of the organisation that make it different from other organisations. The original term of shared values is super-ordinate goals, which refer to the significant meaning or guiding concept that organisational members share. Shared values as a whole relate to organizational culture, which affects the way things are done.

Structure

Higgins (2005) is explicit that organizational structure consists of five parts. These are “jobs, the authority to do those jobs, the grouping of jobs in a logical fashion for example into department or divisions, the managers span of control and mechanism of coordination” (Higgins, 2005:5). Structure provides lines of authority about communication and information flows from one level to the other within an organisation. The rights, roles and responsibilities of work are also demonstrated within the structure.

Systems and Processes

Systems, routinized processes and procedures in an organization are followed to get things done (e.g. information systems, quality control system, manufacturing processes, budgeting processes, recruitment and selection system, rewards and performance system, financial and procurement procedures etc.).

According to Higgins (2005), systems and processes enable organizations to implement day-to-day activities. Higgins (2005) also refers to formal and informal procedures.

Staff

This aspect of Higgins (2005) 8 s model reflects on four issues related to staff. These are (1) number of staff, (2) types of employees, (3) types of individual competencies and (4) group competencies an organisation needs to achieve its strategic objectives.

Management decides on “how many employees are needed and what are the required backgrounds and skills essential to achieve the strategic purpose”. Equally important are issues around staff training, career management and promotion of employees.

Resources

Resources are all assets that are available to the organisation for use during the operations and implementation of activities to achieve the objectives of the organisation e.g. human, monetary, technology and raw materials. These resources may include people, money, technology, and other management systems.

Strategic performance

Strategic performance reflects a holistic and balanced view of the organisation and entails knowing the total effectiveness and efficiency of the organisation. The process involves taking a comprehensive view at the business and setting objectives and goals. Management gathers information to measure performance and make changes where necessary in order to correct issues or improve the business performance. According to Higgins (2005), strategic performance is a derivative of the other seven ‘S’s. Strategic performance is controlled by an organization as a whole and that performance can be measured at any level.

Higgins (2005) also noted that financial performance measurements are critical indicators of strategic performance. However, a more balanced scorecard is the best and comprehensive approach to understand and pursue strategic performance.

This study draws heavily from McKinsey 7-S because it does not include strategic performance. This study considers strategic performance as an outcome of implementing weekly, monthly and annual plans effectively and efficiently.

As not every small restaurant business may pursue strategic performance, it is appropriate for this aspect to emerge from data. However, the notion of resources is borrowed from Higgins 8S to understand how small restaurant businesses manage resources.

Mindful that staff, skills and systems may also be considered as resources and creating potential risk of duplication, it is vital to clarify this matter. Resources as used in this study excludes those that are singled out as the aim is to be as broad as possible to permit participants to reflect on those at the top-of-their mind and are used during the operations and implementation of activities to achieve the objectives of the small restaurant business e.g. monetary, technology and raw materials.

This study therefore seeks to explore practices of management functions (e.g. planning, organizing, controlling and leading) specifically regarding staff, skills, strategy, structure, systems, values, resources, and style in a small restaurant business. A study that focuses on actions and interactions by managers entails a concern 'for the close understanding of the myriad, micro activities that make up management functions-as-practice. Interdependencies between the elements borrowed from McKinsey 7-S and Higgins 8s models are key to depict actions and interaction of doing management functions in a small and medium sized restaurant. The linkage of practice and activity has the potential to explain why and how activities of managing achieve or fail to achieve desired results through other people. To put it simply, there is a reciprocal relationship between managerial actions, interactions and context. In this study, a broader view of value is helpful to explore how these interactions of managing in a small restaurant business fit within the social environment in terms of recipients of benefits (e.g. employees, customers, proprietary group, in-group, out-group members who are part of wider community). Values are the enduring beliefs that reflect a broad tendency to engage in behavior or expressions related to those beliefs (Wang et al, 2012). The enduring nature makes values more powerful than attitudes or even emotions in shaping or predicting people`s behaviors-Managers, employees, suppliers and other actors (Wang et al, 2012). Other than values, the study is increasingly about practice and practices deep inside a particular organization rather than tracking management`s practitioners and their practices within society. This is a recognition that actors in a small restaurant business in Durban are not working in isolation as they draw upon the regular, socially defined modus operandi that arise from the plural social institutions (e.g. unions, family, tribe, race) and values from the wider society to which they belong. Thus, managing is a social reality predominantly created and recreated in the interactions between various actors inside, but also outside the organization.

With an in-ward focus, the current study embraces practices and praxis from outside a small business restaurant which have already been reproduced, and occasionally amended, to be part of the available stock within the organization (Whittington, 2006:621).

The study is aware that Whittington (2006) implore researchers to building a more integrated understanding of practice, both as an activity within organizations (e.g. to understand organizational practice) that is central to managerial work and as a phenomenon that extends outside organizations with potential influence upon whole societies (e.g. societal level practice).

2.6 Management functions as a practice in a small business

In this study, managing entails the on-going activity of exercising four management functions across the various aspects of restaurant management (e.g. various systems such as input supply, supply control, inventory, ordering, customer payment, monitoring and alarm to reflect when pre-determined threshold is exceeded). As needs of stakeholders change (e.g. tastes of customers; needs of employees; requirements of regulators), the world of management is no longer taken to be something stable that can be observed, but constitutes a reality in flux (a dynamic and processual perspective). Moment by moment interactions between actors and between actors and the environment of the action are key to understand practice or what people do as strategists or managers (Jarzabokowsk and Wilson, 2002: 356). The context of small business is key to understand before exploring what is practice.

First, family is often a very important dimension for entrepreneurial and managerial activities in small businesses (Basco, 2014:967). This makes the context of management practice different from the mechanistic and Western origin of management thought by Taylor and Fayol. As such, some of the Western thoughts are likely to be incompatible with this context and implications of family owning or controlling a business. Basco (2014) is clear that ownership, governance, management philosophy are critical in family-business interactions as they affect business success. For example, Basco (2014) aspects of social ties, type of entrepreneur or owners and family influence (e.g. control of rights and assets; business first, family first or family enterprise first management philosophy), affect decision-making (e.g. succession, human resources and employee development, governance). It is argued that business first and family enterprise first management philosophies are more successful than family first (e.g. alter the nature of working relationship) in ensuring strategic performance in small businesses (Basco, 2014).

Secondly, small business is also a source of income, security, pride, reputation and career opportunities for family members among other aspects (Basco, 2014).

These aspects form the context in which management functions unfolds through day-to-day activities of a manager(s) in small businesses such as restaurants.

Thirdly, size-related aspects affect how a small business competes. Notably, SMEs are not simply scaled down versions of large organizations like those studied by Taylor and led by Fayol. In reality, managers of SME have “limited resource heterogeneity” (Kanyangale, 2017:487). Like business in the Industrial revolution, which suffered from shortage of labour, it is critical for SMEs to focus on efficiency to get the most out of the limited resources. Arguably, managers of SMEs “enjoy relative ease of communicating within the enterprise because of size, and have a great opportunity to widely share and communicate values with their [subordinates]” (Kanyangale, 2017:487). This reflects how SMEs are not scaled-down versions of large bureaucratic enterprises propagated by Weber where everything needs to be written down, and go through a hierarchy. Hejazi *et al.* (2012:72) highlighted that there are “fewer opportunities in bureaucratic structure to exploit the capabilities of entrepreneurial leaders”. As entrepreneurs, owner-managers of small restaurants take risks, are expected to be proactive and “enjoy the autonomy to be strategically entrepreneurial (i.e. committed to the simultaneous significance of seeking entrepreneurial opportunity and competitive advantage)” (Kanyangale, 2017:487). Practitioners matter as preservers, carriers and creators of [management] (Whittington, 2006:624). As part of an industry, small business restaurants may choose to adopt and manage a differentiated strategy (e.g. focusing on a niche market) or low-cost strategy (e.g. appeal to masses). Whatever the choice, managing the business entails planning, coordinating, organising and leading, mindful of threats from new entrants and substitutes, power of buyers and customers, but also rivalry with other restaurants and providers of food services. Lastly, it is important to note that informal and roadside providers of food in the Central Business District (CBD) of many African cities are common and part of the food industry. They target a particular segment of the market but are also potential substitutes based on their local approaches to food preparation to meet traditional tastes of customers not often catered for in low-cost Western-oriented restaurants. In this regard, the question of how managers act and interact in planning, coordinating, controlling and leading a small restaurant business in a competitive market in Durban is very interesting.

This has the potential to enrich our understanding of “the doing of management functions” from a practitioner point of view, but also based on micro-level activities. Nevertheless, what does management functions-as-a practice mean in a small restaurant business?

2.6.1 Unpacking the concept of practice

The concept of practice is very elusive such that it is helpful to define it in relation to practices and praxis. Before defining any of these concepts, it is important to state from the outset that the notion of practice is not well-developed in the theme of management functions but rather the sub-field of strategy. As such, it is prudent to draw heavily from strategy-as-a practice to inform how one can study “how management functions are put into practice”. There is no need to re-invent a wheel. For example, Rouleau, Seidl and Vaara (2010:6) define “practitioners’ as “those who do the actual work of making, shaping and executing strategy”; while praxis is the “concrete, situated doing of strategy” i.e. strategy planning processes. Furthermore, ‘practices’ are the routinized types of behaviour drawn upon in the concrete doing of strategy)” (Rouleau et al., 2010:6).

Within the practice, Jarzabokowsk and Wilson (2002: 356) assert that practices are the “ingrained habits or bits of tacit knowledge” which comprise the activity system. Practices both shape and are shaped by practice (Jarzabokowsk and Wilson, 2002: 356). Borrowing from this, one can decipher that there are practitioners of management. Tools, methods routines, and types of behaviors of managing i.e. analytical frameworks such as Porter Five Forces, performance appraisals (management practices), and the concrete and situated doing of management work i.e. management meeting (management praxis).

Praxis relies on practices. The ingrained habits or ways of doing management are practices that comprise management practice (e.g., management is something people do (Jarzabkowski 2004). This recognition of management as a practice requires diving deep into organizations to engage with people’s management activity in all its intimate detail but also deal with the challenge of combining all this activity into a bigger phenomenon that has powerful and universal effects on management as a discipline (Whittington (2006:619).

In the words of Whittington (2006:619):

“practices... refer to shared routines of behaviour, including traditions, norms and procedures for thinking, acting and using ‘things’, this last in the broadest sense. By contrast, the Greek word ‘praxis’ refers to actual activity, what people do in practice. Practitioners are strategy’s actors, the strategists who both perform this activity and carry its practices.

Guided by views of Whittington (2006), figure 4 depicts the key concepts of practice as related to the practice of management in this current study.

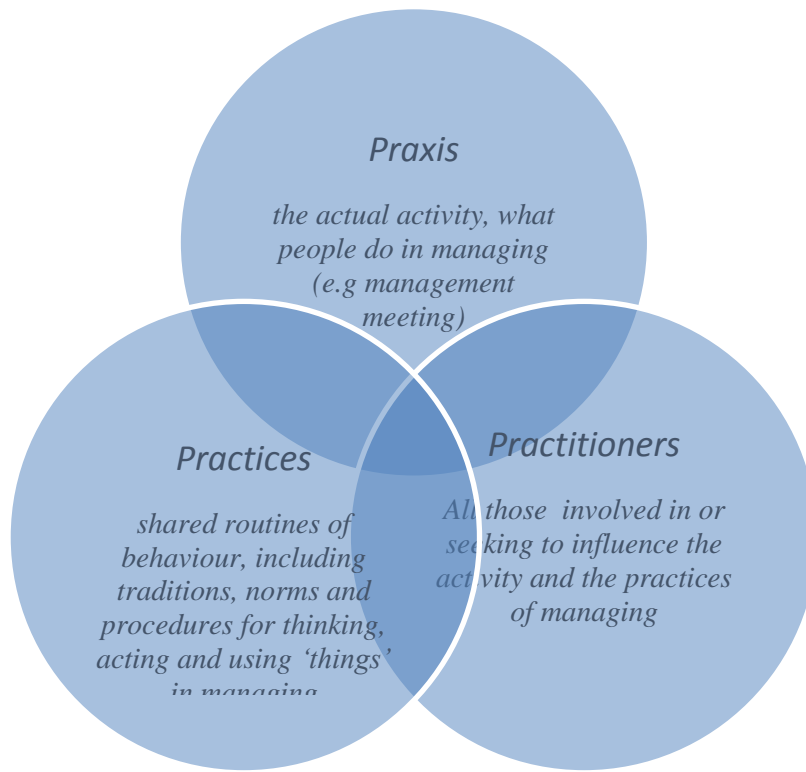


Figure 2.4: Core aspects of Practice

Based on Whittington (2006:619)

Any researcher interested in pursuit of management functions-as-a practice needs to be familiar with three perspectives of practice. First, practice is sometimes seen as merely a phenomenon to focus on what happens ‘in actual practice’ as opposed to what is merely derived theoretically (Rouleau et al., 2010).

In the case of management functions, practice researchers should actually grapple to understand “what do managers do in their work of interacting and enacting management functions (e.g. planning, coordinating, controlling and leading) to get things done through others and how do they do it?” Management practice takes seriously all deliberate, purposeful, effortful and consequential rather than accidental activity involved in management work. Primarily, the concern is to uncover knowledge, actions and interactions of practitioners such as managers of restaurants in this particular study, render these explicit and make them available to others. This study adopts this notion of practice.

Management functions-as-a practice is by definition contextual; the focus of the analysis lies in the activities and practices that constitute management and managing in a given setting (Rouleau et al., 2010). For this study, this approach is suitable as it provides an opportunity to analyse concrete micro-level activities of managers of a small restaurant business predominantly within an organization with focus on extra-organisational influence and effects limited to values. This acknowledges that management practice does not occur in isolation. Whittington (2006) see practitioners as all those that are involved in but also seek to influence strategy making. In this vein, actors in a management context are many (employees, customers, suppliers, regulators etc.), social beings with different skills and characteristics which differentiates how they work and what they can achieve.

A study by Jackson et al. (2008) examined Africa indigenous management in Kenya where entrepreneurialism is rife and concluded that there is need to explore more on how small businesses operate and how they are managed in Sub Sahara Africa. Jackson et al (2008) grappled with the question of whether there is a connection between indigenous approaches to managing and organizing, and organizational success. Small businesses operate in different cultural contexts. For example, small businesses in the USA operate in an individualistic and achievement oriented culture, which hinge on contractual relationships within a business. On the contrary, Japanese organisations reflect a wider collectivism through establishing mutual and obligatory relationships in the organisation. It is interesting that some scholars suggest that the individualistic and wealth-seeking activity of entrepreneurship is not a community-based activity, hence disconnects with African value of collectivism (Jackson et al., 2008). In this way, collective and communal values in Sub-Sahara Africa are sometimes seen as barriers because they encourage conformist behavior and discourage individualistic wealth creation.

However, Mutabadzi (2002) disagrees as he describes a Small and Medium Enterprise (SME) in Democratic Republic of Congo (DRC) and ascribe its success to entrepreneurs' ability in harnessing what is termed as "the African mentality". Although not uniquely Africa, Mutabadzi (2002) gave examples of sharing job-related knowledge and experiences among the community; and friends and family substituting for workers during periods of illness. Thus, entrepreneurship requires a balance of individualisms (e.g. for creativity and innovation) and collectivism (e.g. to gather people together, foster commitment and sacrifice).

Local or indigenous approaches to management need an understanding of local context and community in which business is done while emphasizing on insider knowledge. Indigenous knowledge is knowledge of the local-by-local people who knows what will, will not work, and is different from imposed Western approaches (Jackson et al, 2008). As such, this study focuses on views of managers of small businesses to understand what they do in managing restaurant business. Thus, the practice of managers relates to how managers act, interact and ultimately enact planning, coordinating, controlling and leading to get things done through others. In terms of actors, management scholars still know little about those who are unable to participate in decision-making. Furthermore, there are still few analyses that specify the ways in which organizational actors are at the same time constrained and enabled by prevailing management practices (Rouleau et al., 2010). In a business parlance, Gavin (2017), exemplify that managing a small business is not easy. Managers of a small business face a variety of challenges such as lack of skills and resources. Some managers of small business manage finances through practices such as accounting and financial reporting, capital budgeting, working capital management, risk management, and insurance for a business. Scholars also need to go beyond the conventional view in management that assumes that managers are powerful actors and that everything is predetermined. These issues are interesting especially in owner-managed small business where some employees may not be in-group family relations and not involved in decision-making. A focus on practice provides an opportunity to examine the micro-level of the activity of managing, its various aspects and its construction in a real business context.

Second, there are also researchers who emphasizes on practice as a theoretical perspective (Rouleau et al., 2010). Thus, apart from attending to actual practice, researchers draw on practice-centered theory to inform their study (e.g. structuration theory by Giddens (1984) is very key in asserting that practices are reproduced and at times transformed in social actions, reinforcing or redefining social structures). The old but still powerful work of Foucault (1980) points out that we are all constrained and enabled by discursive practices that include all kinds of social practices and discourse. Thus, practices constitute an essential part of all human activity and they are part of a grammar of dispositions (inculcated in habitus) that defines what can be done in social fields (Rouleau et al., 2010). Third, some scholars incorporate assumptions of the other two types of perspectives discussed above to adopt the notion of practice as a particular philosophy (Rouleau et al., 2010).

In this regard, researchers conceive of practice as constitutive of all social reality (e.g. actors and agency are treated as a product of their practices (Rouleau et al., 2010). This is not applicable in the current study, which draws from literature on management functions and internal organizational functioning to understand management functions-as-a practice.

2.6.2 Previous studies using practice approach in management

With the domain of management, the stream of research that has adopted strategy-as-a practice approach has explored a variety of important themes, including strategy work in different settings. For example, Rouleau et al (2010:6) adds that most studies in this area have concentrated on organizational processes, activities and practices in venture capital firms, financial services organizations, airlines, clothing companies, multi-business firms, orchestras, artistic organizations, hospital, cities and universities. It is interesting that the area of small restaurant business has not been the focus of practice scholars on strategy. Secondly, researchers have also focused on formal strategic practices; examined strategy workshops; strategy meetings; committees; formal teams and various formal administrative routines (Rouleau et al., 2010).

Thirdly, Rouleau et al. (2010) is explicit that strategy as practice scholars have been interested in the social dimensions of sense making (e.g. political aspects; role of emotions in sense making). Other scholars have dwelled on discursive aspects of practices of strategy (e.g. role of narratives and storytelling in strategy work). These researchers investigated roles and identities of managers and other organizational members engaged in strategy work. Lastly, it is significant to reiterate that a practice researcher adopts a practice view, which calls for increasingly more insightful interpretations or representations of the social world while the pragmatic view puts the emphasis on the usefulness of knowledge to practitioners (Rouleau et al., 2010).

In this particular study, studying practice enables one to examine issues that are directly relevant to those who are managing as either employed managers or owner-managers, and cope with consequences and implications of planning, coordinating, controlling and leading regarding each of the elements, which are critical for effective business management.

2.7 Summary

This chapter has discussed classical theories of management to provide a robust foundation for the key concepts in this study.

It has been posited that while many scholars agree that managers perform management functions, there is no consensus on how many functions are adequate and which ones to include or exclude in a study and why. In the light of this, the current study has discussed the four management functions proposed by Fayol, namely planning, organising, commanding, and controlling. Leading is important for managers to show their subordinates what to do, pathways to achieve goals, but also develop staff and future generation of SME leaders. As such, this study has therefore substituted commanding which narrowly focuses on giving order with leading as a management function.

The question of what to plan, organize, control and lead to achieve effective and efficient internal functioning has been clarified in this chapter. Managers of small restaurant business exercise their management functions on a variety of interdependent elements, which include staff, style, systems, structure, resources, values, strategy and skill, as these are most relevant to small businesses.

Researchers of management-as-a practice need to be close to the phenomena of study, to concentrate on context and detail, and simultaneously to be broad in their scope of study, attending to many parts of the organization, which is often not easy. The next chapter focuses on research methods used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The aim of this chapter is to discuss the methodology used in this deductive qualitative study to answer the key research question of how managers of black owned small restaurant businesses in Durban city manages their businesses. With a focus on practice, the study is about “the doing of management” by managers- planning, coordinating, leading and controlling- to influence the internal functioning of black owned small restaurant businesses.

It is important to repeat that the primary objective of this qualitative research was to explore how managers of black owned restaurant businesses practice management functions in the city of Durban in South Africa. This is a deductive qualitative research, which seeks to move from “the general to a particular case” (Babbie, 2011:25). As such, the current study differs from inductive reasoning, which “starts from the particular and moves to general principles” (Babbie, 2011:25).

The chapter begins by discussing the research paradigm of this qualitative study. Next, the focus is on the research process- sample and sampling, description of interviewees, data collection procedures and interviews. Continued discussion of research process will focus on data analysis procedures, research quality and ethical considerations in this chapter. Limitations of the study are discussed before the summary of this chapter of the study.

3.2 Research paradigm

Paradigms are rules of procedure about how research problems should be understood and addressed (Kuhn, 1962). Paradigms are a set of universally accepted practices-’ thinking habits of researchers’. They refer to the set of beliefs and assumptions about the development of knowledge and the nature of that knowledge. It is the way in which a researcher views the world in developing new knowledge. The two commonly used research paradigms or philosophies are positivist and interpretivist or research paradigms.

3.3 Research design

Van Wyk (2012) asserts that research design can be thought of as the logic or master plan of a research that throws light on how the study is to be conducted. Research design shows how all of the major parts of the research study such as the samples or groups, measures, treatments or programs, work together in an attempt to address the research questions. Research design is similar to an architectural outline. According to Yin (2013) the research design serves to “plan, structure and execute” the research to maximise the credibility of findings. In this way, research design gives directions from the underlying philosophical assumptions to research design, and data collection. Yin (2013) adds that “colloquially, a research design is an action plan for getting from here to there, where ‘here’ may be defined as the initial set of questions to be answered.

For the purpose of this study, the “research onion” proposed by Saunders, Lewis and Thornhill (2012) was used to guide the research process. The research process consists of six layers of research design, in which each layer represents a significant stage in the research design process.

Listed below are the six layers of the research onion, they are discussed in the section that follow.

- Layer 1: Research Philosophy
- Layer 2: Approach
- Layer 3: Strategies
- Layer 4: Methodological choice
- Layer 5: Time horizon
- Layer 6: Data collection and analysis

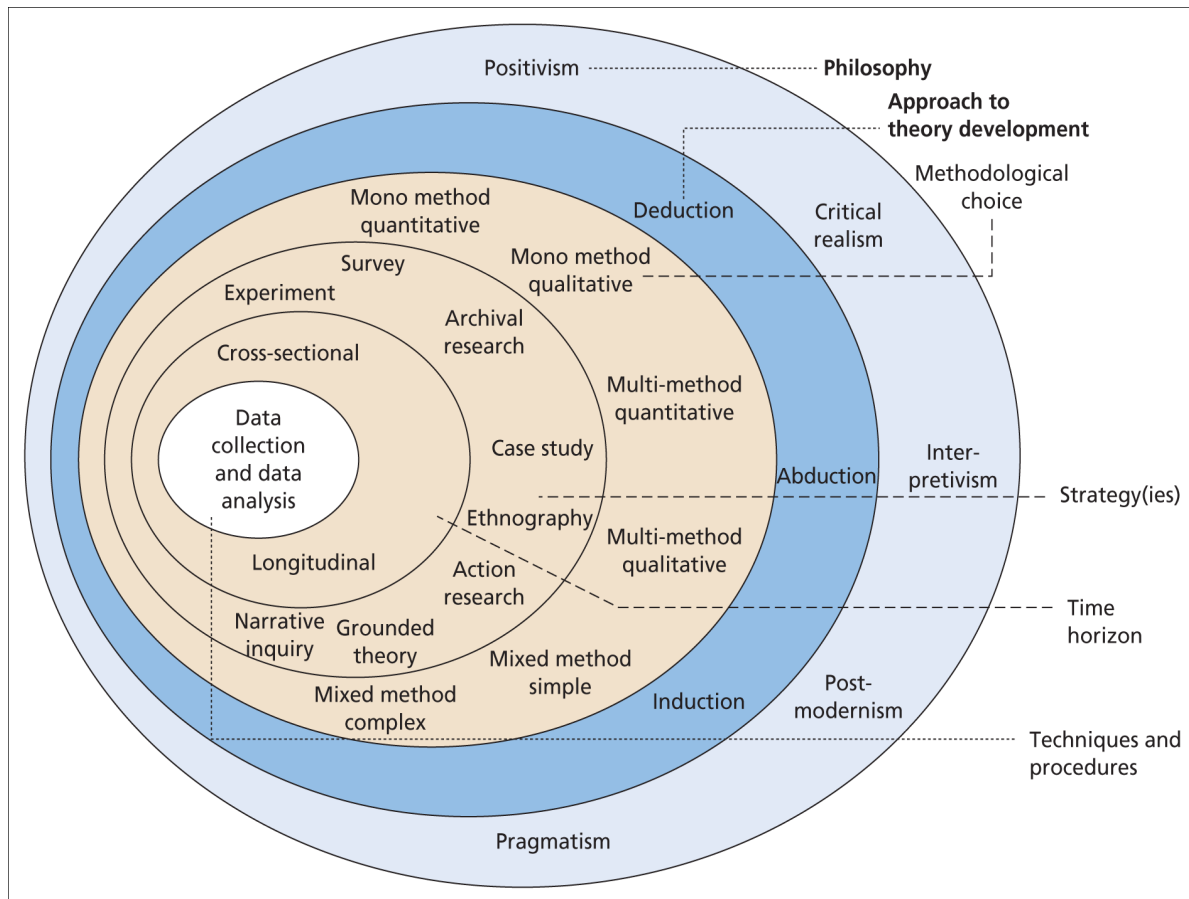


Figure 3.1: The research onion

Source: Saunders et al. (2012)

3.3.1 Research philosophy

According to Saunders, Lewis and Thornhill (2012) research philosophy is concerned with the development of knowledge and the nature of that knowledge. The chosen research philosophy is a result of assumptions about how one views the world. The assumptions made reinforce the research strategy and methods that one chooses as part of the strategy. Saunders and Tosey (2012) note that there are two main philosophical views in research: positivism and Interpretivism.

Positivism is a scientific method that is used to test theories with highly structured and measurable data. According to Gill and Johnson (2010), the researchers who follow the positivist philosophy gather about the reality that they can observe and search for regularities and relationships to generate “law-like” generalisation like those created by scientists.

Interpretivist research philosophy, on the other hand is more concerned with collecting rich insight into subjective meaning of reality. For the purpose of this study, the interpretivist philosophy was followed because, according to gain in-depth insight into a phenomenon of management practice by managers black owned restaurants in Durban.

3.3.2 Research approach

The second layer of the research talks about the different approaches to the research. According to Saunders *et al.* (2012), there are two broad approaches to conducting research: deductive or inductive. The deductive approach occurs when the conclusion is derived logically from a set of premises, the conclusion being true when all the premises are true (Ketokivi & Mantere, 2010). This approach is undertaken by developing a hypothesis (Snieder & Lrner, 2009). In brief ‘deductive’ means reasoning from the broad to the specific (Zalaghi &Khazaei, 2016).

The inductive approach, on the other hand, is concerned to explore a new phenomenon or reasoning from the specific to being broad. It is generally associated with research that is qualitative in nature (Gabriel, 2013). The researcher begins with a completely open mind- that is, with no preconceived ideas- and collects and analyses data that results in the creation of a series of propositions or hypothesis (Saunders, 2012).

For the purpose of this study, the deductive approach was chosen as the study focused on specific functions of management practice by specific managers in black owned restaurants in Durban.

3.3.3 Research methodology choice

This layer is concerned with the methodological choice, whether to use qualitative, quantitative, or mixed methods in addressing the research questions. According to Hair *et al* (2010) quantitative methods are primarily used in exploratory research and generate or make numerical data. The outcome of quantitative is of a statistical in nature.

On the other hand, Domegan and Fleming (2007) assert that “qualitative research aims to explore and to discover issues about the problem on hand, because very little is known about the problem”. Qualitative research is used to gain an understanding of fundamental reasons, opinions and motivations.

It gives the researcher insight into the problem or assist in the development of ideas or hypotheses for potential quantitative research. According to Myers (2009), qualitative research is designed to help researchers understand people, and the social and cultural contexts within which they live. Qualitative research is described as allowing a detailed exploration of a topic of interest in which information is collected by a researcher through case studies, ethnographic work, interviews, and participant observation. Furthermore, qualitative research methods are also described as inductive, in the sense that a researcher may construct theories or hypotheses, explanations, and conceptualizations from details provided by a participant. Embedded in this approach is the perspective that researchers cannot set aside their experiences, perceptions, and biases, and thus cannot pretend to be objective bystanders to the research. (Stuckey, 2013)

This study used a qualitative design to gain deep insight into the management practice of black owned small restaurants.

3.3.4 Research strategies

This layer in the research onion is concerned with the strategies that will be used to collect data. There are three objectives for a research project: exploring, describing and explaining topics being investigated. As such, a research can be classed as exploratory, descriptive or explanatory (Saunders *et al.*, 2009). The present research is exploratory and focuses on the management practice of black owned restaurants. In doing this, the study has adapted management functions that were originally developed by the theorist Fayol of management.

Interviews

Interviews are methods of gathering information through oral quiz using a set of pre-planned core questions. According to Shneiderman and Plaisant (2015), interviews can be very productive since the interviewer can pursue specific issues of concern that may lead to focused and constructive suggestions. According to Shneiderman and Plaisant (2015), the main advantages of interview method of data collection are:

- Direct contact with the participants often leads to specific, constructive suggestions;
 - b) Good at obtaining detailed information;
 - c) Helpful to gather rich and detailed data.

Depending on the need and design, interviews can be unstructured, structured, and semi-structured with individuals, or may be focus-group interviews.

(i) Unstructured Interviews

The unstructured type of interviews allows the interviewer to pose some open-ended questions and the interviewee to express his/her own opinion freely. This requires both the interviewer and the interviewee to be at ease because it is like a discussion or brainstorming on the given topic. The direction of the interview is determined by both the interviewee and interviewer, not predetermined. According to Preece, Rogers, and Sharp (2015) this makes it difficult to standardise the interview across different interviewees, since each interview takes on its own format and direction. However, it is possible to generate rich data, information and ideas in such conversations because the level of questioning can be varied to suit the context and that the interviewer can quiz the interviewee more deeply on specific issues as they arise; but it can be very time- consuming and difficult to analyse the data.

(ii) Structured interviews

In structured interviews, the interviewer uses a set of predetermined questions which are short and clearly worded. In most cases, these questions are closed and therefore, require precise answers in the form of a set of options read out or presented on paper. This type of interviewing is easy to conduct, and can be easily standardised as the same questions are asked to all participants. According to Preece, Rogers, and Sharp (2015), structured interviews are most appropriate when the goals of the study are clearly understood, and specific questions can be identified.

(iii) Semi-structured interviews

This type of interview has features of both structured and unstructured interviews and therefore use both closed and open questions. As a result, it has the advantage of both types of interview. In order to be consistent with all participants, the interviewer has a set of pre-planned core questions for guidance such that the same areas are covered with each interviewee. As the interview progresses, the interviewee is given opportunity to elaborate or provide more relevant information if he/she opts to do so. This study used semi-structured in-depth interviews, in order to get the richness in the information from managers in black owned restaurant businesses in Durban.

The study combined a pre-determined set of open questions (questions that prompt discussion) with the opportunity for the interviewer to explore particular themes or responses further. Semi-structured interviews are used to understand how interventions work and how they could be improved. It also allows respondents to discuss and raise issues that one may not have considered. A semi-structured interview schedule allowed the researcher to ask questions relevant to the study and related to objectives. An in-depth interview is described as a qualitative research technique that involves asking rigorous questions of a small number of respondents to discover their views on a particular topic (Boyce & Neal, 2014). According to Harrel and Bradley (2009:27), in-depth interviews are normally conducted on a one-on one basis with a respondent who is knowledgeable or has insight into the topic. In this study the owners are the one who are more knowledgeable about the business that's why they were interviewed.

3.3.5 Time horizon

There are two types of time horizon in research: cross-sectional studies and longitudinal studies. Saunders *et al.* (2009) define the cross-sectional time horizon as “the ‘snapshot’ time horizon”, while the longitudinal time horizon is defined as “the diary perspective time horizon”. Snapshot time is the study of a specific subject at a specific time, while the diary time horizon has the capacity to study change and development over time (Saunders et al, 2012). Considering the limited time available to conduct this study, the time horizon used in this study was cross sectional.

3.3.6 Target population

Target population refers to “the full set of cases from which a sample is taken” (Saunders *et al.* 2009:212). The target population for this study was 33 black owners of restaurants in Durban. The researcher received the list from the business licensing department in eThekweni municipality regarding black owned restaurant business in Durban. The next step was to find out who were involved in managing their restaurants business, in order to provide the credible input needed to address the research questions.

The restaurants that were registered under eThekweni municipality were all over Durban and surroundings. There were some inside the city, to outside the city in Florida road, to Durban North, to Durban highway, to Durban South this meant the researcher had to travel to all these restaurants to conduct the face to face interviews.

3.3.7 Sampling

Sampling is the process of selecting participants from the population (McLeod, 2014). According to Saunders *et al.* (2012), there are two types of sampling techniques that researchers can use. First probability sampling is when the chance or probability, of each participant being selected from the population is known and every participant stands an equal chance of being selected. Second, non-probability sampling is when the probability that each participant will be selected is unknown. According to Cooper and Schinder (2012), there are various techniques that can be used for probability and non-probability sampling.

Various techniques can be employed in non-probability sampling, such as quota, snowball, convenience, purposive and self-selection. In this study, purposive sampling was the specific technique that was used. In purposive sampling, the researcher picks participants based on criteria which makes one most suitable and relevant to a study based on distinctive characteristics such as experience, attitudes or perception. (Cooper and Shinder, 2012) Three selection criteria was used in this study. Firstly, a participant had to be (1) a black owner of a restaurant business and (2) actively involved in the day-to-day operations of the business for more than a year to be in a position to provide insights about the management practice of their restaurant business. Involvement in the business in day-to-day activities for more than a year was important for participants to be knowledgeable about their business. Third, a person had to be willing to talk freely and openly about his or her business practices.

Based on the above, a total of eight black owners of restaurants in Durban were selected for this study. The age range was between 33 and 46 years of age. Two were females while 6 were males. The restaurant businesses of these owners were all in the central business district of Durban and had been in operation for more than a year.

3.3.8 Data collection instrument and procedure

Experience and extensive preplanning is necessary so that researchers can achieve objectives and participants can feel at ease with one another and/or with the researchers. One such preplanning activity is development of a checklist to make certain all necessary equipment like the voice recording is working, and sufficient paper is available to take notes. Researcher's anxiety, stress, and disorganization are evident to participants and therefore will affect willingness of participants to contribute fully and truthfully, thereby affecting overall data quality (Saunders, Lewis and Thornhill, 2012).

A pilot interview was done with one of the owners of a restaurant in Durban to prepare and gain confidence for the real interviews. Gaps were identified in the pilot interview which was filled before the real interview taking place.

An interview guide was used in this study as a data collection instrument in this study. Along with the interview guide, a letter of consent was drafted, inviting potential respondents to participate. Data collection took place at the restaurant premises of these owner-managers of black owned restaurants as it was convenient for them. The researcher made initial contacts through businesses emails, requesting an appointment to meet for an interview. This was followed up by a telephone call after not receiving responses from the emails sent. Telephone calls were then helpful to make appointment with business owners. The semi-structured interview enabled the researcher to be flexible and to contextualise the questions while ensuring that all issues were covered. Semi structured interviews also gave the interviewer a chance to probe participants for clarity.

Semi-structured interviews have a higher response rate other than techniques such as questionnaire. An interview guide was formulated by the researcher to ensure that the discussion in the interview focused on relevant issues to understand management functions and how these related to each aspect of internal functioning as specified by McKinsey 7-S model.

3.3.9 Pre-testing of interview guide

The researcher pre-tested the interview guide on one of the restaurant business owners with the same characteristics as the study population. Pre-testing of the interview guide helped the researcher to identify and address problems that emerged during the pre-test interview. Moreover, pre-testing provided the interviewer with experience of using the interview guide (Bryman, 2012). The interview guide was amended where flaws were identified. Some questions were added to the guide, whereas others were rephrased after the pre-test. With a focus on practice, the questions were about “the doing of management” by managers- planning, coordinating, leading and controlling- to influence the internal functioning of black owned small restaurant businesses. The researcher added introduction statement of each management functions, in order to make each function more clearly to the participants.

The researcher added more emphasis to planning, in order to get specifics on what they actually plan when it comes to staff, skills and the future. After pre-testing the interview guide, key questions revolved around the following:

- Planning - Food is perishable in this industry and it is not easy to focus demand, tell me how do you plan? (7Skills, structure, staff, systems, resource) Specification, Target, Expectations examples. Do you plan for the future? For how long do you plan?
- Organising - Ensuring that business has everything it needs to ensure efficient day to day business activities are possible (raw materials, human resource, systems) - How do you ensure that resources are available? How do you allocate resources to key activities in your business?
- Controlling - Control is checking and ensuring that plans and decisions are done effectively and efficiently according to the intention of manager. In what way do you control what is happening in the business from buying inputs storeroom, kitchen to customers in the restaurant? Why that way? How effective is it?
- Coordinating- Each internal function and every stage in the organisation link smoothly with others to ensure success How do you ensure that all the sections in your business work together?
- Leading - is providing guidance, developing staff and looking for new opportunities for the business. What activities do you do to guide your staff? Encourage them? Motivate them

It is important to reiterate that there was a simultaneous focus on the five management functions, the and the seven elements of the internal functioning of an organisation as specified by McKinsey 7-S model. This was key to explore management functions and how they affect dynamic interdependencies between elements considered as critical for effective internal functioning of a restaurant business.

3.3.10 Administering the semi-structured interviews

The researcher drew up a checklist for each interview based on McNamara's (2009) eight principle of preparing an interview. Below is a description of how the eight principles were observed.

1. The setting where the interview takes place needs to be free of distractions. In this study, interviews were conducted in a quiet corner or office in the restaurant.

2. The purpose of the interview needs to be explained to the participants. At the start of each interview the researcher thanked the respondents for allowing the researcher to interview them and explained the purpose of the interview.
3. The terms of confidentiality need to be addressed. It was explained to the participants that their details were confidential that their names would not be disclosed in the study report or to anyone. The researcher and the supervisor were the two people to access data. Names of participants were also not recorded in interviews.
4. The interview format, and how the questions are structured, need to be clarified. All the interviewees started with the explanation of each management function. The research interview guide also investigated on how each function related to the seven elements of McKinsey model. Some probing questions were also included in the guide.
5. The duration of the interview needs to be communicated to the participants. The interview duration was communicated on the email sent to the participants, but it was also communicated at the start of each interview. On average the interviews took 60 minutes.
6. The researcher should share his/her contact details with the participants. The researcher gave her contacts on the letter given to each participant. Participants were advised to contact the researcher if they had questions about the study.
7. Interview participants should be granted the chance to ask questions before the start of the interview. All participants were granted the opportunity by the researcher to ask questions before the start of the interview.
8. Lastly, the researcher should get consent from the participants to record the interview. At the beginning of each interview, the researcher was granted permission to record the interviews which were later transcribed. Extra caution was taken in transcribing data especially that participants spoke in both English and Zulu.

A total of 8 interviews were conducted. Data collection stopped after data saturation.

3.3.11 Method of data analysis

The researcher employed thematic content analysis to analyze the data.

Braun and Clarke (2006: 79) define thematic content analysis as “a method of identifying, analyzing and reporting themes or patterns within data”. The purpose of thematic content analysis is to search through data to identify any recurrent patterns (Bryman, 2012).

Thomas (2008), cited in Royce (2011:165), outlined four steps in qualitative data analysis which are as follows:

1. The conversations, interviews or responses are transcribed and written down.
2. The source material is carefully read, and key segments of text are highlighted.
3. Themes or categories and subcategories are coded (identified).
4. Patterns which make sense of the most important themes or categories are sought. The researcher explains the significance of the themes or categories to the research participants.

Table 3.1: 15 Point Checklist of Criteria for good thematic analysis

Process	No.	Criteria
Transcription	1	The data have been transcribed to an appropriate level of detail, and the transcripts have been checked against the tapes for „accuracy“.
Coding	2	Each data item has been given equal attention in the coding process.
	3	Themes have not been generated from a few vivid examples (an anecdotal approach), but instead the coding process has been thorough, inclusive and comprehensive.
	4	All relevant extracts for all each theme have been collated.
	5	Themes have been checked against each other and back to the original data set.
	6	Themes are internally coherent, consistent, and distinctive.
Analysis	7	Data have been analysed – interpreted, made sense of - rather than just paraphrased or described.
	8	Analysis and data match each other – the extracts illustrate the analytic claims.

Table 3.1: 15 Point Checklist of Criteria for good thematic analysis

	9	Analysis tells a convincing and well-organised story about the data and topic.
	10	A good balance between analytic narrative and illustrative extracts is provided.
Overall	11	Enough time has been allocated to complete all phases of the analysis adequately, without rushing a phase or giving it a once-over-lightly.
Written report	12	The assumptions about, and specific approach to, thematic analysis is clearly explicated.
	13	There is a good fit between what you claim you do, and what you show you have done – i.e., described method and reported analysis are consistent.
	14	The language and concepts used in the report are consistent with the epistemological position of the analysis.
	15	The researcher is positioned as active in the research process; themes do not just „emerge“.

Adapted from: Braun and Clarke (2006:35)

Informed by steps of Braun, and Clarke (2006), the researcher in this study read the interview scripts several times to be familiar with the data so that themes were identified. Data was categorized and coded into themes and sub-themes regarding the practice of management functions and internal functioning of restaurant business.

Thereafter, the themes were reviewed and related to each other but also the entire data to finally name and define themes which are presented as findings of this study.

3.4 Research quality

According to Shenton (2004), for a qualitative study to be deemed trustworthy, four criteria should be met: credibility, transferability, dependability and confirmability.

Credibility

Credibility refers to the degree to which the research is valuable, consistent and convincing. This is achieved through utilising the triangulation method and member check. Triangulation is defined as “the use of more than one method or source of data in the study of social phenomenon so that findings may be cross-checked” (Bryman, 2012:717). The researcher used member check as participants were given a chance to comment on the transcribed data (Bryman, 2012).

Transferability

Transferability refers to the extent that research findings are transferable to a different situation or population than that of the initial study (De Vos et al., 2005). Transferability can be achieved when researchers provide detailed explanations of context of the research undertaken, such that the readers can assess whether or not the outcomes can be transferred (Shenton, 2004).

In this study, the researcher has provided full details on methods, roles, settings, and participants for readers to transfer findings to similar contexts. This type information can assist any reader in assessing the relevance of the findings in relation to their own unique conditions (Barnes et al 2012)

Dependability

Dependability is concerned with consistency of the data, which indicates whether the findings would be consistent if the study were repeated with the same subjects in similar context. The researcher kept the audio tapes, field work notes and transcripts of the data collected to show that proper procedure had been followed. In this study, the researcher has also presented complete details of the research process or audit trail to ensure dependability.

Confirmability

Confirmability refers to the degree to which the findings are solely from participants and free from personal biases, motivation and interests of the researcher (Bryman, 2012). According to Monette, Sullivan and Dejong (2005), reflexivity refers to the researcher being aware of the expectations, hopes and attitudes she brings with her the field; this is done to avoid the researcher influencing the participants’ responses.

Further, it helps the researcher not to influence the findings with his values. In order to increase confirmability of the findings, the researcher used the following procedure:

- Interruption were avoided as far as possible during the interviews
- The interviews were recorded on a voice recorder and in the form of notes, to ensure that key points were not missed.
- The research report has used direct quotations of what was actually said by participants in their own choice of word by word to express their management practices.

3.5 Ethical considerations

During the study, the researcher considered the following ethical issues as highlighted in Babbie (2014).

3.5.1 Voluntary participation

Voluntary participation means that participants were never forced to take part in the study. Participants were informed that participation in the study was completely voluntary and that they could withdraw from the study at any time without prejudice. The participant information sheet (Appendix A) was given to participants prior to the interviews.

3.5.2 Informed consent

According to Babbie (2014), researchers are expected to obtain consent from all those who are directly involved in the research, before collecting data. The aim of informed consent is to get approval that is voluntary and also based on full understanding of the study. The participants were asked to sign consent forms for the interview and for tape recording of the interview.

3.5.3 No harm to the participants

The researcher ensured that there was no harm to participants by clearly explaining what would be involved in this study. The researcher also guarded against asking questions that could embarrass or endanger the participants.

3.5.4 Anonymity and confidentiality

Participants were assured of confidentiality and anonymity. Participants were informed that only the researcher and her supervisor would have access to the recordings and the transcripts. Anonymity was ensured so that participants cannot be identified with the responses. The researcher used pseudonyms instead of the participants' or organizations' real names. The participants were also informed that neither their names nor their departments' would be mentioned in the research report.

3.5.5 Deception

The researcher ensured that all participants were aware that the research was part of her academic studies. The researcher also considered debriefing (Babbie, 2014). This was done after every interview. The participants were provided with the researcher' and her supervisor's contact details in the eventuality that they needed more clarity or information regarding the study.

3.5.6 Ethics clearance

The researcher obtained ethics clearance from the Human Research Ethics Committee (non-medical) of the University of KwaZulu-Natal before commencing with the study. The researcher ensured that the study was conducted in an ethical manner. See Appendix for Ethics Clearance Certificate.

3.6 Summary

In this chapter the research paradigm of this qualitative study has been discussed. The research onion developed by Saunders et al (2012) was used to describe the research process. The research methodology chosen was discussed in detailed to reflect how this qualitative research was conducted to explore management practice of black owned restaurant in Durban. Lastly the ethical considerations were addressed in this chapter. Results of the study are presented in the next chapter.

CHAPTER FOUR

FINDINGS

4.1 Introduction

The aim of this chapter is to present findings of this study. As highlighted earlier on, the first objective of this study was to explore management practices of managers in black owned restaurant business. In this regard, the study shows that managers in black owned restaurant businesses had a variety of management practices which they followed to operate their businesses. In presenting the results, the chapter focuses first on themes of practices regarding leading and organizing in black owned restaurant businesses. These are followed by themes reflecting practices of coordinating, and controlling. Lastly, the chapter presents findings on practices regarding planning in black owned restaurant businesses.

4.2 Management practice of leading

This study found that management practices in respect of leading in black owned restaurant businesses were characterized by (1) different styles of engagement and management communication (2) practices of using people as instruments to attain desired business goals, (3) practices of lobbying with influential people for business support; and (4) virtual dialogue for action. Practices of leading in the black owned restaurant business were not confined to internal element of style of engaging and using employees, but also focused on the external aspect of seeking entrepreneurial opportunity through lobbying. These practices are indicated in table 4.1 and presented below in details.

Table 4.1: Themes on practices of leading in black owned restaurants

Focus of themes	Frequency
Different styles of engagement and management communication	8
Using people to attain desired business goals	5

Lobbying with influential people for business support	3
Virtual dialogue for action	6

4.2.1 Different styles of engagements and management communication

Most of managers in black owned restaurant businesses used various modes of engaging and communicating with employees to influence their day-to-day activities. Internally, managers engaged in two way interactions and communication with employees in internal meetings to lead discussions regarding aligning resources to demands of business opportunities. One of the participants reflected on how managers also interacted and communicated with employee to develop them.

We know when we are going to have a big event, then we sit down before the event and decide the number of people we will have in each department. You need to first identify the skills, and having people with skills makes the job easier. The manager is the one that initially provides training to the staff (E 5)

One of the participants highlighted instances of how he interacted with employees of all levels to create an atmosphere of openness and belongingness, especially after formal meetings.

I engage with staff on a one on one informal way, to know them more and be able to see the person behind the uniform. In our monthly meetings I motivate that by being hired they are able to provide for their families by the income they receive from working in our restaurant. Us as leaders we attend staff meetings. I always attend but more than anything else I will also make sure I spend time individually if it is not busy with each and every staff members. Chat with them and how they feel about working here but in an informal way. For me it's important to keep all the values in them and also the pride of working here and understanding that it's not us as the business owner who pay them it's actually the customers (E 1).

Through external engagement, managers in these restaurants recruited skilled people for their businesses but also determined what should be on the menu to meet the needs of customers.

When it comes to the food and the menu, I hired an experienced chef. I actually went around tasting food so I then approached the chef and asked her to come and work for me. Then we created the menu with her looking at the Durban place. I also brought in people from different industries and created a day where they come and taste our food, we then decided from there what to include and what not to include in the menu.

So in doing so you make everyone feel like they are part of this. You bring everyone from all the industries and let them decide. (E 2).

4.2.2 Using people to attain desired business goals

A practice of using different types of employees as means to achieve business goals was very key in the way people were managed and led in small restaurants owned by black business people. One of the managers reflected on how he was careful to ensure continuity in the event of losing an employee.

.... we went and poached other people from other business. So it doesn't stop other people to do the same to us, In case someone comes and offers our staff member... you see you can't match that. You ensure that someone can step in the following day. In all the key positions, we have someone who is an understudy or a trainee (E 8).

In a slightly different vein, some of the owner-managers also used recruited managers ensure that there was progress towards set goals. One of the owner- managers reflected on how recruited managers were used to give them means of how to improve the business but also how they actively looked for different ways of using other skills of employees to the benefit of the business as shown below:

every month we sit down alongside the three managers just to get a site of everything, it might not be both of us maybe one of us will be there just to check with the managers as to where are we with our sales target and how can we improve. In staff development here people have other skills, you will find that someone is a waiter but they are studying, we will always encourage them to tell us what their other skills they have or you might have been an administrator. Before we go and look for someone outside let's look internally and promote internally (E7)

4.2.3 Lobbying with influential people for business support

The study also revealed that some managers interacted with key people in search for new business opportunities. This is how one of the participant expressed the practice of lobbying for business support.

I look for new opportunities by interacting with the influential people. You want them to be your customers. We currently have a branch on outside catering. Our business is supported by everyone, but mostly the Durban upper highway residents (E4)

4.2.4 Virtual dialogue for actions

In exercising leadership, managers were increasing opportunities of getting in touch with employees and giving instructions in a cheap and informal way driven by technology. Thus, it emerged that providing direction, and seeking commitment of employees to pursue certain action was done not only through face-to-face meetings or one-on-one interactions, but also through social network platforms.

I communicate mostly on whatsapp group to get things to be done, we also utilise staff notice board which everyone is expected to read it. I usually give instruction to the staff that they should ensure that customers leave the brand and feel confident about eating here we are going far.

It is apparent that issuing guidance and direction to employees through technology such as WhatsApp was the only virtual and social mechanism of interacting with employees

We have emails, we have WhatsApp group and they have a board where they write but they also have their own communication system and also there is a notice board here and in the staff room so we communicating that way but more than everything else(E8)

The opening up of bottom-up communication displeased some middle managers who were not happy as the chain of command was sometimes disrespected.

4.3 Management practice of organising

In a nutshell, four common practices of organizing in black owned restaurants related to (i) functional division and teamwork for improved efficiency (ii) social structuring of the organization (iii) locum system for employees and (iv) flexibility in resource allocation to be responsive menu preparation to suite customer specifications. Other than functional division and team oriented structure, it seems practices of organizing focused predominantly on

human aspects of staff, tasks, and skills in how black owned small restaurant business operated in Durban. These are shown in table 4.2 and presented in detail below.

Table 4.2: Themes on practices of organizing in black owned restaurants

Focus of themes	Frequency
Functional division and teamwork for improved efficiency	8
Structuring family members in the organisation	6
Locum system for employees	2
Flexibility in resource allocation to be responsive	4

4.3.1 Functional division and team work for improved efficiency

Organization of work and tasks in restaurant businesses was based on functional division for easy chain of command but also promotion of efficiency as every employee worked on an area of their specialty. One of the managers focused on a variety of functional divisions, but also how temporary employees played a role of business promotion.

There is me, two managers, the chef that looks after the kitchen, then the waiters, bar staff, cleaners and the scullery people. You need someone who is creative, who will come up with things that can also promote the business. I also have people who are not permanent who promote the business now and then (E2).

While managers in black owned restaurant businesses emphasized on every employee doing his or her job properly, they also indicated how team behavior was key for work to flow effectively through a series of stages between the kitchen and the client on the restaurant floor.

I highlight to them as much we are a small team we need to ensure that we work as the team always. If things are not flowing in the kitchen that affects the service on the floor, everyone need to be aware of that. Everyone playing their role is vital in making sure the business succeed, from The head chef, to the scullery, to the cleaner who makes sure bathrooms are always clean, the restaurant is at the acceptable standards, to the waiters serving the food and the Bar men who makes the lovely cocktails (E6)

4.3.2 Structuring family members in the organization

Black owned restaurants had a strong presence of family members especially in management roles which reveals practice of structuring family members in the organizations. Notably, family members were assigned formal roles in line with their skills relevant to the industry. This was manifested in the saying of one of the managers as quoted below;

We have got three managers that are employed by our restaurants, we have got an executive manager which is my wife and she is a qualified social worker ad then you have Zanele which is a general manager and you have Sili who is floor manager the structure on deliberately we targeted those people to bring them on board. The key role in the business is the executive manager my wife, who has the background of social worker. Social skill is a key element within the hospitality industry and can make or break your business and we wanted someone who will look beyond just someone who just comes here, we wanted someone who understands all the other factors around a person, social workers are trained for that (E1).

While managers had decision right to freely interact and communicate with every employee, it is key that employees had to follow laid down protocol to communicate with them especially as directors in some restaurants. In these instances, direct communication of employees to the director was permissible only in exceptional circumstances.

I usually communicate with the management and then tell the staff what they need to achieve for the month and offer them incentives sometimes. I try to make sure that the staff communicate with the manager not directly to me not unless it's something urgent such as reporting the manager.(E2)

4.3.3 Locum system for employees

Restaurant management were using locums where during off days, an employee would be engaged in a separate section for familiarization whilst earning extra money.

Locum as a system of organizing was helpful not only to deal with occasional staff shortage, diversify staff skills but also provided another way of allocating responsibility to staff while they get money as elaborated by one manager of a restaurant

Do what you need to do in that required time, don't try and do everything from being a griller to a waitress. Focus on your area; make sure that all you need to do is done. We also allow people, say I work as a griller if I have a day off and I want to know what's happening at that bar then I will ask if I could come in on this day to be at the bar and stuff like that. It helps because sometimes you find that you are running short on staff and if you can do more than just one duty then you can and its money in your pocket.(E8)

4.3.4 Flexibility in resource allocation to be responsive

While managers in black owned restaurants used standardized meals, they also encouraged some flexibility in the allocation of resources and pursuit of activities. This was exemplified by flexibility to prepare meals in tune with customer specifications.

you find that people come with families, we normally do sausage rolls and stuff like that, we are able to tailor make whatever is requested, unfortunately as an African business we can't tailor make a pasta, you work out something even with vegetarians Our menu has sides, the sides you have are your spinach, butternuts and cabbage... our pap is the best pap that is around. One thing that people don't know about African cuisine, is... its very healthy (E6).

4.4 Management practice of coordinating

Three major themes which depict practices of coordinating were (i) managerial oversight across specialization to minimise confusion caused by overlapping of duties; (ii) building of consistent delivery of service through know-how; and (iii) pursuit of harmonious flow of duties for quality. Each of these practices as shown table 4.3 is discussed in detail below.

Table 4.3: Themes on practices of coordinating in black owned restaurants

Focus of themes	Frequency
Managerial oversight across specializations to minimise confusion	7
Building of consistent service delivery through know-how	6
Pursuit of harmonious flow of duties for quality	8

4.4.1 Managerial oversight across specialization

While different supervisors coordinated activities in various part of the service chain, overall coordination of duties and processes was mainly done by immediate managers who acted as middle agents between top management and the shop floor operatives. This was highlighted by one interviewee who said;

The head chef is responsible for the kitchen; she is in charge of everything that happens in the kitchen. The managers oversee everything, opening and closing, responsible for staff coming in on time, creating the roaster as well (E2).

The managers in these restaurants specified how organisation was based on coordinating tasks which included ordering, kitchen activities, cleaning, and serving of bar clients. As part of organizing, managers ensured there were clear reporting lines, defined authority and clarity on flow of stocks from the store room as parts of a harmonious system of restaurant business.

The manager is responsible for all the ordering that includes the raw materials required by the chef and the bar. The managers are the one that hires and fires. I am the Executive Manager, I have the head and Chef and a Manager they both directly report to me. The kitchen staff reports to the head chef. The waiters bar and cleaning reports to the manager. He hires and fires. Managers do most of that, maybe I think this more of they do stock taking on a daily basis. They put more stock in store room and just put a display bottle where people can see it and if the bottle or that item is needed it is taken from the store room. (E2).

4.4.2 Building consistent service delivery through know-how amongst employees

The study reveal that managers in black owned restaurants were grappling with how to build consistent delivery of service and meals through people who performed their respective tasks

(e.g. chefs, waiters, bartenders, cashiers, managers) on time and well. Other managers resorted to poaching good employees for certain actions and jobs such as Chefs. One of the participants echoed how systems alone were insufficient without right employees who knew what to do and how much effort to apply to ensure things work properly.

You can have all the systems that you want but once someone has ordered something it has to come, not only being tasty but looking like it should. The waiter must be quick, friendly; it must blow their minds.. it must be a wow factor from preparation all the way to how it is presented on the table.

Consistency it's how we do that, we started with Lungi who was the one who designed the menu and recipes but obviously she had to leave because she had to go study. But she comes in every three months just to check if things are going accordingly...everyone is good at his job and coordinates well with others in whatever we do (E5).

4.4.3 Pursuit of harmonious flow of duties for quality

Meetings between key players such as the head chef and the managers were key to ensure availability of quality inputs for each shift and event. Additionally, spot checks by a manager in the course of preparing meals and delivery of service was done to ensure quality and harmonious flow of duties to ultimately meet the customer needs. One of the participants reflected how the head chef and the manager jointly identify and bring necessary food raw materials and bar requirements, but also ensured quality control.

The head chef and the manager sit and write what is required in the kitchen and the Bar. The Manager orders the requirements with the suppliers so that delivery takes time in advance. I do all the payments on banking EFT to the suppliers. If there is cash required by the manager, I give it to him. I am very involved in the running of the business. It the responsibility of the manager to ensure all the deliveries are stored correctly in the cold room. Every day he does checks of what is the temperature in the cold room and do spot check of the items kept in the cold room. I do spot checks on all controls of the business, from tasting the food, to tasting the cocktail, to ensuring that the place is clean, I do these steps myself. It is effective. (E7)

4.5 Management practice of controlling

Three practices of controlling evident in this study as shown in the table 4.4 below were related to segregation of duties as a control mechanism; routines of stock reconciliation in

each shift; and use of limited display of product stock while keeping most of it in a store room. These practices focuses mainly on control of quantity and quality of food raw materials, staff duties but also use and flow of resources in the restaurant. Each is presented in detail below.

Table 4.4: Themes on practices of controlling in a black owned restaurant

Focus of themes	Frequency
Entrenching segregation of duties as a control mechanism	7
Ensuring effectiveness of support from control routines	4
Use of product stock display	6

4.5.1 Entrenching segregation of duties as a control mechanism

Segregation of duties was a practice used for managers to place orders while payment was done by the owner. Restaurant managers were employed for tactical operations as final approval was by the owner as the strategic decision-maker. In addition to segregation of duties to ensure checks and balances on what is ordered and paid for, managers checked on what was going on and could go wrong by maintaining physical presence, and regularly walking about for purposes of observation work and quality control. This in-process check was enabling as it helped employees and managers to identify and avoid disruptions or poor delivery of service. It is also notable that while managers emphasized on control by walking about, another form of control was by surveillance cameras not only to assist in reducing chances of stock theft and inappropriate opportunism by employees, but also imparting the feeling that whatever employees were doing was under observation and had to be done properly. Below is what one of the participants had to say.

We have cameras because they steal a lot. I do spot check with making sure what they have ordered for tables is in the system, there is no fraud being done by the waiters. (E3)

4.5.2 Ensuring effectiveness of support from control routines

The practice of stock taking at the end of each shifts but also use of duty roster reflect some of controls used in the restaurant business. Stock control and duty roster typify controls imposed on employees in their respective roles during a shift which assisted owner managers to check and ensure that plans and decisions were done orderly, timely, effectively and efficiently but also to hand over products to the in-coming shift.

Shift supervisors monitored performance of shift members during a shift to diagnose faults and take action to ensure effective and smooth operations. With a focus on one of the control systems to limit inappropriate opportunism, one participant had this to say regarding dual routine but also coercive controls of reconciling stock.

We manually count stock and ensure that it matches with stock on the computer system. We reconcile stock manually but also using the computerized system. This is done by every shift and is part of handovers. It's a routine to control things here to avoid people taking any chances.

In particular, one participant focused on how external interactions with suppliers were helpful in daily control of stock levels to avoid under or over stocking on food raw materials

When it comes to the stock especially food, we have suppliers that supply us on a daily basis. So sometimes it becomes to order for two to three days. Suppliers also make sure that you keep minimum stock. You also keep track of what is selling and what is not and then try to push that harder (E 4).

Besides the focus of controls on quantity, there were also routines and practices regarding c frequency of ordering to primarily preserve freshness of meat and vegetables.

We order fresh vegetables, and meat. Vegetable usually get delivered every day because they are perishable. We store it in the correct cold storeroom. The manager checks every day the cold room if everything is still of good standard. With regards to stock ordering, the chef will give a list to the manager of what is needed then the manager will order (E4).

Beyond ordering and storage, some of the practices of control included developing and reinforcing the use of recipes to standardize food preparation and ensure standard quality

products. Despite pursuit of standardization or dish specification to reduce wastage while retaining quality, this type of control was less coercive as it allowed employees to exercise some discretion to achieve efficiency?

For every meal that is on the menu, there is the recipe... how much you need to put in this and that for consistence. You also need to give yourself enough time for people to know this is what works and this is what doesn't work and also time for customers to give their feedback to us.(E5).

4.5.3 Use of limited product display to regulate stock

Participants were also explicit that they had a system of only displaying few products for customers to see while the majority was in storerooms as part of internal controls.

Managers do most of the ordering, maybe I think more of how they do stock taking on a daily basis. They put more stock in store room and just put a display bottle where people can see it and if the bottle or that item is needed it is taken from the store room (E1).

4.6 Management practice of planning

In restaurants owned by black business people, practices of planning were mainly about solving problems around situations rather than setting a strong, long term and future direction and growth of the business. In short, this was characterized by tactical short term planning and lack of overall strategy. It was also notable that managers were not tactically planning for inputs and demand stimulated by occasional big events only, but also ability to cope if critical employees were to leave the restaurant business. The practices in table 4.5 focused on short term and temporary plans on staffing, systems and building of resilience through skills and resources available in the business. Each of these is presented below in detail.

Table 4.5: Themes on practice of planning in a black owned restaurant

Focus of themes	Frequency
Situational and short term planning	6
Continuous planning for resilience	7

4.6.1 Situational and short term planning

Interestingly, planning in black owned small enterprises was tactical and short term as it focused on what to do on a particular shift, during a particular event but also horizon which never exceeded two weeks. Planning was not about defining a strategy but tactics to get work done. The tactical, cross-functional, and participatory aspects of planning but also lack of future-orientation on strategic growth of the business was evident in the following quote.

The manager brings us all together when there are big events coming up. We assign task to each other. Temporary staff is sometimes hired during these busy times. Weekends are busy and we bring in more temporary staff to help. We plan every day, make adjustments according to circumstances....customers may change choices or orders....if one thing cannot be done...we give alternatives to customers. We think about the possible next option all the time (E4).

In addition to short term horizon, planning was interactive as managers also interacted with employees to get a feel of how shift plans unfolded in terms of every aspect of the business including staff, system and also make change for the next shifts as revealed by one of the participants.

I'm very involved and I would like to know what happened today and how was the business on a day to day...which kitchen. Waiting staff were on shift...how did system work and what is happening tomorrow....in the next shift, that is my kind of way I get involved and when I come here I speak to them and ask them how is everything. I get involved in everywhere and plan for the day. Sometimes the week...We plan for each day and every situation

4.6.2 Continuous planning for resilience

Another participant highlighted how he was continuously making plans focused on staff, skills and resources not necessarily for growth but rather to ensure continuity and smooth operations of restaurant business in the event that key staff departed from the restaurant.

When it comes to the food and the menu, one needs an experienced chef. These people are in demand so one has to think ahead of what to do if the chef is gone....if the barman is gone...What resources are needed., We plan about staff, skill and input here all the time. You do not want changes to unsettle you in any of the shifts. (E 6).

4.7 Summary

This chapter has delineated a variety of management practices manifested in how black owned businesses were managed in Durban. In particular, the study has found that management practices in respect of leading in black owned restaurants involved style of engaging and using employees, but also external interactions in search for business opportunity through lobbying. It is interesting that virtual dialogue for actions was part of how managers in black owned businesses interacted with their employees using whatsapp.

The study has also showed that practices of planning in black owned restaurants were essentially tactical and cross-functional but also characterized as short term, focusing on shifts and contingent situations or upcoming events. Strategy, future and long term business growth were not evident in practices of planning by managers in these restaurants. At the level of shift plans, these planning practices were participatory, focused on resources, skills and staff to meet external and internal changes but also ensured resilience if key staff left the business.

In ensuring control, segregation of duties was a strong control mechanism while routines of dual stock reconciliation in each shift; and display of only limited product stock for customers to see was key to ensure stock control and safety in a store room. While these controls were predominantly internal, it is salient to note that they focused on how to control mainly two major issues, namely quantity and quality of food raw materials and staff related matters. There was also notable focus of controls on use and flow of resources in the restaurant.

Commonly, practices of coordinating were driven or jointly done by managers and the head chef supported by shift supervisors. Nonetheless, managerial oversight across specialization was to minimise confusion caused by overlapping of duties. Coordination also entailed

building of consistent delivery of service through know-how of employees at respective stages of the service. In this respect, practices focused on the pursuit of harmonious flow of duties to ensure quality, execution of activities from ordering of resources from suppliers to the dining experience of customers in these small restaurant businesses.

Lastly, functional division and teamwork was vital for improved efficiency. With the involvement of family members in the business, the inclusion and allocation of responsibility to these members was based on their skills. In this way, family and social aspects were part of organising operations and responsibilities in a small restaurant business. Additionally, formal organisational structure was also evident in various forms as head chef was responsible for kitchen activities while the manager had cross-functional view of the entire service delivery in a restaurant. The study has shown that flexibility in menu preparation was important to meet customer specifications. More specifically, organising practices focused on how staff, tasks, skills and structure were organised to manage a black owned small restaurant business in Durban. The next chapter discuss the findings of the study.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

The aim of this chapter is to discuss key findings of this study which reflect a variety of practices of management functions in a black owned small restaurant business. These findings are discussed in relation to existing literature and studies on management functions and practices.

5.2 Research objectives overview

As the study focused on the practice of management functions in small restaurant businesses, the following were the research objectives:

1. To explore the management practices used by black owners of small restaurants to manage their businesses in Durban, South Africa
2. To identify how black owners of small restaurant businesses use management functions to influence the internal functioning of a business in Durban, South Africa.
3. To recommend management practices for the success in black owned small restaurant businesses in South Africa.

The outcome of the findings will be discussed in relation to these objectives.

5.3 Findings

Objective 1; to identify how black owners of small restaurant businesses use management functions to influence the internal functioning of a business in Durban, South Africa.

First, it is notable that one of the major findings of this research was the emphasis on coercive controls evident in the variety of control routines and practices imposed on employees in a black owned restaurant. For example, the practice of segregation of duties, especially between ordering of stock and payment is seen as effective control mechanism in black owned small restaurant businesses. Additionally, it is also notable that routines of dual stock reconciliation in each shift (e.g. manual and computerized stock records) were critical to avoid manipulations. In a study of accounting for flexibility and efficiency in a restaurant chain, Ahrens and Chapman (2004) argue that flexibility is important in controls to allow

organisation members discretion over the use of control system. Chapman (2004) views coercive controls as those imposed on people and have to be complied with without any exception or consideration of context while enabling controls allow employees to exercise discretion to effectively deal with inevitable contingencies.

In this regard, it is posit that controls need to be more enabling than coercive by putting restaurant employees in a position to deal with the unavoidable requirements in their work. In this study, black owned restaurants did not have well-defined and shared values which guided employees behavior in the work place. Higgins (2005) warned managers that failure to align shared values is very grave, as it is enough to spin strategy implementation out of control. Without the common influence of shared values, managers and employees may sometimes pull in different ways in business. Shared values have the potential of being more enabling as controls in the business. Jackson et al.,(2008) agrees that businesses have to balance three types of controls, namely coercive control, instrumental or remunerative control and humanistic control.

While remunerative control is based on rewarding people, normative control relates to the ability to use moral and symbolic influence in reciprocal relations (e.g. creation of obligation and shared values). Management in black-owned small restaurant business need to also consider the use of normative control in a form of values shared and internalized, and not be imposed controls alone. This is powerful as people are involved and controlled with values rather than just rewards and punishments.

While coercive and enabling controls were evident in the black owned restaurants, it is noteworthy that practices of controlling in a black owned restaurant were predominantly coercive instead of being enabling, while flexibly reconciling the concern for efficiency in the day-to-day activities of a restaurant. Management in black owned restaurant need to be mindful that while stringent and coercive controls have benefits such as limiting stock theft, ensuring appropriate stock levels, ensuring service quality standards and uniform dish specifications, the greatest disadvantage which comes along with this approach in business management is that they do not provide room for innovation, and creativity by employees, but also reinforces a culture distrust (Langley, 2016).More importantly, practices of controls should not be seen as ends in themselves, but rather means to achieve the overarching goal of customer satisfaction to sustain the restaurant business. In addition to focus on internal controls, it is advisable that managers in black owned restaurants also consider how quality

control from the point of view of customers themselves (e.g. mystery diner rating) would influence the internal functioning of a restaurant.

Second, this study has underscored that practices of planning in a black owned restaurants are not only tactical, short term and at times participatory, but also cross-functional as they involved employees from both the front and back of the restaurant. It is surprising that planning focused much on shifts and specific situations or events rather than future and long term business growth. This resonates with a study by Odinkalu (2014) which found that most people in business struggle to come up with a longer-term lifespan projection for their ideas and also to deliberately plan for growth. In particular, the study by Odinkalu (2014) underscored that this failure arise from not considering the scalability and consciously planning for business growth. While planning practices did not focus on growth, it is also not clear whether restaurant performance targets were set, how this was done and how performance was communicated to staff. . Nonetheless, system of planning and controlling of stock was relatively clearer than that of sales forecasting in black owned restaurants.

Gavin (2017) concluded that managers of small businesses face a variety of challenges such as lack of skills and resources. The finding regarding practices of planning supports the notion by Voxted (2017:260) that entrepreneurs are busy with actions and operations that they lack time for long term planning. As high levels of unemployment in South Africa may push some people into restaurant business, it is vital to reiterate the caution that planning practices which are tactical and short term may be supportive of day-to-day operations but not long term business survival and growth. It is less helpful if practices of planning fail to unpack the core strategy. Mbaka and Mugambi (2014:63) explicitly stated that, “unless [strategy] is suitably formed to represent a direction or goal, there is nothing to implement; and organisational members will be unable to work towards its realization”. In the absence of overall strategy, practices of planning mainly focused on procuring food, ensuring service quality standards; and planning of staff for operational resilience; and and less on the other aspects of internal functioning such as shared values, structure and systems.

Given this backdrop, it is therefore suggested that managers in black owned restaurants must plan but also learn to let the business grow beyond the individual and family circles. The restaurant owners should be exposed to the notion that business growth and sustainability are bigger variables which might lead to even increased profitability than just ownership.

Third, it is interesting that the practice of organizing in black owned restaurant focused on variety of tasks which were aligned to skills and practical experience of people when allocating responsibility to both family and non-family employees. This resonates with Fayol who believed in “a place for everything and everything in its place” but also “the right man in the right place (Wren and Bredeian, 2009:219). For example, some family members were assigned managerial responsibilities in line with their training and background (e.g. social work).

The involvement of family in managerial ranks is considered as appropriate especially if it keeps the owners abreast of events and activities on the ground in a business. Family is often a very important dimension for entrepreneurial and managerial activities in small businesses (Basco, 2014:967). Nonetheless, the quest to get right and experienced staff compelled managers in black owned restaurants to employ a variety of ways (e.g. poaching of chefs, locum, internal training) to staff their business.

Additionally, formal organisational structure was also evident in various forms as head chefs were responsible for tasks in the kitchen while the manager had cross-functional responsibility over the entire service delivery in a restaurant. In this study, restaurants demonstrated flexibility in menu preparation to meet customer specifications. It is interesting that organising practices focused on structuring task, allocating responsibility based on skills of both family and non-family employees in a black owned small restaurant.

Fifth, this study found that management practices in respect of leading in black owned restaurants were characterized by various styles of engaging and communicating with different people (e.g. employees, middle managers). Interesting, there was an instrumental practice that people were a vehicle to attain internal operational and entrepreneurial goals. While the engaging style opened up communications by using virtual dialogues with employees for action, it is noteworthy that some middle managers were not happy with the opening up of bottom-up communication. This may be due to the fact that open communications such as WhatsApp do not respect chain of command. This may also not please directors especially those who insisted on employees following of laid down protocols of communication. However, the practices of leading which focused on development of staff concur with the finding of Bolden (2006) on leadership development of British SMEs. The

study in the UK concluded that there was great recognition among entrepreneurs of the need for leadership to specifically develop employees, ability to cope with change, but also to maintain a committed and motivated workforce and manage relationship with the external world to gain external support for the business.

Lastly, practices of coordinating were jointly driven by managers and the head chef who ensured consistent delivery of service through know-how of employees at respective stages of the service; but also pursuit of harmonious flow of duties from the kitchen to the dining floor to ensure quality. This in-ward focus practices of coordinating suggests a very limited influence of customers in how systems, style and staff related issues were coordinated specifically to achieve a particular experience. A study of restaurant managers by Chapman (2004) reveal that coordination of activities should not only focus on the technical or tangible but also the social and intangible aspect as restaurants do not just sell food. The argument is that restaurant sell spaces for social interaction and nice experience.

This calls for managers of black owned restaurants to understand that elements of the internal functioning of a restaurant are interdependent.

Paying attention on few aspects while ignoring the other is not likely to achieve customer satisfaction in a holistic way. Thus, a variety of internal elements of the internal functioning of a restaurant such as number and type of restaurant staff, style of leadership and interaction of waiters with customers, speed and quality of service, and systems should be coordinated to meet service quality on various dimensions of customer satisfaction. According to Nemaenzhe (2011), small businesses fail not always due to one aspect, but also sometimes due to failure to complement and enrich internal interdependencies of systems (e.g. accounting systems) skills (e.g. marketing skills, management skills), and resources (e.g. capital budget, provision for contingencies, experiences of small business) among others.

5.4 Summary

In this study, it has been noted that managers in black owned restaurants used a variety of management practices which reflect operational and contingency planning of staff, skills and resources in the light of surge in demand but also anticipation of departure of key staff. More importantly, practices of planning focused on tactics without clarity on the overall strategy. Furthermore, practices of coordinating were commonly about food supply, storage and service quality delivery. Similarly, practices of coercive controlling of reconciliation of stock levels and routines of controlling staff on session by session basis reflect how black owned

restaurants were managed. Interactive communication style by managers was effective in creating junior employee engagement while achieving the opposite among some middle managers.

Practices of controlling were predominantly coercive to ensure quality standards but also avoid inappropriate opportunism. It is profound that practices of planning did not focus on unpacking the core strategy but rather tactics.

CHAPTER SIX

CONCLUSION AND RECOMMENTATIONS

6.1 Introduction

Having presented and discussed the findings of this qualitative study, the aim of this chapter is to tie the objectives of the study to main findings and to conclude the study. The chapter also seeks to provide recommendations and areas for future research. In this respect, the chapter begins by briefly reiterating the overview and summary of the main findings. Thereafter, the chapter presents conclusions, recommendations and areas for further research.

6.2 Overview of the study and summary of findings

The objectives of the study as highlighted in chapter 1 section 1.5 was to explore management practices in black owned small restaurants businesses in Durban, South Africa. Another objective was to identify how managers in black owned small restaurant businesses use management functions to influence the internal functioning of a business in Durban, South Africa. Subsequently, it was also the objective of this study to provide recommendation on management practices for the success in black owned small restaurant businesses in South Africa.

Purposive sampling was used to ensure that only those at managerial levels were selected in this study to share their experiences through semi-structured, in-depth and face-to-face interviews. As the number of interviews was limited, data was analysed manually using open coding and constant comparison to generate themes which reflected what and how management practices were done in black owned restaurants in Durban.

Key results show that practices of tactical, short-term planning primarily for contingencies rather than future growth, coordinating various internal resources and activities for service quality, but also coercive controlling of food, service quality standards and staff on daily and weekly basis characterized how black owned restaurant business were managed in Durban. It is profound that practices of planning focused on tactics while the overall strategy was not clear. Additionally, there were no shared values to guide behavior of employees. Given the above, it is critical that managers in black owned restaurant businesses adopt a more strategic view in their practices of planning not only on food stock, staff and style of interactions; but also other elements of the internal functioning of the business and future growth.

Additionally, control practices which are more enabling but also embrace the customer view of quality are key if management control systems and routines are to enhance internal functioning of black owned restaurants in Durban.

6.3 Conclusions from the study

To recommend management practices for the success in black owned small restaurant businesses in South Africa

Given the above summary of the research, the following conclusions are drawn:

- Leading in black owned restaurants requires different styles of engaging employees as they are key in maintaining service standards. Low cost virtual dialogue for action among employee through WhatsApp makes managers more accessible than formal communication. However, there is need to ensure that it is not used to undermine or deliberately by pass middle managers but rather facilitate key communication.
- Leadership in small restaurant businesses requires practices of lobbying with influential people for entrepreneurial opportunity.
Practices of planning in a small restaurant business needs to be participatory but not only tactical with a short-term focus. Long term planning with a clear strategy is missing. In effort to respond to situational opportunities, practices of planning focused on temporary plans on staffing to build more capacity and systems to cope with the temporally changes in demand.
- The predominant focus of practices of controlling on coercive controls may limit contribution of staff towards improvement in the internal functioning of the business. The risk of inadvertently nurturing a culture of mistrust between staff and management cannot be overruled especially that employees were working with controls which did not give them much room for discretion to deal with contingencies. However, practices of controlling in black owned businesses were helpful in ensuring sustained quantity and quality of food; consistency of quality standards through tools such as recipes and management by walking-about by managers to intervene where necessary but also to avoid inappropriate opportunism.

- Generally, management practices focused on few aspects of internal functioning in a small restaurant business. For example, practices of coordination focused on systems of ordering, storage and food preparations while controlling practices focused on stock reconciliation, service quality standard and specification. Similarly, practices of planning focused on planning of staff for operational resilience and future-focus on interdependent aspects of internal functioning such as strategy, shared values and structure.

6.4 Recommendations

Drawing from findings in this study, the following are the recommendations:

- (a) If managers in black owned restaurants are to improve the internal organisational functioning, practices of planning should first and foremost focus on unpacking the core strategy and shared values to influence the other interdependent aspects of internal functioning of an organisation. The focus on tactics regarding staff and skills are less helpful without a clear overall strategy.
- (b) The emphasis on practices of controlling which are coercive is appropriate to ensure consistency in service quality standards but also to limit inappropriate opportunism. However, there is also a need to ensure that controls are enabling to give employees better control of their work through discretion and flexibility.
- (c) Practices of management function need to focus not only on few isolated elements of internal functioning such as staff, structure, system, skill and style while ignoring strategy and shared values. In practicing management, it is vital for management of black owned small restaurants to adopt a holistic approach in which interdependent parts reinforce each other within a whole to yield optimum functioning.
- (d) The use of virtual dialogue as a participatory tool of engagement and needs to be reinforced as it is low cost, enhances access of managers by employees but also facilitates internal communication. In doing this, it is vital to address any potential misuse and conflicts which may arise if middle managers are by-passed on key issues

6.5 Areas of future study

Future research needs to focus on why shared values are not formally used and pronounced by managers in black owned restaurants to shape and guide employee behavior in the work place.

As participation of all employees was common in tactical planning whenever there were events, it is key that future researchers investigate the extent to which employees are involved in the planning of aspects of internal functioning which require strategic decisions (e.g. procurement of system to control stock or manage revenue etc.). Furthermore, the question of how the identified practices of management functions change or remain the same when the restaurant business grows is very interesting for future research.

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Appendix 1: Interview questionnaire

Interview guide

Please note that there is no right or wrong answers as you are the only one who knows this business better than anyone.

How long have you been in operation of the business?

Age

Gender

Tell me, when did you start your business? How has your business changed over the year?

Planning

Food is perishable on this industry and it is not easy to focus demand, tell me how do you plan? (Skills, structure, staff, systems, resource) Specification, Target, Expectations examples.

Do you plan for the future for how long do you plan?

What did you do to be where you are in today in your restaurant business? (Activities)

What activities did you put in place to be where you are? (Strategy) Which plans worked/ did not work? What steps did you take to be where you are?

What activities show how you interact with your staff, what do you want to get out of them? (Management style)

What activities help you to plan you staff? (Staffing)? Tell me plans per day? What about future? (Number, skills, type of staff) when do you use the style?

What are your plans regarding skills of your staff? Kitchen? Waiters? How are these plans working?

How do you identify staff needed in this business to deliver service? Why in that way? Have you ever changed this at any time? (Structure).

What systems are you using in this business? Why did you choose those? What are your plans in the future?

What are the values of your business which aspire to achieve? How does your staff know these values, if they do?

Organising

Ensuring the business has everything it needs to ensure efficient, from the run day to day of daily business activities (raw materials, human resource, systems)

How do you allocate resources to key activities in your business?(strategy)

How do you prefer to interact with your staff? Customer? Suppliers? (management style)

How do you assign roles and responsibilities of your staff in a day (staffing)? In a month?

Tell me how are tasks and authority divided among people in this business? Per day/ month?

Who reports to whom?(Structure)

What procedures and process do you use to get work done every day in this business? (System)

How does a skill of people help you to allocate tasks in this business? (Skills)

How do you ensure that everything that is needed in the business is available?

How do you organise the procurement of inputs?

How do you organise the restaurant to meet needs of different of different customers?

Controlling

Control is checking and ensuring that plans and decisions are done effectively and efficiently according to the intention of manager.

In what way do you control what is happening in the business from buying inputs storeroom, kitchen to customers in the restaurant? (style) Why that way? How effective is it?

How do you check that things are working or not working/ who checks? What do they do to correct the situation? (Structure)

What is done to ensure things are done orderly? Timely? Efficiently?

What activities are done to ensure employees follow the plan into action?

What activities are done to supervise staff in this business? (Staff)

What systems of controlling do you have? How do you use the control system?

How do values help to control the business e.g punctuality?

Coordinating

Each internal function and every stage in the organisation link smoothly with others to ensure success

How do you ensure that all the sections in your business work together?(strategy)

As a manager how do coordinate everything in this business every day and every month?(style)

How does you staff priorities activities in this business (staffing)?

What activities do you do to balance what is happening in other sections of the business (structure) How Steps

Does your system coordinate with each other? How? (System)

How do you coordinate different activities in this business? Give an example

How do you ensure that staffs are committed?

Leading

To provide guidance, developing staff and looking for new opportunities for the business.

What activities do you do to guide your staff? Encourage them? Motivate them (strategy) direction

How do you communicate to get things done in the business? Give me an example?

How do you develop your staff? Give example (staffing)

What values guide your business? How do you make sure that staff lives by these values?

When working with each other? When interacting with customers?

How do you look for opportunities?

How do you get support for your business?

Appendix 2: Consent Letter

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

MBA Research Project

Researcher: Ms. Manje Zwane 0731726644

Supervisor: Name Dr M Kanyangale 031 260 7934

Research Office: Ms P Ximba 031-2603587

My name is Manje Sinethemba Innocentia Zwane, a final year MBA student at the University of KwaZulu Natal Graduate School of Business and Leadership. You are invited to participate in a research project titled Exploring the Management Practices in Black Owned Restaurants in Durban. The aim of this study is to conduct a basic research where knowledge will be generated to understand the management practices in the black owned restaurant industry in Durban.

Through your participation I hope to understand how black owned restaurants are managed and what management practices are being used. The results from the focus group are intended to contribute towards learning and gaining insights into what management practices are used in the black owned restaurant business

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The Interview should take you about 45 minutes to an hour to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by participant

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project
Researcher: Ms. Manje Zwane 0731726644
Supervisor: Name Dr M Kanyangale 031 260 7934
Research Office: **Ms P Ximba 031-2603587**

CONSENT

**I..... (full names of participant)
hereby confirm that I understand the contents of this document and the nature of the research
project, and I consent to participating in the research project.**

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

Appendix 3: Ethical Clearance



25 May 2017

Mrs Manje Zwane (215080746)
Graduate School of Business & Leadership
Westville Campus

Dear Mrs Zwane,

Protocol reference number: HSS/0294/017M
Project title: Exploring the management practices in black owned restaurants in Durban

Full Approval – Expedited Application

In response to your application received on 31 March 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and FULL APPROVAL for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr MKanyangale
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Chair)
Westville Campus, Govan Mbeki Building
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Appendix 5: Turnitin Page

Exploring Management Practice of Black Owned Restaurants in Durban

ORIGINALITY REPORT

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SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	ijeer.net Internet Source	2%
2	Submitted to University of KwaZulu-Natal Student Paper	1%
3	www.ijssse.com Internet Source	1%
4	Submitted to Rhodes University Student Paper	1%
5	Submitted to Tshwane University of Technology Student Paper	1%
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